Shire of Broome

people • place • prosperity

VISION OF COUNCIL

"A thriving and friendly community that recognises our history and embraces cultural diversity and economic opportunity, whilst nurturing our unique natural and built environment."

AGENDA

FOR THE

ORDINARY MEETING OF COUNCIL

14 DECEMBER 2017

OUR VISION

"A thriving and friendly community that recognises our history and embraces cultural diversity and economic opportunity, whilst nurturing our unique natural and built environment."

OUR MISSION

"To deliver affordable and quality Local Government services."

CORE VALUES OF THE SHIRE

The core values that underpin the achievement of the mission will be based on a strong customer service focus and a positive attitude:

Communication

Integrity

Respect

Innovation

Transparency

Courtesy

DISCLAIMER

The purpose of Council Meetings is to discuss, and where possible, make resolutions about items appearing on the agenda. Whilst Council has the power to resolve such items and may in fact, appear to have done so at the meeting, no person should rely on or act on the basis of such decision or on any advice or information provided by a Member or Officer, or on the content of any discussion occurring, during the course of the meeting.

Persons should be aware that the provisions of the Local Government Act 1995 (Section 5.25 (e)) establish procedures for revocation or rescission of a Council decision. No person should rely on the decisions made by Council until formal advice of the Council decision is received by that person. The Shire of Broome expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any resolution of Council, or any advice or information provided by a Member or Officer, or the content of any discussion occurring, during the course of the Council meeting.

Councillor		Cr R Johnston	Cr H Tracey	Cr M Fairborn	Cr W Fryer	Cr E Foy	Cr D Male	Cr P Matsumoto	Cr C Mitchell	Cr B Rudeforth
2015	26 November							LOA		
2015	17 December									
2016	25 February					A				
2016	31 March					LOA				
2016	28 April		LOA	A	LOA	LOA				
2016	26 May			A				LOA		
2016	30 June		LOA							LOA
2016	28 July									
2016	25 August					LOA				
2016	29 September		A				LOA			
2016	27 October								LOA	
2016	24 November			LOA			A			
2016	15 December					A				A
2017	23 February									A
2017	30 March			LOA		LOA				
2017	27 April		A	LOA	A					
2017	25 May 2017					LOA				
2017	29 June 2017				A	LOA				
2017	27 July		A			LOA				
2017	7 September	A				LOA			LOA	
2017	28 September	LOA			LOA				LOA	LOA
2017	19 October	LOA		LOA						
2017 Local Government Ordinary Election held 21 October										
Councillor			Cr H Tracey	Cr D Male	Cr M Fairborn	Cr W Fryer	Cr E Foy	Cr C Marriott	Cr P Matsumoto	Cr C Mitchell	Cr B Rudeforth
2017	23 November					LOA				A

- ***LOA (Leave of Absence)*** • ***NA (Non Attendance)***
- ***A (Apologies)***

2.25. Disqualification for failure to attend meetings

(1) A council may, by resolution, grant leave of absence, to a member.

(2) Leave is not to be granted to a member in respect of more than 6 consecutive ordinary meetings of the council without the approval of the Minister, unless all of the meetings are within a period of 3 months.

(3A) Leave is not to be granted in respect of —

(a) a meeting that has concluded; or

(b) the part of a meeting before the granting of leave.

(3) The granting of the leave, or refusal to grant the leave and reasons for that refusal, is to be recorded in the minutes of the meeting.

(4) A member who is absent, without obtaining leave of the council, throughout 3 consecutive ordinary meetings of the council is disqualified from continuing his or her membership of the council, unless all of the meetings are within a 2 month period.

(5A) If a council holds 3 or more ordinary meetings within a 2 month period, and a member is absent without leave throughout each of those meetings, the member is disqualified if he or she is absent without leave throughout the ordinary meeting of the council immediately following the end of that period.

(5) The non-attendance of a member at the time and place appointed for an ordinary meeting of the council does not constitute absence from an ordinary meeting of the council —

(a) if no meeting of the council at which a quorum is present is actually held on that day; or

(b) if the non-attendance occurs —

(i) while the member has ceased to act as a member after written notice has been given to the member under section 2.27(3) and before written notice has been given to the member under section 2.27(5); or

(ii) while proceedings in connection with the disqualification of the member have been commenced and are pending; or

(iiia) while the member is suspended under section 5.117(1)(a)(iv); or

(iii) while the election of the member is disputed and proceedings relating to the disputed election have been commenced and are pending.

(6) A member who before the commencement of the Local Government Amendment Act 2009 section 5[1] was granted leave during an ordinary meeting of the council from which the member was absent is to be taken to have first obtained leave for the remainder of that meeting.

[Section 2.25 amended by No. 49 of 2004 s. 19(1); No. 17 of 2009 s. 5.]

SHIRE OF BROOME

ORDINARY MEETING OF COUNCIL

THURSDAY 14 DECEMBER 2017

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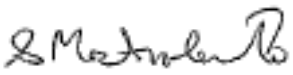
NOTICE OF MEETING

Dear Council Member,

The next Ordinary Meeting of the Shire of Broome will be held on Thursday, 14 December 2017 in the Council Chambers, Corner Weld and Haas Streets, Broome, commencing at 5.00pm.

Regards



S MASTROLEMBO
Chief Executive Officer

08/12/2017

1. OFFICIAL OPENING

2. ATTENDANCE AND APOLOGIES

Attendance:

Leave of Absence:

Apologies:

Officers:

Public Gallery:

3. DECLARATIONS OF FINANCIAL INTEREST / IMPARTIALITY

FINANCIAL INTEREST			
Councillor	**Item No**	**Item**	**Nature of Interest**

IMPARTIALITY			
Councillor	**Item No**	**Item**	**Nature of Interest**

4. PUBLIC QUESTION TIME

5. CONFIRMATION OF MINUTES

RECOMMENDATION:

That the Minutes of the Ordinary Meeting of Council held on 23 November 2017, as published and circulated, be confirmed as a true and accurate record of that meeting.

6. ANNOUNCEMENTS BY PRESIDENT WITHOUT DISCUSSION

7. PETITIONS

8. MATTERS FOR WHICH THE MEETING MAY BE CLOSED

The Chief Executive Officer advises that there are matters for discussion on the agenda for which the meeting may be closed, in accordance with section 5.23(2) of the *Local Government Act 1995.*

Recommendation

That the following Agenda items be considered under 14. Matters Behind Closed Doors, in accordance with section 5.23(2) of the *Local Government Act 1995*, as specified:

9.2.4 APPLICATION TO EXTEND TERM OF DEVELOPMENT APPROVAL - TOURIST DEVELOPMENT - LOT 451 HAMERSLEY STREET, BROOME

Item 9.2.4 and any attachments are confidential in accordance with Section 5.23(2) of the Local Government Act 1995 section 5.23(2)(d) as it contains "legal advice obtained, or which may be obtained, by the local government and which relates to a matter to be discussed at the meeting".

9.

REPORTS

OF

OFFICERS

9.1

OUR PEOPLE



PRIORITY STATEMENT

Embracing our cultural diversity and the relationship between our unique heritage and people, we aim to work in partnership with the community to provide relevant, quality services and infrastructure that meet the needs and aspirations of our community and those visiting and doing business in our region.

Supporting and contributing to the well-being and safety of our community is paramount, as is our focus on community engagement and participation.

Council aims to build safe, strong and resilient communities with access to services, infrastructure and opportunities that will result in an increase in active civic participation, a reduction in anti-social behaviour and improved social cohesion.

9.1.1 SUBMISSION - WA YOUTH STRATEGY

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	COS15
AUTHOR:	Manager Community and Economic Development
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Development and Community
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	27 November 2017

SUMMARY: The Department of Communities is currently calling for submissions as part of the development of a new State-wide youth strategy. This has been initiated by the *Better Choices: Youth in WA* discussion paper.

The Shire of Broome is well placed to contribute and advocate for youth in the region as informed by the Shire's Youth Framework 2016 – 2018.

It is recommended that Council resolve to make a formal submission to the Department of Communities as part of the consultation process.

BACKGROUND

Previous Considerations

Nil.

Background

The Department of Communities (**DoC**) is developing a new youth strategy for Western Australia.

The strategy will be developed following consultation with young people, youth service providers and government agencies.

Input from these groups will aid the development of a coordinated and targeted five year strategy designed to improve the delivery of programs and services to support young Western Australians.

The first step towards the new strategy is the *Better Choices: Youth in WA* discussion paper (**Discussion Paper**). The Shire of Broome has the opportunity to provide feedback as part of the consultation process.

The deadline for submissions is Monday, 18 December 2017.

COMMENT

Better Choices: Youth in WA discussion paper

The Discussion Paper aims to generate discussion and identify opportunities on how to best support West Australian youth. Feedback from young people and youth sector agencies will be used to help build a new WA youth strategy aimed at making a positive contribution in this area.

The Discussion Paper outlines the key areas of youth services within the state, and provides a summary of issues facing the youth services system. These are:

1. A fragmented funding which has resulted in challenges for cohesive policy development, funding and service delivery between multiple agencies.
2. Limited visibility of services which results in a complex system which can be difficult for young people to access and navigate.
3. A lack of clarity over governance which provides for limitations at a local and state level, impacting the effectiveness of services.

Best practice examples of youth service delivery are also provided from across the nation, as are a number of service models which could provide the backbone of an integrated and effective approach from State Government.

Kimberley Regional Youth Strategy

The Kimberley Regional Group (**KRG**) represents the four Kimberley local governments of Broome, Halls Creek, Derby/West Kimberley and Wyndham/East Kimberley. Based on correspondence and advice from the Department of Communities regarding the current consultation and submission process, the KRG will be submitting the Kimberley Regional Youth Strategy and Action Plan in lieu of making a formal submission. All background documents collated during the development of the Kimberley Regional Strategy will also be submitted – including consultation reports and data base reviews. The intent is for the Department of Communities to utilise the work already completed across the Kimberley to inform the development of the WA Youth Strategy.

Shire of Broome Youth Framework

The Shire of Broome's Youth Framework 2016 – 2018 (**Youth Framework**) demonstrates the Shire's commitment to young people in the region, guides its involvement in youth services and ensures that youth are engaged in future planning. It contains 10 strategic priorities which were developed through consultation and research with community partners, key stakeholders and young people in the Broome region. These priorities are:

1. A Voice for Youth
2. Community Participation and Leadership
3. Education, Training and Employment
4. Youth Service Coordination
5. Health and Wellbeing
6. Alcohol and Other Drugs
7. Safety
8. Recreation and Leisure
9. Events and Entertainment
10. Accommodation and Transport

Shire of Broome Submission

It is recommended that Council make the submission outlined in **Attachment 1** of this report. The submission has been structured as per the DoC proforma, which examines responses to the following focus questions:

- What specific programs would help young Western Australians make choices about their future?

- Do you have suggestions on how to implement these programs?
- Do you know of existing programs that can be leveraged to complement these suggestions?
- How can we improve access to young people and the youth sector to relevant programs?
- Do you have suggestions for specific programs in regional areas?
- Do you have suggestions for specific programs in metropolitan areas?
- Where should the focus of youth programs lie? Eg. on access and engagement, targeted intervention, or redirection services?

The submission refers to and draws from the Youth Framework in providing a response to these questions.

CONSULTATION

The Youth Framework was developed following both broad and targeted community consultation, and has informed the submission to the Department of Communities.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

There are no identified financial implications associated with Council presenting a submission.

RISK

The following risks have been identified for Council's consideration. Based on the following analysis it is recommended that Council proceeds with the submission.

Risk	Type	Rank	Mitigation
Shire does not make an independent submission to the Inquiry.	Reputational	Low	Given the Shire's commitment to youth, it is recommended that Council makes a submission.
The Shire's submission is not supported by industry or stakeholder bodies.	Reputational	Low	The Shire's submission has been informed by community consultation and an endorsed strategy document.
The Shire's feedback makes limited impact.	Reputational	Low	The outcomes and recommendations of the consultation process are being

			guided by the State Government. The Shire is being proactive by participating in the consultation.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Effective communication

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council:

1. *Endorses the submission, as shown in Attachment 1, to the Department of Communities in response to the 'Better Choices: Youth in WA' discussion paper.*
2. *Requests that the Chief Executive Officer forward the submission to the Department of Communities.*

Attachments

1. Shire of Broome Submission Better Choices Youth in WA Discussion Paper

Our ref: MD: SM: COS15

27 November 2017

Hon Peter Tinley AM MLA
Minister for Youth
7th Floor
Dumas House
2 Havelock Street
WEST PERTH WA 6005

By email: youngpeople@dlgc.wa.gov.au; Minister.Tinley@dpc.wa.gov.au

Dear Minister

RE: SHIRE OF BROOME SUBMISSION – *BETTER CHOICES: YOUTH IN WA* DISCUSSION PAPER

Thank you for the opportunity for the Shire of Broome to contribute feedback on the *Better Choices: Youth in WA* discussion paper. The following feedback is informed by the Shire's Youth Framework 2016 – 2018, which was developed in consultation with young people and youth sector stakeholders in the Broome region. Further to the responses below, the Shire of Broome Youth Framework 2016-2018 is attached for your information.

Focus Question Responses:

- **What specific programs would help young Western Australians make choices about their future?**

    1. Access to Skills Development Support: A range of factors such as low levels of literacy, low level parent involvement, financial disadvantage and low self-esteem can lead to poorly developed personal or "life skills". Skills such as the ability to obtain a driver's license, basic interpersonal skills, and financial literacy are often taken for granted.

- **Do you have suggestions on how to implement these programs?**

    1. Alignment with Future Opportunities: Young people in the Broome region identified education, training and employment opportunities as being an important factor for their long term health and wellbeing. Education and training underpins a wide range of opportunities for young people. However, there is a need to ensure that education and training programs align directly with real job opportunities and employment pathways are available to young people in Broome.

    2. Co-design: Young people tell us that it is important for them to feel represented by their government and be included in decisions that affect them. Engagement with young people must be meaningful and genuinely considered in the decision making process. Token gestures are easily identified as such and only damage young peoples' trust in the organisation or project.

- **Do you know of existing programs that can be leveraged to complement these suggestions?**

  The Shire is aware of the following in the Broome region:

  - Broome Senior High School
  - St Mary's College
  - Alternative learning programs (Broome Girls Academy and PCYC)
  - Kimberley Training Institute
  - Kimberley Group Training
  - University of Notre Dame
  - Workforce Development Centre
  - Employment services, in school transition support and vocational training programs, supported accommodation (Horizon House and MADALAH)

- **How can we improve access to young people and the youth sector to relevant programs?**

  1. Improved Coordination: The Broome region has a large number of service providers who deliver a diverse range of support services for young people. Some coordinated networks exist around particular interest areas such as the Youth at Risk interagency meetings, however coordination of government and non-government youth services is not the responsibility of one group or organisation – and there are opportunities for improvement in this area.

  2. Improved Referrals and Marketing: Referral pathways help to ensure young people are connected with the most relevant and useful service for their needs, however there is a general lack of awareness and understanding of the services available to young people and information about services is not always accessible or easy to find.

  3. Support to Access Education, Training and Employment: Many young people are not able to access education and employment close to home and need to either travel into Broome from remote communities or leave the region to pursue education and employment opportunities. Support in the areas of travel, accommodation, life skills and study methods is required for young people to access education, training and employment opportunities. Support for disengaged and at-risk youth to engage in education, training and employment has been identified as a priority

- **Do you have suggestions for specific programs in regional areas?**

  1. Health and Wellbeing: The Shire recognises the critical role family and friends play as the primary source of support in young people's lives. Some of the challenges facing families of young people include high incidences of domestic violence, suicide, alcohol and other drug use and the prevalence of young people on the streets at night – and there is a need for ongoing wrap-around projects to address these issues.

2. Alcohol and Other Drugs: Young people identified underage drinking, drug abuse, binge drinking, smoking and peer pressure as their top concerns around alcohol and other drugs. Young people are particularly concerned about the increasing use of ice (methamphetamine) and marijuana among youth in the Broome region.

- **Do you have suggestions for specific programs in metropolitan areas?**

  Most of the Shire's focus has been support for young people within the local government region, although it recognises that support services in the metropolitan area are vital for youth who relocate away from family support.

- **Where should the focus of youth programs lie? eg: on access and engagement, targeted intervention, or redirection services?**

  The Shire's Youth Framework sets out ten key priorities for young people in Broome and illustrate a vision for the outcomes and opportunities for young people in Broome:

  1. A Voice for Youth
  2. Community Participation and Leadership
  3. Education, Training and Employment
  4. Youth Service Coordination
  5. Health and Wellbeing
  6. Alcohol and Other Drugs
  7. Safety
  8. Recreation and Leisure
  9. Events and Entertainment
  10. Accommodation and Transport

  These priorities were ranked and based on the following factors:

  - What matters most to young people
  - Areas where the Shire of Broome can make the biggest impact or has influence
  - Issues identified as having the greatest need or requiring the most attention
  - Activities that are considered core business for the Shire of Broome

  While the Shire of Broome recognises that these priorities are based on a regional local government context, it believes that they can still inform the development of the State's Youth Strategy.

Should the Department of Communities wish to seek any further clarification or require more information, please contact Mark Davis, Manager Community and Economic Development on 9191 3456 or mark.davis@broome.wa.gov.au.

Yours faithfully

SAM MASTROLEMBO

CHIEF EXECUTIVE OFFICER

9.2

OUR PLACE



PRIORITY STATEMENT

The Shire of Broome has an abundance of unique natural features, coastal attractions, significant streetscapes, historic precincts and a mix of old and new urban developments.

Our aim is for all communities and settled areas, including the Broome Township, to be a place where the natural environment, on which life depends, is maintained, whilst at the same time the built environment contributes to the economy and a quality lifestyle for all.

Preserving the Shire's natural environment is a critical community outcome. Council will put into place strategies that nurture and improve the Shire's unique environment and biodiversity.

The Shire will work in partnership with the community and other agencies to ensure responsible and accountable management of both the natural and build environments is achieved in the short term and for future generations.

9.2.1 PROPOSED EASEMENT FROM DAMPIER DOWNS ROAD TO PETROLEUM PERMIT EP 493 (FINDER SHALE PTY LTD)

LOCATION/ADDRESS:	Dampier Downs Road
APPLICANT:	Finder Shale Pty Ltd; Department of Planning, Lands and Heritage
FILE:	ADM59
AUTHOR:	Land Tenure Officer
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Development and Community
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	9 November 2017

SUMMARY: The Shire has received correspondence from the Department of Planning, Lands and Heritage (DPLH) seeking the Shire's comments in relation to Finder Shale Pty Ltd's request for the grant of an access easement from their petroleum exploration licence located with the Shire boundaries to the Great Northern Highway.

As delegation does not exist for officers to provide comment, the request is being referred to Council for consideration.

This report recommends that Council supports the creation and granting of the access easement.

BACKGROUND

Previous Considerations

Nil.

The Department of Planning, Lands and Heritage (**DPLH**), has received a proposal from Finder Shale Pty Ltd (**Finder**), the holder of petroleum exploration licence EP 493 (EP 493), to obtain an easement for 'access' over the existing Dampier Downs Road and existing track to access EP 493 (see **Attachment 1**).

The proposed easement covers an area of approximately 104 ha and traverses Dampier Downs, Thangoo and Roebuck Plains Pastoral Leases, as well as an unnumbered Unallocated Crown Land (**UCL**) parcel.

Dampier Downs Road has not been formally dedicated (gazetted) and therefore is not vested with the Shire of Broome. Finder will upgrade and maintain the easement to access EP 493.

The Shire has received correspondence from the DPLH, seeking the Shire's comments in relation to the proposed easement.

COMMENT

Finder is a private oil and gas company, founded in 2004 and based in West Perth. Finder have several petroleum exploration and production permits in Australia, New Zealand, Jamaica and the United Kingdom, including EP 493 located in the Canning Basin.

The land on which the easement is proposed comprises a number of designations under the Shire's Local Planning Strategy (**Strategy**) and Local Planning Scheme No.6 (**LPS 6**).

Designations in the Strategy include 'Cultural and Natural Resource Use' and the 'Edgar Range Conservation Investigation Area'. The Strategy supports activities that identify and protect basic raw material resources and provide for their extraction.

The proposed access easement is zoned as 'General Agriculture' within LPS6. The easement would be consistent with the existing zoning as it is not considered to adversely impact the rural character and the land.

Therefore, this report recommends that Council supports the creation and granting of the proposed access easement from EP 493 to the Great Northern Highway, shown as points 1 to 16 on the plan in **Attachment 2**.

CONSULTATION

The DPLH will undertake stakeholder consultation as due process.

STATUTORY ENVIRONMENT

***Land Administration Act 1997* (WA)**

144. Easements over Crown land, Minister's powers to grant etc.

(1) Subject to this section, the Minister may —

(a) with the consent of every management body of the relevant Crown land and of every person having any interest, right, title or power in respect of that land, grant to any person an easement in, on, over, through or under that Crown land for a specified purpose or any other purpose the Minister thinks fit; and

(b) in that grant express that easement to be subject to specified conditions and the payment of specified consideration.

(2) The grantee of an easement may, with the consent of any management body or lessee of the relevant Crown land, apply to the Minister for the easement to be varied or cancelled.

(2a) An easement may be granted under this section despite the fact that the characteristics of the easement do not satisfy all of the characteristics that must be satisfied for an easement to be created under the common law.

(3) The Minister may, on receiving an application under subsection (2) —

(a) by order or other instrument vary or cancel the relevant easement; or

(b) refuse the application.

(4) In this section —

***specified purpose** means for —*

(a) the provision of pipes, conduits, cables, transmission lines, and other services; or

(b) the provision of any structure, plant, or equipment; or

(c) the provision of access for carrying out of any works and the performance of any maintenance that is necessary for, or ancillary or incidental to, giving effect to any of the purposes referred to in paragraph (a) or (b); or

(d) a prescribed purpose.

POLICY IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

Finder will upgrade and maintain the proposed easement. There will be no additional cost to the Shire.

RISK

The creation and grant of the access easements will provide formal access for Finder from EP 493 to the Great Northern Highway. There is no foreseen risk to the Shire.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Affordable services and initiatives to satisfy community need

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

VOTING REQUIREMENTS

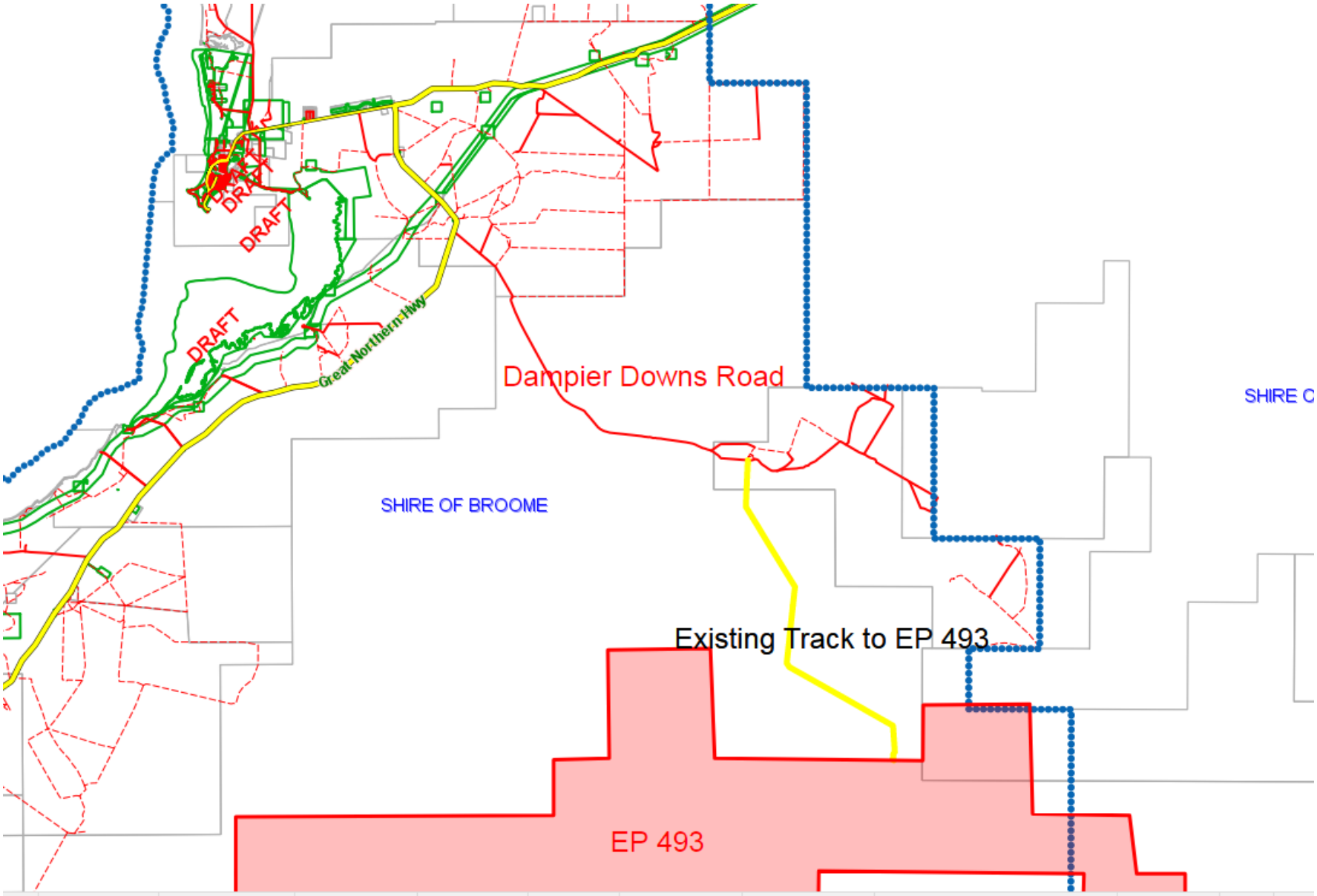
Simple Majority

REPORT RECOMMENDATION:

That Council requests the Chief Executive Officer advise the Department of Planning, Lands and Heritage that it supports the creation and granting of the access easement to Finder Shale Pty Ltd from petroleum exploration permit EP 493 to the Great Northern Highway, as depicted as points 1 to 16 on the plan in ***Attachment 2****.*

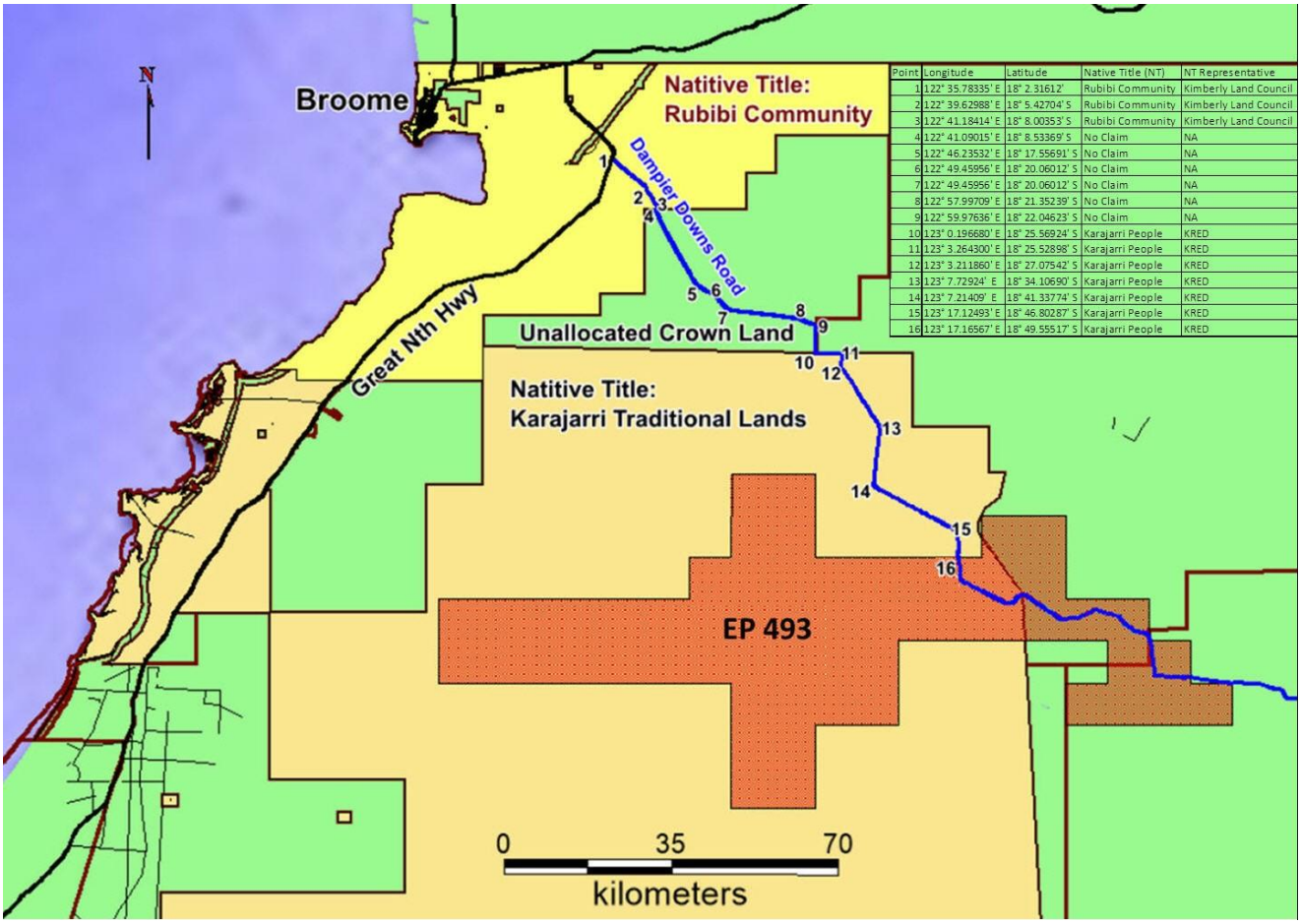
Attachments

1. Proposed easement from EP493 to Great Northern Hwy
2. Proposed easement Coordinate1to16



Proposed Easement from Great Northern Highway along Dampier Downs Road and existing track to EP 493

Existing Dampier Downs Road (red) Existing track to EP 493 (yellow)



Point	Longitude	Latitude	Native Title (NT)	NT Representative
1	122° 35.78335' E	18° 2.31612'	Rubibi Community	Kimberly Land Council
2	122° 39.62988' E	18° 5.42704' S	Rubibi Community	Kimberly Land Council
3	122° 41.18414' E	18° 8.00353' S	Rubibi Community	Kimberly Land Council
4	122° 41.09015' E	18° 8.53369' S	No Claim	NA
5	122° 46.23532' E	18° 17.55691' S	No Claim	NA
6	122° 49.45956' E	18° 20.06012' S	No Claim	NA
7	122° 49.45956' E	18° 20.06012' S	No Claim	NA
8	122° 57.99709' E	18° 21.35239' S	No Claim	NA
9	122° 59.97636' E	18° 22.04623' S	No Claim	NA
10	123° 0.196680' E	18° 25.56924' S	Karajarri People	KRED
11	123° 3.264300' E	18° 25.52898' S	Karajarri People	KRED
12	123° 3.211860' E	18° 27.07542' S	Karajarri People	KRED
13	123° 7.72924' E	18° 34.10690' S	Karajarri People	KRED
14	123° 7.21409' E	18° 41.33774' S	Karajarri People	KRED
15	123° 17.12493' E	18° 46.80287' S	Karajarri People	KRED
16	123° 17.16567' E	18° 49.55517' S	Karajarri People	KRED

9.2.2 DRAINAGE RESERVE 34907 – CNR HAMERSELY AND GUY STREETS

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	RES 41279
AUTHOR:	Land Tenure Officer
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Development and Community
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	20 November 2017

SUMMARY: Broome's Jetty to Jetty project, a partnership between the Shire of Broome and Yawuru Native Title Holders and linking Chinatown and Town Beach, was endorsed by Council at its Ordinary Meeting of Council on 30 April 2015.

Subject to funding, the Shire intends to construct a section of the Jetty to Jetty walk trail along the foreshore on Hamersley Street, opposite the Continental Hotel (Conti shared path). The proposed Conti shared path will encroach upon Reserve 39556, with Management Orders in favour of the Shire of Broome for the purpose of 'recreation' and Reserve 34907 for the purpose of 'drainage'.

Given the Jetty to Jetty project provides for recreational activities along the trail, this report recommends that Council write to the Department of Planning, Lands and Heritage seeking Management Orders for Reserve 34907 in the favour of the Shire of Broome for the purpose of 'recreation and drainage'.

BACKGROUND

Previous Considerations

OMC 16 May 2013	Item 9.1.4
ACHAC 27 May 2014	Item 5.5
OMC 24 July 2014	Item 9.2.4
OMC 30 April 2015	Item 9.2.3

Broome's Jetty to Jetty project, a partnership between the Shire of Broome and Yawuru Native Title Holders and linking Chinatown and Town Beach, was endorsed by Council at its Ordinary Meeting of Council on 30 April 2015.

COUNCIL RESOLUTION:

REPORT RECOMMENDATION)

Moved: Cr C Mitchell ***Seconded: Cr M Manado***

That Council:

1. ***Approve the site specific project plan including locations, content and materials to be used for the Jetty to Jetty Walk Trail as attached to allow for installation.***
2. ***Notes that the scope and timing of implementation is dependant upon securing***

funding.

3. ***Notes that $31,505 will be used from account 116085 towards implementation of the project.***
4. ***Requests the Chief Executive Officer to identify the unspent funds for this project as a carry over into the 2015/16 FY draft budget for Councils consideration for the development of a Interpretation Sign at Old Jetty/Town Beach.***

CARRIED UNANIMOUSLY 6/0

The Jetty to Jetty project is a heritage walk linking Streeter's Jetty in Chinatown and the site of Broome's old jetty at Town Beach. The proposed walk will use existing footpaths and highlight 13 historic locations along the route with interpretive signage and bench seating installed at each, with more locations identified for possible inclusion at a later stage.

The second phase of the Jetty to Jetty project will be the revetment work along the pindan cliffs at the Town Beach incorporating terracing and Staircase to the Moon viewing areas.

COMMENT

Subject to funding, the Shire intends to construct a section of the Jetty to Jetty walk trail along the foreshore on Hamersley Street (Conti shared path). The proposed Conti shared path will encroach upon Reserve 39556, with Management Orders in favour of the Shire of Broome for the purpose of 'recreation' and Reserve 34907 for the purpose of 'drainage' (refer to page 2 in **Attachment 1**).

Reserve 34907 (**Attachment 2**) is only for the purpose of 'drainage'. Therefore, it is recommended that the purpose of the Reserve be amended to include 'recreation' to allow for construction of the proposed Conti shared path.

To have Management Orders amended for Reserve 34907, the Shire must write to the Department of Planning, Lands and Heritage (**DPLH**) requesting the Minister for Lands amend the Management Orders in include the purpose of 'recreation'.

It is therefore recommended that Council writes to the DPLH requesting that the Minister for Lands issue Management Orders for Reserve 34909 in the favour of the Shire of Broome for the purpose of 'recreation and drainage'.

CONSULTATION

The Department of Planning, Lands and Heritage

This matter was discussed at the Yawuru Park Council Working Group on 22 November 2017.

STATUTORY ENVIRONMENT

***Land Administration Act 1997* (WA)**
Section 46. Care, control and management of reserves

1) The Minister may by order place with any one person or jointly with any 2 or more persons the care, control and management of a reserve for the same purpose as

that for which the relevant Crown land is reserved under section 41 and for purposes ancillary or beneficial to that purpose and may in that order subject that care, control and management to such conditions as the Minister specifies.

(2) The Minister may, with the consent of the management body of a reserve and of the holders of any interests within the reserve, by order vary any condition to which the care, control and management of the reserve is subject.

(3) The Minister may —

(a) by order confer on a management body power, subject to section 18, to grant a lease or sublease or licence over the whole or any part of the Crown land within the reserve in question for the purposes referred to in subsection (1); and

(b) approve a mortgage of any such lease.

(3a) The Minister may by order —

(a) without the consent of the management body of a reserve, vary —

(i) an order made under subsection (3)(a); or

(ii) an order made under section 33 of the repealed Act or section 42 or 43 of the Land Act 1898 [7] that subsists as an order made under subsection (3)(a), in relation to whether or not prior approval in writing of the Minister is required to a grant of a lease, sublease, or licence; or

(b) with the consent of the management body of a reserve, vary any other condition to which —

(i) an order made under subsection (3)(a); or

(ii) an order made under section 33 of the repealed Act or section 42 or 43 of the Land Act 1898 [7] that subsists as an order made under subsection (3)(a),is subject.

(3b) The Minister's approval under section 18 is not required for the exercise of a power conferred under subsection (3)(a) unless —

(a) the person on whom the power is conferred is —

(i) a body corporate that is constituted for a public purpose under an enactment and is an agency of the Crown in right of the State; or

(ii) a person referred to in subsection (10)(b),

and the order provides that the Minister's approval under section 18 is required; or

(b) the person on whom the power is conferred is a person other than a person referred to in paragraph (a).

(4) If an unmanaged reserve is the subject of —

(a) a lease granted under section 47; or

(b) a licence, or a lease or profit à prendre, granted under section 48, or of any other interest in the unmanaged reserve, the Minister may under subsection (1) place the care, control and management of that reserve with a management body subject to that licence, lease or profit à prendre or other interest, the term of which continues unbroken by that placing.

(5) An order made under subsection (1), (2), (3) or (3a) does not create any interest in Crown land in the relevant reserve in favour of the management body of that reserve.

(6) If Crown land reserved under section 41 for the purpose of recreation is leased or subleased under a power conferred under subsection (3), the lessee or sublessee may, unless the terms of the management order or the lease or sublease otherwise provide, restrict public access to the area leased.

(7) A person with whom the care, control and management of a reserve is placed by order under subsection (1) has, by virtue of this subsection, the capacity, functions and powers to hold and deal with the reserve in a manner consistent with the order, any order conferring power on that person under subsection (3)(a) and this

Act to the extent that the person does not already have that capacity or those functions and powers.

(8) Subsection (7) does not authorise a management body to perform a function or exercise a power if another enactment expressly prevents the person from performing that function or exercising that power, or expressly authorises another person to perform that function or exercise that power.

(9) Any instrument in relation to the care, control and management of a reserve entered into or given by a person holding an office referred to in subsection (10)(b)(i) or (iii) is taken to have been entered into or given by the person for the time being holding that office.

(10) In subsection (1), a reference to a person is a reference to —

(a) a person having perpetual succession;

(b) a person not having perpetual succession who is —

(i) a Minister to whom the Act specified in the relevant order is for the time being committed by the Governor; or

[(ii) deleted]

(ii) a person holding a prescribed office.

(11) If an order made under section 33 of the repealed Act subsists under clause 16(1) of Schedule 2 as if it were a management order under section 46(1), the Minister may by order vary that order to place the care, control and management of the reserve the subject of the order with a person referred to in subsection (10).

(12) An order made under section 46(1) before the coming into operation of section 12 of the Land Administration Amendment Act 2000 [1] may be varied by the Minister by order to place the care, control and management of the reserve the subject of the order with a person referred to in subsection (10).

POLICY IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

There will be no direct additional costs to the Shire associated with accepting the Management Order for Reserve 34907 with the amended purpose of 'recreation and drainage'. The Reserve currently serves a drainage purpose which the Shire currently maintains.

RISK

Nil.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Affordable services and initiatives to satisfy community need

A healthy and safe environment

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

Realistic and sustainable land use strategies for the Shire within state and national frameworks and in consultation with the community

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council request the Chief Executive Officer advise the Department of Planning, Lands and Heritage that it seeks Management Orders in favour of the Shire of Broome for Reserve 34907 for the purpose of 'drainage and recreation'.

Attachments

1. Proposed Conti Shared Path - page 2 and Reserve 34907
2. Reserve 34907 for drainage


CONSTRUCTION NOTES:
1.0 GENERAL
1.1 ALL LEVELS ARE TO AUSTRALIAN HEIGHT DATUM (AHD)
1.2 ALL DIMENSIONS ARE IN METRES UNLESS NOTED OTHERWISE
1.3 ALL SERVICES TO BE LOCATED & LEVELED BEFORE COMMENCMENT OF WORKS. SERVICES SHOWN ON THIS PLAN ARE FOR DIAGRAMMATIC PURPOSES ONLY
1.4 THE CONTRACTOR IS TO ENSURE THAT ALL RETICULATION LINES HAVE BEEN CUT AND CAPPED BEYOND THE LIMITS OF THE CONSTRUCTION AND TO COORDINATE THE REPLACEMENT OF ANY RETICULATION AT THE COMPLETION OF THE WORKS
2.0 PATH AND PRAM RAMPS
2.1 ALL PATHS AND PRAM RAMPS ARE SHALL BE BUILT IN ACCORDANCE WITH SHIRE OF BROOME STANDARD DRAWING STD-FP-01
2.2 CONCRETE SHALL BE 6% SANDSTONE WITH KUNUNURRA RIVERSTONE AGGREGATE WITH AN ACID WASHED EXPOSED AGGREGATE FINISH
NORTH
GUY STREET
ROAD CROSSING REFUGE ISLAND
2.5m PATH CONNECTION TO GUY STREET SHARED PATH
REFER DRG 17009-FP-02
OAKS RESORT
HAMERSLEY STREET
3m WIDE SHARED PATH
INSTALL ADDITIONAL 1m WIDE PATH TO WIDEN EXISTING PATH TO 3m WIDE SHARED PATH
REMOVE EXISTING PATH AND REINSTATE WITH TURF
SAVILLE STREET
CATALINA'S BOAT RAMP
SEAVIEW SHOPPING CENTRE
RECONSTRUCT DRAIN CROSSING
RELOCATE LANDSCAPING
PRAM RAMP TYP
INSTALL ADDITIONAL 1m WIDE PATH TO WIDEN EXISTING PATH TO 3m WIDE SHARED PATH
3m WIDE SHARED PATH
BROOME MUSEUM
ROBINSON STREET
INSTALL BIKE RACK AT MASTERPLAN HERITAGE PRECINCT
TOWN BEACH RESERVE R 31340
4m WIDE SHARED PATH ALONG TOWN BEACH RESERVE FORESHORE
HOPTON STREET
TOWN BEACH RESERVE R 31340
INSTALL BIKE RACK AT MASTERPLAN YOUTH PRECINCT AREA
REVETMENT WALL PATH, REFER PRITCHARD FRANCIS DRG 12-010-C1.01
4m WIDE SHARED PATH CONNECTION FROM REVETMENT WALL PATH TO TOWN BEACH GROYNE
TOWN BEACH WATER PLAYGROUND
INSTALL BIKE RACK AT WATER PLAYGROUND AND CAFE AREA
ROEBUCK BAY CARAVAN PARK
TOWN BEACH CAFE
TOWN BEACH BOAT RAMP
TOWN BEACH
DIAL 1100 BEFORE YOU DIG
20,000mm 0 20m 40m 60m
1:1,000 AT SHEET SIZE A1
PRELIMINARY
REVISIONS
C 29.09.2017 AMENDED TO SUIT DOT REQUIREMENTS JAH JAH
B 21.09.2017 ISSUED FOR DAA APPROVAL JAH JAH
A 09.08.2017 ISSUED FOR GRANT APPLICATION JAH JAH
REV DATE DESCRIPTION DRN DES CKD PM
HORIZONTAL DATUM MG94-51
VERTICAL DATUM AHD
CONTOUR INTERVAL 0.01m
Shire of Broome
people • place • prosperity
SHIRE OF BROOME
WELD STREET (PO BOX 44)
BROOME WA 6725
TEL (08) 9191 3456
FAX (08) 9191 3455
Shire@broome.wa.gov.au
BROOME PATHWAYS
FOOTPATH AND CYCLEPATH NETWORK
CONTI FORESHORE SHARED PATH
SHEET 1
DRAWING NUMBER 17009-FP-01
PROJECT NUMBER 17009
SHEET SIZE A1
SCALE 1:1,000 @ A1
1:2,000 @ A3
REV C


CONSTRUCTION NOTES:
1.0 GENERAL
1.1 ALL LEVELS ARE TO AUSTRALIAN HEIGHT DATUM (AHD)
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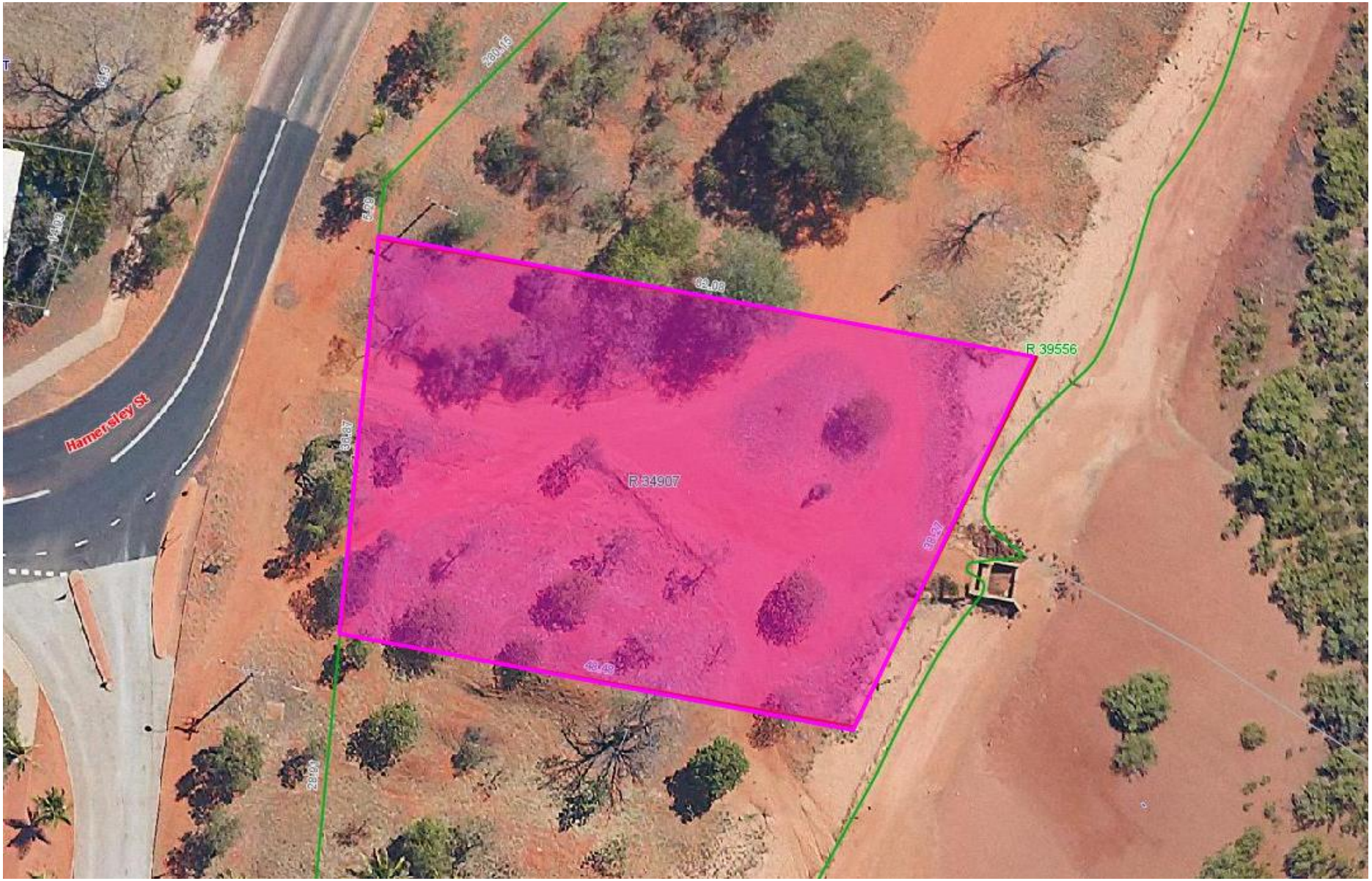
2.2 CONCRETE SHALL BE 6% SANDSTONE WITH KUNUNURRA RIVERSTONE AGGREGATE WITH AN ACID WASHED EXPOSED AGGREGATE FINISH
NORTH
HAAS STREET
BROOME HOSPITAL
BROOME PRIMARY SCHOOL
BAYSIDE HOLIDAY APPARTMENTS
MATSO'S BREWERY
TO CINNAMON
MOONLIGHT BAY SUITES
CARNARVON STREET
ANNE STREET
2.5m CONCRETE PATH CONNECTION TO HAMERSLEY STREET SHARED PATH
PRAM RAMP
PRAM RAMP
BEDFORD PARK
OAKS RESORT
3m WIDE SHARED PATH TYP UNO
R 39556
LOUIS STREET
2.5m CONCRETE PATH CONNECTION TO HAMERSLEY STREET SHARED PATH
CONTI FORESHORE
R 39556
PRAM RAMP
6m CONTOUR
ROBINSON STREET
HAMERSLEY STREET
R 39556
CHART DATUM (CD)
AUSTRALIAN HEIGHT DATUM (AHD)
HAT 10.56 5.24
MHWS 9.28 3.96
MHWN 6.32 1.00
MSL 5.41 0.09
AHD 5.32 0.00
MLWN 4.51 -0.81
MLWS 1.54 -3.84
LAT 0.00 -5.32
BROOME TIDE LEVELS
ROAD CROSSING REFUGE ISLAND
GUY STREET
R 34907
TO CABLE BEACH
2.5m CONCRETE PATH CONNECTION TO GUY STREET SHARED PATH
PRAM RAMP
HAMERSLEY STREET
DIAL 1100 BEFORE YOU DIG
PRELIMINARY
20,000mm 0 20m 40m 60m
1:1,000 AT SHEET SIZE A1
REVISIONS
C 29.09.2017 AMENDED TO SUIT DOT REQUIREMENTS JAH JAH
B 21.09.2017 ISSUED FOR DAA APPROVAL JAH JAH
A 09.08.2017 ISSUED FOR GRANT APPLICATION JAH JAH
REV DATE DESCRIPTION DRN DES CKD PM
HORIZONTAL DATUM MG94-51
VERTICAL DATUM AHD
CONTOUR INTERVAL 0.01m
Shire of Broome
people • place • prosperity
SHIRE OF BROOME WELD STREET (PO BOX 44) BROOME WA 6725
TEL (08) 9191 3456 FAX (08) 9191 3455 Shire@broome.wa.gov.au
BROOME PATHWAYS
FOOTPATH AND CYCLEPATH NETWORK
CONTI FORESHORE SHARED PATH
SHEET 2
DRAWING NUMBER 17009-FP-02
PROJECT NUMBER 17009
SHEET SIZE A1
SCALE 1:1,000 @ A1 1:2,000 @ A3
REV C



Reserve 34907, Management Orders in favour of the Shire of Broome for the purpose of 'drainage' to include the purpose of 'recreation'

9.2.3 REQUEST FROM RSPCA FOR CONTRIBUTION TOWARDS WEST KIMBERLEY RSPCA INSPECTOR

LOCATION/ADDRESS:	Nil
APPLICANT:	RSPCA
FILE:	LAW021
AUTHOR:	Manager Emergency, Health and Ranger Services
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Development and Community
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	20 November 2017

SUMMARY: The Shire of Broome has been approached by the RSPCA WA (Incorporated) to contribute funding towards basing an RSPCA Inspector in Broome to service the West Kimberley.

BACKGROUND

Previous Considerations

The Royal Society of Prevention of Cruelty to Animals (**RSPCA**) is a non-government animal welfare organisation that investigates reports of animal cruelty. It was established in Western Australia in 1892.

RSPCA Inspectors are designated as authorised officers for the purposes of the *Animal Welfare Act 2002* (**AW Act**). The RSPCA currently receives funding from the State Government in the amount of $350,000 to contribute to the cost of having 11 inspectors based in Perth, Albany, Bunbury, Geraldton and Kalgoorlie. The City of Kalgoorlie Boulder also contributes $40,000 annually towards the cost of the Inspector in that location.

The State Government does not employ any dedicated Animal Welfare Inspectors. WA Police Officers have all powers under the AW Act and are able to investigate reports of cruelty to animals. The WA Police generally refer reports to the RSPCA to investigate. If the RSPCA does not have Inspectors available they will generally refer the reports back to the WA Police to be investigated. It is Shire officers' understanding that this is the current situation in Broome.

The AW Act allows for local government Rangers to be authorised as inspectors. However, this authorisation has not been implemented for Shire Rangers due to resourcing limitations. In the absence of this authorisation, Shire Rangers do not respond to reports of animal cruelty or neglect. Rangers will however assist the Police when requested, mainly with logistical assistance.

In October 2017, RSPCA WA approached the Shire of Broome seeking a contribution towards funding an Inspector to be based in Broome. A copy of the RSPCA WA proposal is shown in **Attachment 1**. This Inspector would be the only RSPCA Inspector based north of Geraldton.

A two-year funding commitment of $25,000 per annum in the 2017/18 and 2018/19 financial years is being sought. The RSPCA proposal states that this is approximately 15% of

the overall funding required for the position. Funding has also been sought from the Shire of Derby West Kimberley (**SDWK**). It is not known how the position will be funded in future years.

The RSPCA WA proposal states that the Shire of Broome will receive the following benefits:

- Development and delivery of a community education program including two annual visits to each of the 12 schools in the Shire;
- Two animal welfare articles provided for publication in the Shire's newsletter each year; and
- Provision of a dedicated Inspector based in Broome.

The RSPCA proposal also includes provision for an optional 'RSPCA Community Action Day" at an additional cost of $5000. Community Action days are free community events that promote animal welfare. RSPCA inspectors, Ranger staff and veterinary staff can be available for community members to interact with.

Should Council choose to accept the RSPCA proposal it is anticipated that RSPCA will seek a formal Memorandum of Understanding with the Shire.

COMMENT

It is a common misconception that Shire Rangers have an obligation to respond to reports received regarding animal neglect or cruelty. Shire Rangers are authorised under both the *Dog Act 1976* and the *Cat* Act *2008*. The intent of both Acts is for the governance and promotion of responsible pet ownership.

Neither Act places an obligation on, nor provides authorisation or powers to investigate animal cruelty or neglect. Powers of that nature are contained within the AW Act. The Shire's Rangers are not currently authorised under the AW Act. Should a Shire Ranger investigate matters of animal cruelty or neglect, then that person runs a risk that they will operate outside of their lawful authority.

The Shire of Broome currently employs four Rangers and a Ranger Coordinator. These officers deal with a wide range of matters including illegal camping, parking, Dog Act and Cat Act responsibilities, fire mitigation and other general regulatory and local law compliance. The current scope of responsibilities allocated to Rangers mean that they do not have the capacity to deal with animal welfare issues, however they will assist other agencies where possible.

Shire officers support a RSPCA Inspector being based in Broome. The Inspector will assist in promoting responsible pet ownership, a key priority of the Rangers. Shire Rangers do receive notification of or witness animal cruelty incidents, and it is a source of frustration that these incidents often go unresolved due to a lack of appropriately authorised Inspectors dedicated to that role.

Several years ago, Shire officers lobbied the RSPCA for an Inspector to be based in Broome. It appears that at the time, incidents of animal cruelty were as high as two to three reports a week. A search of Shire records indicates that there have been 23 animal welfare complaints received by the Shire since May 2015, and therefore from Shire records the number of animal cruelty and welfare issues arising in Broome appears to have decreased.

As stated above, RSPCA WA has also requested funding from the SDWK. It is understood that SDWK are supportive of the project, however have not committed to providing funding.

RSPCA WA have also stated that they are considering basing the officer at Port Hedland should that local government commit funding, dependent on the Shire of Broome and SDWK position. There will not be two officers based in the North West.

Overall, while the introduction of a RSPCA Inspector is fully supported by officers, it is felt that this is a State responsibility and that the costs should not be borne by ratepayers. Therefore, it is recommended that the proposal by RSPCA WA not be supported.

CONSULTATION

Shire officers were provided a briefing by RSPCA WA staff. It is understood that the RSPCA WA staff undertook further consultation with the following stakeholders:

- ABC Radio
- Broome Advertiser
- Shire of Derby West Kimberley
- SAFE Broome
- Kimberley Wildlife
- WA Police (Broome OIC)
- Nirrumbuk.

The results of the consultation are not known; however it is anticipated that the stakeholders engaged would be supportive of the proposal.

STATUTORY ENVIRONMENT

Animal Welfare Act 2002 (WA)

POLICY IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

The total cost of contributing towards a RSPCA Inspector being based in Broome is $50,000 ($25,000 per annum), with the first annual contribution to be made in this financial year and the second in the 2018/19 financial year.

There is currently no budget set aside for this expenditure.

RISK

There is no identified risk should Council support the proposal. Council does however have a risk of being perceived negatively by sections of the community by not supporting the project. Council may be perceived as not placing animal welfare as a high priority. The risk is assessed as being a minor reputational risk due to a possibility of local media reports and a low impact on community stakeholders. It is possible that the media will run an article. The risk is therefore deemed Moderate.

STRATEGIC IMPLICATIONS

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

Effective community engagement

Improved systems, processes and compliance

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council requests that the Chief Executive Officer write to RSPCA WA advising that:

1. *Council is supportive of a RSPCA Inspector being based in Broome;*
2. *However, the Shire declines to provide the requested financial contribution towards the RSPCA Inspector position, on the basis that this funding should be provided by the State Government.*

Attachments

1. Animal Welfare Improvement Proposal - Shire of Broome

RSPCA Western Australia

Animal Welfare Improvement Proposal
Shire of Broome

1. Summary

- We know that animal welfare is very important to the Shire of Broome (the Shire) and its residents. The Shire has previously lobbied RSPCA WA for a presence, advising that animal neglect and cruelty is prevalent.
- As with most regions in Western Australia, there are opportunities to significantly improve animal welfare in the region.
- Due to limited resources, RSPCA WA is unable to deliver an effective service to the Shire.
- An opportunity exists in partnership with the Shire (and the Shire of Derby/West Kimberley) to employ an RSPCA WA Inspector in the region.
- A financial contribution by the Shire of $25,000 per annum will enable RSPCA WA to engage with the local community and deliver important educational programs, regular routine visits and an animal cruelty reporting and response service i.e. the compliance and enforcement functions under the *Animal Welfare Act 2002* (the Act).
- If agreed, an MOU will be developed to reflect the commitment made between the Shire and RSPCA WA.
- There is precedent with this partnership model. Currently the City of Kalgoorlie-Boulder provides $40,000 in funding for a part-time RSPCA WA Animal Welfare Officer based in Kalgoorlie. There has been significant improvements in the way animals are treated throughout the region as a direct result of the City partnering with RSPCA WA in recent years.

2. Proposal

A two-year funding commitment to RSPCA WA is sought from the Shire to deliver improvements in animal welfare throughout the region. The funding required equates to just 15% of the overall funding required to deliver a full-time service in the Broome and Derby/West Kimberley region.

2017/18	$25,000
2018/19	$25,000

The two key deliverables in the proposal are:

A. Development and delivery of localised and effective community education programs and information for Shire residents

Deliver a total of two targeted education programs per annum to the 12 schools in the Shire:

- Roebuck Primary School
- Cable Beach Primary School
- Broome Primary School
- Broome Senior High School
- St Mary's College

- Sacred Heart School
- La Grange Remote Community School
- One Arm Point Remote Community School
- Djarindjin Lombadina School
- North Regional TAFE
- One Arm Point Remote Community School
- Djarindjin Lombadina School

These school educational programs are specifically developed to promote responsible pet ownership and dog safety. They also introduce the legislation around animal welfare and the legal responsibilities of pet ownership.

In addition, RSPCA WA will provide two animal welfare articles on topics of interest relevant to the region per annum for potential inclusion in the Shire's *Shire News* newsletter to residents.

B. Provision of dedicated animal welfare education, compliance and enforcement function under the Act

The RSPCA WA Inspector will be based in Broome and will respond to all reports to the RSPCA's 24 hour/7 day per week call centre. RSPCA WA will investigate cruelty reports, provide education and, as a last resort, prosecute offenders when appropriate and (ultimately) required.

The RSPCA WA Inspector will also meet regularly with Shire officers and provide a report on related activities twice per year. The RSPCA WA Inspector will at all times be available for enquiries made by the rangers regarding the Act and conduct relevant internal training as per the request of the Director Development Services.

3. RSPCA WA Community Action Days

An optional extra for the Shire (at a cost of $5,000) is the organisation of RSPCA WA Community Action Days. These are free events that help local communities who may be struggling with basic pet requirements and provides the opportunity for them to get together with RSPCA WA Inspectors, local rangers and vet staff.

Through these events, RSPCA WA aims to encourage people to become responsible pet owners. It includes providing information on common problems such as fleas, worms, ticks, fly bitten ears, mange, shelter, food and water. RSPCA WA will work with rangers to explain to pet owners the process for registrations and local council laws and there are vets available to give free advice for their pets and free check-ups for dogs.

At these events, RSPCA WA offers:

- Pet food for families in financial need
- Flea, worming and tick medication for dogs and cats
- Free dog microchipping (*not available for litters or breeders)
- Veterinary health checks for dogs
- Pamphlets explaining responsible pet ownership
- Free sausage sizzle
- Stickers and various other giveaways

4. Proposal benefits to the Shire

- A 24/7 animal cruelty call centre for the community
- Fully 'serviced' and trained dedicated animal welfare officer coverage
- Education, compliance and enforcement services for ratepayers (under the Act)
- Relieving rangers from animal welfare issues, which will then enable resources to be focused more on other priorities
- Safeguarding Shire rangers in terms of compliance with the Act
- Improved community attitudes to animals
- Detailed six-monthly activity reports provided
- Two articles per year for the Shire's newsletter to residents
- A clear demonstration to the community that the Shire highly values animal welfare

Examples of RSPCA WA activities in the City of Kalgoorlie-Boulder are provided at **Attachment 1.**

5. RSPCA WA requirements

- Financial support from the Shire ($25,000 per annum for two years)
- Public promotion of the new service
- Pound facility access (occasional)
- Support in promoting the establishment of a local RSPCA branch *Friends of the RSPCA* volunteer group
- In relation to animals, the Shire will continue to deal with all obligations under current cat and dog legislation.

A copy of the RSPCA Broome proposed relationships diagram is provided at **Attachment 2.**

6. Proposal benefits to support the Shire's Strategic Community Plan

An RSPCA WA presence and engagement with the community will foster improved attitudes to animals and positively add to the social fabric of the community. As Mahatma Gandhi reportedly stated *"The greatness of a nation and its moral progress can be judged by the way its animals are treated."*

The Shire's stated Vision is *"A thriving and friendly community that recognises our history and embraces cultural diversity and economic opportunity, whilst nurturing our natural and built environment"*

This proposal directly aligns with and supports the Shire's Vision, as well as the Shire's *Strategic Community Plan 2017-2027* document: http://www.broome.wa.gov.au/files/assets/public/about/publications-amp-reports/strategic-amp-corporate-plans/final-broome-scp-2017-2027_-as-adopted-by-council-15-december-2016.pdf

In particular, this proposal aligns with the following Objectives and Outcomes from the Shire's Plan:

- SOCIAL
  - Objective: Our People - Foster a community environment that is accessible, affordable, inclusive, healthy and safe
  - Outcomes:
    - Affordable services and initiatives to satisfy community needs
    - Accessible and safe community spaces
    - A healthy and safe environment

- ENVIRONMENT
  - Objectives: Our Place - Help to protect the natural and built environment and cultural heritage of Broome
  - Outcomes:
    - A natural environment for the benefit and enjoyment of current and future generations
    - Retention and expansion of Broome's iconic tourism assets and reputation

- ECONOMIC
  - Objectives: Our Prosperity - Create the means to enable economic diversity, growth and lifestyle affordability for the current and future population
  - Outcomes:
    - Affordable and equitable services and infrastructure

- CIVIC LEADERSHIP
  - Objectives:
    - Our Organisation Continually enhance the Shire's organisational capacity to service the needs of a growing community
  - Outcomes:
    - An organisational culture that strives for service excellence
    - Responsible resource allocation
    - Improved systems, processes and compliance

In terms of ensuring Shire resources are delivering an optimum benefit to the community, this investment of $25,000 (equivalent to 15% of the total cost) is a smart and efficient investment which will deliver strong returns to the community and its animals.

Through working collaboratively with the Shire and its residents, an RSPCA presence will assist in improving cohesion and pride within the community. We know, based on our experience that a love of animals brings communities together. Should the Shire be able to partner with RSPCA WA, the Society will look to form an RSPCA branch *Friends of the RSPCA* (local volunteer group) and there is potential to develop and deliver a popular *Million Paws Walk* event in the Shire next year.

It is proposed that a few survey questions relating to animal welfare be considered by the Shire for inclusion in any Community Survey research it may undertake in the future, to measure how well the community perceives the Shire and RSPCA WA are addressing animal welfare.

7. Current RSPCA WA operations

Established 125 years ago, RSPCA WA is the State's oldest, largest and leading animal welfare organisation. The Society's current objectives continue to reflect its early objectives of promoting animal welfare and kindness to animals and preventing or suppressing cruelty to animals.

The Inspectorate of RSPCA WA provides education, compliance and enforcement functions under the Act. Inspectors work in the field, following up on reports of animal cruelty, conducting rescues and educating members of the public on the appropriate care of their animals.

This work occurs in the context of the broad range of animal welfare activities delivered by the Society's other divisions, which involve significant infrastructure and expertise in the care of all animals. Consequently, the Inspectorate's functions under the Act are supported and enhanced by the facilities and staff undertaking the Society's other activities, which are made possible by public financial support.

RSPCA WA relies on the community and other fundraising initiatives for 95% of its income. 5% is provided by the State Government.

RSPCA WA has relatively limited coverage in regional Western Australia. It has a number of departments which have some involvement in regional activities including the following:

1. RSPCA Inspectors in Geraldton, Albany, Bunbury and Kalgoorlie (part-time) - these Inspectors, together with those based in Perth, educate the public on responsible animal ownership and respond to cruelty complaints across the State.
2. RSPCA branches (volunteer *Friends of the RSPCA*) are located in four locations across Western Australia, including Kalgoorlie, Geraldton, Albany and York.
3. RSPCA Community Education - based in Perth, with some limited regional outreach programs and activities including with schools.
4. RSPCA Policy and Planning - this role is working with a range of stakeholders, including the Department of Primary Industries and Regional Development, Department of Local Government and Communities, and others on a range of topics relating to issues across the State, including cat and dog management facilities, cat trapping, feral animal management, animals in transport, livestock, and various codes of practice/regulations.
5. RSPCA Community Engagement - facilitation of events and activities including the signature *Million Paws Walk* event, staged in nine locations across the State, including Geraldton, Kalgoorlie, Bunbury and Albany.

8. RSPCA WA Inspectorate

RSPCA WA receives $350,000 from the State Government and $40,000 from the Shire of Kalgoorlie-Boulder to help offset the costs of providing an Inspectorate service in Western Australia. In 2016/17, the overall cost of running the Inspectorate during this period is estimated at $3.5 million.

On average, RSPCA WA receives 40-50 calls to its cruelty line every day, totalling more than 15,000 per annum.

There are currently 11 RSPCA WA Inspectors who respond to calls State-wide. There is currently very limited ability for the Society to respond to animal cruelty reports and proactively engage with communities within the Shire.

These Inspectors play a key role in the front line operations of RSPCA WA. They conduct much of their work in the field, following up on complaints of cruelty, conducting animal rescues, educating people on the appropriate care of animals and, where necessary, gathering evidence, preparing briefs and assisting in the prosecution of offenders as part of their role in enforcing the Act. The Inspectors are proactive and also conduct routine inspections of animal holding facilities, commercial facilities and entertainment venues, to ensure appropriate standards are maintained.

RSPCA WA Inspectors work with the local community, Shire rangers, Police, vets, rescue groups and volunteers, to improve animal welfare. The importance of maintaining strong stakeholder relationships in our regional work is critical.

Due to our greater presence in Kalgoorlie-Boulder, from 1 July 2016 to 30 June 2017 RSPCA WA received 245 reports to its *1300CRUELTY* call line for incidents in the City of Kalgoorlie-Boulder.

9. RSPCA WA Community Education

The Community Education team works with schools, local councils, community groups and the general public to improve knowledge, awareness and attitudes to animal welfare. Some examples of projects the Community Education officers are involved with include:

- Presentations/workshops/discussions on a variety of topics specific to community needs and interests.
- Advice and assistance to communities working to improve the welfare of animals within the community, with a focus on outreach and marginalised communities.
- Attendance at community events.
- Fostering relations with communities through positive interaction with RSPCA WA staff and animals.

In terms of school-based programs, RSPCA WA provides a range of learning opportunities and programs directly linked to the Australian National Curriculum. Lessons relating to 'cruelty awareness' include:

Lesson 1: Developing empathy
The ability to empathise is something we are all born with, but it is a still a skill that requires both practice and understanding. This lesson provides a platform for students to develop empathy towards animals and other living beings. Students place themselves in the 'paws or claws' of an animal and interprets the emotions it feels when human actions intervene.

Lesson 2: Cruelty cases
Can you be the Judge in some of our animal welfare cases? RSPCA education officers present real life animal cruelty cases and allow students to decide upon appropriate punishments. The use of real-life RSPCA WA animal welfare cases demonstrates to students that there are real-life consequences for real-life actions.

Lesson 3: Taking responsibility
Students evaluate and compare their new understanding of animal welfare. They are then allocated the project of developing an appropriate illustrative story to promote animal welfare and taking responsibility for younger students (vertical and peer learning).

10. RSPCA branches (volunteer groups)

The first branch formed was in Albany (*Friends of the RSPCA*) and it has been operational for over 15 years. Since then, three more branches have emerged in Geraldton, Kalgoorlie and York.

These groups are involved in providing education, foster caring, rehoming and desexing services in certain areas. They also coordinate events and activities in their local communities, including for fundraising purposes.

11. Local veterinary support

Discussions will be held with the Broome Veterinary Hospital and All Creatures Veterinary Hospital regarding providing support to the RSPCA WA Inspector for animals requiring veterinary treatment (at RSPCA WA's cost). Animals from the Shire will be included in these arrangements. Similar arrangements exist in many other regional locations.

12. WA Police – Broome

RSPCA WA has a MOU with the WA Police which works well in areas where RSPCA WA has a presence. A good working relationship will be established with the WA Police located in Broome.

13. RSPCA WA Inspector training and equipment

The RSPCA WA Inspector will be recruited and selected based on relevant experience and qualifications. Upon commencement (and prior to entering field work) new Inspectors undertake inductions and training to ensure that performance expectations are achieved and a high quality, customer focused service consistent with RSPCA WA values is provided to the public.

By way of comparison, the Goldfields Inspector has participated in a range of training including:

- Livestock Management and Control training
- Certificate IV training in Government Statutory Compliance
- Firearms training
- Working at Heights training
- First Aid training
- Regular legal training provided by RSPCA WA In-house Legal Counsel

Quarterly training is also provided on legal matters such as investigation, continuity of evidence and court procedures conducted by in-house Legal Counsel:

- Effective search warrant execution training provided by the Australian Federal Police
- Risk/Health & Safety assessments, implementing a new OH&S Manual
- Conflict Management and Situational Awareness training
- Deceptive Detective Masterclass training
- Direction Notice training

- Standard Operating Procedures
- Compliance, Enforcement and Prosecution
- Dog Emotion and Cognition training
- Suicide Risk and Trauma: Workplace Burnout and Compassion Fatigue

The Inspector's work is also guided and enhanced by the following tools and procedural manuals, which have been developed internally by the Inspectorate:

- Standard Operating Procedures
- Inspectorate Health and Safety Working Instructions
- Compliance, Enforcement and Prosecutions Policy
- Inspectorate Animal Welfare Decisions Chart which is designed to provide Inspectors with a quick reference in the field - this is carried in the vehicle with all the documents above
- Legislative Framework

RSPCA WA provides all training, equipment, finance, HR, IT, Perth animal shelter, veterinary support, adoption and foster care programs, legal support. Continued development of Inspectors includes:

- Individual development plans
- Annual appraisals
- One-on-one meetings
- Weekly tool box teleconference meetings with all Inspectors
- Set key performance indicators
- Health and Safety training
- Certificate IV Compliance & Investigation
- Working at Heights training
- Working in Confined Spaces
- Gas meter testing
- Diploma in Government Compliance
- Media protocols training

A full list of equipment supplied by RSPCA WA is at **Attachment 3.**

14. Other notes

- **Responding to cruelty complaints**

  The Shire's residents will utilise RSPCA WA's *1300 CRUELTY* call line. Details are taken by the call centre, which will then be provided to the RSPCA WA Inspector in real time. Priority levels are quickly established and urgent reports are attended to as soon as practical. A 24 hour/7-days per week cruelty report service will be provided.

- **Caring for seized/surrendered animals**

  RSPCA WA Inspectors are responsible for the care of animals which come into the custody of the Society as part of their duties e.g. seizures and surrenders. Working arrangements with the Shire and the local vet will be utilised and additional foster carers will be established as a matter of priority. When required, RSPCA WA will relocate animals to its Perth Animal Care Centre for longer term veterinary and/or behavioural treatment.

NOTE: It is vital that the community and the rangers are aware that, as per the current cat and dog legislation, RSPCA WA cannot respond to stray cats and dogs. Our work is limited to dealing with animals with welfare issues.

- **Abandoned animals**

  Abandoned animals are either inadvertently or purposely cast off by their owners and are often left confined on a property e.g. dwelling or yard. These often have animal welfare issues from lack of resources, such as food and water.

  If Inspectors exercise their powers under the Act and enter the property, the animal will be seized and taken into possession. If the owner can be found, surrender will be sought. Alternatively, an application for forfeiture to the Magistrate's Court will be considered.

  If the animal is abandoned at large/in a public space and there is no welfare issue, and no possibility of locating an owner or person responsible, the animal will then be referred to the Shire as a stray.

- **Foster care**

  RSPCA WA will utilise a dedicated foster care network in Broome and potentially look to recruit some foster carers in the Shire. Currently Save Animal From Euthanasia (SAFE) provide support to RSPCA WA in other regional locations and it is anticipated this will occur in Broome (meetings are scheduled).

  Inspectors have clear obligations in terms of the care and protections of animals in care and must keep them in safe custody and ensure they are properly treated and cared for at all times.

  Costs for food, vet care, cat litter and all other essential items will be met by RSPCA WA.

  There is likely to be a need to transport animals from Broome to Perth to enter the RSPCA WA foster care program managed in the Metropolitan area. This cost will be borne by the Society.

- **Animal adoptions**

RSPCA WA will utilise the *RSPCA Adopt-a-Pet* rehoming program and SAFE's adoption program in Broome for appropriate animals.

- **Approach to wildlife issues**

A relationship with the Department of Parks & Wildlife (now Department of Biodiversity, Conservation and Attractions) in Broome, and Kimberley Wildlife Carers will be established. The RSPCA Inspector will investigate wildlife cruelty complaints, as per the approach in other areas.



David van Ooran, Chief Executive Officer
2 October 2017

Attachment 1 - Examples of RSPCA activities in Kalgoorlie-Boulder



Abandoned cat and kittens - West Lamington. Two animals adopted, others in foster care.

Rescued deaf dog from hot car at Kalgoorlie Regional Hospital carpark, now adopted by new owner.





Dog left without sufficient food and water.

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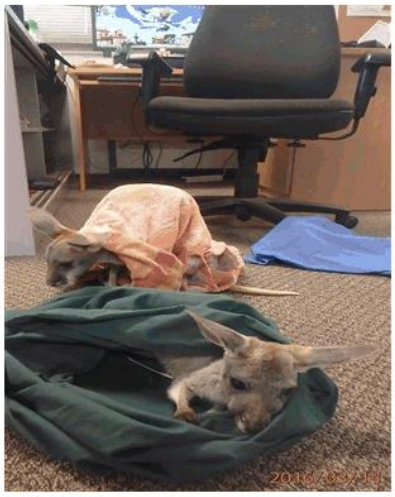


Two joeys chased by children. Now in foster care to recover and be released.

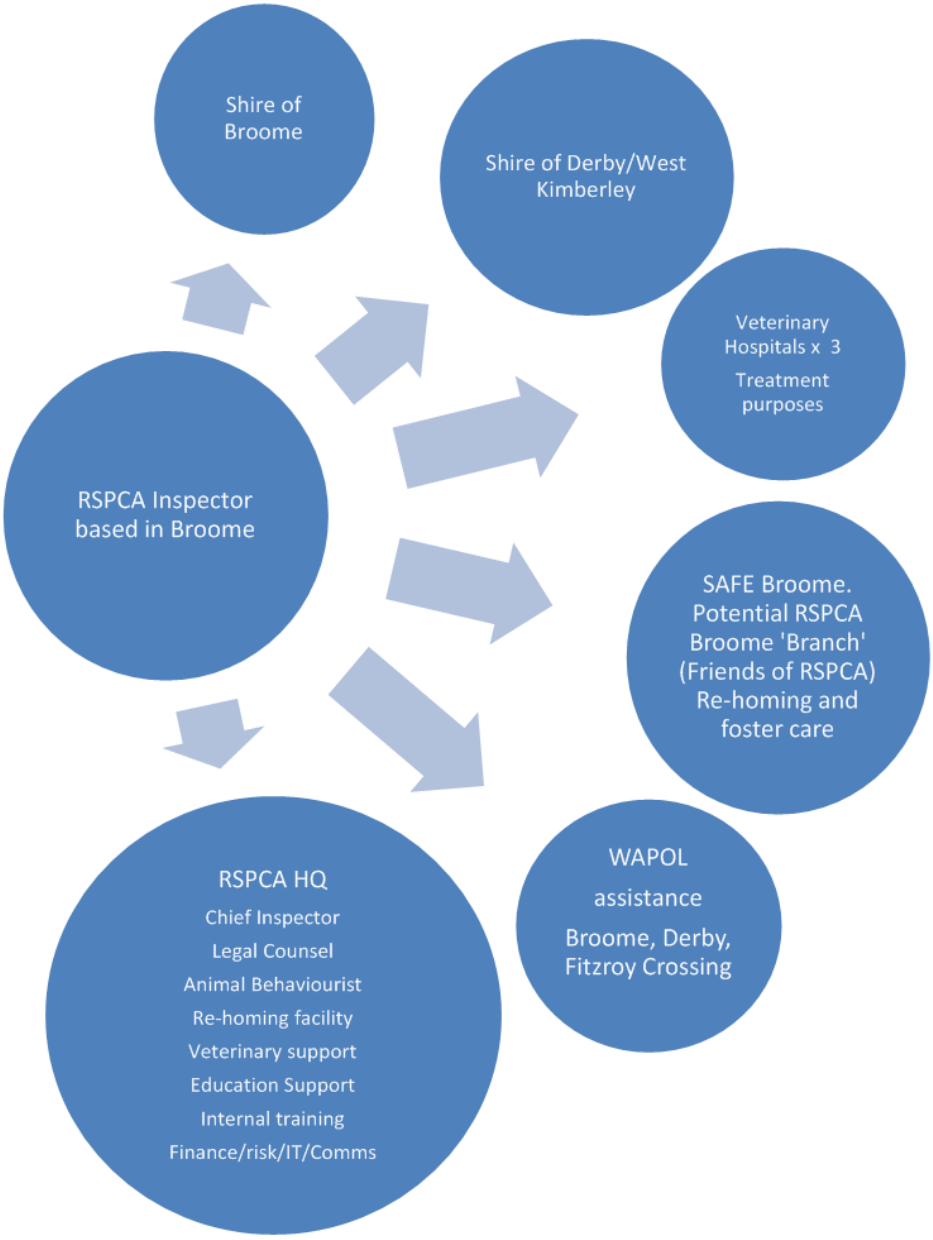
RSPCA school program at Hannans Primary School.



11

Attachment 2 - RSPCA relationships in Broome and Derby/West Kimberley

The proposed relationship between RSPCA WA, Local Government Ranger Services, Veterinary Hospital and Foster/Rehoming groups:



12

Attachment 3 - RSPCA Inspector standard equipment list

Vehicle Equipment	Y/N
Bolt Cutters	
Cable Ties 100/400mm	
Car Jack	
Cross Brace	
Ladder	
Padlocks	
Pliers – Leatherman	
Shovel/Spade	
Animal Sling	
Tape Measure	
Tyre Pressure Gauge	
Wire Cutters	
Towels	
Water Containers	
Animal First Aid Kit	
Dog Pole	
Dog Leads	
Dog Muzzles	
Ear Protectors	
Emergency Triangles	
Fire Extinguisher	
First Aid Kit	
Horse Halter and Lead	
Lunge Lead	
Large Net	
Small Net	
Rubber Mats for the Pod	

Car Equipment	Y/N
Buckets	
Cages	
Cat Traps	
Gloves	
Gauntlets	
Evidence Kit- see below	
- laminated sheet for exhibit photos	
- disposable gloves	
- evidence bags	
- white body bags	
- sample pots	
- cable ties	
- blue evidence cable ties	
Bio-security Kit- see below	
- trigene spray	
- tray	
- water container	
- scrubbing brush	
- white disposable overalls	
- gum boots	
Hoof Pick	
Torch	
Animal Products	**Y/N**
Hand Gel	
Trigene	
Flea Treatments	
Wormers	
Fly Strike Powder	
Cetrigen	
Food	
Community Outreach Shirt	

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Essential Documents	**Y/N**
Standard Operating Procedures	
Animal Welfare Act and Regs	
Notebook	
Direction Book	
Property Receipt Notice Book	
Purchase Order Book	
Movement of Exhibits Book	
Notice to Enter Book	
Animal Welfare Act Guidelines	
Codes of Practice	
Inspectorate Health and Safety Working Instructions 2015	
Stationery File	
Waybills	
Donation Books	
Donation Envelopes	
Yellow Stickers	
White Waterproof Notice Tags	
Animal First Aid Booklet	
DAFWA advice sheets information folder	
Transport Policy	
RSPCA Policies	
Working at heights folder	
Uniforms	**Y/N**
Utility Vest	
Hi-vis Vest	
Waterproof Rain Jacket	
Gum Boots	
Overalls	
Belt	
Work Boots (Steel cap)	
Trousers	
Shirts	
Epaulettes	
Jumpers	
Woollen/Acrylic Vests	
Rescue Polo Shirt	
Baseball Cap	
Wide brim Hat	

Personal Equipment	**Y/N**
Name Badge	
ID Card	
Misic Cards	
Still Camera (serial number)	
Video Camera (serial number)	
Phone (serial number)	
iPad (number)	
Micro-chip reader (serial number)	
Battery Chargers and Cords	
Thermometer (serial number)	
Body Camera (serial number)	
Spray Equipment-hand/large	
GPS (serial number)	
Hard Hats	
Dust Mask	
Respiratory Masks	
Voice Recorder	
Projector (Education)	
Regional	**Y/N**
Animal Food	
Lock up storage for Master copies etc	
Stationery	
Printer/Scanner (serial number)	
Home Computer/Laptop (serial number)	
Satellite Phone (serial number)	
Lockable Gun Storage	
Lockable Ammunition storage	

END

14

This item and any attachments are confidential in accordance with Section 5.23(2) of the Local Government Act 1995 section 5.23(2)(d) as it contains "legal advice obtained, or which may be obtained, by the local government and which relates to a matter to be discussed at the meeting".

9.2.4 APPLICATION TO EXTEND TERM OF DEVELOPMENT APPROVAL - TOURIST DEVELOPMENT - LOT 451 HAMERSLEY STREET, BROOME

LOCATION/ADDRESS:	Lot 451 Hamersley Street, Broome
APPLICANT:	Rowe Group on behalf of J.B, P.E & J.E Tilbrook
FILE:	HAM-1/33
AUTHOR:	Acting Manager Planning & Building Services
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Development and Community
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	21 November 2017

SUMMARY: On 17 December 2015, Council re-issued Development Approval for a 'Tourist Development' at Lot 451 (No. 33) Hamersley Street. The approval is scheduled to expire 17 December 2017, and in accordance with *Local Planning Policy 8.15 - Amendments / Extensions to Term of Approval and Requests for Further Information*, the applicant seeks approval for an extension to the term of approval.

This report recommends that the application to extend the term of approval be approved.

9.2.5 LEASE VARIATION FOR MULBERRY TREE CHILD CARE

LOCATION/ADDRESS:	RESERVE 1640, HERBERT STREET, BROOME
APPLICANT:	CACHET HOLDINGS PTY. LTD. / MULBERRY TREE CHILD CARE
FILE:	LSS070
AUTHOR:	Property and Leasing Senior Officer
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Infrastructure
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	10 November 2017

SUMMARY: This report seeks Council's consideration to vary the lease between the Shire of Broome and Cachet Holding Pty. Ltd. (trading as Mulberry Tree Child Care & Kindy) on Reserve 1640 (known as 69 Herbert Street, Broome).

BACKGROUND

Previous Considerations

Reserve 1640 (69 Herbert Street, Broome) is vested in the Shire of Broome for the designated purpose of "Municipal Endowment". Subject to approval in writing from the Minister of Lands, the Shire has been granted the power to lease (or sub-lease or license) for the designated purpose, for a term not exceeding twenty-one (21) years. The site is 1729sqm in size and comprises a large indoor day care facility with shaded outdoor play areas. Mulberry Tree Child Care & Kindy 'Mulberry Tree' is licensed to care for up to 55 children at the Herbert Street facility.

See attached 1 - Management Order

Cachet Holdings Pty. Ltd. is the owner / operators of Mulberry Tree Child Care & Kindy. Mulberry Tree commenced business in 1995 and currently operate 35 Child Care facilities across Western Australia, including three in the Kimberley. Mulberry Tree are the incumbent lessee and have been in operation on this site since 15 February 2008. The existing lease was originally executed by Chu Chuu's Early Education Centre on 1 November 2007 and assigned to Cachet Holdings Pty. Ltd. on 15 February 2008.

On 30 August 2007 Council resolved:

That Council:

1. ***Agrees to a lease term of 5 years, with two additional 5-year terms.***

2. ***Endorses the proposal for Kim Gregory Blythe, Giuliana Serafino Blythe and Kimlee Investments Pty Ltd and Bevin William Blythe, Faye Eileen Blythe, to lease Reserve 1640 known as the Chu Chuus Early Education Centre for $46,000 per annum, indexed to CPI annually, with market valuations every three (3) years and the matter be advertised in accordance with the requirements of section 3.58 of the Local Government Act 1995.***

3. ***That the Chief Executive Officer be authorised to finalise the terms and conditions of the lease agreement between the Shire of Broome and Kim Gregory Blythe, Giuliana Serafino Blythe and Kimlee Investments Pty Ltd and Bevin William Blythe, Faye Eileen Blythe for the Reserve 1640, for a Child Care Facility, subject to no adverse comments being received during the public submission period.***

4. ***That the Chief Executive Officer be authorised to negotiate the sale of the equipment listed on the lease inventory with the current lessee.***

Mulberry Tree has corresponded with the Shire requesting to vary the existing lease agreement by the way of altering 'Clause 1' and 'The Schedule' to reflect an additional option to renew for a period of six years:

Commencing on 1 November 2022

Expiring on 31 October 2028

This would extend the lease for six years, to the maximum term of 21 years, as approved by the Minister for Lands.

The request from Mulberry Tree extends the term beyond what was resolved by Council on the 30 August 2007. Therefore, under Section 3.58 of the Local Government Act 1995 the lease variation needs to be considered and resolved by Council to comply with the above-mentioned Act.

See attachment 2. Letter from Mulberry Tree

COMMENT

Since Mulberry Tree took possession in 2008 they have met all the requirements and conditions of their lease agreement. During this time, Mulberry Tree have developed a good working relationship with the Shire of Broome.

Mulberry Tree request to extend the lease agreement reflects their long-term business plans to continue and grow their services in Broome and the Kimberley. The Herbert Street Centre alone employs up to 12 staff with more across their centres in Roebuck Estate and Broome North. The services provided by Mulberry Tree are critical for families in the community whom require after school care and long day care.

Officers recommend the Shire agree to the request from Mulberry Tree subject to vary the existing lease and provide an option to renew for a further term of six years, subject to:

1. *The Chief Executive Officer to obtain approval from the Minister of Lands to vary the existing lease by way of a 'deed of variation' in accordance with Section 18 of the Lands Administration Act 1977.*

2. *The Chief Executive Officer advertise, in accordance with Section 3.58 (3) and (4) of the Local Government Act 1995 to vary the lease on Reserve 1640 to Cachet Holdings Pty. Ltd. to include an option to renew the lease for a further term of six (6) years from 1 November 2022 to 31 October 2028 at market valuation.*

3. *If no submissions are received, authorises the Chief Executive Officer to negotiate the final terms and conditions of the Deed of Variation with Cachet Holdings Pty. Ltd. subject to:*

   a) Consent of the Minister of Lands first being obtained.

b) At the commencement of the option, the rent will be subject to a market valuation. The extension will be subject to annual CPI increases (Indexes based on Perth, All Groups, September Quarter). Note, no further market reviews are recommended as the term is restricted to six years.

c) The lessee agrees to pay the costs associated with drafting the Deed of Variation and the rental valuation.

CONSULTATION

Cachet Holdings Pty. Ltd.

STATUTORY ENVIRONMENT

Local Government Act 1995

3.58. Disposing of property

(1) In this section —

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

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

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

(a) the highest bidder at public auction; or

(b) the person who at public tender called by the local government makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender.

(3) A local government can dispose of property other than under subsection (2) if, before agreeing to dispose of the property —

(a) it gives local public notice of the proposed disposition —

(i) describing the property concerned;

(ii) giving details of the proposed disposition; and

(iii) inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given; and

(b) it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.

(4) The details of a proposed disposition that are required by subsection (3) (a) (ii) include —

(a) the names of all other parties concerned;

(b) the consideration to be received by the local government for the disposition; and

(c) the market value of the disposition as ascertained by a valuation carried out not more than 6 months before the proposed disposition.

(5) This section does not apply to —

(a) a disposition of land under section 29 or 29B of the Public Works Act 1902;

(b) a disposition of property in the course of carrying on a trading undertaking as defined in section 3.59;

(c) anything that the local government provides to a particular person, for a fee or otherwise, in the performance of a function that it has under any written law; or

(d) any other disposition that is excluded by regulations from the application of this section.

[Section 3.58 amended by No. 49 of 2004 s. 27.]

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Extending the existing lease will secure the Shire of Broome six additional years of income at market value (to be determined) in addition to annual CPI increases.

The full costs associated with drafting the deed and obtaining a market valuation will be at the lessee's expense.

RISK

Should the Shire of Broome not agree to vary and extend the lease there is a risk that Mulberry Tree may look at other facilities across the community to meet their long-term business needs, resulting in the Shire losing a prime tenant. This would have a significant financial impact on the revenue generated from this reserve.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Affordable services and initiatives to satisfy community need

Accessible and safe community spaces

A healthy and safe environment

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

Core asset management to optimise Shire's infrastructure whilst minimising life cycle costs.

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

Affordable land for residential, industrial, commercial and community use

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

Sustainable and integrated strategic and operational plans

Responsible resource allocation

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council:

1. *Requests the Chief Executive Officer to obtain approval from the Minister of Lands to vary the existing lease by way of a 'deed of variation' in accordance with Section 18 of the Lands Administration Act 1977.*
2. *Requests the Chief Executive Officer advertise, in accordance with Section 3.58 (3) and (4) of the Local Government Act 1995 to vary the lease on Reserve 1640 to Cachet Holdings Pty. Ltd. to include an option to renew the lease for a further term of six (6) years from 1 November 2022 to 31 October 2028 at market valuation.*
3. *If no submissions are received, authorises the Chief Executive Officer to negotiate the final terms and conditions of the Deed of Variation with Cachet Holdings Pty. Ltd. subject to:*
   a) *Consent of the Minister of Lands first being obtained.*
   b) *At the commencement of the option, the rent will be subject to a market valuation. The extension will be subject to an annual CPI (Indexes based on Perth, All Groups, September Quarter) increase for each year of the option.*
   c) *The lessee agrees to pay the costs associated with drafting the Deed of Variation and the rental valuation.*

Attachments

1. Management Order
2. Request from Mulberry Tree

DUPLICATE

FORM LAA-1023

SECTION 46

WESTERN AUSTRALIA
LAND ADMINISTRATION ACT 1997
TRANSFER OF LAND ACT 1893 AS AMENDED

MANAGEMENT ORDER (XE)

RESERVE DESCRIPTION (NOTE 1)	EXTENT	VOLUME	FOLIO
1640	Whole	3131	737

MANAGEMENT BODY (NOTE 2)

The Shire of Broome of Post Office Box 44 Broome, 6725.

CONDITIONS (NOTE 3)

1. To be utilised for the designated purpose of "Municipal Endowment" only.

2. Power to lease (or sub-lease or licence) for the designated purpose is granted for the whole or any portion therof for any term not exceeding twenty-one (21) years from the date of the lease subject to the approval in writing of the Minister for Lands being first obtained to each and every lease or assignment of lease, pursuant also to the provisions of section 18 of the Land Administration Act 1997.

THE MINISTER FOR LANDS (IN THE NAME OF AND ON BEHALF OF THE STATE OF WESTERN AUSTRALIA) ORDERS THAT THE CARE, CONTROL AND MANAGEMENT OF THE ABOVE RESERVE BE PLACED WITH THE ABOVE DESCRIBED MANAGEMENT BODY FOR THE PURPOSE FOR WHICH THE LAND IS RESERVED UNDER SECTION 41 OF THE LAND ADMINISTRATION ACT 1997, AND FOR PURPOSES ANCILLARY OR BENEFICIAL TO THAT PURPOSE SUBJECT TO THE CONDITIONS STATED ABOVE

Dated this 30th day of July in the year 2003

ATTESTATION

K Inloor

PROJECT OFFICER
KIMBERLEY REGION
LAND ADMINISTRATION SERVICES

DUPLICATE

INSTRUCTIONS

1. If insufficient space in any section, Additional Sheet Form B1 should be used with appropriate headings. The boxed sections should only contain the words "See Annexure".

2. Additional Sheets shall be numbered consecutively and bound to this document by staples along the left margin prior to execution by parties.

3. No alteration should be made by erasure. The words rejected should be scored through and those substituted typed or written above them, the alteration being initialled by the person signing this document and their witnesses.

NOTES

1. RESERVE DESCRIPTION
Reserve number and details to be stated. The Volume and Folio numbers to be stated.

2. MANAGEMENT BODY
State the full name and address of the management body.

3. CONDITIONS
Specify all conditions to be observed by the lessee in the operation of the area affected by this permit.

4. EXECUTION
A separate attestation is required for every person signing this document. Each signature should be separately witnessed by an Adult Person. The address and occupation of the witness must be stated.

EXAMINED

DUPLICATE
I 574345 XE
31 Jul, 2003 13:20:57 Midland

MANAGEMENT ORDER (XE)

LODGED BY **Land Administration Services Branch**

ADDRESS **DPI Kimberley Region (Issuing Box M98)**

PHONE No.
FAX No.

REFERENCE No. **Leanne Shaw 08443-1910-02RO**

ISSUING BOX No.

PREPARED BY **Land Administration Services Branch**

ADDRESS **DPI Kimberley Region (Issuing Box M98)**

PHONE No. FAX No.

INSTRUCT IF ANY DOCUMENTS ARE TO ISSUE TO OTHER THAN LODGING PARTY

TITLES, LEASES, DECLARATIONS ETC LODGED HEREWITH

1._____ Received Items
2._____ Nos.
3._____
4._____ Receiving Clerk
5._____
6._____

023578-006

Registered pursuant to the provisions of the TRANSFER OF LAND ACT 1893 as amended on the day and time shown above and particulars entered in the Register.

REGISTRAR OF TITLES WESTERN AUSTRALIA

Box 98C

Hi Peter

Further to our discussion yesterday please go ahead with the documentation for the lease extension to 2028
As discussed, I understand that this term is within the existing lease/arrangement that you have in place with the ultimate Govt Dept owner

Please confirm by return email:

- That the Shire of Broome has approved the extension to 2028
- The expected, approx time for the documentation for this to be put in place

Regards
Chris Morgan, Project Manager
0409 775 672
Mulberry Tree Child Care and Kindy
Head Office - Administration
9 Cressall Rd
BALCATTA WA 6021
www.mulberrytree.com.au

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9.2.6 LEASE DISPOSAL TO BROOME LOTTERIES HOUSE INC IN PORTION OF RESERVE 42502

LOCATION/ADDRESS:	Reserve 42502, Cable Beach Road East, Broome
APPLICANT:	Lotteries House Inc.
FILE:	LSS024
AUTHOR:	Property and Leasing Senior Officer
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Infrastructure
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	1 November 2017

SUMMARY: A request has been received from Broome Lotteries House to enter into a new lease on portion of Reserve 42502 for a period of 21-years to Broome Lotteries House Inc. This report recommends the approval of a new lease with re-defined lease boundaries over portion of Reserve 42502.

BACKGROUND

Previous Considerations

The Shire of Broome holds a Management Order over Reserve 42502 for the purposes of "Recreation, Civic, Cultural Centre & Short-Term Accommodation" with a power to lease for a term not exceeding 21 years.

A portion of Reserve 42502 shown in ***Attachment 1*** to this report ("the Premises") was leased to Broome Lotteries House Incorporated ("Broome Lotteries") for a 21-year term commencing 8 May 1993 and expiring 7 May 2014, with a constant peppercorn rental amount throughout the term of $1.00 per annum.

The lease offered a further term of twenty-one (21) years and a second further term of eight (8) years, however, the extensions are in contravention of the management order for Reserve 42502, and approval of a further extension of lease on the same terms cannot be approved. Furthermore, the tenants have indicated through consultation that new lease documentation would be preferable. Officers also seek to enter into a new lease given the age of the document and to clarify in more detail the relationship that exists between the tenant and the Lotteries Commission of Western Australia ("Lotteries Commission") in a separate charitable Trust Deed dated 11th May 1994 ("Trust Deed") – detailed later in this report.

Broome Lotteries currently has ten (10) sub-leases in place with various not for-profit and community organisations. ***Attachment 2*** outlines the current tenancies and the rental income for Broome Lotteries.

Following ongoing negotiations, Broome Lotteries has requested a new 10-year lease with an 11-year option to renew (***Attachment 3)***, of which the essential terms of the lease are discussed below.

COMMENT

1. Proposed Lease Terms

Negotiations have occurred with Broome Lotteries and the following terms are proposed for Council's consideration:

(a) Consent of the Minister of Lands being obtained.

(b) Peppercorn Rent of $1.00 per annum.

(c) Utilities service and consumption charges including telephone, electricity, gas and water covered by tenant.

(d) All maintenance and capital works shall be undertaken by the tenant in respect of the Premises including but not limited to:

a) Cleaning.

b) Repairs, replacement, renewal and upgrade of the Premises:

A. Building and Common Areas.

B. Plant and Equipment, including Air Conditioners.

C. Building fit out and contents;

c) Security.

d) Pest Control.

e) Painting.

f) Emergency Service Equipment.

g) Rubbish Collection, undertaken by the tenant at their own cost.

(e) Gardening Maintenance undertaken by the tenant. Currently paid by the Shire of Broome at an annual expense of $30,096.00.

(f) Building Insurance undertaken by the Shire of Broome at its cost currently set at $17,086.00.

(g) Tenant responsible for all maintenance, renewal and capital works across all building and assets outlines within the 'leased area'.

(h) Unilateral Assignment of Lease to the Lotteries Commission of WA if a Specified Event occurs in accordance with the terms of the Trust Deed dated 11 May 1994.

(i) Tenant to provide to the Landlord annually a copy of its:

a) current procedures manual.

b) financial statement.

c) occupancy list.

d) short term hire register.

(j) Tenant responsible for legal costs including the preparation, negotiation and registration of lease documentation throughout the lease, including any ancillary leasing documentation, i.e. sub-lease, short term hire arrangements, licenses or deeds of assignment.

A summary of these proposed terms in reference to the current lease are listed below. Please note that some of these issues are expanded further, later in this report.

Term	Current Lease	Proposed Lease	Comment
Rent	$1.00 per annum	$1.00 per annum	Same
Utilities	Tenant pays all service and consumption charges for all utilities	Tenant pays all service and consumption charges for all utilities	Same
Maintenance and Capital Works	General obligation to keep and maintain the land and improvements in good and substantial repair and condition and to rectify and make good any damage caused to the leased land or improvements Silent on capital obligations although all capital renewal and upgrades have been undertaken by the tenant.	All maintenance and capital works in respect of the Premises including but not limited: a) Cleaning; b) Repairs, replacement, renewal and upgrade of the Premises: A. Building and Common Areas; B. Plant and Equipment, including Air Conditioners; and C. Building fit out and contents; c) Security; d) Pest Control; e) Painting; f) Emergency Service Equipment; and g) Rubbish Collection, undertaken by the tenant at their own cost.	More defined and comprehensive guide in respect of maintenance and capital obligations
Preventative Maintenance	Lease is silent But limited preventative maintenance is undertaken at the site with tenant's consent	Tenant responsible for all preventative maintenance costs as directed by the Shire of Broome.	Clarifying and formalising the current relationship as set out in the Shire Building Asset Management Plan.
Rates and Taxes	Exempt from Rates	Exempt from Rates	Same
Building Insurance	Paid by Lessor	Paid by Lessor (Currently $17,846.10 pa)	Same
Gardening Maintenance	Lease silent. But gardening currently undertaken, and costs assumed by Lessor at $30,096pa	Gardening to be undertaken and costs assumed by Lessee	Responsibility shifted to Lessee

Unilateral assignment of interest in Lease to Lotteries Commission	Silent in Lease but covered in the Trust Deed	Unilateral assignment of Lease to Lotteries Commission on the occurrence of a specified event as defined by the terms of the trust deed defined in the new lease.	More clarity of the relationship between the Lease and the Trust to avoid any confusion or contraction between the two documents.
Legal Costs of Preparation of Lease	Silent	Payable by Lessee	Reasonable cost incurred for the renewal of a 21-year lease.
Lease Area	Area not clearly defined. Building and site plan has changed over years	Revised Plan	More detailed comprehensive outline of leased premise.
Proposed Use of Premises	Lease Item 6 Schedule: "For the provision of office accommodation for organisations that are 'eligible organisations' as defined in section 19 of the Lotteries Commission Act 1990, for use by them exclusively for benevolent or charitable purposes." This conflicts with the use of the premises in the trust deed. "To make and keep available the trust property for organisations that are 'eligible organisations' as defined in section 19 of the Lotteries Commission Act 1990 WA, for use by them exclusively for: (a) Office accommodation for benevolent or charitable purposes; or (b) Training and children's services facilities."	Revised use to take into account obligations of tenant imposed on them by the trust deed: "Office Accommodation, Training and Children's Facilities for organisations that are 'eligible organisations' as defined in Section 19 of the Lotteries Commission Act 1990 WA for use by them exclusively for benevolent or charitable activities"	More clarity of the relationship between the Lease and the Trust to avoid any confusion or contraction between the two documents.
Ancillary Leasing Arrangements Sub Leasing, Short Term Hire,	Silent in the current lease. However, the purpose of the lease is 'ancillary	A copy of: (a) current procedures manual; (b) financial statement;	More transparency for Landlord to ensure compliance with the terms of the lease and

Licensing	leasing' therefore, in order to comply with their purpose, they need to ensure that the tenants satisfy the "use" which includes compliance with Section 19 of the Lotteries Commission Act. No formal consent of Shire required for ancillary leasing	(c) occupancy list; and (d) short term hire register. Provided to the Landlord annually to ensure transparency that the tenant is not in breach of their lease. Additional Clause in lease that allows for a committee to be established, if required to consider ancillary leasing compliance and other leasing issues	options available for Council to consider

2. Additional Issues with the Lease

2.1 The Leased Area

The Leased area of the Premises outlined in attachment 1 did not take into account new buildings and other improvements located on the property.

The leased area also included the whole of the road access and car park, which could be problematic if in the future the land to the rear of the Lotteries House premise is developed.

Officers from the property and gardening departments have worked together with the tenant to define the proposed new leased area boundary in ***Attachment 4*** to this recommendation.

Broome Lotteries has viewed the revised leased area and are happy to accept the revised lease area.

2.2 The Tenant and Trust Deed

The initial construction of the buildings and improvements which are situated on the Premises were funded in some part by the Lotteries Commission. In light of this and the nature of the purpose of Broome Lotteries House, a Trust Deed was entered into to govern the relationship between the Lotteries Commission and Broome Lotteries. However, the lease deals with the relationship between the tenant Broome Lotteries and the Landlord Shire of Broome.

In the Trust Deed the Lotteries Commission is the beneficial owner of the Trust Property. The Trust Deed stipulates the Trust Property consists of:

(a) Broome Lotteries interests under the Lease;

(b) Broome Lotteries future interest in:

i. The Land (which is the subject of the lease);

ii. Any building on the Land that existed in 1994 when the Trust Deed was signed;

iii. Any buildings which are constructed after the Trust Deed was signed; and

iv. The improvements on the Land as at the date that the Trust Deed was signed.

The trust deed that exists between the parties is a Charitable Trust. Whereas an ordinary discretionary trusts vests after 80 years in accordance with the rules of perpetuity. Rather, this trust deals with the trust property for an infinite period.

Officers have considered various options to compel the Lotteries Commission to vest the trust to simplify the arrangement that occurs however, the Lotteries Commission has indicated that the trust is a common legal arrangement that they have across the State in similar lotteries house arrangements and they would not be prepared to vary or vest the trust at this stage.

Unlike other buildings constructed on Shire land if Council wanted to use the building for a purpose other than purpose contained in the lease according to the trust deed, they would need consent from Lotteries Commission or for the trust to be vested.

Therefore, officers recommend that Council simply accommodate the trust objectives in the lease arrangement. This will ensure that the leasehold is not conflicted or confused with the trust arrangement, a problem which has occurred throughout the term of the current lease.

One way to interpret the relationship between Broome Lotteries and the Lotteries Commission is like a quasi franchisor or guarantor. If one of the "Specified Events" listed in the Trust Deed occurs, any beneficial interest that Broome Lotteries has in the lease including the running of its business operations, passes by default to the Lotteries Commission. This includes Broome Lotteries rights as tenant pursuant to any lease or future lease of the property.

A specified event under the Trust Deed includes:

- The winding up, dissolution (by any means) or other mode of cessation of the existence of the Broome Lotteries.
- The use of Trust Property by Broome Lotteries or by any other person for a purpose that is not or that ceased to be an approved purpose within the meaning of that expression as it is defined in section 19 of the Lotteries Commission Act 1990.
- Broome Lotteries ceasing for any reason to be in the opinion of the Commission (as notified in writing) any longer an eligible organisation within the meaning of that expression as it is defined in section 19 of the Lotteries Commission Act 1990.
- A Breach:
    - Of any of the undertakings of Broome Lotteries contained or implied in the Trust Deed;
    - Of any of the undertaking of Broome Lotteries in any deed,

  which is not remedied within 30 days after notice has been served by the Commission requiring the recipient of the notice to remedy that breach.
- A Breach of any covenant or provision contained in the lease which might entitle the Lessor of the Premises to terminate the lease.
- If:
    - The building or a substantial part of it is damaged or destroyed from any cause; or
    - The lease term is terminated for any reason other than by normal expiry by the passing of time.

Therefore, officers recommend that the trust deed be referenced in the lease with specific reference to the unilateral assignment of the lease to Lotteries Commission from Broome Lotteries in the event of a Specified Event as defined in the Trust Deed. This will reduce the ambiguity that exists between the two documents.

The Lotteries Commission have indicated that they will provide a separate letter or deed of consent for the parties to the lease, to confirm the obligations on them imposed by the lease and the trust deed.

2.3 Proposed Use of the Premises

The use of the premises outlined in the 1993 lease noted:

> *"For the provision of office accommodation for organisations that are 'eligible organisations' as defined in section 19 of the Lotteries Commission Act 1990, for use by them exclusively for benevolent or charitable purposes."*

However, the relationship between the tenant and the Lotteries Commission through the Trust Deed ensures that the while Broome Lotteries has an interest in the premises (as a tenant) they can only use the premises to:

> *"To make and keep available the trust property for organisations that are 'eligible organisations' as defined in section 19 of the Lotteries Commission Act 1990 WA, for use by them exclusively for:*
>
> *(c) Office accommodation for benevolent or charitable purposes; or*
>
> *(d) Training and children's services facilities."*

Given the tenant is restricted by this use through the trust deed, officers believe that the permitted use between landlord and tenant in the lease should be on similar terms, namely:

"Office Accommodation, Training and Children's Facilities for organisations that are 'eligible organisations' as defined in Section 19 of the Lotteries Commission Act 1990 WA for use by them exclusively for benevolent or charitable activities"

Eligible Organisation:

Officers note that section 19 of the *Lotteries Commission Act 1990 WA* describes and eligible organisation as:

(a) an institution, association, club, society, organisation or body, whether incorporated or not:

(i) that is not a Minister of the Crown in right of the State, Government department, State trading concern, State instrumentality or State public utility; and

(ii) that is not operated for the purpose of profit or financial gain to individual members, shareholders or owners; or

(b) a local government or regional local government.

Therefore, while the Shire of Broome can utilise the premises, other government organisations and profit run businesses can not.

Charitable and Benevolent Purpose:

The Australian Charities and Not-for-profit Commission defines Charitable and Benevolent as follows:

i) For an organisation to have a charitable purpose they must be not for profit and for the public benefit.

ii) For an organisation to have a benevolent purpose they must be a charitable institution that provides benevolent relief to people in need.

2.4 Ancillary Leasing Arrangements

The current lease is silent on ancillary leasing arrangements including, sub-leasing, assignment and licensing. Furthermore, there is no obligation in the current lease on the tenant to seek consent from the Landlord in respect of any ancillary leasing arrangements that are made.

Officers make the following comments in this regard:

a) Sub – leasing, Short Term Hiring and Licensing

These ancillary leasing arrangements are set by the purpose of the lease therefore do not need to be addressed in detail in the lease.

Unlike other Shire leased properties the granting of individual sub leases or licenses at Broome Lotteries House are governed by:

(a) The purpose of the lease and its link to the Lotteries Commission Act 1990; and

(b) The Trust Deed as the tenant is required to seek consent from the Lotteries Commission of WA before granting a lease or license.

The question then arises what involvement should the Shire of Broome have as Landlord in consenting to and ensuring that the sub lease, short term hire and licensing requirements of Broome Lotteries are in accordance with their lease obligations.

Firstly, pursuant to the purpose of the lease the Shire of Broome would not be required to satisfy the requirements of section 3.58 of the *Local Government Act WA 1995* due to the requirement for any of the ancillary leasing arrangements to satisfy the conditions of Section 19 *of the Lotteries Commission Act 1990* which accordingly ensures that the ancillary arrangements would also meet the requirements of Regulation 30(b) and 30(c) of the *Local Government (Functions and General) Regulations 1996.* Reg 30 is an exemption to section 3.58 of the *Local Government Act WA 1995.*

Officers recommend that sub-leases are dealt with by a special condition in the lease as outlined below:

Leasing Obligations

A condition of the lease could require the Tenant to provide to the Landlord annually a copy of:

(a) current procedures manual;

(b) financial statement;

(c) occupancy list; and

(d) short term hire register.

This ensures that Broome Lotteries are able to operate as much as possible independently from the Shire of Broome, which frees up officer and Councillor resources yet still allows the Shire to confirm the activities of the tenant are not in breach of the lease. Officers could present these documents to Council annually with confirmation of the tenant's compliance of the lease.

2. Assignment of Lease

Officers recommend that the Lease exclude the right of the tenant to assign the lease other than unilateral assignment to the Lotteries Commission of Western Australia its governing body with a Specified Event that occurs under the Trust Deed.

Accordingly, should the tenant breach its lease obligations a unilateral assignment to the Lotteries Commission could occur with the Landlord's consent.

However, if the Lotteries Commission then took over assignment of the lease the same 'quasi guarantor' concessions would not apply.

As noted above Officers recommend that the Lotteries Commission be required to formally consent to confirm the obligations imposed on them by the trust deed and the lease.

Summary

Broome Lotteries House delivers subsidised office accommodation for non-for-profit organisations and community groups in the Broome LGA. It is run at 80% occupancy and delivers essential services to the sector whilst absorbing all the capital and maintenance cost of the facility.

Broome Lotteries House are seeking to extend their services by renewing their lease for a further 10 years with an 11-year option. To continue delivering this service they seek Council's support by absorbing the cost of building insurance for the duration of the term. In return, Broome Lotteries House will take on all the costs associated with maintaining the grounds of the 'leased area' – currently budgeted to the SoB at $30,096.00pa. This will free up Council resources, which can be allocated to increase the service levels at other Reserves.

CONSULTATION

Broome Lotteries House
Lotterywest

STATUTORY ENVIRONMENT

Regulation 30 Local Government (Functions and General) Regulations 1996

30. Dispositions of property to which section 3.58 of Act does not apply

(1) A disposition that is described in this regulation as an exempt disposition is excluded from the application of section 3.58 of the Act.

(2) A disposition of land is an exempt disposition if —

*(a) the land is disposed of to an owner of adjoining land (in this paragraph called **the transferee)** and —*

(i) its market value is less than $5 000; and

(ii) the local government does not consider that ownership of the land would be of significant benefit to anyone other than the transferee;

(b) the land is disposed of to a body, whether incorporated or not —

(I) the objects of which are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature; and

(ii) the members of which are not entitled or permitted to receive any pecuniary profit from the body's transactions;

(c) the land is disposed of to —

(i) the Crown in right of the State or the Commonwealth;

(ii) a department, agency, or instrumentality of the Crown in right of the State or the Commonwealth; or

(iii) another local government or a regional local government;

(d) it is the leasing of land to an employee of the local government for use as the employee's residence;

(e) it is the leasing of land for a period of less than 2 years during all or any of which time the lease does not give the lessee the exclusive use of the land;

(f) it is the leasing of land to a "medical practitioner" (as defined in section 3 of the Medical Act 1894) to be used for carrying on his or her medical practice; or

(g) it is the leasing of residential property to a person.

(2a) A disposition of property is an exempt disposition if the property is disposed of within 6 months after it has been —

(a) put out to the highest bidder at public auction, in accordance with section 3.58(2)(a) of the Act, but either no bid is made, or any bid made does not reach a reserve price fixed by the local government;

(b) the subject of a public tender process called by the local government, in accordance with section 3.58(2)(b) of the Act, but either no tender is received or any tender received is unacceptable; or

(c) the subject of Statewide public notice under section 3.59(4), and if the business plan referred to in that notice described the property concerned and gave details of the proposed disposition including —

(i) the names of all other parties concerned;

(ii) the consideration to be received by the local government for the disposition; and

(iii) the market value of the disposition as ascertained by a valuation carried out not more than 12 months before the proposed disposition.

(2b) Details (see section 3.58(4) of the Act) of a disposition of property under sub regulation (2a) must be made available for public inspection for at least 12 months from the initial auction or tender, as the case requires.

(3) A disposition of property other than land is an exempt disposition if —

(a) its market value is less than $20 000; or

(b) it is disposed of as part of the consideration for other property that the local government is acquiring for a consideration the total value of which is not more, or worth more, than $50 000.

[Regulation 30 amended in Gazette 25 Feb 2000 p. 974-5; 28 Apr 2000 p. 2041; 31 Mar 2005 p. 1055-6.]

Section 3.58 Local Government Act 1995

3.58. Disposing of property

(1) In this section —

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

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

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

(a) the highest bidder at public auction; or

(b) the person who at public tender called by the local government makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender.

(3) A local government can dispose of property other than under subsection (2) if, before agreeing to dispose of the property —

(a) it gives local public notice of the proposed disposition —

(i) describing the property concerned;

(ii) giving details of the proposed disposition; and

(iii) inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given;

and

(b) it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.

(4) The details of a proposed disposition that are required by subsection (3)(a)(ii) include —

(a) the names of all other parties concerned;

(b) the consideration to be received by the local government for the disposition; and

(c) the market value of the disposition as ascertained by a valuation carried out not more than 6 months before the proposed disposition.

(5) This section does not apply to —

(a) a disposition of land under section 29 or 29B of the Public Works Act 1902;

(b) a disposition of property in the course of carrying on a trading undertaking as defined in section 3.59;

(c) anything that the local government provides to a particular person, for a fee or otherwise, in the performance of a function that it has under any written law; or

(d) any other disposition that is excluded by regulations from the application of this section.

[Section 3.58 amended by No. 49 of 2004 s. 27.]

Section 5.8 Local Government Act 1995

5.8 Establishment of Committees
A local government may establish (absolute majority required) committees of 3 or more persons to assist the council and to exercise the powers and discharge the duties of the local government that can be delegated to committees.*

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The table below summarises financial implications of the Lease disposal generally on an annual basis with some specific costs incurred on a once off basis.

Portion Reserve 42502 Broome Lotteries House	Income From Tenant (excluding GST * items will have GST included)	Expense by Shire	Budget Amendment Account
Rent (per annum)	$1.00		No already budgeted 111411
Gardening (per annum)		0.00	Current budgeted for in Acc 111026 Budget Saving Of $12,540 to be allocated to another Reserve
Insurance (per annum)		$17,846.10	already budgeted Acc 111021
Water	$3000	$3000	Already budgeted 111021/111411
Estimated Legal Costs (once off) to prepare lease	$2,000*	$2,000*	Already budgeted 144027/142995
TOTAL	**$5,001**	**$22,846.10**	
NET SHIRE POSITION		**-$17,846.10**	

* Estimate Only.

RISK

Broome Lotteries House provides affordable office accommodation for up to 16 non-for-profit or community groups based in Broome. Should the Shire of Broome not accept the

terms and conditions of the lease, there is a risk that Broome Lotteries would not be viable and may not be able to continue to operate in its current format.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Affordable services and initiatives to satisfy community need

Accessible and safe community spaces

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

Affordable land for residential, industrial, commercial and community use

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

Responsible resource allocation

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council:

1. *Accepts, in accordance with Local Government (Functions and General) Regulations 1996, Section 30(2)(b) the request from Broome Lotteries House Inc. to lease portion of Reserve 42502 for a term of ten (10) years with a further eleven (11) year option in line with the terms and conditions set out below:*
   (i) Consent of the Minister of Lands being obtained.
   (ii) Utilities service and consumption charges including telephone, electricity, gas and water covered by tenant;
   (iii) All maintenance and capital works in respect of the Premises including but not limited:
      a) Cleaning;
      b) Repairs, replacement, renewal and upgrade of the Premises:
         - Building and Common Areas;
         - Plant and Equipment, including Air Conditioners; and
         - Building fit out and contents.
      c) Security;

d) Pest Control;

e) Painting;

f) Emergency Service Equipment; and

g) Rubbish Collection, undertaken by the tenant at their own cost.

(iv) Rates and Taxes paid by Shire of Broome;

(v) Gardening Maintenance undertaken by the tenant. Currently paid by the Shire of Broome at an annual expense of $30,096.00

(vi) Building Insurance undertaken by the Shire of Broome at its cost currently set at $17,086.00

(vii) Tenant responsible for all maintenance, renewal and capital works across all building and assets outlines within the 'leased area'.

(viii) Unilateral Assignment of Lease to the Lotteries Commission of WA if a specified event occurs in accordance with the terms of the Trust Deed dated 11 May 1994.

(ix) Tenant to provide to the Landlord annually a copy of it's:

i. current procedures manual;

ii. financial statement;

iii. occupancy list; and

iv. short term hire register.

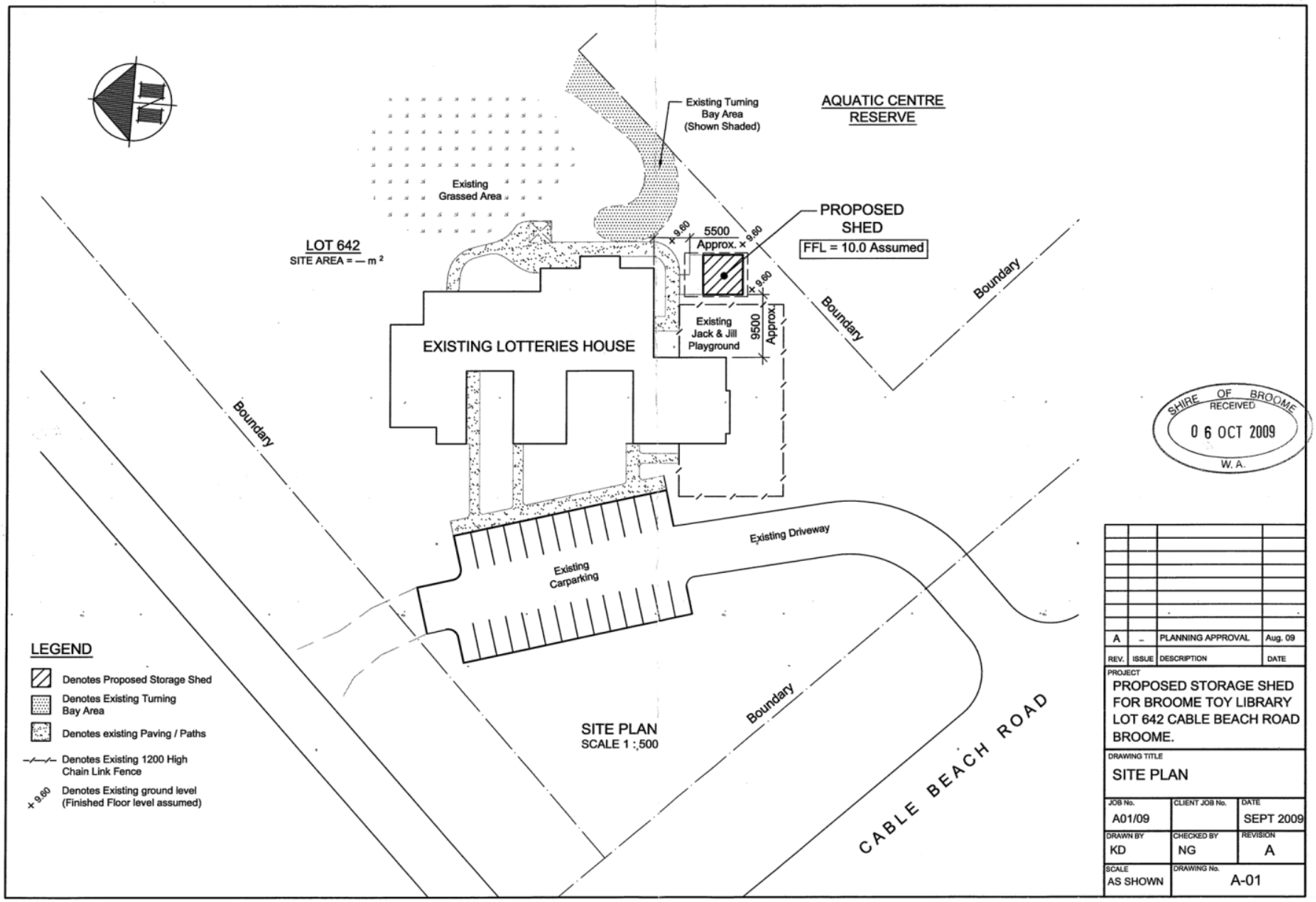
(x) Tenant responsible for legal costs including the preparation, negotiation and registration of lease documentation throughout the lease, including any ancillary leasing documentation, i.e. sub lease, short term hire arrangements, licenses or deeds of assignment.

2. Authorises the Chief Executive Officer to negotiate the final terms and conditions of the lease.

Attachments

1. Existing Site Plan
2. Sub Leases and Rates *(Confidential to Councillors and Directors Only)*

   This attachment is confidential in accordance with Section 5.23(2) of the Local Government Act 1995 section 5.23(2)((e)(ii)) as it contains "a matter that if disclosed, would reveal information that has a commercial value to a person, where the information is held by, or is about, a person other than the local government".
3. Request to Lease
4. New Lease Boundaries


AQUATIC CENTRE RESERVE
Existing Turning Bay Area (Shown Shaded)
Existing Grassed Area
PROPOSED SHED
FFL = 10.0 Assumed
LOT 642
SITE AREA = — m²
5500 Approx.
9500 Approx.
Existing Jack & Jill Playground
EXISTING LOTTERIES HOUSE
Boundary
Existing Driveway
Existing Carparking
SITE PLAN
SCALE 1 :500
CABLE BEACH ROAD
LEGEND
Denotes Proposed Storage Shed
Denotes Existing Turning Bay Area
Denotes existing Paving / Paths
Denotes Existing 1200 High Chain Link Fence
Denotes Existing ground level (Finished Floor level assumed)
SHIRE OF BROOME
RECEIVED
06 OCT 2009
W.A.
A – PLANNING APPROVAL Aug. 09
REV. ISSUE DESCRIPTION DATE
PROJECT
PROPOSED STORAGE SHED FOR BROOME TOY LIBRARY LOT 642 CABLE BEACH ROAD BROOME.
DRAWING TITLE
SITE PLAN
JOB No. A01/09
CLIENT JOB No.
DATE SEPT 2009
DRAWN BY KD
CHECKED BY NG
REVISION A
SCALE AS SHOWN
DRAWING No. A-01

Peter McBride

From: Maintenance
Subject: FW: Re: Broome Lotteries House - New head lease

Hi Peter,

Thank you for meeting with the Broome Lotteries House committee, to begin the new renegotiation regarding the new head lease.

As discussed please see below the terms and conditions requiring Council approval for the Ordinary Council Meeting in November.

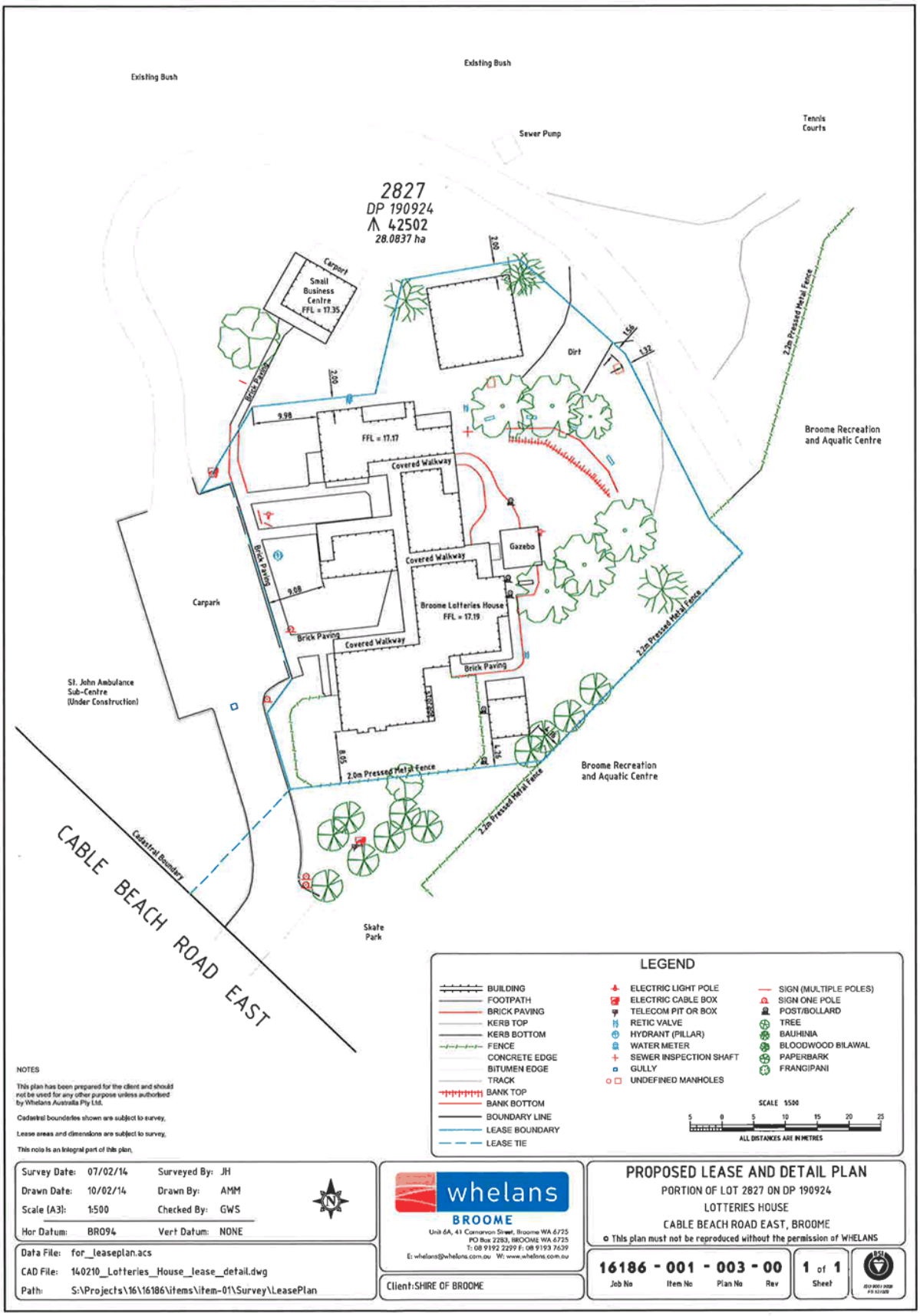
- Continuation of peppercorn rent so BLH can continue to successfully deliver services to the community.
- Waiver the $17,000.00 (approx.) building insurance cost due to BLH not being in a financial position to cover this expense. We request recognition from the Shire regarding our Centre's contingency plans, which has been set in place over the past three years, to take full responsibility of immediate and periodical maintenance.
- BLH request to incur the gardening cost, saving the Shire $30,000 (approx.) per annum *(in exchange for building insurance, above)*.
- Propose a 10 years plus further 11 years if executed.
- BLH request a capped fee from the Shire totalling $1,000, to assist with the cost associated with the drafting of the new head lease.
- Tenancies and venue hire operations to continue to run under to WA Lotteries Commission, Lotteries House program implemented on the ground by the BLH committee.

Kind regards,

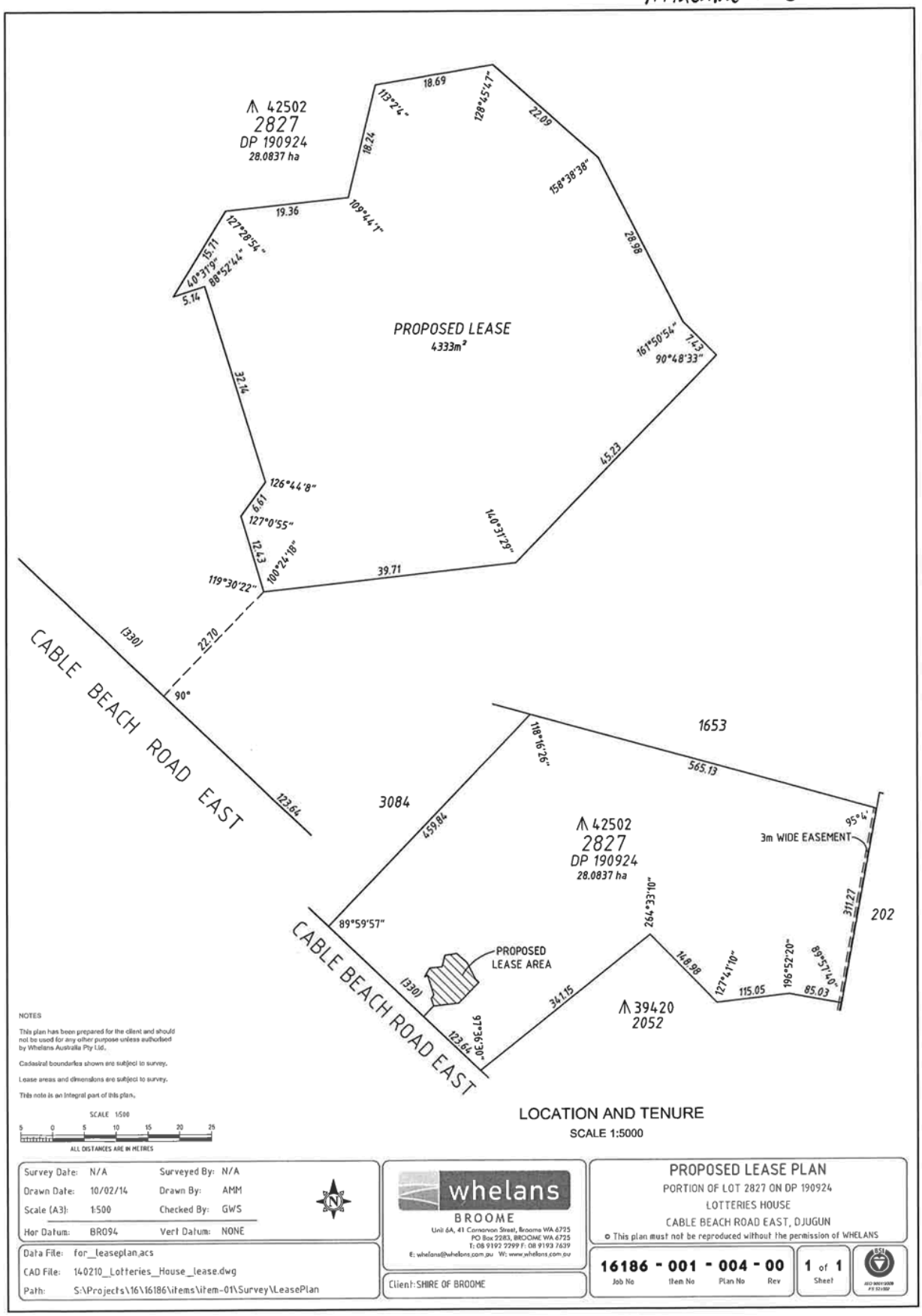
Lisa Puertollano
Site Manager
Monday-Friday | 7.30am - 2.30pm
Broome Lotteries House Incorporated
Lot 642 Cable Beach Road
Po Box 1868 Broome WA 6725
p) 0891935222 f) 0891937506
bmelott@wn.com.au

Broome LOTTERIES HOUSE
Your Not For Profit Community Centre

Attachment 3



Attachment 2



9.2.7 LEASE DISPOSAL TO BROOME GOLF CLUB INC

LOCATION/ADDRESS:	RESERVE 33592 AND 29300
APPLICANT:	BROOME GOLF CLUB INC.
FILE:	LSS022
AUTHOR:	Property and Leasing Senior Officer
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Infrastructure
DISCLOSURE OF INTEREST:	NIL
DATE OF REPORT:	25 November 2017

SUMMARY: This report requests Council to accept the Business Case and Funding Strategy for the proposed re-development of the Broome Golf Club (as presented by Broome Golf Club Inc (BGC)). Council is also requested to note that BGC have met the conditions outlined in Clause 16 of their current lease agreement. Further, Council is also requested to consider entering into an 'Agreement for Further Lease' with the BGC to reflect the Councils intention to enter into a new 21 year lease upon completion of the proposed development (subject to further terms and conditions).

BACKGROUND

Previous Considerations

OMC 15 December 2016	Item 9.2.5
OMC 17 December 2015	11.1 (Notice of Motion)
OMC 15 October 2015	12.1 (Matters of Urgent Business)
OMC 24 April 2013	Item 9.1.3
OMC 21 March 2013	Item 9.2.2
OMC 4 May 2004	Item 9.5.1

The Land:

a) Reserve 29300, comprising of Lot 1198, Lot 1199 and Lot 851 being a legal area of 853,376sqm. This Reserve is vested to the Shire of Broome (the Shire) for the purpose of "Public Recreation – Golf Links" with power, subject to approval in writing of the Minister for Lands to each and every lease or assignment of lease first obtained, for any term not exceeding 21 years.

b) Reserve 33592, comprising of Lot 1197 being a legal area of 5,016sqm. This Reserve is vested to the Shire of Broome for the purpose of "Club and Club Premises" with power, subject to approval in writing of the Minister for Lands to each and every lease or assignment of lease first obtained, for any term not exceeding 21 years from the date of the lease, subject nevertheless to the powers reserved by Section 37 of the *Land Act 1933*.

See attachment 1

Lease Background and Special Conditions

At the OMC held 21 March 2013, Council resolved to enter into a lease agreement with the Broome Golf Club to lease a portion of Reserves 29300 and 33592 for the purpose of recreation golf links, club and club premises, for a term of 15 years. Council resolved that

as a condition of the lease the Broome Golf Club was to achieve the following milestones within the first five years:

a) Development of detailed plans for the construction of new clubhouse, these plans to be independently costed.

b) Development of a funding strategy for construction of the new clubhouse. This would also need to include demonstrating attempting to secure funding or approaching financial institutions to secure loan facilities.

c) A detailed financial business plan outlining how loan commitments support the construction of the facility will be achieved.

These conditions were accepted as part of the lease agreement by the Golf Club and a new 15-year lease was entered into on 12 September 2013, which is due to expire on 11 September 2028.

On 8 July 2015, the BGC provided the Shire with a business case proposal for Broome Golf Club – Clubhouse redevelopment feasibility study and concept designs. The Golf Club submitted the business case proposal to satisfy the milestone conditions of the lease. This business case was presented to Council at OMC 15 October 2015 with a request for a new 21 year lease agreement.

Council resolved the following:

COUNCIL RESOLUTION:

Moved: Cr C Mitchell ***Seconded: Cr H Tracey***

That Council;

1. Acknowledges the business case provided by the Broome Golf Club meets the obligation of the 5-year milestone relating to development of the clubhouse and enters into a new 21 year lease with Broome Golf Club.

2. Consent to the sub lease to Serenbear Pty Ltd Pty Ltd for the similar period.

3. Delegate authority to the Chief Executive Officer to determine the final lease terms and conditions and present such back to Council for approval.

CARRIED UNANIMOUSLY 8/0

On 10 December 2015 Cr R Johnston submitted a Notice of Motion with officer comments from the Director Corporate Services and Director Infrastructure.

The proposed Notice of Motion was to revoke the decision made by Council on 15 October 2015 (Agenda Item 12.1) and propose a new motion on the matter.

At the OMC held 17 December 2015 Council resolved to revoke the Council decision made at the OMC held 15 October 2015 Agenda item 12.1.

Council resolved the following:

COUNCIL RESOLUTION:

Moved: Cr H Tracey ***Seconded: Cr R Johnston***

That Council;

1. ***Acknowledges that considerable effort has gone into the development of the Business Case provided by the Broome Golf Club.***

2. ***Considers the Business Case represents a first step towards meeting the milestones identified in the lease;***

3. ***Requests the Chief Executive Officer to work with the Broome Golf Club in preparing further details to address the issues below prior to Council considering whether the milestones have been achieved or entertaining any new lease being entered into:***
   - ***a) opportunities for the redevelopment to further realise the potential of the site;***
   - ***b) development of the concept plans into detailed design plans and these to be independently costed***
   - ***c) development of a funding strategy for the new Clubhouse and demonstration of attempts to secure funding for the construction.***
   - ***d) a detailed financial business plan for the construction and operation of the facility.***

4. ***Requests the Chief Executive Officer to seek funding through the next Finance and Costing Review once financial implications are clarified in regard to finalising the lease milestones.***

CARRIED UNANIMOUSLY 9/0

Reason: While the Council encourages and supports the Broome Golf Club the motion as carried clarifies matters for the Chief Executive Officer to work with the Broome Golf Club prior to Council considering any new lease arrangements.

In order to assist the Broome Golf Club progress their business case the Shire of Broome appointed UDLA Pty. Ltd. to facilitate the community engagement and public workshops. The aim of the community engagement was to receive feedback from the public and key stakeholders on the following points:

- Would the community prefer a community run club or privately-run club?
- The site is Crown Land, vested in the Shire and zoned in Local Planning Scheme No. 6 (LPS 6) as Parks, Recreation & Drainage. Does your vision fit in with this zoning?
- Do you believe the existing proposal is the 'best use' for this site?
- What are your visions for the site?
- Are you aware the Golf Club are undertaking a facility redevelopment proposal?
- What do you like about the proposal?
- What do you dislike about the proposal?
- Do your visions fit within the current proposal and zoning?

This report was presented to Council at the OMC on the 15 December 2016. Council Resolved:

COUNCIL RESOLUTION:

Moved: Cr D Male ***Seconded: Cr W Fryer***

That Council;

1. ***Notes the Community Engagement Reports prepared by UDLA as attached and requests the Broome Golf Club consider the outcomes of this report and incorporate such in the future detailed design, Business Case and Financial Business Plan as required by the current Lease Agreement.***
2. ***Notes the Broome Golf Club has until September 2018 to meet the following milestones of their lease agreement:***
   - **(a)** ***Development of detailed plans for the construction of a new clubhouse, these plans to be independently costed.***
   - **(b)** ***Development of a funding strategy for construction of the new clubhouse. This would also need to include demonstrating attempting to secure funding or approaching financial institutions to secure loan facilities.***
   - **(c)** ***Create a detailed financial business plan outlining how loan commitments to support the construction of the facility will be achieved.***
3. ***Requests the Chief Executive Officer to continue to work with the Broome Golf Club to support the achievement of meeting the above-mentioned milestones in line with Council's resolution of 17 December 2015.***

CARRIED UNANIMOUSLY 7/0

In February 2017 Broome Golf Club engaged Naja Business Consulting Services to work with key stakeholders to develop a Business Case and Funding Strategy to satisfy clause 16 of the lease agreement and further progress re-development plans in addition to secure funding.

On 20 October 2017, the Broome Golf Club presented Shire Officers with the first draft of the business case and funding strategy and a letter formally requesting a new 21 year lease agreement.

See Attachments 2 and 3.

COMMENT

Proposed Development

Concept plans, drawings and render's have been completed by Laird Trans Architects which are sufficient to obtain probable costs, site layout, floorplans, orientation and elevations of the proposed development. It is noted clause 16.2 (a) of the existing lease agreement required 'detailed plans'. It is believed the documents submitted are of a sufficient standard to meet this clause.

See Attachment 6

The proposed $6.5 million development by the BGC on Reserve 33592 involves the construction of three 'pod' style buildings:

- Two pods which incorporate a clubhouse with bar facilities, pro-shop, administration area, board room, change room facilities and cart storage; and
- Pod three will cater for a more formal restaurant / function room upstairs and café style dining downstairs

The BGC intends to lease out the third pod to an independent business to operate the hospitality services and use the funds to contribute to the repayment of any loans required to complete the development (subject to approval from the Department of Lands).

The key outcomes of the project include:

- Development of a new facility to meet the needs of current and future members, along with any other groups involved in the use of the facility, following a sustainable business model.
- Creation of an opportunity to elevate the status of the BGC and drive an increase in membership numbers and visitor usage with the attraction of improved amenities.
- Provision of a sports-tourism based economic driver for the community.
- Better align the built form with the recent improvements in the course.
- Create a significant tourist drawcard to Broome and the Kimberley.

Project Costs

Colin Wilkinson Developments Pty. Ltd. (CWD) have submitted an Opinion of Probable Costs (OPC) for the construction of the new club house based on the design shown in ***Attachment 3***.

A full breakdown of the costs is reflected in ***Attachment 5 (commercial in confidence).***

Strategic Context

The Shire of Broome framework for the development of Sport and Recreation Facilities 2016 – 2025 (adopted by Council February 2014) identifies that there are a number of clubs that operate under a licence or lease agreement, including the Broome Golf Club. It is noted that in the case of development projects for these facilities that:

It is proposed that the Shire's responsibility in this regard is limited mostly to planning assistance, offering support for funding applications and in some instances where resources permit, a financial contribution to facility improvements considered on a case by case basis. The facilities currently identified in this category include Broome Bowling Club, Broome Surf Life Saving Club, Broome Fishing Club, Broome Sailing Club, Broome Golf Club, Broome Horse Riders Club, Broome Pistol Club, Broome Field and Game Club and Broome Speedway.

The BGC development proposal is consistent with the current framework. Shire officers have now appointed a consultant to undertake a review on the Sport and Recreation Plan for the Shire of Broome, and the golf club will be a key project that is considered within the report.

The BGC has participated in the Shire's Club Development workshops and contributed to the Shire's sport and recreation statistical data through the completion of Club Development surveys. In Broome's sporting club landscape, the BGC is considered a good functioning club that has effective governance structures in place.

Business Case

Clause 16.2 (c) of the existing lease agreement states the Business Case must be in the form of the Royalties for Regions 'Business Case Proposal' template ***(see Attachment 4)***.

Officers note the reports submitted are in line with the 2014-15 Royalties for Regions Business Case template. The BGC have provided detailed comments on the following key points:

Heading	Comment
Policy & Strategic Framework	The BGC have demonstrated in detail how the project aligns with key strategic plans including: • State Planning Strategy 2050 • Regional Development Strategy 2016-2025 • Royalties for Regions • State Government Strategy for Tourism in Western Australia 2020 • Strategic Directions 2016-2020 (Western Australian Sport and Recreation). • Kimberley Regional Investment Blueprint • Kimberley Regional Planning and Infrastructure Framework • Kimberley Regional Club Development Plan • Strategic Community Plan 2013-2023 (the Shire) • Local Planning Strategy (the Shire) • Broome Tourism Strategy • Framework for Development of Sport and Recreation Facilities (the Shire)
Summary Stakeholder Engagement	Summary of stakeholder and community engagement including: • Golf WA • Shire of Broome • Community Consultation: o Australia North West Tourism o Nyamba Buru Yawuru o Broome Chamber of Commerce and Industry o Habitat Resort Broome o Community Workshops o Community Surveys
Critical Assumptions	The BGC have detailed the critical assumptions used to base the business case on.
Economic and Financial Analysis	The BGC have carried out a detailed analysis of: • Broome Area Economic Profile: o Broome Tourism Sector o Broome Resources Sector o Broome Agriculture Sector • Project Economic and Financial Analysis • Club Operations Case Study Overview • Golf Professional Arrangements Case Study Overview
Socio-Economic Benefits	The BCG have identified and outlined the socio-economic benefits of the re-development including: • Tourism Sector Development • Indigenous Engagement and Employment Opportunities • Health and Productivity • Environmental Sustainability • Short Term Economic Opportunities
Whole of Life Model & Sustainability	The BGC have displayed a good understanding of the lifecycle costs of the facility including the costs of renewal of building components across all building assets.
Governance	The BGC have proposed a Governance and Management

arrangements	Structure based on extensive research across the state where similar projects have been successful.
Funding Strategy and Total Budget	Provides a high-level strategy for funding. The funding strategy has been defined in more detail in a separate funding strategy report (discussed later in this report).
Project and Key Milestones	Provides a time line of key milestones from conception to the proposed start date for construction.
Risk Analysis	The BGC have clearly identified a number of risk points across the project and mitigation strategies / contingencies for each point.
Indigenous Participation	The BGC demonstrated how they have engaged with local Native Title Holders in addition to exploring Aboriginal engagement and employment opportunities.
Implementation Strategy Guide	The BGC have outlined in detail a: • Communication Plan • Project Management • Project Governance • Procurement Strategy
Facility Re-development building analysis	This section defines: • Land Particulars • Description of Site • Roads and Access • Existing Building Condition and Analysis • Existing Building – Current BCA Compliance Issues

The figures based in the business case rely on historical data and conservative assumptions in rises of memberships and food and beverage sales. Both scenarios reflect a significant surplus, however it relies on the successful completion and operation of all three pods. Given the complexities of the funding strategy and reliance of grants, the outcome may vary to a staged completion of the facility. Whilst the BGC have met the requirements of clause 16.2 (c) of the lease, further financial analysis should be carried out to identify the financial viability should only one pod be constructed initially, then two, then all three.

Funding Strategy

The funding strategy has been presented as a second document – ***see Attachment 3.*** A summary of the key points is outlined in the table below:

Heading	**Description**
Project Funding Options	• Explores and identifies all grant funding opportunities • Explores commercial loan options and viability • Local Government loan options • Crowd funding options • Fundraising and fundraising strategy development
Grant Readiness	• Department of Sport and Recreation • AusIndustry • Lotterywest
Funding Timelines	Identifies the timing for applying for specific grants and discusses the issues around the non-concurrent way in which different funding bodies operate their funding process i.e. the CSRFF grant does not open until around the time the BBRF grants are announced.

Club Income	Considers options for the club to maximise and expand its revenue streams.
Stakeholder engagement	Identifies the importance of managing and strengthening relationships with key stakeholders.
Risk Profile	Defines the risks posed to the organisation and makes recommendations to mitigate / manage the risk
Funding Approach	Identifies what grants can be utilised for different parts of the development.

The funding strategy submitted by the BGC will provide a platform to apply for funding and relevant grants, however it should be noted that a number of assumptions have been made that could impact the successful completion of the project. The BGC are seeking up to $5 million dollars of funding from grants and other sources. Albeit the BGC have outlined a strategy to apply for these grants, there are some doubts of the likelihood of being able to independently achieve the full $5 million dollars required to complete the build.

It is noted clause 16.2 (b) of the existing lease agreement required *'Development of a funding strategy for construction of the new clubhouse. This would also need to include demonstrating attempting to secure funding or approaching financial institutions to secure loan facilities'*.

Whilst the condition of the lease has been met, significant work is required from the BGC to be successful in securing grants and funding from other sources.

Lease and License

The current lease over the fore-mentioned reserves is currently structured as follows:

Broome Golf Club Inc has a lease over Reserve 29300 (Golf Course) and Reserve 33592 (Golf Clubhouse). In addition to this there is a license agreement between the BGC and Serenbar Pty Ltd, who operate / manage the pro shop and clubhouse.

On the 18 October 2017, the BGC wrote to the Shire requesting to surrender the existing 21 year lease agreement / license and enter into a new twenty-one-year lease.

Through the BGC's funding strategy it was identified they would require the maximum term lease in order to achieve their funding outcomes and meet their loan commitments.

Given the BGC are at the preliminary stages of the development and have eleven years remaining on the existing lease it is recommended the Shire consider structuring the lease renewal as follows:

a) Leave the existing lease on foot for the time being.
b) The Shire and the BGC enter into a separate 'Agreement for Further Lease' or similar with the BGC. Herbert Smith Freehills have provided an advice on how this document could be structured – ***see Attachment 7.***

The benefit of an agreement of this nature is the protection it offers the Shire should the BGC be unable to secure funding or complete the development. In addition, it will offer the BGC maximum tenure from the date of completion of construction i.e. if a 21 year lease was to commence immediately and the project took 3 to 4 years to complete this would have an impact on the term of the loan and the BGC would lose 3 to 4 years prior to completion.

Request for Self Supporting Loan (SSL) / Treasury Loan

Self-supporting loans are loans taken out by the Shire on behalf of community based organisations whom undertake to meet the capital, interest and loan guarantee payments.

Community based organisations occupying land or buildings owned by or vested in the Shire, in accordance with a management licence or lease, may make application for self supporting loans where the funds are to be used for capital improvements to the land or buildings they occupy.

As part of the BGC's funding strategy, they have written to the Shire of Broome requesting a self-supporting loan of $1.5 million for a term of 21 years (principal and interest). The loan is specifically for the purpose of the re-development of the Broome Golf Club, which represents 23% of the total project costs.

The BGC have provided forecast operating budgets as part of their business case which reflect the above loan structure and payments. A summary of the financials is listed below showing two different operating models:

(d) Function Centre / Restaurant Leased and a $1.5million Self Supporting Loan based on an interest rate of 4.5%

Description	**Amount**
Total Operating Revenue	$1,405,402.00
Total Operating Expenses	-$1,153,534.00
Operating Loss / Surplus	**$251,886.00**
Loan Repayment ($1.5m SSL P&I over 21 years)	-$110,544.00
Net Surplus / Loss	**$141,342.00**

(e) Function Centre / Restaurant Retained and a 1.5million Self Supporting Loan based on an interest rate of 4.5%

Description	**Amount**
Total Operating Revenue	$1,960,420.00
Total Operating Expenses	-$1,583,534.00
Operating Loss / Surplus	**$376.886.00**
Loan Repayment ($1.5m SSL P&I over 21 years)	$110,544.00
Net Surplus / Loss	**$266,342.00**

Officers recommend the Chief Executive Officer engage with the BGC to gather relevant financials and data to assess the eligibility in securing a self-supporting loan on the requested terms.

The Golf Course

With the funds generated from the new facility, BGC intends to continue with the development of the course to become a major tourism attraction to Broome.

The first two projects identified for the next five years include:

- Full upgrade of the irrigation system. The cost estimate for this is approximately $1.5 million. This is essential to underpin any further development of fairways, greens and tees.
- Upgrade tees across all holes.
- Formalise the driving range for public and members.
- Upon decreasing the loan future funds can be used to continue the development of the course.

CONSULTATION

Broome Golf Club
Naja Business Consulting Services
Herbert Smith Freehills

STATUTORY ENVIRONMENT

Local Government (Functions and General Regulations) 1996

30. Dispositions of property to which section 3.58 of Act does not apply

(1) A disposition that is described in this regulation as an exempt disposition is excluded from the application of section 3.58 of the Act.

(2) A disposition of land is an exempt disposition if —

*(a) the land is disposed of to an owner of adjoining land (in this paragraph called **the transferee)** and —*

(i) its market value is less than $5 000; and

(ii) the local government does not consider that ownership of the land would be of significant benefit to anyone other than the transferee;

(b) the land is disposed of to a body, whether incorporated or not —

(I) the objects of which are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature; and

(ii) the members of which are not entitled or permitted to receive any pecuniary profit from the body's transactions;

(c) the land is disposed of to —

(i) the Crown in right of the State or the Commonwealth;

(ii) a department, agency, or instrumentality of the Crown in right of the State or the Commonwealth; or

(iii) another local government or a regional local government;

(d) it is the leasing of land to an employee of the local government for use as the employee's residence;

(e) it is the leasing of land for a period of less than 2 years during all or any of which time the lease does not give the lessee the exclusive use of the land;

(f) it is the leasing of land to a "medical practitioner" (as defined in section 3 of the Medical Act 1894) to be used for carrying on his or her medical practice; or

(g) it is the leasing of residential property to a person.

(2a) A disposition of property is an exempt disposition if the property is disposed of within 6 months after it has been —

(a) put out to the highest bidder at public auction, in accordance with section 3.58(2)(a) of the Act, but either no bid is made, or any bid made does not reach a reserve price fixed by the local government;

(b) the subject of a public tender process called by the local government, in accordance with section 3.58(2)(b) of the Act, but either no tender is received, or any tender received is unacceptable; or

(c) the subject of Statewide public notice under section 3.59(4), and if the business plan referred to in that notice described the property concerned and gave details of the proposed disposition including —

(i) the names of all other parties concerned;

(ii) the consideration to be received by the local government for the disposition; and

(iii) the market value of the disposition as ascertained by a valuation carried out not more than 12 months before the proposed disposition.

(2b) Details (see section 3.58(4) of the Act) of a disposition of property under sub regulation (2a) must be made available for public inspection for at least 12 months from the initial auction or tender, as the case requires.

(3) A disposition of property other than land is an exempt disposition if —

(a) its market value is less than $20 000; or

(b) it is disposed of as part of the consideration for other property that the local government is acquiring for a consideration the total value of which is not more, or worth more, than $50 000.

[Regulation 30 amended in Gazette 25 Feb 2000 p. 974-5; 28 Apr 2000 p. 2041; 31 Mar 2005 p. 1055-6.]

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The estimated costs to draft the Agreement for Further Lease is approximately $2,000.00. This is budgeted in account 144027.

RISK

The nature of the agreement mitigates the risk of the Shire of Broome being locked in a long-term agreement if the development does not come to fruition. In addition, if guarantees the maximum tenure to the lessee upon the successful completion of the project.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Affordable services and initiatives to satisfy community need

Accessible and safe community spaces

Participation in recreational and leisure activity

A healthy and safe environment

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

Realistic and sustainable land use strategies for the Shire within state and national frameworks and in consultation with the community

A built environment that reflects arid tropical climate design principles and historical built form

A unique natural environment for the benefit and enjoyment of current and future generations

A preserved, unique and significant historical and cultural heritage of Broome

Retention and expansion of Broome's iconic tourism assets and reputation

Core asset management to optimise Shire's infrastructure whilst minimising life cycle costs.

Council is able to mobilise resources to deliver municipal service to indigenous communities that are compliant, effective and within Council's capacity.

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

Affordable land for residential, industrial, commercial and community use

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

Responsible resource allocation

Effective community engagement

Improved systems, processes and compliance

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council:

1. *Acknowledge the Business Case and Funding Strategy submitted by the Broome Golf Club and recognises that all milestones in clause 16 of their lease agreement have been undertaken to Council's satisfaction.*

2. *Note the Broome Golf Club are at the preliminary stages of the development and have eleven years remaining on the existing lease; therefore, structure the lease*

renewal as follows:

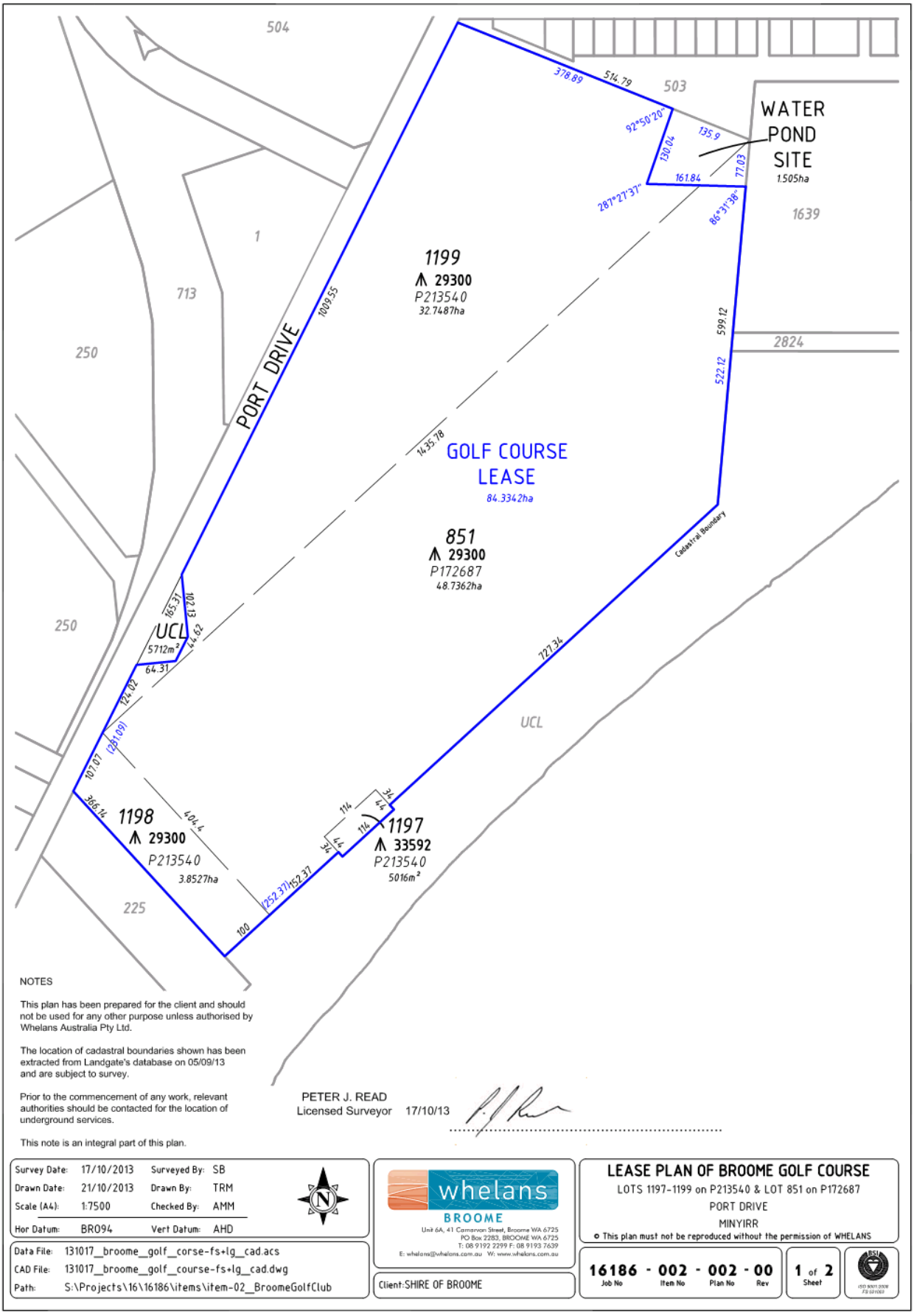
a. Leave the existing lease on foot for the time being.
b. The Shire and the Broome Golf Club enter into a separate 'Agreement for Further Lease'. The terms and conditions of this agreement be based on the advice from Herbert Smith Freehills as attached to this report.

3. *Authorises the Chief Executive Officer to negotiate and finalise an 'Agreement for Further Lease' between the Shire of Broome and the Broome Golf Club.*
4. *Authorises the Chief Executive Officer to engage with the Broome Golf Club. to gather relevant financials and data to assess the eligibility in securing a self-supporting loan as per the requested terms outlined in this report.*

Attachments

1. Attachment 1 Leased Area
2. Attachment 2 Business Case
3. Attachment 3 Funding Strategy
4. Attachment 4 Business Case Template
5. Attachment 5 Opinion of Costs *(Confidential to Councillors and Directors Only)*

   This attachment is confidential in accordance with Section 5.23(2) of the Local Government Act 1995 section 5.23(2)((e)(ii)) as it contains "a matter that if disclosed, would reveal information that has a commercial value to a person, where the information is held by, or is about, a person other than the local government".
6. Attachment 6 Golf Club Masterplan
7. Attachment 7 Lease advice Freehills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WATER POND SITE
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225
PORT DRIVE
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29300
P213540
32.7487ha
GOLF COURSE LEASE
84.3342ha
851
29300
P172687
48.7362ha
Cadastral Boundary
UCL
5712m²
UCL
1198
29300
P213540
3.8527ha
1197
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NOTES
This plan has been prepared for the client and should not be used for any other purpose unless authorised by Whelans Australia Pty Ltd.
The location of cadastral boundaries shown has been extracted from Landgate's database on 05/09/13 and are subject to survey.
Prior to the commencement of any work, relevant authorities should be contacted for the location of underground services.
This note is an integral part of this plan.
PETER J. READ
Licensed Surveyor 17/10/13
Survey Date: 17/10/2013 Surveyed By: SB
Drawn Date: 21/10/2013 Drawn By: TRM
Scale (A4): 1:7500 Checked By: AMM
Hor Datum: BR094 Vert Datum: AHD
Data File: 131017_broome_golf_corse-fs+lg_cad.acs
CAD File: 131017_broome_golf_course-fs+lg_cad.dwg
Path: S:\Projects\16\16186\items\item-02_BroomeGolfClub
whelans
BROOME
Unit 6A, 41 Carnarvon Street, Broome WA 6725
PO Box 2283, BROOME WA 6725
T: 08 9192 2299 F: 08 9193 7639
E: whelans@whelans.com.au W: www.whelans.com.au
Client: SHIRE OF BROOME
LEASE PLAN OF BROOME GOLF COURSE
LOTS 1197-1199 on P213540 & LOT 851 on P172687
PORT DRIVE
MINYIRR
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1 of 2
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BROOME GOLF CLUB FACILITY DEVELOPMENT

BUSINESS CASE

Prepared for Broome Golf Club
by NAJA Business Consulting Services
& CreativeIQ

August 2017

This business case has been developed on behalf of the Broome Golf Club by NAJA Business Consulting Services, in partnership with CreativeIQ and Core Business Australia. Recommendations provided in this report are based on the financial and operational information provided by the Broome Golf Club, along with research into industry best practice and case studies of operations at similar organisations.

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1 EXECUTIVE SUMMARY

The Broome Golf Club (BGC) currently has a high standard golf course situated on Port Drive, Broome, however the golf course is not matched by a club house of a comparable standard. The current club house is dilapidated and no longer fit for purpose. This business case outlines the intentions of BGC to develop a new club house facility, along with a restaurant/café on the site. The development of a new facility is in response to their need for a suitable club house, as well as that the lease for the land, where BGC is situated is ending, with a condition for a future lease being that a business case is prepared for the development of such a facility.

BGC has a strong local membership base, with an additional 6,000 visitors to the course each year. With an excellent grassed golf course, BGC has a high appeal to the local and visiting golfers but the poor standard of club house means they are unable to capitalise on this market by offering food and beverage services that would normally be available on a course of this quality. The position of the club also offers outstanding views of Roebuck Bay and there is a real opportunity to attract a non-golfing market to the facility if a restaurant or café was available. Additionally, the poor-quality building does not provide good amenity for course users and does not reflect the otherwise professional standard of the club facilities.

The proposed $5.76m development involves the construction of three 'pod' style buildings:

- Two pods which incorporate a clubhouse with bar facilities, pro shop, administration area, board room, change room facilities and cart storage; and
- One pod which caters for a more formal restaurant upstairs and café style dining downstairs.

BGC intends to lease out the third pod to an independent business to operate the hospitality services and use these funds to contribute to the repayment of any loans required to complete the development.

The key outcomes of this project are:

- Development of a new facility which meets the needs of current and future members, along with any other groups involved in the use of the facility, following a sustainable business model;
- Creation of an opportunity to elevate the status of the BGC and drive an increase in membership numbers and visitor usage with the attraction of improved amenities;
- Provision of sports-tourism based economic driver for the community;
- Better align the built form with the recent improvements in the course;
- Create a significant tourist drawcard to Broome and the Kimberley; and
- Meet the requirements of the Shire of Broome to secure a longer-term tenure.

The project aligns well with the variety of state, regional and local planning strategies for the development of Broome from both economic and social development perspectives. Stakeholder engagement undertaken to-date reflects community support for the project and opportunities to collaborate with key stakeholders to enhance outcomes to all parties.

BGC is a well governed not-for-profit with an engaged and enthusiastic management committee who are supported by an experienced and capable manager/golf professional who oversees operations. The club has a strong track record of planning for and implementing significant projects, with $4.5m invested into the development of the course over the past eight years, all funded through with club without the need for grants or loans. GolfWA has also recently completed a governance and operations audit of the club and found practices at the club to be of a high standard.

In pursuing this development, BGC intends to secure the services of a suitably qualified and experienced Project Manager to manage the construction project, with the Chairperson of BGC acting as the Project Sponsor. Input into the direction of the project will be provided by a Project Advisory Group comprised of BGC members and other key stakeholders.

2 PROJECT PURPOSE

BGC's Facility Development Project encompasses the development of a new facility for the club at the Roebuck Bay location, along with the ancillary infrastructure to support the main facility.

The key outcomes of this project are:

- Development of a new facility which meets the needs of current and future members, along with any other groups involved in the use of the facility, following a sustainable business model;
- Creation of an opportunity to elevate the status of the BGC and drive an increase in membership numbers and visitor usage with the attraction of improved amenities;
- Provision of sports-tourism based economic driver for the community;
- Better align the built form with the recent improvements in the course;
- Create a significant tourist drawcard to Broome and the Kimberley; and
- Meet the requirements of the Shire of Broome to secure a longer-term tenure.

3 PROJECT DESCRIPTION

BGC is located on Port Drive, Broome with the current clubhouse situated on an elevated position with panoramic views across Roebuck Bay and a Conservation Estate situated between the club's boundary and the waterline. BGC boasts a golf course of a high standard, which attracts significant use from members and visitors.



Map 1: Broome Golf Club location (Source: Google Maps)

The current clubhouse is in very poor condition (see Appendix 1 Facility Redevelopment: Building Analysis Report) and the club is not able to use this facility other than for basic bar facilities and administration. It does not present a professional image that is commensurate with the other elements of the course and many of the infrastructure aspects (clubhouse, parking, access etc.) of the club are far below an acceptable standard for use by members and visitors.

In addition to BGC requiring improved facilities to be able to appropriately service members and visitors, a condition of lease renewal for the land managed by the Shire of Broome is

that BGC develops a business case proposal for the construction fo a new clubhouse or upgrade to the existing clubhouse. This lease condition also requires the demonstration that BGC will use its best endeavours to secure financial funding for the execution of the intentions laid out in the required business case.

Given the extreme state of dilapidation of the current clubhouse, upgrading this facility is not deemed to be practical and, instead, a comprehensive $5.76m redevelopment of the site is proposed.

The following early drawings (refer from page 11) describe the development intentions of BGC with this project looking to replace the current facilities with three 'pod' style buildings which have distinct functions:

- Two pods which incorporate a clubhouse with bar facilities, pro shop, administration area, board room, change facilities and cart storage; and
- One pod which caters for a more formal restaurant upstairs and café style dining downstairs.

In addition to these facilites, improvements to traffic access, car parking, pedestrian access and landscaping will also be made.

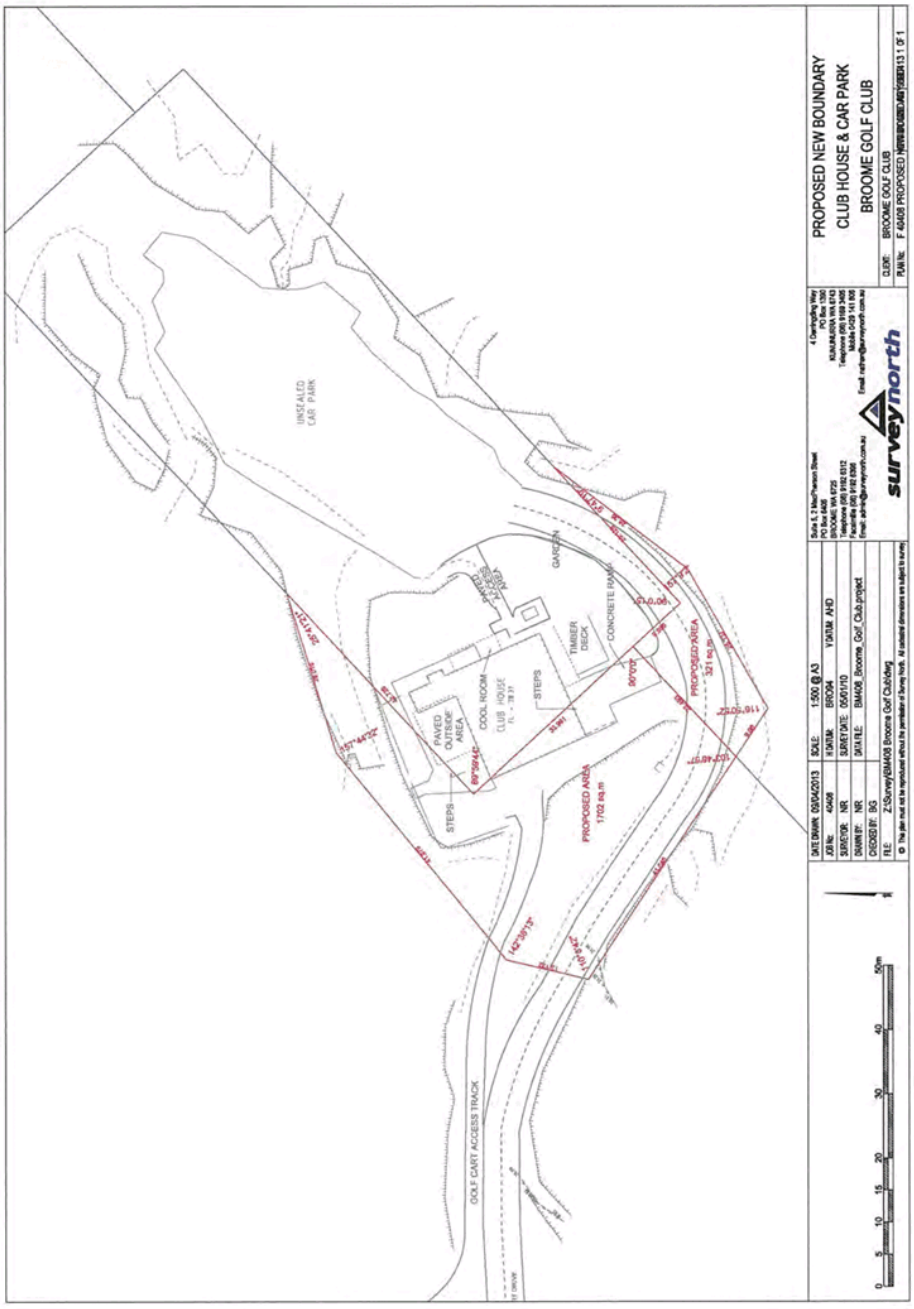
This concept would see BGC leasing the restaurant and café facilities to a private enterprise, with this arrangement providing an income stream to service any loans obtained to finance the development. It is considered that by improving the overall amenity of the Club, it will be better positioned to market itself to both local and visiting (domestic and international) golfers, as well as providing a new venue for Broome which takes advantage of the unparalleled world classviews of the location.



Photo 1: Broome Golf Club (Source: CreativeIQ)

BGC attracts approximately 6,000 visitors annually, in addition to its membership base. This is made up of around 45% Western Australian visitors, 45% interstate visitors and 10% international visitors. These visitors are typically seeking a meal option following accessing the course but given the current facility, BGC is not able to meet this need. In addition to these course users, the club has multiple enquiries on a weekly basis from tourists and locals looking to dine at the club.

The club also has a significant competition program, with around 210 competitions per year with an additional five annual charity days (these have raised approximately $300,000 for charity over the past eight years). These events, in addition to general use of the club facilities, as they currently stand represent an excellent client base to service, along with demonstrating real interest from a broader market in accessing hospitality services based there.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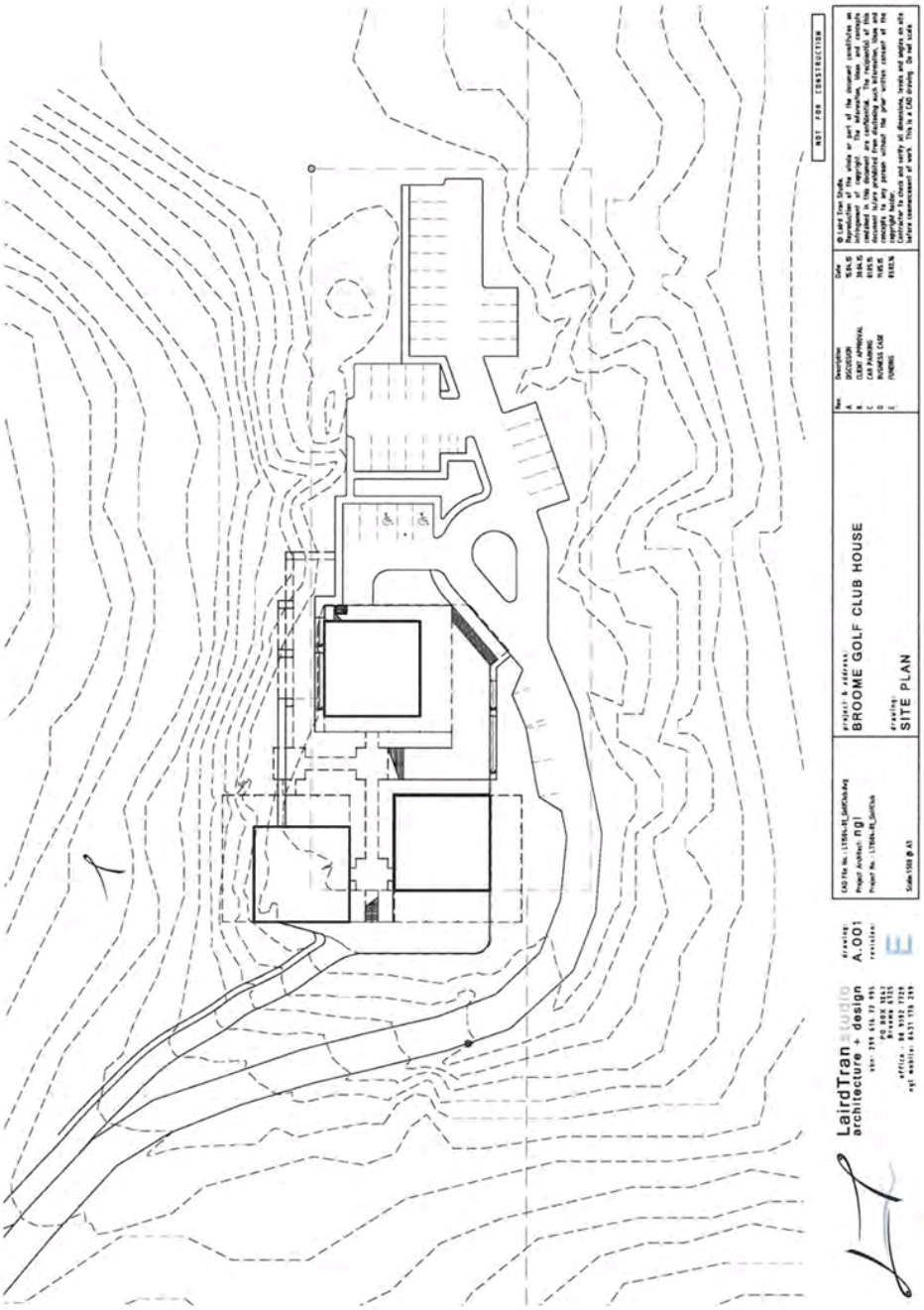
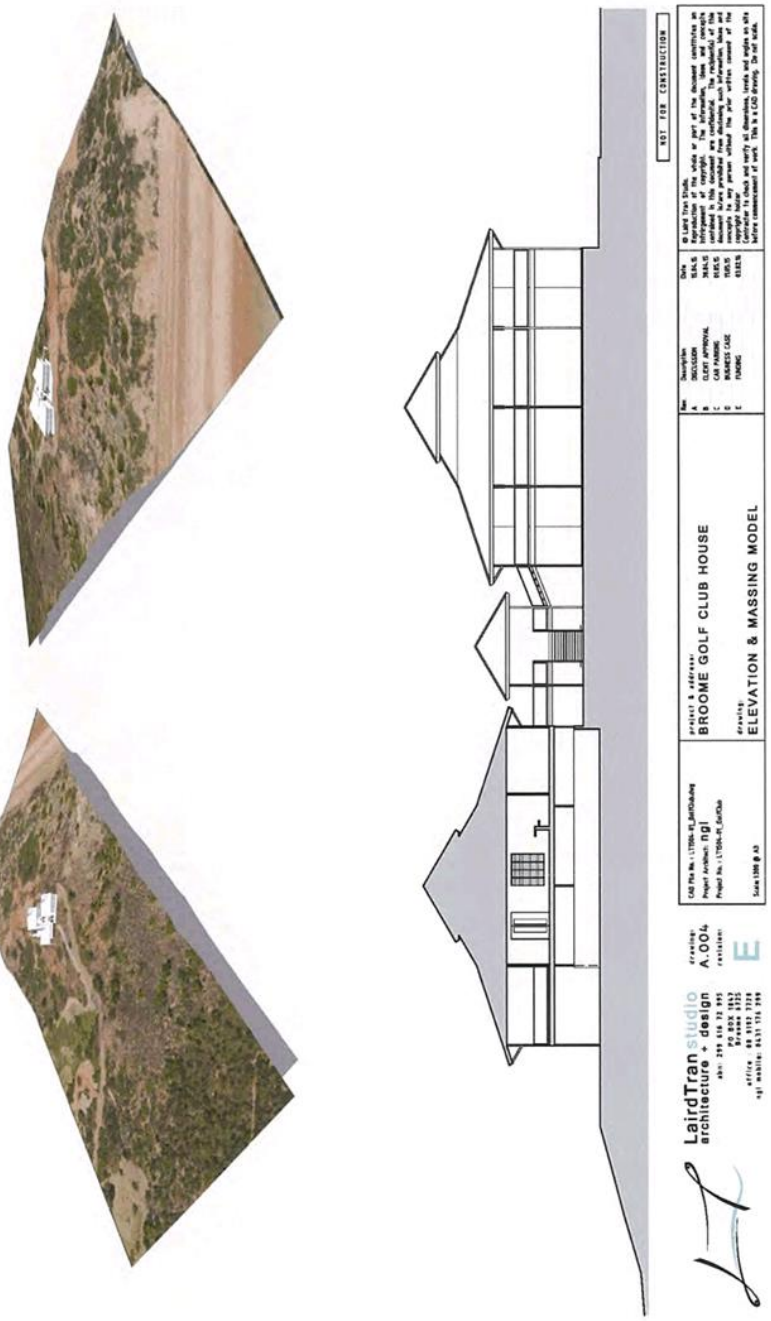
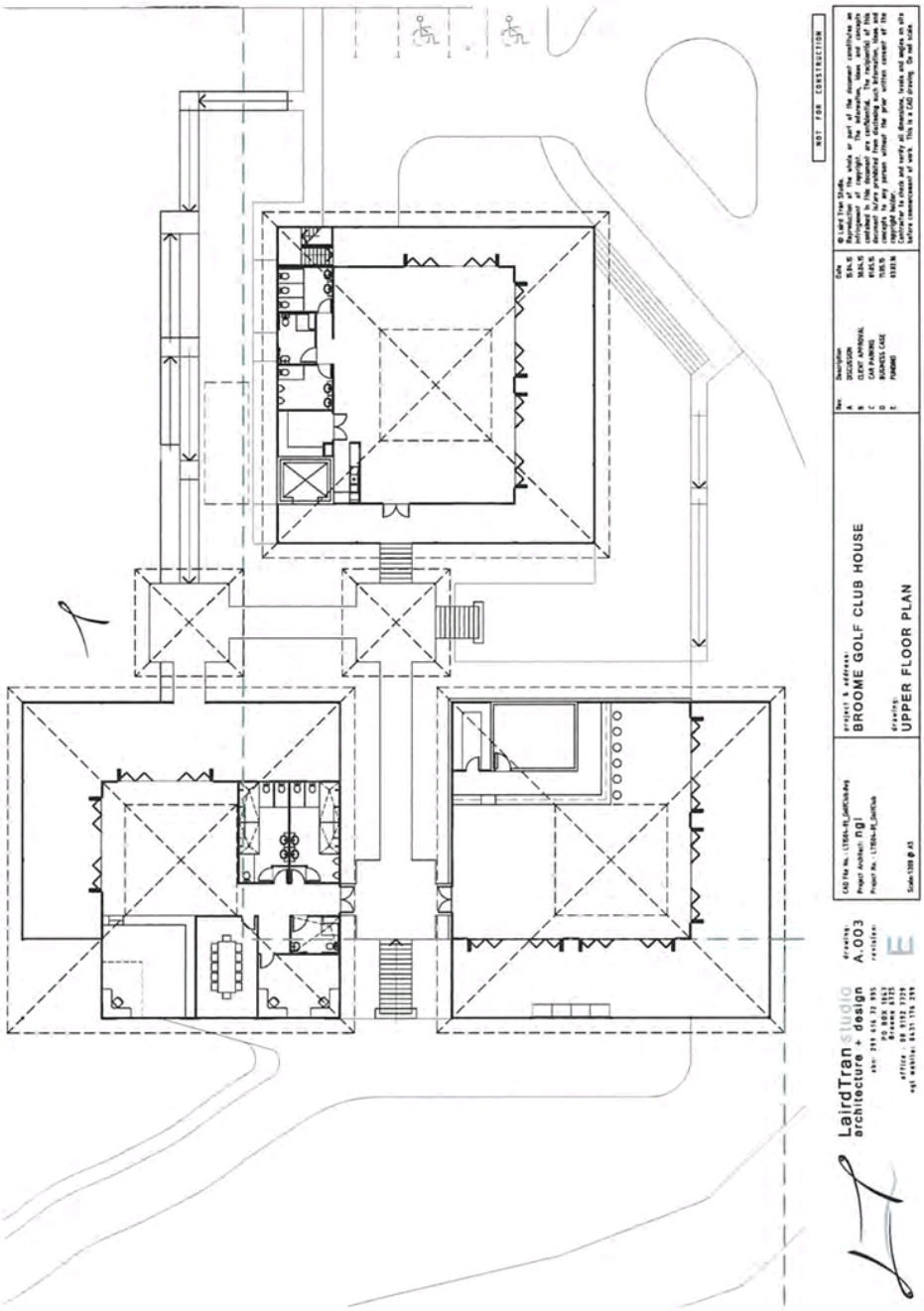
GARDEN
CONCRETE RAMP
TIMBER DECK
PROPOSED AREA 321 sq.m
COOL ROOM
CLUB HOUSE
STEPS
PAVED OUTSIDE AREA
STEPS
PROPOSED AREA 1702 sq.m
GOLF CART ACCESS TRACK
PROPOSED NEW BOUNDARY
CLUB HOUSE & CAR PARK
BROOME GOLF CLUB
surveynorth


NOT FOR CONSTRUCTION
BROOME GOLF CLUB HOUSE
SITE PLAN
LairdTran studio
architecture + design
A.001


NOT FOR CONSTRUCTION
BROOME GOLF CLUB HOUSE
ELEVATION & MASSING MODEL
LairdTran studio
architecture + design
A.004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BROOME GOLF CLUB HOUSE
UPPER FLOOR PLAN
LairdTran studio
architecture + design
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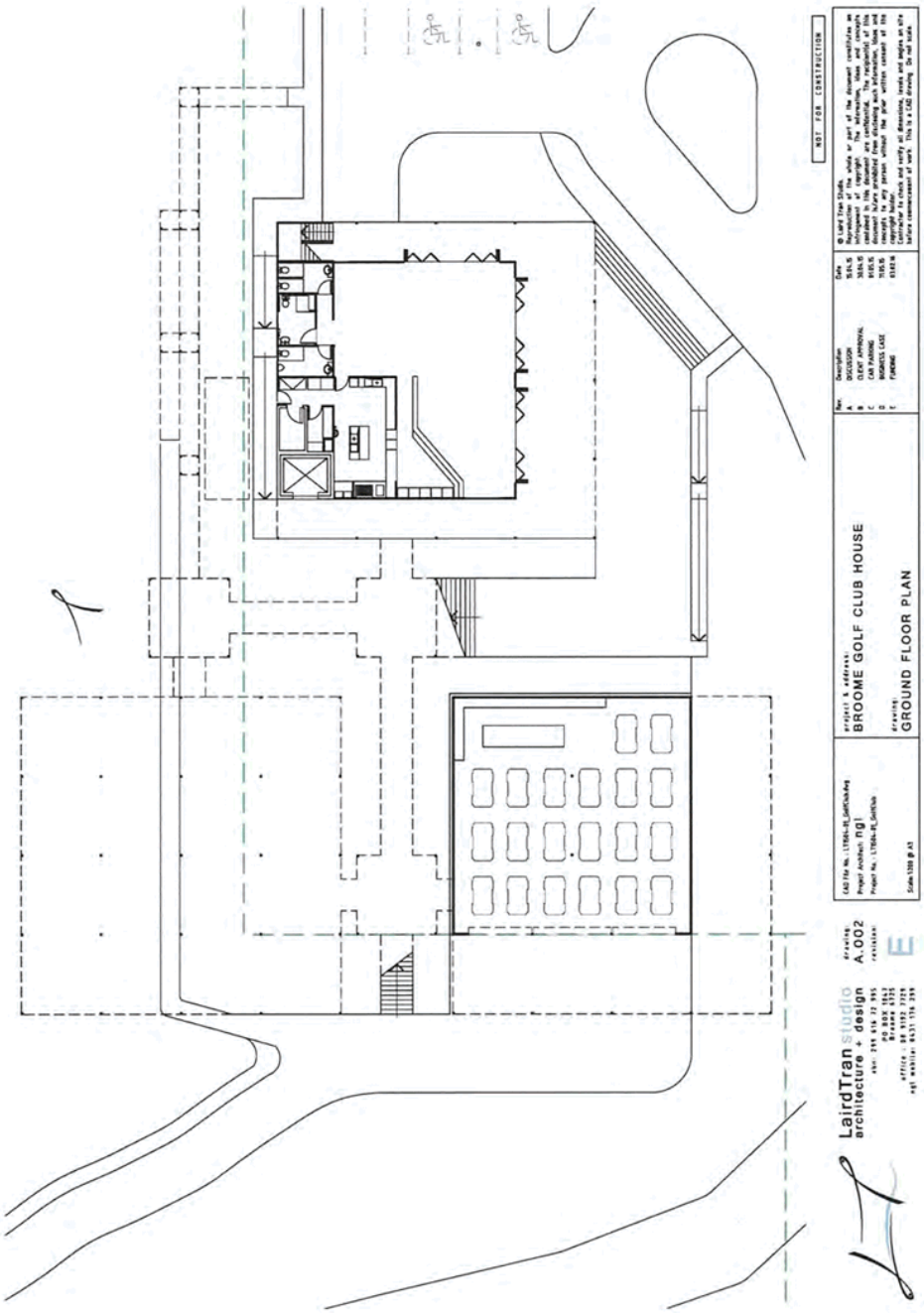
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BROOME GOLF CLUB HOUSE
GROUND FLOOR PLAN
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LairdTran studio
architecture + design

4 BACKGROUND

BGC is located on Roebuck Bay in Broome and was established in 1967 and grassed in 1996. BGC offers golfers a high standard course with a location offering impressive views across Roebuck Bay. The club is governed by a volunteer management committee drawn from their membership base of around 300 (of whom, around 100 are social members with no handicap).

Historically, BGC has been financially independent and has chosen to self-fund many development projects through income generated by the Club, rather than seeking grant funding. Significant upgrades have been made to the course in recent years, with the course now being of a high standard. Over the past 8 years, $4.5m has been invested into the course, all funded through the BGC, without accessing grant funding.



Photo 2: View of the 18th hole from the clubhouse (Source: CreativeIQ)

Although the course is of a high standard, the Clubhouse is not of a similar quality. A Building Analysis Report (see Appendix 1 Facility Redevelopment: Building Analysis Report) completed by Laird Tran Studio in 2015 indicated the Clubhouse is in a poor condition, predominately because of the impact of the corrosive marine environment on the building material and finishes. The building needs substantial maintenance throughout.

Despite the poor standard of the Clubhouse, its location is highly desirable, with spectacular views across Roebuck Bay. Additionally, it affords an excellent vantage point for viewing Staircase to the Moon and the course offers an experience of flora and fauna 'up close' with the course featuring a thriving community of birds, kangaroos and large lizards. The poor standard of the Clubhouse means that BGC is not leveraging the tourism value of these assets as it is not able to make a strong value proposition to visitors, beyond a quality golf course.

BGC is located on three parcels of Crown land that are leased from the Shire of Broome, with current terms of 15-years. BGC have been working with the Shire of Broome for the past five years to secure a lease for a longer term, preferring 21-years to improve their opportunity to develop the facility and attracting investment and external funding. As a condition to secure a longer lease, BGC is required to produce a business case for the development of new club facilities and provide written evidence that they will use their best endeavours to secure finance to support the implementation of the project proposed in the business case.

With a view to progressing this, BGC has undertaken significant work in developing architectural drawings for the proposed development. These drawings feature three pods

and offer the opportunity to stage the development if required due to the availability of funding. This concept was also designed based on the model of BGC leasing out one of the pods as a restaurant and café facility to develop an income stream.



Photo 3: Wildlife on BGC course (Source: CreativeIQ)

The Shire of Broome commissioned a comprehensive stakeholder engagement process to gauge community sentiment regarding the potential development and found a high degree of support for the project (see Section 7.3 Community Consultation for details).

The BGC has a high degree of internal capacity and has made significant improvements, as discussed previously, to their course through self-funded projects. BGC, however, has not strongly communicated this. Combined with low leveraging of the potential sponsorship and promotion of their events and the poor quality of their current clubhouse, there is a low perception of their capability by local stakeholders.

In 2016 GolfWA (the state body for amateur golf in Western Australia) undertook their annual audit of the Broome Golf Club. These audits examine all aspects of the club, including governance, operations and financial viability. GolfWA had highly favourable findings of BGC, noting that:

> "The overall management of the Broome Golf Club appears to be of **a very high standard with a degree of corporate sophistication that we have rarely seen in our visits to the Regions over the past two years**. The relationship between the committee (and especially the President) and the Manager (who is a PGA member and the Club Pro) appears to be well developed and working extremely well in the overall delivery of an outstanding Club program.
>
> The utilisation of a PGA member in the Club Manager role seems a sound option for any club with a small employment budget. We have seen this opportunity taken at Albany and Spalding Park (Geraldton) and in each case, it appears to be delivering an excellent outcome to the Clubs."[1]

As a parallel process to the development of the new facilities, BGC will be reviewing its communications and marketing to improve how it positions itself with stakeholders and in the market. With improved facilities and a need to ensure additional business results from the investment, a more professional and strategic approach to marketing and sponsorship of events will be taken. BGC anticipates sourcing professional advice and support to elevate the way in which they position their club to attract additional income while remaining affordable for members and visitors.

[1] GolfWA (August 2016) Broome Golf Club Audit Report

5 POLICY AND STRATEGIC FRAMEWORK

5.1 Alignment with Key Strategic Plans

5.1.1 State Planning Strategy (SPS) 2050 (Western Australian Planning Commission)

The Western Australian Planning Commission's SPS 2050 has a vision of sustained growth and prosperity in the face of expected challenges for Western Australian communities. The Strategy is based on six overarching principles, four of which align with BGC's plans for enhancement: community, infrastructure, economy and regional development.

The Strategy divides WA into three sectors, with the Northern Sector encompassing Broome and surrounds. Broome is identified as being part of an infrastructure band and an economic activity area, as well as being a regional centre. According to the SPS 2050, the Northern Sector is 'gaining importance in national and global trade, investment and commerce...this will be enhanced by further economic opportunities...particularly in tourism and agriculture.' This recognition of growth potential in WA closely aligns with BGC's plans for development.

The development of a new club facility at BGC complements the SPS 2050 Strategic Directions in the following ways:

1. Tourism – the planned improvements to the Club's facilities are expected to increase not only local numbers of members and guests, but also aim to boost numbers of international visitors at the Club, which will subsequently increase tourism to the Shire of Broome. The possible inclusion of a board room in the Clubhouse would mean local and international businesses could balance work with play.
2. Movement of people, resources and information – both the enhancements to the Club's amenities and the improved marketing and communication to local and international markets will create a more consistent flow of people, goods and services to the area.
3. Spaces and places – the development of new facilities at BGC would satisfy the SPS 2050 Direction of 'creating spaces and places that foster culture, liveability, enterprise and identity.'
4. Health and wellbeing - the proposed plans for the BGC will entice more visitors to stay for longer, thereby encouraging active lifestyles and community interaction.
5. Remote settlements – since the plans include the introduction of a restaurant, café, bar and pro shop on site, the additions to the BGC will also generate employment opportunities for the local community, as well as business opportunities, since the café and restaurant are likely to be outsourced. The creation of local jobs and the increase in tourism to the area will enable the Shire of Broome to 'maintain economic and community development through improved connectivity, services and cultural support.'

Furthermore, the PGA Report, which was produced by Ernst & Young and the Professional Golfers Association (PGA) Australia to determine the "golf economy" in Australia, found that hospitality and tourism make up 16% of the total golf economy. Individual golfers spend roughly $330 a year on hospitality and tourism through their involvement with the sport. By

attracting more golfers to the area, there will be a flow-on effect of increasing local spending, boosting the local economy and ultimately reducing the region's reliance on government funding.

5.1.2 Regional Development Strategy 2016-2025 (Department of Regional Development)

The Regional Development Strategy functions in conjunction with the Regional Investment Blueprints and directs regional development efforts and investment towards building vibrant regions with strong economies. The Strategy provides a high-level framework to prioritise and progress opportunities with the most potential emerging from Blueprints and other sources – essentially providing a 'whole-of-state' approach to regional development. With the two key focus areas of the Strategy being the establishment of socio-economic foundations for development; and to drive growth and new investment, the BGC project proposal is closely aligned with the priorities of this plan and offers the opportunity to grow the liveability and sustainability of the Broome community.

The following are key areas of the Regional Development Strategy that are mirrored in BGC's plans:

1. Develop people's capability to drive growth and prosperity – the Club will be actively contributing to the Shire of Broome's economy by providing employment to locals and strengthening tourism in the area. While carrying out their developments, the Club will, by necessity, be constantly looking to the future, to monitor the impact of their changes, and to recognise the potential for further improvements.
2. Enhance key regional centres to capture investment –increased tourism and jobs will lead to sustainable growth in the area, particularly if new businesses flourish. Improved infrastructure, such as club facilities that correspond with the high-quality golf course, will also draw higher numbers of visitors who will invest more time and money in the Club, and by association, the community. Changes such as better roads, easier traffic and pedestrian access and more pleasant surrounds will all contribute to making the Club more accessible to everyone.
3. Identify and promote opportunities for investment – the Strategy recognises that regional development priorities attract private sector capital and capability, and that increased external investment supports innovation and growth. As previously mentioned, improvements to the Club and the development of facilities that echo the high standards of the golf course itself will inevitably attract not only tourists, but also businesses.

Since the Regional Development Strategy, along with the Regional Investment Blueprints, is a comprehensive, 'whole-of-state' plan, enhancements in one region that bring social and economic benefit and growth are likely to have a flow-on effect to other regions, since part of the Strategy's aim is to have an 'established and effective network of towns linked to regional centres.'

5.1.3 Royalties for Regions (Department of Primary Industries & Regional Development)

Royalties for Regions has six major objectives, specifically:

- Building capacity in regional communities,

- Retaining benefits in regional communities,
- Improving services to regional communities,
- Attaining sustainability,
- Expanding opportunity, and
- Growing prosperity.

To attract and retain visitors and locals, the Shire of Broome needs to have high-quality options available for leisure and social activity. Currently, Broome has a high-standard golf course but lacks a quality clubhouse. A new facility, with a clubhouse and bar, restaurant, storage and pro shop, will complement the existing golf course and make it a more desirable location to meet, engage in recreation, relax, and, potentially, do business. This aligns with Royalties for Regions' objectives, improving services in the region and expanding opportunity and prosperity through the creation of jobs and increased tourism potential, with the buy local approach of this project further enhancing these anticipated benefits.

5.1.4 State Government Strategy for Tourism in Western Australia 2020

The State Government Strategy for Tourism in Western Australia sets a stretch goal to double the value of tourism in WA by 2020, from $6 billion to $12 billion. To achieve this goal, the state aims to increase the number of tourists visiting regional Western Australia by offering a diverse range of experiences, including business and leisure-based tourism.

Tourism WA's vision statement is to help the tourism industry achieve its full potential by delivering their brand promise of 'Experience Extraordinary Western Australia'. This will be accomplished through partnership between private sector and government. A government grant used to develop and enhance the Broome Golf Club's facilities falls neatly into this vision. An improved facility offers a fantastic example of the images that the #justanotherdayinwa campaign seeks to capture – opportunities for locals and visitors to enjoy the natural beauty and active engagement with the unique experiences of the state.

The Strategy's goals that align with the BGC's plans include:

1. Tourism support infrastructure – the Strategy recognises that tourism infrastructure plays an important role in enhancing visitor experience. This includes the need for new aviation routes to support growth, with Broome International Airport earmarked for potential expansion. With the possibility of increased numbers of visitors, the infrastructure of tourist destinations like BGC need to be sufficient to support this growth.
2. Infrastructure investment to support events – having Club facilities that cater to the comfort and needs of visitors could also allow for events such as tournaments and business meetings or conferences. This could also increase the number of visitors to the Shire of Broome.
3. Business travel – events and experiences offered alongside conventions and conferences. BGC may not be big enough to support a convention, but small conferences and business meetings, along with the opportunity for a round of golf to treat a client will be possible once the facilities have been improved. Leveraging of other large conferences in the town and offering complementary experiences offer the opportunity to further deepen the Broome business tourism experience.

4. Asian market – grow WA's share of high-yield Asian market, particularly China, Japan Singapore and Malaysia. Projections show that 30% of growth in tourism to 2020 will come from China alone. China has one of the largest economies in the world and golf is becoming an increasingly popular sport. It is therefore in the best interests of both BGC and Tourism WA to improve the facilities at the Club to not only entice Asian tourists and businesses to visit, but to keep coming back. Encouraging repeat visitation is another of the Strategy's aims.
5. Unique and creative media strategies – BGC is aware that its own marketing strategies require improvement. Once the Club's facilities match the quality of its golf course, its marketing strategies could collaborate with Tourism WA's vision, perhaps also directing attention to the spectacular natural surroundings, such as the views of Roebuck Bay and the excellent vantage point for viewing the Staircase to the Moon.
6. Aboriginal tourism experience – Tourism WA wants every visitor to have the opportunity to have an Aboriginal tourism experience, and these experiences are highly sought after, with 83% of international visitors wishing to participate in such activities, but with 80% leaving Australia without this desire having been met. BGC is keen to supporting Aboriginal businesses and employment in the area. The inclusion of a café, restaurant and pro shop at the Club also opens employment opportunities, along with an opportunity for local Aboriginal businesses to develop a tourism experience that targets tourists accessing the golf club.

5.1.5 Strategic Directions 2016-2020 (Western Australian Sport and Recreation Industry)

The Strategic Directions 6 (SD6) for the Western Australian Sport and Recreation Industry planning framework has been developed to provide vision and direction for WA's sport and recreation industry and guide strategic planning for organisations.

The framework identifies key challenges that must be tackled in the WA sport and recreation industry over the next five years, which fall into thirteen categories. Many of these categories correlate with BGC's plans, such as:

1. Governance – SD6 states that sport and recreation organisations must develop governance models in collaboration with national and state counterparts. BGC will be establishing a Project Advisory Group to support the implementation of works associated with the plans. The Group is proposed to be comprised of internal (Club) and external representatives, including one from Nyamba Buru Yawuru, as well as technical advisors. GolfWA also performs an annual audit of the Club, which examines all aspects including governance, operations and financial viability.
2. Adventure and Outdoor Recreation – Organisations should deliver high-quality activities, services and facilities to satisfy and sustain the growing demand, while protecting the environments where these activities take place. The golf course is already of high quality and the developments to the Club's services and facilities will enhance visitors' experience. The Club has also met with local Native Title holders, Nyamba Buru Yawuru, to discuss their concerns relating to the Conservation Estate and the potential impact that development will have on the land.
3. Diversity in Leadership and Management – As mentioned above, the Club is very open to the employment of local Aboriginal people, as well as creating opportunities for new and diverse businesses with the introduction of a café, restaurant, storage

facilities and a pro shop. Different backgrounds, skills, experience and ideas will all be welcome at BGC.

4. Financial [Un]certainty – The availability and stability of government and private sector funding is vital in enabling a significant proportion of Western Australians to lead active lifestyles. BGC has always been quite financially independent and has self-funded many of its own development projects using Club income. The leasing of restaurant and café facilities to a private enterprise would provide an additional income stream for the Club to cover any loans obtained to finance the proposed developments. BGC is developing a detailed funding strategy to full scope the opportunities available to them in this area.
5. Leveraging Facilities Investment – Stakeholders must leverage the investments made in sport and recreation facilities. Securing high profile events and increasing visitor and local participation will add vibrancy to our communities and convert these places and spaces into business drivers, delivering extensive economic benefits to Western Australia. The improvements that will be made to the facilities at BGC will not only encourage visitors (both local and international, on business and leisure trips) to come and experience what the Club offers, but to return again and again. This will leverage the investments made by the Club and boost the local economy.
6. Monitoring, Evidence and Research – Evidence-based decision making has a major role in justifying the allocation of resources to fund programs, policies and facilities. BGC will be sourcing professional advice and support to ensure that their decisions are practical and viable. The intention of BGC is to secure professional marketing advice to enhance the outcomes that this business case seeks to secure.

5.2 Regional Plans

5.2.1 Kimberley Regional Investment Blueprint (Kimberley Development Commission)

The Regional Investment Blueprint for the Kimberley is an aspirational and future-focused guide to shaping the Kimberley as one of the world's most successful and sustainable regions. The development of a new club facility at the Broome Golf Club closely aligns with the Health and Wellbeing and the Tourism goals of the Blueprint.

The Blueprint identifies the need to develop social and recreational infrastructure and cultural facilities to meet regional population requirements, as this will assist in ensuring that the Kimberley region has standards of health and wellbeing that are equal to WA norms.

In terms of tourism, the Kimberley aspires to a prosperous, diverse and world-renowned tourism sector, achieved through the following four strategies:

1. Reposition regional tourism in response to changing market conditions – BGC is planning to develop and expand its tourism product offering by creating new, functional and comfortable new facilities for its visitors. The Club is also expanding into new markets with the inclusion of hospitality services such as a café and restaurant on site.
2. Match tourism dependent infrastructure to industry needs – Broome Golf Club is working to improve their amenities to enhance tourism visitor experience, as well as

potentially opening the way for the development of tourism enterprises that integrate Aboriginal Cultural and 'eco' management driven tourism.

3. Drive the development of Aboriginal Tourism – as mentioned in previous paragraphs, BGC is open to and supportive of efforts to develop Aboriginal tourism products in the Shire of Broome. The Club is keen to work with NBY to identify for opportunities to support initiatives in this space.
4. Support the preservation of high standards of environmental management – BGC recognises significance of the Conservation Estate on their boundry and is keen to minimise their impact on this area. BGC are also looking for opportunities to function in an increasingly environmentally sustainable manner, detailed further in Section 11.

The new club facility at the Broome Golf Club will satisfy the Blueprint's Health and Wellbeing Strategy 4 by developing social infrastructure services and cultural facilities to meet regional population requirements. With the development of suitable amenities, the Club will be providing a sport and recreation service that meets the standards of Western Australian norms. This will assist in developing the Kimberley as a place of healthy people, outstanding infrastructure and shared prosperity.

5.2.2 Kimberley Regional Planning and Infrastructure Framework (Western Australian Planning Commission)

The Kimberley Regional Planning and Infrastructure Framework defines the strategic direction for the future development of the Kimberley region over the next 25 years. It aims to create safe, healthy, culturally diverse and enjoyable places to live and work in the Kimberley, whilst offering a wide range of employment, cultural, educational and recreational opportunities for residents.

The Framework identifies that over the next 25 years, the Kimberley region is expected to experience above State average population growth, with the most significant amount of the region's growth expected to be in Broome. Enhancement of facilities and services will assist greatly in attracting and retaining workers and their families and help to build a strong sense of community.

The Framework further recognises that Broome, as well as being a discrete holiday destination for intrastate, interstate and international visitors, it also acts as a gateway to more remote coastal and inland areas, especially for four-wheel drive adventure tourism. It is therefore important that such a gateway is capable of supporting the growing number of tourists and visitors who pass through on their way to more remote destinations. New facilities at BGC will not only make visitors more comfortable but also encourage repeat visits.

5.2.3 Kimberley Regional Club Development Plan (Department of Sport and Recreation)

The Kimberley Regional Club Development Plan is a four-year plan that has been designed to support the development of sustainable high-level sport and recreational clubs. It aims to recognise and respond to the needs of local sporting and recreational clubs.

In response to major project developments, the population of the Kimberley is expected to increase over the next 15 years at a rate higher than any other region in WA. One of the Key

Focus Areas of the Kimberley Regional Club Development Plan is to enhance access to facilities and improve existing ones to support the growing population. The development of a new club facility at the Broome Golf Club would align with this plan, especially as the current shire population of 14,997 (2011 Census) residents is expected to continue to increase.

Some of the Plan's strategic issues that align with the BGC's development proposal includes:

1. Pressure on limited infrastructure due to climate, high demand on facilities during dry season. The is a need for more indoor undercover facilities – the plans for BGC clubhouse, including café, restaurant would mean that the Club still has the potential for an income stream even during the wet season when the golf course is not as readily utilised. The more modern building offers a better experience for visitors during the hotter months the current facilities that lack appropriate cooling. In addition, it will add to the range of dining options during the busy tourist season.
2. Being able to accommodate a growing population and providing a range of recreation activities for all ages and abilities – golf is a sport that can be played by people of any age or ability, and the development of new facilities at BGC would make visiting the Club more comfortable for a wide range of people.
3. High cost of providing and maintaining infrastructure – the Club is financially independent and has financed many of its own developments. They are also seeking professional advice to ensure that their plans are financially viable and their services are effectively marketed.

5.3 Local Plans

5.3.1 Strategic Community Plan 2013-2023 (Shire of Broome)

The Strategic Community Plan is the Broome Shire Council's principal 10-year strategy and planning document, which outlines the community vision, strategic direction, long and short term priorities and resourcing implications, guiding the development of the Shire over that time.

Broome is one of the state's most popular holiday destinations and its beaches, foreshores, ovals and reserves are important to the local community. One of the social objectives of the Strategic Community Plan is to increase participation in recreational and leisure activities within the Shire, and one of the tourism objectives is to promote Broome as an attractive place to visit.

Building a strong local economy was identified as the second biggest issue faced by the Shire, after infrastructure. The improvements at the Broome Golf Club have the potential to boost the local economy by attracting more tourists to the area.

Tourism is another area of interest and concern for the Broome Shire. The Tourism Sector is one of the leading industries in the Kimberley - during the peak tourism season, the population of Broome swells to 35,000 (from approximately 15,000 in 2011 Census). The Broome Shire Council is focused on supporting the growing tourism industry, and the development of a new club facility at BGC, overlooking Roebuck Bay right around to the

beach, will not only enhance the aspects of Broome that are of importance to the residents, but also be a major tourism draw card, aligning with the social and tourism objectives within the Broome Strategic Community Plan.

5.3.2 Local Planning Strategy (Shire of Broome)

The Shire of Broome Local Planning Strategy is the framework for local planning over the next 10 to 15 years, and the document makes recommendations for the planning and development of key precincts within the Broome shire.

The Strategy observes that Broome has an undersupply of some infrastructure for its existing permanent resident population. Impediments to or a lack of infrastructure can impact the community's ability for recreation opportunities, as is the case with the current clubhouse at the Broome Golf Club. The golf club is in Precinct 5, and the strategy outlines the goal to establish this area as a recreational precinct with accompanying tourist development, including golf course redevelopment.

The Strategy also notes that the Broome tourism market is currently experiencing an increased demand in business tourism with a down turn in leisure tourism. The developments at BGC have the potential to unite these two markets, since golf is widely seen as a networking sport – people of any age and fitness can play, the handicap system evens out the game, and there's plenty of time to 'talk shop'. The panoramic views from the golf course would be optimised with the development of a new club facility, and act as a major tourist attraction for both regional and international visitors.

5.3.3 Broome Tourism Strategy (Tourism WA)

The Broome Tourism Strategy identifies that Broome has experienced a decline in leisure visitation in recent years and that a number of external factors have left the tourism industry fragile and in need of revitalisation. Twenty-five strategies have been identified to grow tourism in Broome. These strategies sit under six strategic pillars, one of which is infrastructure. The goal of this pillar is to enhance the attractiveness of Broome as a tourist destination through supporting and enabling infrastructure in the region. The enhancements to BGC tie in with this aspiration to make Broome more attractive and serviceable to visitors.

Another of the Strategy's pillars is 'visitor experience'. According to stakeholders, the cost of air travel is the biggest barrier preventing further growth in Broome. It is therefore suggested that providing high quality services is crucial to give visitors the best experience possible. The plans for BGC correlate with this suggestion – if tourists and visitors have spent a significant amount of money just to get to Broome, they shouldn't be disappointed by the facilities when they arrive. A new facility at the golf club would align with Broome's Tourism Strategy and improved services would encourage more tourists to visit the area. Furthermore, since the Strategy identifies Broome's beaches as one of the region's strengths, the proposed developments would optimise the location's panoramic views of Roebuck Bay and the Indian Ocean.

5.3.4 Framework for Development of Sport and Recreation Facilities (Shire of Broome)

The Shire of Broome Sport and Recreation Framework is designed to guide decision-making regarding the development of sport and recreation facilities in Broome from 2016 - 2025.

The Framework identifies that the Kimberley region, especially Broome, can expect a high rate of population growth over the next 10 years. The Framework therefore looks to ensure that all improvements are focussed on the projected future growth of the region.

The proposed plans for Broome Golf Club align with the Framework's following philosophies:

1. To develop facilities that are multi-purpose and multi-faceted – BGC's current facilities are not in acceptable condition to support a wide range of activities, but upon completion of planned upgrades will be multi-functional.
2. Broome as a regional hub, able to host regional scale and size events – with the developments to the Club, it could potentially host regional tournaments, conferences and other events.
3. Provide basic amenities – the amenities at the Club will be enhanced to a much more sophisticated level, whereas the current facilities are not even at a basic standard.

The Framework's priority developments include:

1. Upgrade and optimise the performance of existing facilities – facilities that are unable to meet the current level of demand will be assigned the greatest level of priority. The development of new facility at BGC would allow the Club to keep up with the community's needs and population growth.
2. Expansion and specialisation – includes facilities that will be needed to accommodate a much larger population, such as additions to existing facilities like a clubhouse.

The development of a new club facility at the Broome Golf Club would not only greatly improve the existing Club, make the location and course itself more attractive to locals and tourists, it would also be very important to keep up with the region's expected population growth. It is also noted that BGC has taken the initiative of writing to other organisations that may benefit from either collocating or hiring the upgraded facilities to avoid the duplication of similar infrastructure

6 PROJECT DELIVERABLES

Outputs	Performance Measure	Performance Measure Method
Facility development	Completion of building works	Satisfactory site inspection of completed building works and handover of building to BGC
Operational Plan	Operational Plan agreed	Operational Plan signed off on by BGC management committee
Maintenance Plan	Maintenance Plan agreed	Maintenance Plan signed off on by BGC management committee

7 SUMMARY OF COMPLETED STAKEHOLDER ENGAGEMENT

7.1 GolfWA

GolfWA is the State Body for Amateur Golf in Western Australia and supports the development of golf and golf clubs. GolfWA is also partners with Golf Australia in the design and delivery of strategies to increase participation in golf.

GolfWA is also the referral organisation for Department of Sport and Recreation when they consider funding applications from golf clubs. GolfWA provides feedback to Department of Sport and Recreation in relation to the alignment of proposed projects with the GolfWA Strategic Plan, along with GolfWA's understandings of the proponent club's sustainability, operations and governance.

As part of the consultation process for the development of this Business Case GolfWA CEO, Gary Thomas, was engaged to gain an understanding GolfWA's perspectives on the proposed project and advice based on their understandings of critical success factors for these types of developments.

GolfWA provided an overview of their strategic objectives and commented on good alignment with BGC operations and their future plans. Key drivers behind the achievement of GolfWA's purpose "More Golfers, Stronger Clubs" are:

- Club Health – to maintain a network of thriving and sustainable clubs by supporting their planning for a strong future
- Finance – to achieve sustained financial growth in order to reach strategic goals
- The Game – to provide opportunities for all to take up and remain with golf for life
- Partnerships – to build and foster mutually beneficial partnerships with related industry bodies.

> The overall management of the Broome Golf Club appears to be of a very high standard with a degree of corporate sophistication that we have rarely seen in our visits to the Regions over the past two years. The relationship between the committee (and especially the President) and the Manager (who is a PGA member and the Club Pro) appears to be well developed and working extremely well in the overall delivery of an outstanding Club program.
>
> The utilisation of a PGA member in the Club Manager role seems a sound option for any club with a small employment budget. We have seen this opportunity taken at Albany and Spalding Park (Geraldton) and in each case, it appears to be delivering an excellent outcome to the Clubs
>
> Broome Golf Club Golf WA Audit Report August 2016

GolfWA has a very favourable understanding of BGC's course, operations and governance. Their comprehensive governance and operations audit of the club in 2016 found it is a robust and well-governed organisation. GolfWA also noted that the standard of their clubhouse did not match the rest of the facilities and was impacting on the Club's ability to grow and developed new, sustainable income streams.

As part of the consultation, GolfWA provided several clubs that would provide useful case studies (Mandurah Country Club, Wembley Golf Club and Kalgoorlie Golf Club) and these,

along with other case studies, have been examined as part of the development of this business case. Learnings from these clubs, along with more general advice from GolfWA around marketing and operations have informed the overall development of the business case.

7.2 Shire of Broome

As a key stakeholder, the Shire of Broome has frequently engaged with by BGC on a strategic and operational basis. BGC is keen to continue working proactively with the Shire of Broome to yield a positive outcome for the club and community.

Further engagement by during the development of this business case saw NAJA Business Consulting Services have a positive meeting with Ron Johnston, Shire President, and Sam Mastrolembo, CEO, to provide an update on the business case status along with general discussion of the project, and the lease and land tenure related to the project area.

7.3 Community Consultation

Prior to the development of this Business Case, the Shire of Broome commissioned UDLA to undertake a community engagement process to understand key stakeholder and general community sentiment in relation to the proposed development of clubhouse facilities for BGC and community perceptions regarding the 'best use' of the site. This work was undertaken in 2016 and comprised of a range of one-on-one meetings with key stakeholder groups, along with two community engagement sessions and a survey. 54 people participated in engagement sessions and 140 surveys were completed.

The conclusions of UDLA regarding the engagement process were:

> "The review of the survey indicates the large majority of the community is broadly in support of the current scheme as a venue (with modifications) and believe that the model for construction and facility management must be revisited. Other stakeholders have provided much more polar responses to the development, with some in support of a large-scale development and some in support of a conservative stance to develop that aligns closely with the Yawuru aesthetic and cultural values. It can be summarised that although outliers exist on either side of the spectrum, the current proposal can be seen as a compromise between the two poles that is broadly supported by the middle ground that safely provides needs of now and into the future. Design modifications and further stakeholder consultation through design development will ensure a more fully supported and rigorous scheme."[2]

To give an understanding of the stakeholder and broader community perceptions of the project, a summary of the key findings of UDLA's *Broome Golf Club Community Engagement Report* have been provided. More detail of each stakeholder groups' feedback can be found in the UDLA report.

[2] UDLA (2016) *Broome Golf Club Community Engagement Report*:13.

7.3.1 Australia's North West Tourism

Engagement was undertaken with Australia's North West Tourism (ANWT) with the group providing insights with respect to their role in marketing the Kimberley region as a tourism destination, with Broome forming a key part of this overall strategy. ANWT saw that the development at BGC will create more tourism opportunities.

ANWT saw that corporate events were a niche that warranted investigation, noting that Broome currently has a maximum capacity for events of 200 people. They saw an opportunity for a large venue (such as 500 people) to attract people and events as an economic driver for the town.

Golf tourism was seen to have real potential for BGC. ANWT noted the opportunity to position the 'golf experience' as part of a tourist's visit to Broome, targeting international and domestic tourists. They considered that capturing the interest of the Chinese market had real prospects – this group representing the largest visitor spend nationwide but that this group was not commonly visiting the Kimberley.

ANWT highlighted the advantages of BGC's location to take advantage of their views of the Port and Broome across Roebuck Bay. They saw that Broome currently has an ample range of accommodation that would be appropriate to the market that BGC would want to attract. ANWT commented that resort style accommodation was probably not required and tended to create a sense of exclusivity that may alienate general members.

ANWT saw BGC as a locally focused group that had the potential to grow significantly by leveraging off existing events and increasing the overall level of professionalism of the club. They saw the opportunity to attract golf tourists to Broome, encouraging longer stays with golfers bringing their own Clubs. Some example strategies suggested by ANWT included:

- Emulating the approach of Kalgoorlie International Golf Club to attract the Asian market, with flagship venue to attract tourists who otherwise might not consider Broome as a destination.[3]
- Elevate the marketing approach of the Pro-Am to attract a broader audience and attract more prominent golf pros.
- Increase the level of professionalism of Corporate Days to improve the engagement with these events and subsequent return on investment.
- Develop 'Hole-in-One Par 3' to provide an additional event opportunity.
- Marketing to Pilbara tourists as there are no grass greens in their region.
- Marketing to resort visitors to visit the course for a game.
- Explore 'virtual golf' simulator to add variety.
- Identify other attractions (such as mountain biking events) that could be incorporated into BGC offerings.

With regards to public access, ANWT highlighted the opportunities for environmental and cultural interpretive signage. They encouraged BCG to consider how to make the area accessible to non-golfers to enjoy the location.

[3] Note: Refer to Section 9.3.2 Case Study 2: Goldfields Golf Club with looks at this golf club's operations and finds that there are some issues with their model.

7.3.2 Nyamba Buru Yawuru

UDLA meet with Nyamba Buru Yawuru (NBY) to discuss the BGC project proposal, with the engagement focusing on the development and the adjoining Conservation Estate jointly managed by Park Council (involving NBY, Department of Parks and Wildlife and the Shire of Broome).

NBY raised concerns relating to drainage and access issues to the Conservation Estate, keen for BGC to consider how to avoid impacting on this area. Consideration of the key aesthetic values outlined in the *Draft Yawuru Conservation Estate Management Plan* was viewed as being important. NBY raised concerns about the building heights, style, colour and materials.

NBY felt the BGC should remain a low-key recreation club and that the proposed development did not fit with the coastline setting. They also highlighted the importance of the cultural heritage values of the area and that interpretation that is sensitive to the historic and cultural values of the area must be developed as part of any project.

7.3.3 Broome Chamber of Commerce and Industry

UDLA engaged with Broome Chamber of Commerce and Industry (BCCI) and several Broome business owners.

The feedback from this session was mixed. Stakeholders were supportive of the development of the area, seeing it as a valuable location with good potential. They did, however, have a range of questions and concerns about the project, including:

- Concerns about the viability of the project and likelihood that it would be successful on a commercial basis.
- Concerns that adopting a staged approach for the development would be costlier for BGC.
- Proposed that a large 500-person function centre would be a better option as there is currently a range of options around the 200-people mark.
- Questions around what other options are available for the site other than the BGC proposal and suggestion that national or international organisations were keen to make proposals for use of the site [Note: no details of these were provided in UDLA's report].

7.3.4 Habitat Resort Broome

Habitat Resort (HR) has a close working relationship with BGC. The consultation UDLA undertook was with the manager of Habitat Resort and reflected his personal views and opinions, rather than the views of the council of owners of Habitat Resort. As such, the commentary recorded by UDLA has not been included in this business case. The owners of Habitat Resort, have provided their perspectives in relation to BGC and the proposed project to the business case authors in order to accurately represent their position.

The council of owners are in full support of the proposed re-development of the Broome Golf Club clubhouse. They consider that BGC committee and manager operate a very

successful not-for-profit organisation, with significant members not only for golf club members but for the wider Broome community.

It is considered that the committee has worked very hard to create a quality golf course that is a noteworthy tourism draw card for Broome. A new clubhouse is expected to significantly add to this. The Habitat Resort owners also anticipate that a new facility that will greatly improve BGC's ability to attract more members and tourists alike. This in turn creates more revenue and new jobs both directly and indirectly benefiting the whole community. This would also be a great benefit to the Habitat Resort, which is adjacent to the golf club.

7.3.5 Community Workshops

There were two community workshops held (27 participants and 8 participants – a mix of BGC members and the general public) and UDLA's key findings were that:

- The location was popular for golfing, socialising and enjoying the view.
- Agreement that an upgrade of the facilities was much needed, and that an upgrade would encourage course users to stay longer at the location.
- Proposed plans were endorsed in general, with participants considering it suited Broome and the golf club purpose.
- Some comments made around the viability of funding the project.
- Encouragement to look for partnership opportunities with cultural and environmental bodies to provide a cultural tourism product.
- Exploration of alternative golfing activities that offered appeal in hotter weather (driving range, putting green etc.).
- Importance of developing an economically sustainable model for operation.

7.3.6 Community Survey

UDLA's survey resulted in 142 responses (two-thirds of whom were BGC members), with the majority of respondents supporting the proposed project, with some very minor suggestions for changes. 86% of respondents believe that the proposal is the best use of the site and comments suggest that upgraded facilities would attract them to visit more often and stay for longer. 94% of respondents indicated that the current proposal and zoning fitted with their vision for the area.

8 CRITICAL ASSUMPTIONS

A number of critical assumptions have been made in the development of this Business Case:

- Shire of Broome will accept this Business Case as providing an appropriate basis for BGC to move forward with the development and that this fulfils their obligation to secure a lease for the land;
- Approvals required for the projects are granted by the relevant authorities;
- Funding for the project is secured, following the development of a comprehensive funding strategy;
- Stakeholder agreement on development can be reached, as expected;
- Management of the facility is sustainable over the long term; and
- The cost estimates that indicate the management of the facility will be sustainable are accurate.

9 ECONOMIC AND FINANCIAL ANALYSIS

9.1 Broome Area Economic Profile

Broome is the service centre for the Kimberley and primary location of government offices servicing the region. Broome is positioned as the 'gateway to the Kimberley' and is located approximately 2,300km by road or 2.5 hours by air from Perth. Broome has a town site population of approximately 12,800 and a local government area population of around 16,000.

Broome has had strong population growth over the past decade – averaging 2.0% growth per year (compared with 1.4% for the Kimberley region and 2.2% for the State) and between 2007 and 2011 growth was at 2.5% per annum. The 2011 Census identified that the actual population serviced in the Broome region was around 35% larger than the resident population – this encompassed tourists and transient workers.

The population growth has seen significant government investment in medical and educational facilities. There has been growth in the services, agriculture, pastoral and food, and minerals and energy sectors. The potential Browse LNG development contributed to uncertainty for the local economy and as the minerals and energy sector continues to evolve there will be continuing fluctuations in impacts on the community and economy.

The demographics of Broome reveal a relatively young population, with a median age of 33 (compared to a median age of 36 for the State). There is a high proportion of children aged 0-14, and low numbers of retirement-aged residents. Broome is unusual in comparison to most regional locations in Australia which tend to have an ageing population, instead, Broome is well-positioned with a good supply of young labour available.

Nearly one-third of the local population is indigenous, which is significantly higher than the State average. Over 52% of this sector of the population is aged under 24. 74.2% of Broome residents were born in Australia, with the most common countries of birth being England (3.8%), New Zealand (2.2%) and Philippines (1.0%).

Broome has a range of neighbourhoods, ranging from affluent to those with a significant socio-economic disadvantage. As the economy develops, it will be critical to identify opportunities to engage the community to provide opportunities to build capacity and empower individuals and communities to develop. For Broome to mature as a vibrant and sustainable regional centre, quality amenities and viable industries will need to continue to be developed.

9.1.1 Broome Tourism Sector

In addition to being the key service centre for the Kimberley region, Broome is a key tourist destination for Western Australia. Tourism is a major industry which the Broome economy relies upon, with retail trade, transport, accommodation and food services contributing to approximately 30% of Gross Regional Product and employment[4].

[4] AEC Group. (November 2012). *Broome Economic Profile*. Retrieved from

Broome's destination marketing approach focuses on the natural environment, particularly the local beaches, reefs and the wider Kimberley region's unique landscape.

With a highly seasonal tourism sector, many businesses operate at extremes – with very high levels of service demanded during peak season and then significantly lower demands during the off season. Occupancy rates in peak season range from 60-80%, and in low season 20-40%. These wide variations have an impact on the overall sustainability of businesses and the economy more broadly.

The AEC Group's report into Broome's economy identified key issues and opportunities, of relevance to this project, where the issues related to a reliance on tourism translating to a higher percentage of low-value activities (translating to low-value wages), low indigenous participation in the economy and overall unemployment that has been consistently higher than the state average.

Opportunities identified in the same report was the potential to deepen and broaden the tourism products offered, allowing for a lengthening of the tourist season and expanding the appeal of the region. The growth of Broome as a regional city was also highlighted as an opportunity, as was developing a creative industries sector. To achieve these goals, improved local amenity will be important to attract and retain people in the region.

A similar example in relation to tourism sector development is presented on King Island. In 2015 the remote Tasmanian island, King Island, opened two new golf courses designed by American-based Mike De Vries. The $8m project was designed with special grasses and included short, wide fairways that take advantage of the naturally windy area – the club branding the courses as 'the ultimate in Links golf'. In its coastal location, King Island often experiences wild weather with unpredictable winds, making the course appealing for golfers up for the challenge. Prior to the development, King Island had experienced a plateau in tourist numbers at 6,000 visitors a year and resident numbers had dropped below 1,500 largely due to the closure of the local abattoir. The addition of the two links courses was an attempt to rebrand King Island as a tourism hotspot in order to save the dwindling economy and population numbers.

The completion of the course was incredibly successful in making King Island a tourist destination for domestic and international visitors, receiving acclaim by the Golf Digest magazine as the 24th best course in the world. Within weeks of opening the courses the club received over 2,000 bookings, including visitors from America, Germany, and Sweden. With the addition of the golf courses, visitor numbers are expected to rise to 25,000 per year, over a 400% increase.

It is further expected that this growth will entice venture capitalists and developers to the area, revitalising the region. KPMG's study into the economic effects of nearby golf courses found that a quality golf course in the vicinity increases real estate price premiums by around 20%. This effect has been felt on King Island already, with some property values in the area have seeing significant growth by up to 67%. The Cape Wickham course offers the further benefit of being environmentally sustainable, as the course has made efforts to protect the local mutton-bird, or Shearwater, colony. The construction of the course

http://www.broome.wa.gov.au/files/assets/public/planning/lps/economic-profile.pdf

included the relocation of the birds and their ongoing protection into the future through the removal of invasive weed species and threats such as cattle and feral cats.

9.1.2 Broome Resources Sector

Mining is a critical, though small, component of the economy of the Kimberley region. The Broome economy is impacted by business conducted outside of the local government area, but that relies on Broome as a transport and services hub. In addition to onshore mining and gas projects across the Kimberley, there are extensive offshore oil and gas projects off the Kimberley coast.

9.1.3 Broome Agriculture Sector

Agriculture has a significant impact on the Broome economy. Livestock, specifically meat cattle, are an integral part of the sector with around 30% of the Western Australian herd located in the Kimberley. This represents approximately 29% of the Western Australian cattle slaughter value. Between 2006/7 and 2010/11 there were between 80,000 and 100,000 head of cattle exported via the Port of Broome.

The $40m State-funded Water for Food program has been devised with the intention of realising the agricultural and horticultural potential of the region. This program offers the opportunity for significant growth in these sectors in the Broome and wider Kimberley region.

Pearling is also an important element of the agriculture sector. The Shire of Broome is one of only a few places in the world, and the only place in Western Australia, where wild-stock pearling occurs. In 2014, the Western Australian pearling industry was worth around $67m, the second most valuable fishing industry to the State after rock lobster.

2014 saw the creation of the Kimberley Aquaculture Development Zone, with the intention of developing large scale opportunities for existing and future aquaculture operations, with streamlined assessment and regulation, along with increased licence volume. It is anticipated that this will stimulate investment in aquaculture, along with supporting industries such as transport, logistics, ice production and technical services.

The Kimberley Training Institute (KTI) offers certificate and diploma level courses in aquaculture, preparing locals for the industry as well as attracting clients from across the globe. KTI is home to the Broome Aquaculture Centre which is a state of the art facility which produces a range of species, along with providing training, research and development.

9.2 Project Economic and Financial Analysis

The value proposition of this project is to create a more vibrant and diversified tourism economy for the Broome region by developing the potential for golf tourism and better leveraging the natural assets of the current location of BGC. This will be achieved through the development of new club facilities and public restaurant and café.

The $5.76m total project investment will have significant flow-on effects in the local economy, as well as improving the viability of the BGC as a community sports organisation.

It is anticipated that the local economy would benefit from the direct spend, and multipliers, associated with increased visitor numbers because of improved tourism appeal of the BGC which is likely to appeal to tourists within the higher spending bracket. This development, and the associated elevation of the approach to the marketing of BGC, will deepen the offering to tourists visiting Broome and potentially attract a new type of visitor to Broome. This is likely to have a flow-on benefit of improving the viability and scope of existing businesses, as well as potentially stimulating the development of new businesses that leverage off the development's appeal.

There is a range of indirect benefits of the project, through attraction and retention factors which positively impact on the local workforce through the improved amenity and experiential recreation areas. Facilitating quality regional living through modern services and facilities will encourage the development of strong local communities and contribute to the attractions of residents to the area.

If Broome wishes to continue to attract, and retain, a diverse and skilled workforce, then access to quality amenities and opportunity for recreation activities on par with metropolitan and large regional centres important. The increase in the liveability of the community through improved amenities also has a positive impact on community health and wellbeing with extensive research pointing to the physical and mental health benefits associated with physical activity, social interaction and access to green space.

It is anticipated that the development will positively impact on community wellbeing with the tangential benefits of building community pride and participation, interest in volunteering and generally high levels of community engagement. This positive community atmosphere will, in turn, provide an improved visitor experience.

9.3 Club Operations Case Study Overview

In shaping this business case, case studies were undertaken to better understand the operating models, opportunities and issues associated with the development of a facility as proposed by BGC. In addition to these case studies, *BGC may also like to familiarise themselves with the case studies prepared for Carnarvon Golf Club by NAJA as part of a business proposition for a relocation and development of new premises, these are available on request.* Case studies for this business case were undertaken of:

- Wembley Golf Club;
- Goldfields Golf Club;
- Riversdale Golf Club; and
- Mandurah Country Club.

Based on the experiences of the golf clubs examined as part of this process, the most financially viable option when creating new facilities is to lease out the property to a private operator. There is a risk involved with the Club itself providing dining and function facilities with the potential for bookings and revenue being unable to meet the costs. This is particularly noticeable in the losses currently being generated by Kalgoorlie's restaurant facilities.

By leasing out the property to a private operator, BGC will receive a guaranteed revenue stream whilst not shouldering the risk of seasonal demand fluctuation and costs of wages, inventory etc. A further benefit is that by having a privately-operated restaurant will mean more exposure for the golf course through advertising and operating outside normal trading hours for a golf course. This approach would allow BGC to continue to focus on their core business around the golfing sector, without having to expand its operations into a new and unfamiliar industry.

An important feature of these case studies is the potential for Corporate Golf. Both Wembley and Riversdale recognised the potential of corporate golf days when they initiated their renovations. An important aspect of Kalgoorlie's planned upgrades is to increase the interest in corporate golf days. For a fully private club, such as Broome, corporate days can have set tee-off times that can be scheduled around weekly member competitions. This is yet another potential, consistent revenue stream that can be utilised with upgraded facilities.

9.3.1 Club Operations Case Study 1: Wembley Golf Course

Wembley Golf Course (WGC), situated in the western suburbs of Perth, is one of the state's oldest operating public courses. The course is situated on land owned Freehold by the Town of Cambridge.

In 2005 WGC commenced extensive research into redeveloping their driving range facilities, pro shop, and function room. Following the completion of Stage 1 in 2010, WGC commenced Stage 2 of the project: the transformation of the hospitality precinct into a family-friendly hub. Stage 2, and consequentially the entire project, was completed in December 2016.

The $10.4 Million Stage 1 and $9.8 Million Stage 2 redevelopments were an attempt to significantly increase the existing cash flows based on an expectation of anticipated benefits of:

- increase in customers (18% year 1, 35% year 2, and 52.5% year 3);
- introduction of memberships;
- increase in property income from new tenancies (conversion of existing Manager's office, function room, buggy storage and turnover, etc. and creation of a hospitality centre);
- advertising and sponsorship; and
- secondary spending from the pro shop, tavern and green fees.

The works for Stage 1 were funded from the Endowment Lands Accounts with principal and interest being repaid from the WGC revenues. Stage 1 utilised a 20-year financial model based on all excess cash flow being used to repay the loan for the driving range and associated works. The loan repayments are funded from golf course users, and will not affect the Town's rate base.

Prior to this refurbishment, WGC operated as a wholly public course. However, as outlined above, WGC has since operated a split model, with course memberships available as well as public admissions. This should see an increase in revenue of approximately $250,000 per

annum due to the increase in memberships, as well as retaining a successful revenue stream from public green fees.



Photo 4: View from the Swingview Function Room (Source: http://www.ambroseestate.com.au/)

Stage 2 undertook construction of two distinct buildings at WGC. One building comprises the function rooms, restaurant, bar, commercial office space and back of house space in a basement. The second building comprises changing rooms, toilets, and plant rooms. These changing rooms and toilets are leased to the hospitality provider to provide the amenity for golfing and non-golfing visitors to WGC.

The Stage 2 redevelopment received professional advice forecasting the anticipated revenues from the commercial buildings. Initial modelling suggests that the Town of Wembley may earn approximately $555,000 per annum from the redevelopment in lease payments from the hospitality operator. The commercial office space is expected to return $65,000 per annum in rental payment. The Town also anticipates an uplift of $450,000 per annum from increased green fees from Corporate Golf as a return from improved hospitality facilities.

Since opening, the two function rooms at WGC have been operated under the Ambrose Estate moniker. The Ambrose Room has an operating capacity of 250 seated and 350 cocktail, featuring a stylish interior and large balcony ideal for a function with a view. The Swingview Room has an operating capacity of 70 seated and 100 cocktail. Both function rooms are fitted with premium AV equipment, including overhead projectors, built-in screens and audio. A restaurant, 300 Acres, also operates within the new facility. The bar and restaurant are open 7 days a week for all day casual dining from 8.00am to late. As the function centre and bar and restaurant are operated by private tenants, the expenses (such as staffing) associated with such a business come at no cost to WGC. Instead, this represents



Photo 5: View over the balcony of the Ambrose Room (Source: http://www.ambroseestate.com.au/)

a source of income to the Town through the leasing of the property.

The Town experienced some challenges with the upgrade of the facilities, mostly of an aesthetic nature. The course could still function as per normal, however earthworks, scaffolding and construction created an eyesore and meant a longer commute from the carpark to the pro-shop for golfers. This did not affect the booking rate for the golf course, and there was no noticeable reduction in golf course takings during the construction. There was, however, a period of reduced income from bar and catering facilities.

9.3.2 Club Operations Case Study 2: Goldfields Golf Club

The Kalgoorlie Golf Course was created by the amalgamation of three Golf Clubs (Kalgoorlie, Boulder, and Hannans) and now operates as the Goldfields Golf Club (GGC). However, the course itself is owned and operated by the City of Kalgoorlie-Boulder, with both operational staff and the City's CEO, John Walton, having contributed to this case study. The course was opened in 2010 and has since become one of the country's most renowned public courses.

The original $18.5 million project was jointly funded by the Western Australian Government and the City council after a private developer ran out of funds. Most of this funding was spent on the design and building of the course itself. And, as such, the amenities and clubrooms were built with the intention of only being temporary.

The City entered an agreement with GGC that stipulated the building of a new clubhouse. This was to be built by the 1st of January 2015. The City is still negotiating the size, form, and funding. In the interim, GGC is using a transportable clubhouse and is withholding membership fees.

In 2015, a $25m plan for a clubhouse, resort and community facilities at the course collapsed after a proposal for State Government funding was rejected. In 2016, the City decided to move ahead with new plans for the clubhouse, with Mayor John Bowler estimating the design would cost the City $4-5m. However, this figure has since been refuted by a surveyor's report which indicated the project would cost more than $10 million to complete. It was hoped that $6m could be secured from Royalties for Regions, however, this may no longer be possible with changing priorities implied by the new government.



Photo 6: view of the existing clubhouse (Source: http://www.ckb.wa.gov.au/Kalgoorlie-Golf-Course/Clubhouse.aspx)

In the 2015/16 financial year, the restaurant operated at a $118,385.07 loss. It is forecast that the restaurant will again operate at a loss in 2016/17, this is currently predicted to be $99,253.70. In the 2015/16 financial year, the bar operated at a $122,288.03 loss. It is forecast that the bar will again operate at a loss in 2016/17, this is currently predicted to be $114,183.00. A compounding factor is that members are receiving a 25% discount on bar purchases, dramatically impacting on the profitability of these sales. With these dynamics, it seems unlikely this area of the business can move into a profitable space unless significant changes are implemented.



Photo 7: view from the 'Waterhole Marquee' (Source: http://goldbass.com.au/testimonials/attachment/kalgoorlie-golf-club-wedding/)

It is the City's objective to improve the usage and takings of the restaurant and bar, as well as encouraging more of the local clientele to use the facilities. There is an opportunity to do so through leasing out food and beverage operations to an external provider and increase revenue from the property income.

The City has found that margins on functions are extremely profitable, and can only improve if better managed. In the 2015/16 financial year, functions generated a profit of $101,235.90. This is predicted to increase to $111,801.25 in the 2016/17 financial year. However, the City recognises there is potential for growth in this area with an improvement to their facilities. Functions currently operate within a marquee rather than a permanent structure. There is potential for high growth if plans for a resort were to go ahead, as this could attract more interest from international markets.

The biggest challenge that has faced the City has been the strained relationship with GGC. This is mostly due to discussions over funding the new clubhouse, as the City believes that the GGC should be making a greater financial contribution. As the clubhouse was not delivered by the January 2015 deadline, the Club has foregone paying their $300,000 annual license fees. This creates an increase in profit for the Club and should see them in a better position to assist funding the new clubrooms.

9.3.3 Club Operations Case Study 3: Riversdale Golf Club

Established in 1892, the Riversdale Golf Club (RGC) remains the second oldest golf course in Melbourne. In 2010, the Clubhouse at RGC was virtually rebuilt and extended to provide members with superb modern facilities. This was a required process to bring the Clubrooms up to a modern standard, as they had remained for the most part unchanged since the last major works were undertaken in 1955.

In December 2006, the Club developed a concept Master Plan for extensions and renovations to the clubhouse. The concept plans were displayed within the clubhouse for members to review. After seeking input from members, a revised plan was adopted in principle by the Board.

The $4m project was funded through the issue of unsecured notes to members, the acceptance of various forms of bank finance, and cash flow generated by the Club through its normal day-to-day operations.



Photo 8: View of the refurbished clubrooms (Source: http://www.etcharch.com.au/project/riiversdale-golf-club-redevelopment/)

Key components of the renovations included: a new commercial kitchen, an expanded function room, new locker areas for men and women, 80 seat members' lounge, new bar facilities, new conference room and board room, as well as a refurbished pro-shop.

Riversdale offers several function packages that cater for a range of events. These events can be held in 3 different areas: the conference room, the main dining room, and an outside catering area.

The conference room can cater for 40 people theatre seated, 30 people formal seated and 60 people cocktail. The main dining room has an operating capacity of 140 seated (including a dance floor) and 200 cocktail. The outside area provides BBQ catering for up to 100 guests. Riversdale also provides facilities for garden and indoor ceremonies. There is meeting/seminar equipment available in the indoor function areas including projectors, whiteboard, and a full PA system.

A key source of revenue from the new facilities is corporate golf days. Riversdale has set days on which corporate events can be held: Monday, Tuesday, and Friday; to not interfere with their members' competitions. There is a range of food and drink packages offered by the course for such an event.

In-house staff provide dining services for functions. The Club employs a full-time function manager, executive chef and sous chef, as well as wait staff. Bar facilities are available at normal bar prices. The bar is open daily at 11.00am and closes at 7.15pm unless it has been booked for a special function. This is a valuable source of income for the Club, however, there are associated costs involved such as the payment of managers and bar staff.

The major challenge faced by the Club during this process was ensuring that there was minimal impact on the functionality of the course. However, as they are a member only club Riversdale could engage their members easily and keep them well informed to manage expectations.

9.3.4 Club Operations Case Study 4: Mandurah Country Club

Mandurah Country Club (MCC) is a private golf course located in Halls Head, Mandurah. The clubhouse is located on public land leased peppercorn from the City of Mandurah, whilst 10% of the course itself is public open space.

MCC is currently upgrading their clubhouse facilities, and recently completed renovating their function and bar area. MCC is completing the works in stages rather than as one job. The project has been primarily funded by MCC finances, however, they were also able to secure a Royalties for Regions grant of $130,000.

The recent upgrades were completed with the vision of being ancillary to golf. MCC recognises that it is a member driven facility and that the golf course is the number one asset to their members.

MCC believes that the Pro Shop is the face of the Club and is, therefore, the most important facility for the Club. However, there is a low margin in merchandise (32-38% gross profit) and they are looking at downgrading the size and scope of the Pro Shop. This includes changing the operation of the Pro Shop from a contracted professional to being operated by MCC. This will then shift the direction of the Pro Shop from being a source of revenue to focusing on service delivery.

MCC has a function room that holds 200 cocktail and 170 seated, a ballroom that holds 120 seated and a convertible boardroom. However, functions and events aren't publicised and the facilities are not often hired out.

Both pre- and post-upgrades, MCC has found that the bar is the most valued facility by



Photo 9: View of the renovated function room (Source: http://www.mandcountryclub.com.au/guests/clubhouse.mhtml)

their members. Due to an overall shift in country club culture towards a less formal experience, and the demographic of MCC, there is a need for a more casual experience and the restaurant is not used often. The restaurant only opens on Friday nights from 6 pm, and spaces are only regularly booked out for Rotary and local business meetings.

When the facilities are used for functions and dinner reservations, dining services are provided by a contract caterer. The caterer is not charged for the use of the facilities and has an understanding with MCC that any services provided are to be affordable for members. MCC also employs a full-time Food and Beverage Manager who internally provides dining services for minor functions such as the weekly Rotary Club breakfast.

Outside of the direction of the Club and its membership demographic the biggest issue facing is an issue with the premise's license. As they are a members' club they do not have a public license. This means that to be able to be served in the bar area a person must be:

- A member of MCC; or
- A guest of a member of MCC; or
- A member of another golf club who is competing in a competition at MCC.

MCC recognises that, while it is not ideal to be operating under a public license, they have not yet been able to secure a Special Facility License so that they can create their own conditions. The Department of Racing, Gaming and Liquor would prefer MCC to operate under a Tavern license, which is not ideal for the Club or its members.

To allow for the continuation revenue during this period of expenditure on facilities, MCC has recognised a shift in golfing culture away from traditional memberships. The Club currently has 950 members; however, these are only equivalent to 600 – 620 full-time members. This is due to the introduction of Senior and Social memberships, both of which have reduced rights regarding golf course usage. Whilst this means that there is a decrease in full-time membership revenue (Senior memberships receive a 5% discount on fees, whilst a social membership receives a 33% reduction in fees) golf course usage is increasing.

9.4 Golf Professional Arrangements Case Study Overview

The direction and resultant success of a Pro Shop structure is dependent on the vision of the Club, and its relationship with its professional. While this Business Case is related to infrastructure development, the ongoing sustainability of the organisation is tied to having strong and workable arrangement with a golf professional. To provide some insights into this aspect of operations, case studies of this arrangement were undertaken of:

- Mandurah Country Club
- Wembley Golf Course
- Hartfield Country Club
- Albany Golf Club

The most common, and seemingly most successful, structure at a predominately private Club is leasing out the Pro Shop to a third party. Whilst Albany Golf Club's employment

model is highly successful, it requires a professional with business qualifications and experience, as well as little competition in the golf retail market.

The leasing model reduces operating costs for the Club regarding staffing, as any staff working in the Pro Shop are paid by the operator. Staffing costs are also reduced as the Club only needs to operate the office, canteen, and bar and function area. All other golf functions (such as the driving range and green fees) are operated through the Pro Shop. Whilst this means that the Club is missing out on revenue from retail sales, cart hire and the driving range, this can be offset by a reduction in operating costs, and rental income from the driving range. There is also a cultural difference between private members of golf courses, and the general golfing public. Public golfers are far more likely to purchase retail merchandise and equipment from a course, which makes the WGC Pro Shop so successful. Whereas private members tend to view the Pro Shop more as a centre to pay competition fees and hand in scorecards.

The most successful models have a healthy working relationship between the Club and professional, with clearly delineated areas of responsibility. Most common arrangements see the professional run the retail sales of the Pro Shop, organise and facilitate member competitions, run the driving range, and organise cart hire, while the Club runs the office, bar, canteen and functions. This model only works if both parties are comfortable with the areas of responsibility, and if the Club is happy with the service delivery of the contracted professional.

9.4.1 Golf Professional Arrangements Case Study 1: Mandurah Country Club

Mandurah Country Club (MCC) contracts out their pro shop to a golf professional, with clear lines of responsibility. MCC pays a retainer, and a commission on green and cart hire fees. This represents a cost of approximately $70,000 to the Club, as well as a gross amount of $80,000 in competition prizes from the shop. In return for this retainer and commission, there is the expectation that the contractor maintains a shop that suits the needs of the MCC members.

The contractor is required to run all member competitions, manage all non-member golf, and to keep the course tee management and regulations of the Club to the expected standard. The professional also runs the driving range, provides tuition, and manages the use of Club golf carts. All other Club functions, such as the bar and function area, are run by MCC and not the professional. All monies taken for green fees, competition fees, and carts are taken by the professional on behalf of the Club, and is reconciled at the conclusion of each day. All other retail sales, and staff wages, are the responsibility of the professional's private business. All damages to land, building, or persons (including contractors) at MCC are covered by their insurance policy. However, the professional golfer has his own insurance to cover public liability during golfing tutorials.

Under this leased contractor model there are reduced overheads, which minimises costs for a better financial return. This includes the employment of staff, which represents a reduction the need to manage in potential staffing issues as well as costs. Contractors will often work longer hours without penalties as it is their own business, which creates a lowering of costs to MCC. There is also less administrative work required for the running of

the Pro Shop; for instance, wages, stock, accounts etc. There are two clear entities: the Pro Shop and the Club, and each has clear areas of involvement.

The major risk in contracting out the Pro Shop is that MCC doesn't control the service standards. MCC sees the Pro Shop as the face of their club, and they are entrusting it to another business. As well as this, the contractor and MCC have different objectives. The contractor wishes to sell retail items and green fees, whilst the Club wants to drive service delivery and membership. The contractor is a small business motivated to increase profit margins, which can compromise what the Club is trying to achieve regarding their branding and exposure to other areas of the Club.

9.4.2 Golf Professional Arrangements Case Study 2: Wembley Golf Course

Wembley Golf Course (WGC) runs their Pro Shop in-house. They believe the Pro Shop is the most important source of revenue for the course. This is due in part to the fact that Wembley is a majority public course, with limited memberships available. Therefore, the Pro Shop is the point of sale for all green fees, equipment and cart hire, range balls, and mini-golf fees. The focus of the WGC Pro Shop is customer service and retail sales, generating $1.5 million in revenue in the 2016/17 financial year.

A key to the success of the WGC Pro Shop is the focus on minimising labour costs. WGC contracts several golf teachers, who are based in the driving range building rather than the Pro Shop. Unlike most golf courses, WGC doesn't have a professional on their staff or running the Pro Shop. This represents a saving to WGC, as contracting teachers to run their golf tuition privately is cheaper than employing a full-time professional.

WGC also minimises labour in the way that they structure their staffing. They train their staff to be able to multi-task across a range of roles. All new staff members begin serving customers in the Pro Shop, before moving onto other roles such as running the driving range, or collecting range balls. This allows WGC to minimise the staff employed in the Pro Shop, as during periods of high traffic they can re-assign staff from other areas of the course.

9.4.3 Golf Professional Arrangements Case Study 3: Hartfield Country Club

Hartfield Country Club (HCC) contracts out their Pro Shop to Nuttle Golf. HCC pays the professional a retainer to operate the Pro Shop, and to collect money (such as competition fees) on the Club's behalf. All revenue from retail sales in the Pro Shop is collected by the professional, although there is less emphasis on merchandise sales at HCC compared to MCC. The professional organises and runs member competitions, however all competition fees paid are collected by the Club at the conclusion of the week. All other club functions, such as the bar and canteen, are run by HCC and not the professional.

Nuttle Golf pays HCC $1500 a month to rent out the driving range and all driving range operations are conducted by the professional. All revenue made from range balls and tuition is also collected by the professional. All public use golf carts at HCC are owned by the professional, and therefore all revenue from cart hire is collected by Nuttle Golf.

However, HCC receives one twelfth of all cart revenue as payment for storing the carts onsite.

As Nuttle Golf is leasing out the driving range, all damage to the range or customers using it is covered under HCC's insurance as they are the owners. However, as Nuttle Golf is employing staff and running tuition separate to HCC, any OHS incidents or injuries to Pro Shop staff or golfing students comes under Nuttle Golf's $20 million public liability insurance. As there are two clear entities (HCC and the Pro Shop), there are clear areas of responsibility, and account and taxation management.

The inherent risk in such a setup is that the Pro Shop may not suit the vision of the Club. However, HCC and Nuttle Golf have been operating together for 25 years, and are happy with the current arrangement.

9.4.4 Golf Professional Arrangements Case Study 4: Albany Golf Club

Albany Golf Club (AGC) runs their Pro Shop in-house. They have a professional who is employed by the Club, however he does not run the Pro Shop. The professional is instead employed by AGC as the course manager, who oversees all Club operations. The employed professional still conducts golf tuition, however he is assisted by a contracted golf teacher, who runs the beginner and junior programs. All monies from golfing tuition is kept by the professional and the teacher. As the driving range is run by the AGC, their insurance covers all damages to people and property. However, any injuries occurring during tutoring are covered by the professional and teacher's liability insurance.

The day-to-day operations of the Pro Shop is organised by a Pro Shop manager, who is responsible for retail sales, green fees, competition fees, cart hire, and the driving range. As AGC operates the only golf shop in the Albany area, they place great importance on retail sales, and have expanded their operation accordingly. In the past 5 years AGC has gone from holding $20,000 worth of stock onsite, to holding $150,000 worth of stock onsite. The bar and café areas are also run as a separate department, with its own manager.

The main advantage to AGC's model is that they have a multi-skilled professional. They are able to produce more out of his role by applying his knowledge in the overall operations of the Club, as well as his specific teaching knowledge. However, the Club has burdened the inherent risk in retail sales, which is offset by the lack of competition in the area. There is also an advantage in the clarity of public liability and taxation. By keeping the Pro Shop in house, and employing the professional rather than contracting him, there is a clear separation between the Golf Club's liability and the golf school's liability. As well as this, by keeping all operations in house there is complete clarity in account and taxation management.

10 IDENTIFICATION OF NEED

BGC is a well-governed sporting organisation that is supported by a strong membership base of around 300 members. The Club has a course of a high standard and each year has around 6000 visitors play the course, in addition to the members and competition participants.

The visitor demographic is approximately 45% Western Australian visitors, 45% interstate visitors and 10% international visitors. BGC also hosts 210 competitions each year (with around 1,000 visitors participating), along with five annual charity days (which have contributed donations of around $300,000 over the past eight years).

Noting the real potential of the course to attract tourists to Broome, the BGC is now actively working with international tourist agencies to bring Chinese golf tourists to Broome. The viability of this concept would be significantly enhanced with the development of clubhouse and hospitality facilities of an expected standard.

These visitor numbers are particularly exceptional given BGC's low-key approach to marketing and given the poor standard of facilities it offers visitors beyond the course itself. BGC has been in a difficult position of having a very playable course, but without the clubhouse facilities that would be expected of a course of this standard.

The lack of quality clubhouse facilitates has also prevented BGC from capitalising on the opportunity to provide food and beverage services of a good standard to members and visitors. With the exceptional views offered by their location the current facilities are, without question, preventing BGC from leveraging this tourism drawcard for the region.

Given the state of dilapidation of the current facilities, there is an urgent need for BGC to develop a new clubhouse if only to provide a safe environment for club members and visitors. In terms of realising the potential of this location to grow a new tourism offering for the region, this project offers a unique and viable development proposition.

Play with the locals

Had two games here over two weeks. Let's say I did not break any club records but the experience was great. Played in the Divers Tavern Golf Day with three locals. What a hoot! Great day and crowd and some on course refreshments topped it off. Played a Friday sundowner with my brother and a local, Sue. Better golf and good fairways and greens. Clubhouse had friendly staff and provided an important small esky to keep the sandwiches cold. Recommend the club.

TalkYorke67
Trip Advisor Review

11 SOCIO-ECONOMIC BENEFITS

11.1 Tourism Sector Development

Broome has a well-developed tourism sector, attracting domestic and international tourists. Golf Tourism is a niche market with real potential that the Broome industry could access. Golf is a tourism driver both in terms of holidays where golf is the primary motivation and where golf is a secondary activity.

A comprehensive marketing strategy will be essential as the business approaches the operational phase. There is significant scope to elevate the way the BGC is marketed, ranging from an improved web presence and online bookings, through to revamping the positioning of competitions and events.

With its developed tourism sector, Broome offers opportunities to leverage off existing visitor groups including premium 'experience' visitors, 'grey nomads' and business tourists.

Examples of strategies for tapping into the 'grey nomad' market include developing budget priced 'short season' membership packages, along with offering services such as a courtesy bus to allow visitors to enjoy the bar facilities in a responsible manner. Bargara Golf Club on the Fraser Coast in Queensland is an example of a regional, coastal club that taps into this market, offering a 'Temporary' membership option for one month's access to the Club with discounted green fees with some other benefits.

Golf tourism offers benefits not only in terms of revenue for golf clubs themselves on spending on direct golf expenditure by tourists, but also flow on benefits to hotels, restaurants, retailers, local tourist attractions, car rental agencies and airlines. Globally, golf tourism is estimated to exceed $25b and is continuing to grow. Tourism Research Australia (a government research body), estimates that the total expenditure of tourists who have participated in golf while holidaying in Australia to be $1.44b per annum.

In 2015 KPMG undertook a study[5] into worldwide golf tourism and found an 80% year-on-year increase in the number of bookings through golf tourism operators between 2013 and 2014. Prior to this period, trip lengths with golf operators were typically four to seven days in length. 2014 saw an increase in the

Broome Golf Course is amazing!

Can't believe that the golf course in Broome is such a good and well maintained course! This is a big compliment to the staff and all the volunteers/members!!! With the help of recycled water and an extensive irrigation system, the couch fairways and the manicured greens are an absolute pleasure for golfers to experience!! Grass from tee to green was not what I expected but what a thrill to play this course!

Well done Broome Golf Club ... now, let's get the clubhouse up to the same level (believe it is on the cards!) and Broome will have a real attraction for golfers and their families!!!! Good on ya ... loved it!!!

SambaSydney, Sydney
Trip Advisor Review

[5] KPMG. (2015). *KMPG on Golf Tourism Growth Trends.* Retrieved from http://static.golfbenchmark.com/media/2/9/9/2/2992.pdf

proportion of longer trip bookings, suggesting increasing interest in spending more time and money on golfing holidays. 43% of golf tour operators surveyed indicated their package prices had increased in 2014, and 50% indicated they had maintained pricing structures similar to 2013.

Golf tour operators indicated that the most important factors for attracting golf travellers were accessibility (including direct flights), package prices and the quality of golf courses and facilities. It was also noted that most bookings were made via the internet, phone or email (46% phone, 32% online booking, 22% in person) with internet booking considered to be the future trend leader for bookings.

Coolest location in Broome

Beautiful location for a relaxing morning of golf overlooking the coast and amongst the trees. Club is very basic but there are cold drinks.

Pamela V, Sydney
Trip Advisor Review

Flights to Broome can be relatively expensive when considering comparable length route pricing. The Shire of Broome, along with other regional centres, have been proactive at raising concerns in this area and it is understood that the Western Australian Regional Capitals Alliance is working to develop an advocacy strategy to secure more affordable flight pricing to improve the accessibility of regional centres, including Broome.

In terms of Australian golf tourism trends, the Australian Golf Industry Council commissioned a study[6] into the value of this industry in 2014. The golf market in Australia is considered mature, with seven Australian courses currently ranked in the world's top 100 courses by US Golf Magazine. This profile, combined with the comparatively low pricing of green fees make Australia an attractive prospect for international and domestic golf tourists. Australia's generally temperate climate also lend most courses to being suitable for year-round play.

Despite these advantages, there has not been a strategic approach in Australia to grow the value of golf tourism and its flow on economic benefits. Most golf facilities in Australia rely on casual and visitor revenue to support their business models and, as membership numbers decline, this segment will become increasingly important.

With golf rising in popularity in Asia, there is a real opportunity for the golf industry in Australia (and a parallel threat as the quality of facilities in Asia grow). The development of regional and/or state strategies to target this market would be a significant step to harnessing the opportunities presented by this market.

The Chinese market offers a significant opportunity for the golf sector, accounting for 9% of total golf visitor nights in 2013 and accounting for 17% of inbound golf tourism spending, with demand in this market growing by 73% in the previous five years. This sector has an average spend almost double that of other international tourists.

[6] Golf Business Advisory Services on behalf of Australian Golf Industry Council. (September 2014). *The Value of Golf Tourism to Australia*. Retrieved from http://golfnetworkadmin.gamznhosting.com/site/_content/document/00021963-source.pdf

Although the inbound market had declined between 2008 and 2013 by 2% per year, the increasing length of stay has meant there has been an increase of 2% per year of total golf visitor nights. Average spending has also grown by an average of 5% each year.

The current sustainability of the Australian golf industry is strongly linked to domestic golf travel. In 2013, there were 1.575 million overnight trips which incorporated golfing, generating 8.4 million visitor nights. The average spend per night was, on average, $170. The average spend per trip for Western Australia in 2014 was $1,400, and the average night spend in 2014 was $302. The average night spends were found to be significantly higher for shorter trips (up to 4 nights) in comparison to longer trips (10 nights plus). In 2014, 62% of trips were four nights or less.

When selecting a golf holiday destination, the key features sought, in order, are:

- ability to play premium courses;
- course variety;
- other holiday activities;
- climate; and
- value for money offer.

Given the quality of the BGC course and the established local tourism sector, the addition of higher standard club facilities will position it to be ideally suited to tap into this market and develop this niche tourism attraction.

11.2 Aboriginal Engagement & Employment Opportunities

This project offers opportunities for Aboriginal peoples' involvement. The BGC is keen to explore avenues to provide employment opportunities for local Aboriginal people, with consideration being given to offering an apprenticeship in green keeping (completing a Certificate III in Sports Turf Management) along with various hospitality positions and qualification opportunities. With the potential to develop a function facility, the opportunities in terms of employment of Aboriginal people and the wider community are of note. During the construction phase, there is the potential to build in contractual incentives for providers who provide employment opportunities to local aboriginal people.

The BGC development provides an avenue for the development of new business opportunities for the broader community. Local Aboriginal people might seize the chance to develop innovative business concepts connected with their local culture. For example, the Indigegolf brand offers superior golf grips featuring indigenous art that retail online as well as through wholesale in golf and tourist stores. The BGC has the potential to explore the



Photo 10: Indigegolf putter grips (Source: indigegolf.com)

incubation of a similarly innovative business and support enterprising local people enter a global market.

In addition to the potential to develop golf related business opportunities, golf club visitors provide an ideal client group to target for an Aboriginal tourism experience business. Groups such as the Western Australian Indigenous Tourism Operators Council (WAITOC) aim to position Western Australia as the premier destination for authentic Aboriginal experiences, looking to create a vibrant and sustainable Aboriginal tourism industry. Accessing the expertise and support of WAITOC, along with working with BGC, could provide an existing or establishing tourism operator with good exposure to ideal clients. There is also the opportunity for collaboration with the restaurant operator to deliver cultural experiences in combination with dining events. In a similar vein, the Aboriginal Art Centre Hub WA offers to the opportunity to explore collaboration projects with indigenous artists.

Several indigenous golf championship competitions are held in the eastern states, with a range of programs supporting the development of golf in remote communities in place. These include supporting the accreditation of Community Golf Instructors as well as donations of golfing equipment to remote communities.

Currently, the only state-wide indigenous sporting competition in Western Australia is the NAIDOC Week Netball Carnival, which sees over 40 teams competing. There is scope to partner with the Western Australian Golf Foundation which seeks to provide support and funding to golf organisations for a broad range of development purposes, including the encouragement and assistance to golfing bodies that provide programs for the disabled, indigenous and other minority groups. There is the potential for BGC to consider the development of an indigenous golfing program (with scope to include young people and/or adults), or hosting an indigenous golf championship competition.

The BGC has a track record of providing opportunities for indigenous young people to engage with the sport, with golfing programs delivered for at-risk youth including several indigenous young people. BGC is keen for the sport to be inclusive and offer all community members an opportunity to develop skills and be involved in the golfing community.

11.3 Health & Productivity

The increase participation in sporting and social activities by Broome locals, and visitors is likely with improved facilities presented by this proposal.

Research suggests a direct correlation between the health of an individual and their level of productivity. Healthy, fit employees are more likely to be productive, with increased output due to attitude and motivation changes from positive leisure experiences improving their quality of life. They are subsequently better equipped to deal with the physical demands of their job and to cope with stress and mental pressure. Regular physical activity has the potential to reduce worker absenteeism by an average of 1.5 days per worker every year.

In 2008, the financial costs of obesity were estimated at $2.0 billion direct health system costs and $3.6 billion in productivity costs. A reduction in the health costs could, therefore, lead to productivity improvement by a factor of 1.8. According to Deloitte Access Economics

in 2008 17.5% of the Australian population was estimated to be obese. The direct health system cost of obesity to the nation that year was $2.0 billion.

On a local level, projects such as the development of a more functional and appealing golf facility, offer the opportunity for Broome community members to enjoy a more active and healthy lifestyle. With increased opportunity for people to be more active comes an improved likelihood of better health outcomes – both in terms of physical fitness as well as the improved mental wellbeing typically associated with increased opportunities to engaged in social interactions. The flow-on benefits to the local economy point to improved worker productivity when the workforce is engaged in more physical activity, there is a lower burden on the local health system due to conditions associated with inactivity and an improvement to the liveability of the local area strengthening the ability to attract and retain a robust local workforce.

Although a different sport, the study 'Value of a Community Football Club'[7] highlights the potential value of investment in community sporting groups. Their research identified that every dollar invested in a community club has a $4.40 return in social value in terms of increased social connectedness, wellbeing and mental health status; employment outcomes; personal development; physical health; civic pride and support of other community groups.

11.4 Environmental Sustainability

The BGC recognises the value of the landscape the course is set in and looks for opportunities to function in an environmentally sustainable manner. A wide range of fauna use the course as their habitat and this is a drawcard for the club in terms of providing a unique wildlife experience for visitors. It is important to the club, both philosophically and economically, to maintain the diversity of the habitat around the course.

The golf course is maintained to an excellent standard through the utilisation of recycled wastewater from the Broome town site that would otherwise be discharged into the ocean. BGC also has a tree-planting program around the course, with a focus on native vegetation.

The proposed development considers environmental impact and has been developed to blend with the setting, as well as minimise its impact on the immediate area and the environment more broadly.

11.5 Short Term Economic Opportunities

This is a significant community infrastructure development and can be utilised to provide a short-term boost to the local economy, particularly in the building and construction sector. The construction phase offers the opportunity for both use of the local labour force, was well as sourcing of materials locally where possible. The project will provide a full, fair and reasonable opportunity for regional businesses in its planning, tendering and contract

[7] La Trobe University, Centre for Sport and Social Impact. (2015). *Value of a Community Football Club.* Retrieved from http://www.aflvic.com.au/wp-content/uploads/2015/02/Latrobe-Value-of-a-Community-Football-Club-Final-PDF.pdf

management through the advertisement of the tender via local, regional and state publications.

With the intention of supporting the Broome economy, the procurement process of services and materials for the construction phase will see BGC follow their a 'buy local' policy where local suppliers demonstrate they can provide a good value for money offer and deliver at the required standard. The rationale for this is underpinned by the following anticipated benefits:

- Fostering partnerships with local businesses.
- Demonstrating investment within the local community and building goodwill.
- Local suppliers would place considerable value on serving their local community and the benefits associated with this.
- Proximity makes it far easier to travel to them for support development and contract management purposes, as well as for site inspections, thus minimising costs.
- Local knowledge of local suppliers means they are well-placed to appreciate and satisfy local preferences.
- Supply chains are generally shorter, leading to greater certainty and predictability of delivery times.
- Labour is generally locally based, leading to minimisation of costs along with supporting a sustainable local workforce.

The provision of a price differential up to 10% will apply to all suppliers who are based in, and operate from, the Shire of Broome in relation to all tenders and quotations for this project invited by the BGC for the supply of goods, services and construction (building) services, unless the tender or quotation document specifically states otherwise, providing they are competitive with regard to specification, service, delivery and price and such that such preference does not contravene the National Competition Policy.

12 WHOLE OF LIFE MODEL & SUSTAINABILITY

BGC proposes the redevelopment of the existing golf course clubhouse facilities in order to:

- Development of a new facility which meets the needs of current and future members, along with any other groups involved in the use of the facility, following a sustainable business model;
- Creation of an opportunity to elevate the status of BGC and drive an increase in membership numbers and visitor usage with the attraction of improved amenities;
- Provision of sports-tourism based economic driver for the community;
- Better align the built form with the recent improvements in the course;
- Create a significant tourist drawcard to Broome and the Kimberley; and
- Meet the requirements of the Shire of Broome to secure a longer-term tenure.

An important consideration in any development such as this is ensuring that a "Not for Profit" organisation such as BGC, can sustainably manage the ongoing financial demands of asset ownership.

To develop an understanding of this capability, consideration is first given the existing demands of the current facility which it is assumed BGC can currently sustainably fund on a long-term basis. Following this evaluation, consideration of the ongoing financial demand of the proposed new facility along with the implications of any difference between current financial demand and future financial demand. Based on these two evaluations, recommendations are provided in relation to managing the difference in financial demand.

12.1 Existing Clubhouse Facility Sustainability

The current Clubhouse sits atop the primary dune overlooking Roebuck Bay in Broome, Western Australia and was constructed in 1970. The building has a floor area of approximately 350m² with an outdoor covered area of approximately 100m².

The building is constructed of brick and corrugated metal clad veneer. The overall condition of the building could be described as below average to poor and lacking in functionality. Many of the building components are reaching the end of their life with significant signs of corrosion, deterioration or damage (see Appendix 1 Facility Redevelopment: Building Analysis Report).

The building is located on reserve land vested in the Shire of Broome. The Shire of Broome leases the building and the land to the BGC. The lease does not require the leaseholder to remove the building at the end of the lease, therefore it is likely the building belongs to the Shire of Broome.

Under the terms of the lease (Clause 6.1), the Tenant (BGC) is responsible for maintaining the building, however, as is often usual with local government lease, the definition of what maintenance means is not clearly defined and excludes fair wear and tear. For example, if the roof deteriorates through fair wear and tear over time to the point where it is leaking and needs replacement, who is responsible for replacing it, the Tenant or the Landlord?

As is common practice, major asset component replacement usually comes down to a case by case negotiation between the local government and the tenant.

As under the lease, the Tenant is not responsible for fair wear and tear deterioration of the asset, it is highly likely that the BGC is not responsible for the cyclical replacement (asset renewal) of the current building and that this responsibility rests with the Shire of Broome.

Nonetheless, for this exercise, it has been assumed that the BGC is currently responsible for the asset renewal of the existing building.

The cost to renew the existing facility on a like for like basis has been estimated based on the floor area, unit rates from Rawlinsons Australian Construction Handbook 2017 (Rawlinson and the cost escalation scale factor for Broome utilising Perth as the base rate).

Rawlinson lists the following:

Clubhouse and Change Rooms

Single store, standard construction and finishes, large bar and lounge, small kitchen, dining area, large basic finished change rooms and shower / toilet; no air-conditioning

Unit Rate Range Perth	$2,930 min - $2,575max = $2,483 Average
Allowance for demolition	$64.50
Allowance for Professional Fees @ 12%	$297.90
Total Average Unit Rate Perth December 31 2016	$2,845.40
Anticipated Price Escalation to June 30 2017 @ 1.012	$2,879.54
Allowance for 1.5 Broome Regional Cost Index	**$4,319.31**
Unit Rate allowance for Covered Area	$391.00

Renewal Cost of the existing Clubhouse facility

350m² x $4,319.31 for main building	$1,511,758
100m² x $391.00 for covered area	$39,100
Total Renewal Cost of existing facility	**$1,550,858**

Buildings do not last indefinitely and all building require ongoing replacement of asset components as they wear out. For example, metal building roofs corrode and eventually require replacement. It is rare that buildings are completely demolished and replaced by complete new buildings. More often individual components are replaced as they wear out.

A measure of sustainability for an asset owner is determining whether the asset owner has sufficient long-term cash flow to manage the renewal of major asset component at the optimum time. For example, does BGC have the ability to fund a roof replacement when it is needed?

As discussed earlier, it is likely that the Shire of Broome has responsibility for funding asset renewal of the existing building. However, for this exercise the assumption is made that that BGC is responsible for this.

It should also be noted that different asset components have different lives and therefore produce different cash flow demands. For example, it is not unusual for the structure of a building to have a life of 100 years whereas the roof cladding may only have a life of 25 years, hence in theory, the roof will be replaced 4 times over the life of the structure.



Photo 11: Existing Broome Golf Course Clubhouse Facility (Source: Landgate, Broome Townsite Hi Res Digital Ortho Photography 23/08/2016)

To model the Annual Average Renewal Demand (AARD) cash flow demand of the existing building, it has been broken into its major asset components.

Annual Average Renewal Demand (AARD) of Existing Building

Component	% Value	Component Value	Life	Intervention	Renewal %	Annual Renewal
Structure	60%	930,514.80	100	8	1.25%	11,631
Roof	5%	77,542.90	25	8	5.00%	3,877
Mechanical Services	15%	232,628.70	25	8	5.00%	11,631
Fit Out	20%	310,171.60	30	8	4.17%	12,924
Total	100%	1,550,858			ARRD1 =	40,064
Total Renewal Demand over 20 years						801,277
Annual Consequential Maintenance Demand @ 2%						31,017

Table 1: Annual Average Renewal Demand of Existing Building, plus Estimated Consequential Maintenance Demand

Table 1 shows that to maintain the existing building, the building owner would need to spend, on average, $40k/annum on building renewal and $31k/annum on building maintenance. This results in an annual average combined renewal and maintenance demand of approximately $71k/annum

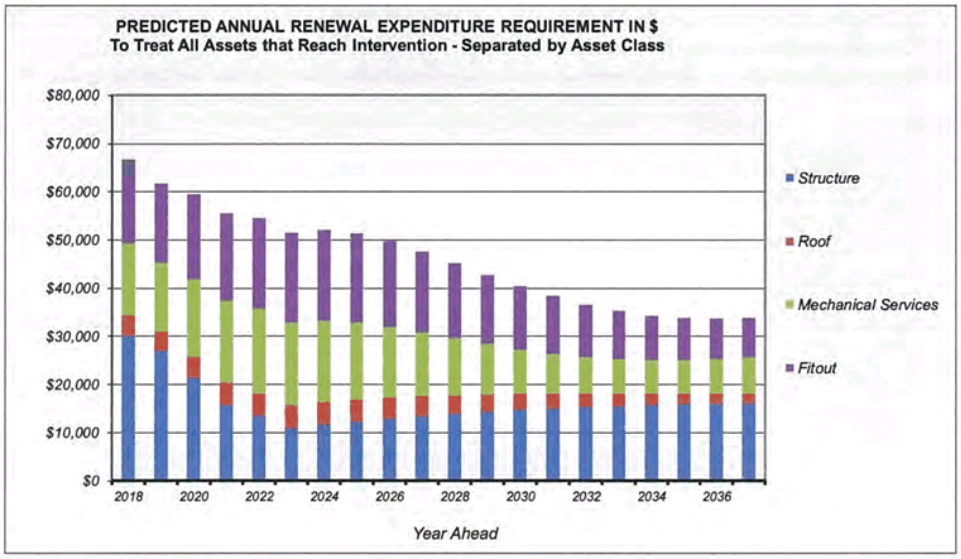


Figure 1: Predicted 20-year Renewal Demand of existing building, split by Major Asset Component

To confirm this figure, the building was input to the Moloney Model. The Moloney Model operates at a network level to determine the future renewal (or replacement) demand to maintain the whole of a like performing asset group to a predetermined condition level, therefore results based on a single asset are only indicative. Nonetheless the results provide a reasonable estimation.

The model is predicated on the assumption that an individual asset is created; it decays with time, and will eventually require renewal, or rehabilitation. The rate of decay needs to be established and at any point in time the asset can be assigned a condition rating. The condition rating scale must be linked to the progress of the asset from "new" condition to the point at which it requires rehabilitation.

To drive the model the user first must identify sets of assets. These will have sufficient commonality in performance and costs to be usefully grouped and modelled. For each asset set to be modelled the program needs:

- Condition distribution based on a 0 – 10 scale where 0 is new and 10 has no remaining value.
- Deterioration curve expressed in average years' life within each condition range 0 – 9.
- Unit renewal value of the asset – e.g. $20/m² for road pavement rehabilitation

- Service level, or intervention level at which you need to rehabilitate the asset e.g. Condition 8

With all the above information in place, it becomes a mathematical exercise to determine the profile of the renewal demand. Once the actual or proposed renewal expenditure profiles are input, the renewal gap profile is created by taking the proposed expenditure profile from the predicted renewal demand profile.

It can be seen from Figure 1 that predicted renewal demand of all asset group combined falls in the range of $31 - $62k.

In asset management, there is a broad rule of thumb that an asset owner needs to allocate between 2% and 4% of the capital value of an asset toward the combined cost of maintenance and asset renewal. Based on a $1.55m renewal value, this range calculates to be in the order of $31,000 - $62,000. The 2% figure is required when the building is new and in good condition, the 4% is required when the building is old and in poor condition

The ARRD generated in Table 1 is higher than the 4% rule of thumb, however this is mainly due to the relatively short life of asset components nominated in Table 1 as a result of the harsh environment in which the building is located and the types of construction materials. The building is located in a hot humid environment on the primary dune adjacent to the ocean and the impact of this environment on building materials is high – for example, a steel building roof would be unlikely to last 25 years in such an environment. The same applies for mechanical services such as air conditioning units etc.

12.2 Proposed New Clubhouse Facility Sustainability

The new facility is proposed to consist of;

1. Building A - A standalone, single level Pro Shop - 225m²
2. Building B - A standalone two-level Clubhouse / Bar / Golf Cart Garage – 450m²
3. Building C - A standalone two-level Function Centre / Café – 450m²
4. Walkways and Covered Areas – 472m²

Each of the three buildings are proposed to be interconnected by covered walkways in addition to balconies. The combined new building floor area totals 1,125m² (excluding covered walkways) with covered walkways and balconies totalling 450m²

Clubhouse and Change Rooms

Single store, standard construction and finishes, large bar and lounge, small kitchen, dining area, large basic finished change rooms and shower / toilet; no air-conditioning

Unit Rate Range Perth	$2,390 min - $2,575max = $2,575 max
Allowance for Air conditioning	$205.00
Allowance for demolition	$64.50
Allowance for Professional Fees @ 12%	$341.34

Total Average Unit Rate Perth December 31 2016	$3,185.84
Anticipated Price Escalation to June 30 2017 @ 1.012	$3,224.07
Allowance for 1.5 Broome Regional Cost Index	**$4,836.11**
Unit Rate allowance for Covered Areas	$607.00

Renewal Cost of the existing Clubhouse facility

1,125m² x $4,836.11 for main building	$5,440,618
450m² x $607.00 for covered area	$273,150
Total Renewal Cost of new facility	**$5,713,768**

This compares well to the $5.76m estimate for the construction of the facility (excluding car parking).

Annual Average Renewal Demand (AARD) of New Building

Component	% Value	Component Value	Life	Intervention	Renewal %	Annual Renewal
Structure	60%	3,428,260.80	100	8	1.25%	42,853
Roof	5%	285,688.40	30	8	4.17%	11,904
Mechanical Services	15%	857,065.20	25	8	5.00%	42,853
Fit Out	20%	1,142,753.60	30	8	4.17%	47,615
Total	100%	5,713,768			ARRD1 =	**145,225**
Total Renewal Demand over 20 years						2,904,499
Annual Consequential Maintenance Demand @ 2%						114,275

Table 2: Annual Average Renewal Demand of New Building, plus Estimated Consequential Maintenance Demand

Table 2 demonstrates that the ARRD has increased to $145k/annum and the annual consequential maintenance demand has increased to $114k/annum. This totals a combined Consequential Maintenance / Renewal Demand of $259k/annum, a total increase over the existing building of $188k/annum.

When the new building is input to the Moloney Model, the resultant renewal demand graph steadily builds renewal demand from $0 in Year 1 (due to the asset being new) to $137k in Year 15. This falls within the $114k - $226k range.

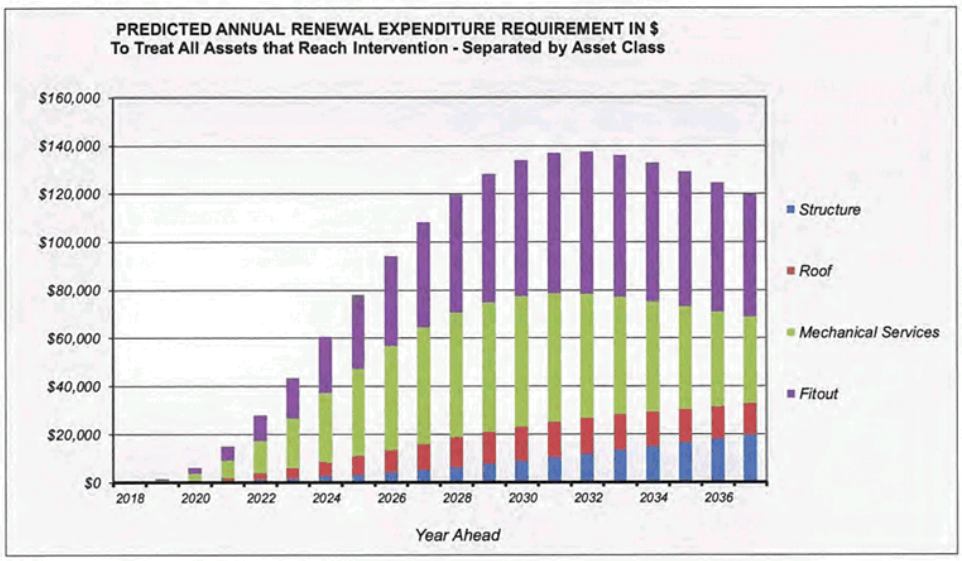


Figure 2: Predicted 20-year Renewal Demand of new building, split by Major Asset Component

BGC proposes leasing components of the facility such as restaurant / café area and multi-function area. BGC has sought an estimate of potential rental income from a local real estate agent which estimates the income potential to be in the order of $225k/annum. If this income is realisable, it will more than offset the estimated additional cost of consequential maintenance and renewal demand.

However, given that the BGC is likely not responsible for funding maintenance and renewal of the existing building (and given the current condition of the existing building, neither the Shire or BGC is funding this to any large degree now), the potential combined maintenance/renewal demand could be as high as $259k in the future.

If that is the case, the long-term shortfall will need to be made up from additional income, most probably from membership fees and green fees. On the basis that the new facility will increase membership and patronage, this shortfall will most likely be easily achieved.

13 GOVERNANCE ARRANGEMENTS

Strong governance is a key focus for BGC and the 2016 GolfWA governance audit of the club confirmed the appropriate level of rigour and controls in this space. BGC has a strong membership base with an engaged and appropriately experienced management committee.

BGC will take overall responsibility for the management of the new facilities, operating club related services from two of the building pods and leasing the third to a restaurant/café operator. BGC will continue to adopt a high standard of governance and accountability, with the small staff team directed by the Club Manager who reports directly to the management committee.

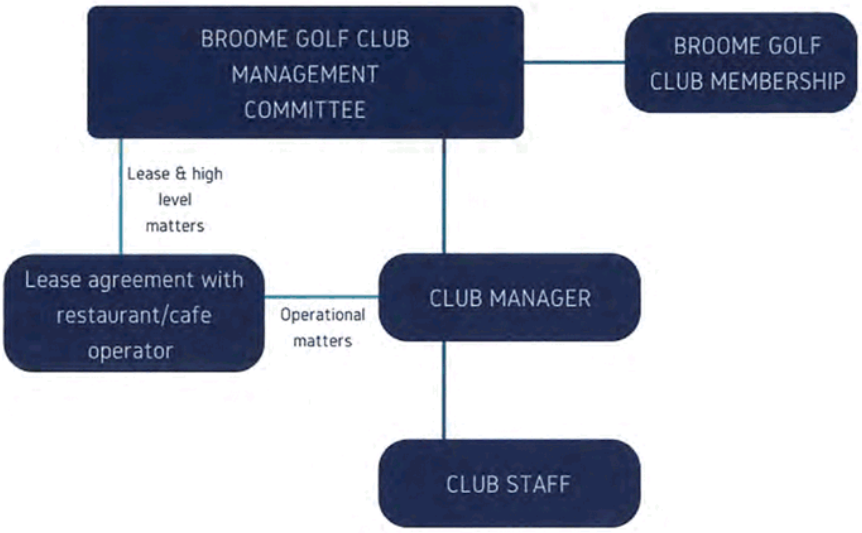


Figure 3: Proposed Governance & Management Structure

14 OPERATIONAL COSTS

In order to estimate the likely future operating costs of the facility, the current Golf Club operating costs were considered and then projected to develop two different scenarios, firstly where the BGC lease out the function centre / restaurant and secondly where the BGC where the BGC retained the function centre/restaurant in-house to cover the scenario if it proves difficult to secure a lessee of the function centre/restaurant.

14.1.1 Current Indicative Operating Costs

Revenue	**$**
Bar Alcohol Sales	340,000
Bar Soft Drinks	30,000
Bar Food Sales	5,000
Pro Shop Lease Revenue	0
Green Fees	100,000
Golf Cart Hire	90,000
Membership ~300 members	160,000
- Full Member @ $955	
- Country Member @ $650	
- Mid Week Member @ $650	
- Junior Member (Handicap) @ $120	
- Junior Member (No Handicap) @ $60	
- Social Member @ $140	
- Corporate Member @ $1,990	
Competition Fees	38,000
Sponsorship	50,000
Fundraising	6,000
Miscellaneous & Event Income	5,000
Total Revenue	**824,000**

Expenses		
Bar Expenses		
- Cost of Goods Sold		
- Alcohol		113,333
- Alcohol Gas		
- Food		2,000
- Freight		
- Soft Drinks		20,000
- Miscellaneous		
Administation Expenses		50,000
Operting Expenses		41,770
Employment Expenses		400,000
Course Maintenance		120,000
Clubhouse Maint / Membership Costs		45,000
Total Expenses		**792,103**
Profit / (Loss)		**31,897**

14.1.2 Scenario 1 – Function Centre Leased

Under this Scenario, membership fees and green fees have remained the same. Membership numbers have been increased 10%, Alcohol and beverage sales have been increased 44.1% from $340k to $490k and $26k of bar food sales have been introduced. This scenario (Scenario 1A) is also based on the BGC securing a $5.7m self-supporting loan from the Shire of Broome at 4.5% over 25 years. If the BGC is successful in securing capital grants, this will significantly reduce the reliance on increase alcohol and food sales from the bar to fund the development. Therefore, Scenario 1B details the impact of one third of the Capital investment coming from external sources.

Operating Revenue				$	$
Bar Drink Sales	Target			Total Bar Sales	490,000
- Spirits		20%		98,000	
- Bottled Beer		20%		98,000	
- Draft Beer		25%		122,500	
- Wine		15%		73,500	
- Soft Drink		10%		49,000	
- Coffee		5%		24,500	
- Bar Consumables		5%		24,500	
		100%			
Bar Food Sales	Target			Total Bar food Sales	26,000
- Bar Food Sales @ $500/week	52		500	26,000	
Pro Shop Lease Revenue				Total Pro Shop Lease	0
- Lease of Pro Shop x 1				0	
Casual Green Fees	Target			Total Casual Green Fees	280,280
- Green Fees 9 Holes @ $25	1,040	10.0%	$25.00	26,000	
- Green Fees 18 holes @ $39	2,600	25.0%	$39.00	101,400	
- Electric Cart Hire 9 Holes @ $22	520	5.0%	$22.00	11,440	
- Electric Cart Hire 18 Holes @ $40	1,040	10.0%	$40.00	41,600	
- Club Hire 9 Holes @ $20	520	5.0%	$20.00	10,400	
- Club Hire 18 Holes @ $27	520	5.0%	$27.00	14,040	
- Trolly Hire @ $6	1,040	10.0%	$6.00	6,240	
- Senior Green Fees 9 Holes @ $23	520	5.0%	$23.00	11,960	
- Senior Green Fees 18 Holes @ $35	1,040	10.0%	$35.00	36,400	
- Junior Green Fees 9 Holes @ $10	520	5.0%	$10.00	5,200	
- Junior Green Fees 18 Holes @ $15	1,040	10.0%	$15.00	15,600	
	10,400	**100.0%**			
Membership Fees				Total Membership Fees	279,140
Membership ~300 members	Target			Fee	
- Full Member @ $955	264	79.8%	$955.00	252,120	
- Country Member @ $650	15	4.5%	$650.00	9,750	
- Mid Week Member @ $650	10	3.0%	$650.00	6,500	
- Junior Member (Handicap) @ $120	10	3.0%	$120.00	1,200	
- Junior Member (No Handicap) @ $60	5	1.5%	$60.00	300	
- Intermediate U21 @ $498	5	1.5%	$498.00	2,490	
- Social Member @ $140	20	6.0%	$140.00	2,800	
- Corporate Member @ $1,990	2	0.6%	$1,990.00	3,980	
Total Member Target (10% increase)	**331**	**100.0%**			
Sponsorship	Target				81,000
- 18 x Sponsors @ $3,300	18		4,500	81,000	
Event Income	Target			Total Event Income	24,000
- 2 x Events @ $12,000/event	2		12,000	24,000	
Function Centre / Restaurant Lease	Target		Total Function Centre / Restaurant Lease		225,000
- 1 x Function Centre / Restaurant Lease	1		225,000	225,000	
Total Operting Revenue					**1,405,420**

Operating Expenses					
Bar Drink Cost of Goods Sold	Target		Total Bar Drink Cost of Goods Sold		163,333
- Spirits			20%	32,667	
- Bottled Beer			20%	32,667	
- Draft Beer			25%	40,833	
- Wine			15%	24,500	
- Soft Drink			10%	16,333	
- Coffee			5%	8,167	
- Bar Consumables			5%	8,167	
			100%		
Bar Food Cost of Goods Sold	Target		Total Bar Food Cost of Goods Sold		13,000
- Cost of Bar Food @ $250/week		52	250	13,000	
General & Administration Expenses			Total General & Administration Expenses		63,600
- Building Insurance ($5.7m)				28,000	
- Building Contents Insurance ($150k)				300	
- Public Liability Insurance				850	
- Accounting & Audit Fees				3,600	
- Bookeeping Fees (10hrs/week @ 52 x $35)				18,200	
- Bank & Merchant Fees				3,500	
- IT				1,000	
- Printing & Stationery				1,000	
- Postage				250	
- Consumables				500	
- Fire Equipment Servicing				200	
- Electrical Cable Checking & Tagging				200	
- Marketing & Promotion				5,000	
- Miscellaneous				1,000	
Operating Expenses			Total Operating Expenses		63,601
- Cleaning (10hrs/week @ 52 x $30)				15,600	
- Electricity				35,000	
- Gas				500	
- Security System				1,000	
- Rates & Water Consumption				3,000	
- Waste Disposal				7,000	
- Telephones				1,500	
- Shire Lease Fee				1	
Employment Expenses			Total Cost of Employment		466,000
- Manager x 1(including bar management, equivalent of 1.0 FTE @ $90k)				140,000	
- Casual Bar Person x 2 (equivalent of 0.8 FTE @$70k)				126,000	
- Ground Staff				200,000	
Event Expenses	Target		Total Course Maintenance		4,000
- Cost of running 2 x events		2	2,000	4,000	
Course Maintenance			Total Course Maintenance		160,000
- Cost of Grounds Maintenance Equipment Operation & Leasing				160,000	
Clubhouse Maint / Membership Costs			Total Clubhouse Maintenance / Membership Costs		105,000
- Facility Maintenance (Early Years)				40,000	
- Cart Lease				30,000	
- Cart Maint				5,000	
- Membership Costs				30,000	
Depreciation Expense @ 2%			Total Depreciation Expense		115,000
- Cash backed Depreciation to Facility Reserve Account				115,000	
Total Operating Expenses					**1,153,534**
Net Operating Surplus / (Loss)					**251,886**
Scenario 1A (no Capital Income)					
Loan Repayment			Total Principal & Interest Repayment		376,322
- Principal & Interest Payment for $5.7m loan over 25 Years @ 4.5%				376,322	
Net Operating Surplus / (Loss) after Scenario 1A Loan servicing					**(124,436)**
Scenario 1B (33.3% Capital Income)					
Loan Repayment			Total Principal & Interest Repayment		250,894
- Principal & Interest Payment for $5.7m loan over 25 Years @ 4.5%				250,894	
Net Operating Surplus / (Loss) after Scenario 1B Loan servicing					**992**

14.1.3 Scenario 2 – Function Centre Retained

This scenario is similar to the Scenario 1 assumptions, however, it also allows for the function centre / restaurant to be retained in-house with the associated, estimated, staff, food, beverage and operating expenses.

Operating Revenue					$	$
Bar Drink Sales	Target				Total Bar Sales	490,000
- Spirits			20%		98,000	
- Bottled Beer			20%		98,000	
- Draft Beer			25%		122,500	
- Wine			15%		73,500	
- Soft Drink			10%		49,000	
- Coffee			5%		24,500	
- Bar Consumables			5%		24,500	
			100%			
Bar Food Sales	Target				Total Bar food Sales	26,000
- Bar Food Sales @ $500/week		52		500	26,000	
Pro Shop Lease Revenue					Total Pro Shop Lease	0
- Lease of Pro Shop x 1					0	
Casual Green Fees	Target				Total Casual Green Fees	280,280
- Green Fees 9 Holes @ $25		1,040	10.0%	$25.00	26,000	
- Green Fees 18 holes @ $39		2,600	25.0%	$39.00	101,400	
- Electric Cart Hire 9 Holes @ $22		520	5.0%	$22.00	11,440	
- Electric Cart Hire 18 Holes @ $40		1,040	10.0%	$40.00	41,600	
- Club Hire 9 Holes @ $20		520	5.0%	$20.00	10,400	
- Club Hire 18 Holes @ $27		520	5.0%	$27.00	14,040	
- Trolly Hire @ $6		1,040	10.0%	$6.00	6,240	
- Senior Green Fees 9 Holes @ $23		520	5.0%	$23.00	11,960	
- Senior Green Fees 18 Holes @ $35		1,040	10.0%	$35.00	36,400	
- Junior Green Fees 9 Holes @ $10		520	5.0%	$10.00	5,200	
- Junior Green Fees 18 Holes @ $15		1,040	10.0%	$15.00	15,600	
		10,400	**100.0%**			
Membership Fees					Total Membership Fees	279,140
Membership ~300 members	Target			Fee		
- Full Member @ $955		264	79.8%	$955.00	252,120	
- Country Member @ $650		15	4.5%	$650.00	9,750	
- Mid Week Member @ $650		10	3.0%	$650.00	6,500	
- Junior Member (Handicap) @ $120		10	3.0%	$120.00	1,200	
- Junior Member (No Handicap) @ $60		5	1.5%	$60.00	300	
- Intermediate U21 @ $498		5	1.5%	$498.00	2,490	
- Social Member @ $140		20	6.0%	$140.00	2,800	
- Corporate Member @ $1,990		2	0.6%	$1,990.00	3,980	
Total Member Target (10% increase)		**331**	**100.0%**			
Sponsorship	Target					81,000
- 18 x Sponsors @ $3,300		18		4,500	81,000	
Event Income	Target				Total Event Income	24,000
- 2 x Events @ $12,000/event		2		12,000	24,000	
Function Centre / Restaurant Income	Target		otal Function Centre / Restaurant Income			780,000
- Hire of Facility 6 x per year	6				60,000	
- Restaurant Food Sales					360,000	
- Restaurant Alcohol Sales					360,000	
Total Operating Revenue						**1,960,420**

Operating Expenses					
Bar Drink Cost of Goods Sold	Target		Total Bar Drink Cost of Goods Sold		163,333
- Spirits			20%	32,667	
- Bottled Beer			20%	32,667	
- Draft Beer			25%	40,833	
- Wine			15%	24,500	
- Soft Drink			10%	16,333	
- Coffee			5%	8,167	
- Bar Consumables			5%	8,167	
			100%		
Bar Food Cost of Goods Sold	Target		Total Bar Food Cost of Goods Sold		13,000
- Cost of Bar Food @ $250/week		52	250	13,000	
General & Administration Expenses			Total General & Administration Expenses		63,600
- Building Insurance ($5.7m)				28,000	
- Building Contents Insurance ($150k)				300	
- Public Liability Insurance				850	
- Accounting & Audit Fees				3,600	
- Bookeeping Fees (10hrs/week @ 52 x $35)				18,200	
- Bank & Merchant Fees				3,500	
- IT				1,000	
- Printing & Stationery				1,000	
- Postage				250	
- Consumables				500	
- Fire Equipment Servicing				200	
- Electrical Cable Checking & Tagging				200	
- Marketing & Promotion				5,000	
- Miscellaneous				1,000	
Operating Expenses			Total Operating Expenses		63,601
- Cleaning (10hrs/week @ 52 x $30)				15,600	
- Electricity				35,000	
- Gas				500	
- Security System				1,000	
- Rates & Water Consumption				3,000	
- Waste Disposal				7,000	
- Telephones				1,500	
- Shire Lease Fee				1	
Employment Expenses			Total Cost of Employment		316,000
- Manager x 1(including bar management, equivalent of 1.0 FTE @ $90k)				90,000	
- Casual Bar Person x 2 (equivalent of 0.8 FTE @$70k)				56,000	
- Ground Staff				170,000	
Function Centre / Restaurant Costs			Total Cost of Employment		595,000
- Function Centre / Restaurant Manger 1 FTE				120,000	
- Chefs / Cooks (1.5 FTE)				135,000	
- Casual Wait Staff (2.5 FTEs)				100,000	
- Cost of Food Sold				80,000	
- Cost of Alcohol Sold				135,000	
- Miscellaneous Costs / Outgoings				25,000	
Event Expenses	Target		Total Course Maintenance		4,000
- Cost of running 2 x events		2	2,000	4,000	
Course Maintenance			Total Course Maintenance		145,000
- Cost of Grounds Maintenance Equipment Operation & Leasing				145,000	
Clubhouse Maint / Membership Costs			Total Clubhouse Maintenance / Membership Costs		105,000
- Facility Maintenance (Early Years)				40,000	
- Cart Lease				30,000	
- Cart Maint				5,000	
- Membership Costs				30,000	
Depreciation Expense @ 2%			Total Depreciation Expense		115,000
- Cash backed Depreciation to Facility Reserve Account				115,000	
Total Operating Expenses					**1,583,534**
Net Operating Surplus / (Loss)					**376,886**
Scenario 2A (no Capital Income)					
Loan Repayment			Total Principal & Interest Repayment		376,322
- Principal & Interest Payment for $5.7m loan over 25 Years @ 4.5%				376,322	
Net Operating Surplus / (Loss) after Scenario 1A Loan servicing					**564**
Scenario 2B (33.3% Capital Income)					
Loan Repayment			Total Principal & Interest Repayment		250,894
- Principal & Interest Payment for $5.7m loan over 25 Years @ 4.5%				250,894	
Net Operating Surplus / (Loss) after Scenario 1B Loan servicing					**125,992**

15 ASSESSMENT OF OPTIONS

15.1 Option 1 – Support project as defined

The current BGC clubhouse is dilapidated and unsuitable to be renovated. The poor standard of this facility is at odds with the high standard of the golf course at this location. This project, as presented, represents a facility of an appropriate standard, and which is affordable and sustainable for BGC to develop and maintain, via operation and/or leasing.

The inclusion of a section of the development which can be leased to a third party for the provision of dinning services provides an income to BGC to contribute to the development costs and maintenance of the facility, as well as expanding the level of access to the area beyond just users of the golf club facilities. The development will allow BGC to build its appeal and depth of service, as well as improve its overall sustainability and economic and social benefit to the region.

Recommended Option

15.2 Option 2 – Support scaled back project

A scaled back version of this project could encompass either a reduction in the scope of the development project, or a renovation of the existing facility. Neither of these scaled back options are recommended.

The reduction in scope would reduce the overall sustainability of the development with the likely removal of a portion of the development that could be leased, thus removing this income stream, and/or a reduction in size of the facilities dedicated to the golf club would mean that an inadequate solution with no ability to grow would be implemented.

A renovation of the existing facility would present a significant cost as the building has deteriorated to such an extent that extensive repairs and renovations would be required. Additionally, the layout and function of the building is no longer appropriate to the modern context and would not present an appropriate solution.

Not recommended

15.3 Option 3 – Defer project until future date

The current BGC clubhouse is dilapidated and unsuitable to be renovated. Without action, the clubhouse will continue to deteriorate and require increasing investment to keep it at a basic level of functionality and address safety issues as they arise. Deferring the project will result in costs to sustain the current unsuitable facility are incurred up until the point where a new facility is developed, rather than addressing the issue now. The clubhouse, as it currently stands, does not present well and impacts on the BGC's ability to provide members and visitors with appropriate facilities.

Not recommended

15.4 Option 4 – Abandon project

As with Option 3, abandoning the project altogether would have an even more significant impact on BGC financially – both in terms of needing to maintain a dilapidated building and the declining appeal of the building being detrimental to attract new members and guests. Additionally, the current building also does not offer the capacity to provide much income generation from food and beverage sales, given the overall poor standard of the facility.

Not recommended.

16 FUNDING STRATEGY AND TOTAL BUDGET

BGC has considered all known risks in undertaking this project and has adopted strategies to mitigate their effects where necessary. Due diligence will be undertaken in relation to the costings for the constructions of the facility, with an independent review to be undertaken by an appropriately qualified and experienced professional.

The following outlines the high-level funding strategy for this project, with a more detailed strategy to be developed in the next phase of this project.

- This project will be funded by BGC, using a combination of grant funds, organisational funds and, as required, bank finance (with a preference for obtaining leveraged funding over loans). BGC has also explored the option of a $2m Treasury Loan via CBA and the Shire of Broome and this is a possibility for the club. BGC is also exploring a member loan funding model, member donations and member loans on an interest free basis.
- Professional fees and disbursements budget based on typical rates for consultancies (mechanical, electrical, structural, hydraulic etc.) required to deliver the design, documentation and supervision of the construction contract.
- BGC will monitor and control cost throughout the life of the project, looking for opportunities to minimise projects costs in consultation with the Project Advisory Group, but not to the detriment of the project outcomes and deliverables.

17 PROJECT KEY MILESTONES

BGC anticipates this project moving to the construction phase, subject to funding, in late 2018. A detailed project management plan and project timelines will be developed as outlined in Section 20 Implementation Strategy Guide. At a high level, BGC anticipates the following key milestones, with indicative timelines.

Milestone	Indicative completion
Business Case prepared	August 2017
Funding Strategy development	October 2017
Funding confirmed	December 2017
Finalise building concept design	December 2017
Stakeholder engagement	December 2017
Lease signed	January 2018
Development application	March 2018
Detailed design development	May 2018
Full documentation and pre-tender development	July 2018
Tender process complete	August 2018
Appointment of builder	September 2018
Construction commences	October 2018

18 RISK ANALYSIS

Risk	Risk Rating	Mitigation Strategy Option/s
Lack of support from key stakeholder/s, conflict between key stakeholders or disengagement of key stakeholders	Medium	• Develop and implement Communication Plan (see section 21.1 Communication Plan for guidance on development). • Active monitoring of stakeholder and community perceptions of, and support for, project.
Unable to secure sufficient funding for project	Medium	• Develop robust funding strategy and funding applications to minimise risk of not obtaining funding. • Seek feedback on unsuccessful applications and identify if there are opportunities to submit a revised application. • Scale back project to fit with available budget. • Place project on hold until funding can be secured.
Lack of consensus from within BGC on how to proceed with project	Low	• Regular opportunities at key milestones for members to be engaged in collaborative development of project to minimise risk of lack of consensus. • Active monitoring of membership and address issues and concerns early.
Unable to secure required approvals to proceed with project	Low	• Work closely with Shire of Broome and relevant agencies to minimise risk of not obtaining approvals. • Seek feedback back on unsuccessful applications and identify if there are opportunities to submit a revised application. • Change the approach or scope of the application to fit with approvals requirements. • Place project on hold until approvals can be secured.
Unable to secure endorsement for land tenure modifications, where applicable, and lease agreement	Low	• Work closely with Shire of Broome and relevant agencies to minimise risk of not obtaining approvals. • Seek feedback back on unsuccessful applications and identify if there are opportunities to submit a revised

Risk	Risk Rating	Mitigation Strategy Option/s
		application. • Change the approach or scope of the application to fit with land tenure modification requirements. • Place project on hold until approvals can be secured.
Unable to negotiate agreement with NBY in relation to development alongside Conservation Estate	Medium	• Proactively engagement with NBY • Work closely with Shire of Broome to provide support in negotiation process. • Place project on hold until agreement can be secured.
Unable to attract interest from commercial entity to operate restaurant and/or cafe	Medium	• Seek input from potential providers as to their needs for this space to provide sufficient appeal to locate there. • Strategic marketing of the facility. • Seek feedback from potential providers to identify how the BGC's approach could be adjusted to improve appeal of the proposition. • Change approach or scope of the project to improve its appeal including incentives in initial years. • Performance based lease to share risk • Identify ways to proceed without an independent operator (i.e. BGC to operate facility) • Place project on hold until collocation options can be secured.
Unable to attract interest from other groups in collocating or using the facility for club activities	Medium	• Adopt collaborative approach to minimise risk of low interest. • Seek feedback from groups to identify how the BGC's approach could be adjusted to improve appeal of the proposition. • Change approach or scope of the project to improve its appeal. • Identify ways to proceed without collocators. • Place project on hold until collocation options can be secured.
Unable to source quotes from providers willing to perform work in Broome and/or quotes provided are beyond the budget	Low	• Use tender process to improve potential diversity of offers. • Undertake a scan of the market to identify potential suppliers and alert

Risk	Risk Rating	Mitigation Strategy Option/s
of the BGC		them to tender opportunity. • Buy Local policy. • Aboriginal Business opportunities. • Seek expert advice when developing budget to ensure sufficient contingency to manage likely costs. • Revise scope of works to fit with budget. • Place project on hold until suitable suppliers can be identified.
Land proves unsuitable for development proposal due to unanticipated environmental constraints	Low	• Explore alternative construction methods that may be more suited to environmental constraints. • Identify an alternative site. • Abandon project.
Development is not sustainable once operational	Low	• Complete fully-fledged assessment of cost-benefit analysis as part of business case to determine viability of project. • Scale back development to fit with alternative financial model. • Identify additional revenue generation opportunities to improve viability. • Develop and implement Marketing Strategy for operational phase • Proactively develop range of income streams for club • Abandon project.

19 ABORIGINAL PARTICIPATION

As part of the initial community engagement process for the project, Nyamba Buru Yawuru (NBY) have been consulted with and their feedback has been taken into consideration. BGC is keen to develop the project in a manner that is sensitive to the values and priorities of NBY and will continue to seek their feedback on the project as it progresses. BGC notes the NBY has a preference that there is not significant development in the area, which is likely to conflict with their intention to develop a clubhouse and other amenities. However, BGC does want to the infrastructure to sit harmoniously within the landscape and will endeavour to deliver a project that is sensitive to its surroundings.

Opportunities to employ Aboriginal people in the delivery of the project will be explored. Once complete, there are potential employment opportunities for Aboriginal people in the delivery of services at the facility. As highlighted in *Section 11.2 Aboriginal Engagement & Employment Opportunities* there is a range of opportunities for the local Aboriginal community to benefit from and connect with this project. These opportunities are explored in more detail in this section, and include:

- Employment opportunities – golf course and hospitality positions;
- Business development opportunities – tapping into golfing market with Aboriginal tourism experience business or development of complementary businesses that align with the needs of golf course users;
- Contractual incentives for aboriginal employment opportunities during construction phase;
- Partnership opportunities with organisations such as Western Australian Indigenous Tourism Operators Council and Aboriginal Art Centre Hub WA.
- Indigenous golf tournament opportunity; and
- Golfing programs for young people, including at-risk youth.

20 IMPLEMENTATION STRATEGY GUIDE

20.1 Communication Plan

When developing a communication strategy for this project, it is important to consider some underpinning questions that guide decision making about how BGC will engage with stakeholders.

The first question to consider is "What are we trying to achieve?". Fundamentally, stakeholder engagement is about establishing and maintaining relationships with key stakeholders and facilitating processes that allow stakeholders to influence decision making. It follows that engagement processes will result in new or stronger relationships and robust discussions on the issues in question.

In the context of this project, effective stakeholder engagement will improve the understanding of the needs and priorities of stakeholders and allow the BGC to take these into consideration, where feasible. It is important to have a clear strategy for the engagement process by outlining the knowledge gaps, and issues to be included and the information that is required from stakeholders to inform the development and implementation of the project. Stakeholder engagement can inform a variety of aspects of project development, such as:

- Understanding community need and priorities;
- Potential impact of development;
- Possible challenges and solutions;
- Opportunities for project sustainability;
- Opportunities for innovation;
- Opportunities for support (financial and non-monetary);
- Possible issues and risks; and
- Other relevant matters.

Further definition should then be made to the process by identifying the stakeholders with whom BGC would include in the communication strategy – specifically stakeholders are those who have relevant knowledge of, are able to influence or are affected by the proposed project. Undertaking stakeholder identification and analysis processes will ensure all parties with an interest in the proposed project receive appropriate communication from BGC. Applying the principles of the Stakeholder Interest/Influence Matrix (see Figure 2) should assist the BGC in prioritising their approach.

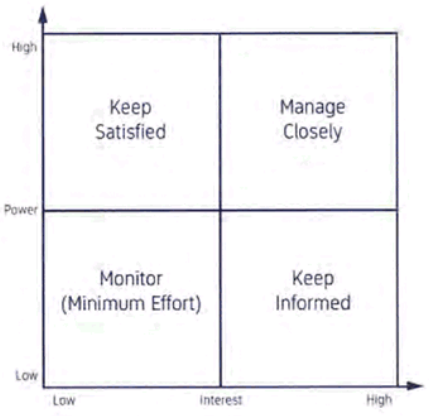


Figure 4: Stakeholder Interest/Influence Matrix

Stakeholder engagement processes that are unclear about how the engagement can, or will,

influence decisions could be seen to be perfunctory or tokenistic and deliver little value. Being clear about how the engagement will allow or facilitate influence will focus the exchange and benefit both the BGC and stakeholders who are involved in the process.

The International Association for Public Participation's *Public Participation Spectrum* uses the levels as a way of describing the increasing level of influence or impact stakeholders can have in an engagement process. This can be helpful in allowing the BGC to communicate upfront with stakeholders about the level of influence they have over the project.

Public Participation Spectrum - Levels of Engagement	
Inform	One-way communication, provision of information to stakeholders.
Consult	Limited two-way engagement, project proponent directs questions to stakeholders for response.
Involve	Two-way or multi-way engagement but stakeholders and project proponent act independently
Collaborate	Two-way or multi-way engagement with joint learning, decision making and action
Empower	Stakeholders are delegated decision making power around the project

Possible stakeholder engagement methods that the BGC could consider, dependent on the level of engagement they are seeking, include:

- Fact sheets;
- FAQs;
- Information sessions;
- Email updates;
- Website information;
- Surveys;
- Workshops;
- Public meetings;
- Advisory committees;
- One-on-one meetings;
- Project signage;
- Internal updates;
- Events;
- Photography/videography;
- Social media sharing;
- Site tours by arrangement.

For each stakeholder group, it is recommended that the BGC define their communication and engagement approach. An initial Communication Plan is listed below; however, it is

essential that the BGC review and amend to reflect their local knowledge and alignment with their organisational priorities and capacity to implement.

The overall messaging to stakeholders is that the BGC is an organisation with good internal capacity and well regarded within the community, having a vision and need for an improved facility with implementation of this project leading to social and economic benefits for the broader community. Messaging would reflect that BGC is keen to work with stakeholders to identify mutually beneficial opportunities as the development expands the appeal of the club and can support the development of the Broome economy and community facilities more broadly.

This messaging would be tailored to reflect the level of engagement and priorities of each stakeholder group and seeking professional support to develop this would be useful for BGC.

Stakeholder Group	Interest/Influence	Recommended Approach
Shire of Broome – Council and Staff	High/High	One-on-one meetings with provision of overview and full detail of project, adopting a collaborative approach to achieve outcomes together.
Local Member of Parliament	Low/Moderate	One-on-one meetings with provision of overview and full detail of project, keep informed of progress and seek their support/input as required.
Kimberley Development Commission	Low/Moderate	One-on-one meetings with provision of overview and full detail of project, keep informed of progress and seek their support/input as required.
Department of Sport and Recreation	Low/High	One-on-one meetings with provision of overview and full detail of project, keep informed of progress and seek their support/input as required.
Nyamba Buru Yawuru	Moderate/High	One-on-one meetings with provision of overview and full detail of project, involve the NBY in identifying issues and opportunities and developing possible solutions.
Broome Chamber of Commerce and Industry	Moderate/Moderate	One-on-one meetings with provision of overview and full detail of project, seeking the support of the BCCI to advocate for the development.

Stakeholder Group	Interest/Influence	Recommended Approach
Australia's North West Tourism	High/Moderate	One-on-one meetings with provision of overview and full detail of project, seeking the support of the ANWT to advocate for the development and their input on to how to maximise the effectiveness of the development.
Habitat Resort	Moderate/Low	One-on-one meetings with provision of overview and full detail of project, exploration of potential opportunities to support add value to each other's business.
Potential Collocators	Moderate/Low	One-on-one meetings with provision of overview and full detail of project, adopting a collaborative approach where there are opportunities for the organisations to work on common priorities.
Potential Restaurant and Café operators	Moderate/Low	One-on-one meetings with provision of overview and full detail of project.
Wider Broome Community	Low/Low	Provide 'inform' level of communications about the project, with any project design meetings in the early stages open to members of the public along with internal stakeholders.

20.2 Project Management

BGC will be responsible for the delivery of the project, including the administrative and financial obligations, along with the implementation of the project. The Chairperson of BGC will act as the Project Sponsor and will define the project parameters, oversee (but not manage) the project, make strategic decisions and direct the Project Manager regarding issues and problems with the project and review project status reports.

As part of the overall project budget, an allocation will be made to retain the services of an experienced Project Manager to oversee the implementation of this construction project, managing both the development and communications with stakeholders.

An industry standard project management approach (PMBOK or Prince2) would be adopted to manage the project stages, with management documentation and reporting processes developed as part of the Project Manager role.

The Project Manager will be responsible for accomplishing the project objectives including:

- Proactive management of the project on a day-to-day basis;
- Establish clear and achievable objectives and timelines;
- Balance the competing demands for quality, scope, time and cost;
- Adapt the project specifications to mitigate risks and issues; and
- Deliver the project in accordance with the specification.

20.3 Project Governance

A Project Advisory Group will be established to support the implementation of works associated with this project, with Terms of Reference established to guide their involvement. The project governance structure is as described in the diagram below.

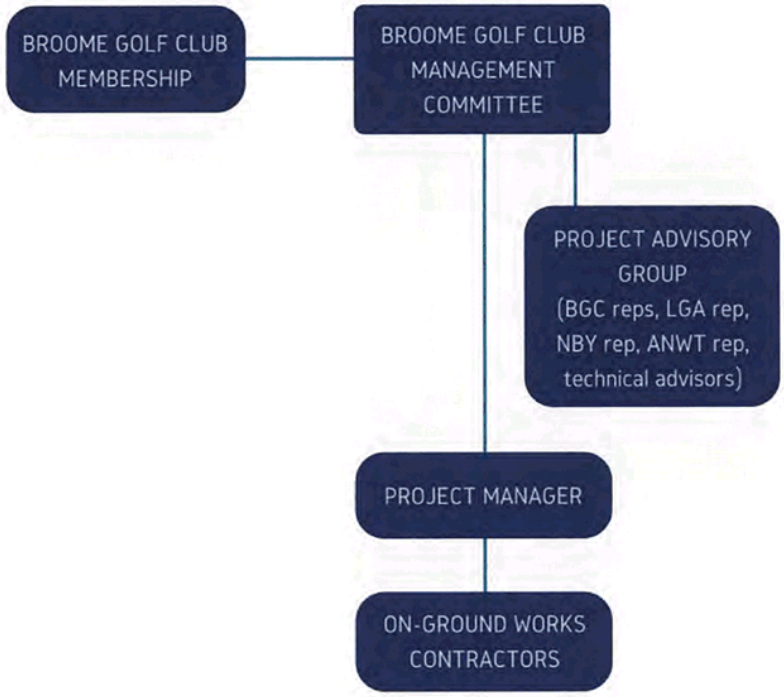


Figure 5: Project Governance Structure

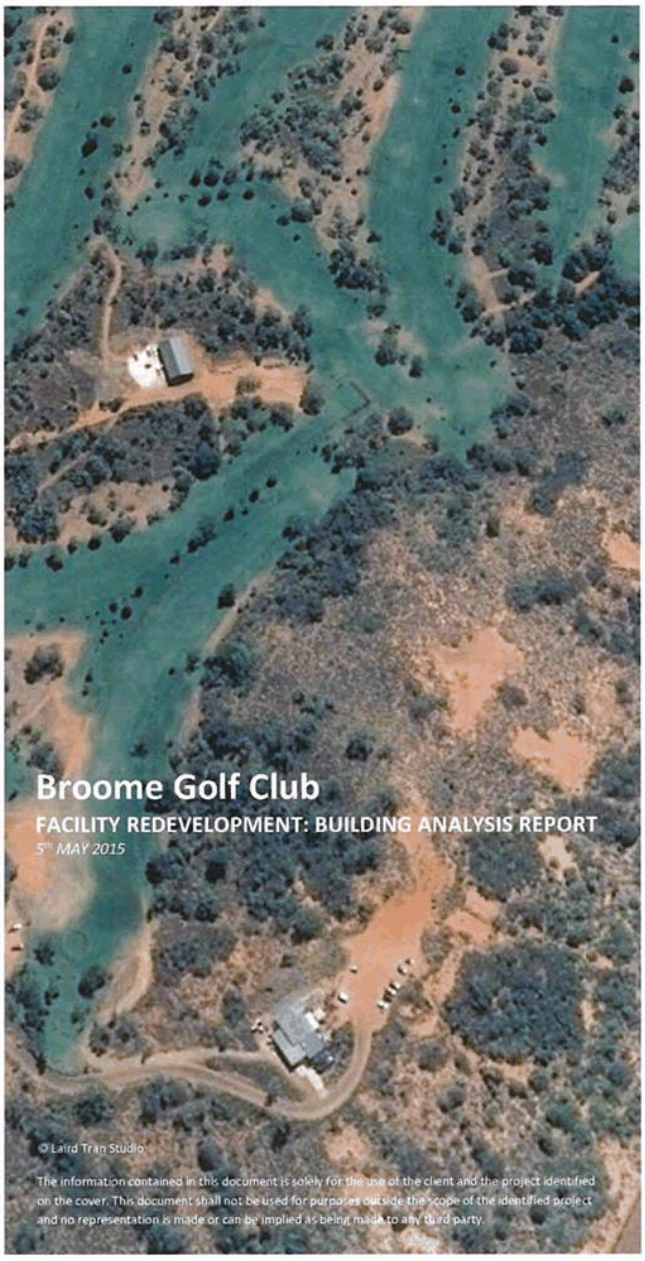
20.4 Procurement Strategy

In undertaking the implementation of this project, BGC will undertake procurement activities in a transparent and fair manner, with a focus on the principles underpinning the procurement policies of the State Supply Commission. BGC adopts a 'Buy Local' approach, with allowances of a 10% price differential for locally based businesses. BGC also looks for opportunities to buy from Aboriginal business where applicable.

In addition to the above, BGC will adopt the following methodology for procurement activities for this project:

- Ensure appropriate knowledge of relevant policies and processes for those involved in procurement and contract management.
- Undertaking procurement planning, particularly for high-value contracts.
- Where possible, consolidate projects into single contracts to increase the efficiency of the procurement process.
- Ensure sufficient scoping and performance measures are addressed in preparing contracts.
- Where required, seek external expertise in developing procurement process and documentation.
- Adopt a 'buy local' approach where value for money is demonstrated.

APPENDIX 1 – Facility Redevelopment: Building Analysis Report



1. PREAMBLE

This report has been prepared by Laird Tran Studio and was commissioned by Right Foot Forward (RFF) on the 7th April 2015.



2. GENERAL

1.1 Land Particulars:

Zoning:	Parks, Recreation & Drainage
	(Local Planning Scheme No. 6)
Lot Number:	851 & 1197 (Crown Land)
Site Location:	Port Drive, Minyirr - Broome 6725

1.2 Description of the Site:

The site is situated overlooking Roebuck Bay and Minyirr Park in Broome. The existing building structures (owned by the Shire of Broome) includes the current Clubroom, an unused kitchen and a functioning bar area, a small office, a small pro-shop, ablution facilities and a small rear equipment storage shed. There is a BBQ area to the north of the building, a viewing deck to the East and a Veranda to the West overlooking the existing course.

1.3 Roads and Access:

The club has sealed vehicle access off Port Drive. The sealed road currently encroaches onto Lot 450 slightly. The carpark area on Lot 1197 remains unsealed and adjacent vulnerable dune systems.



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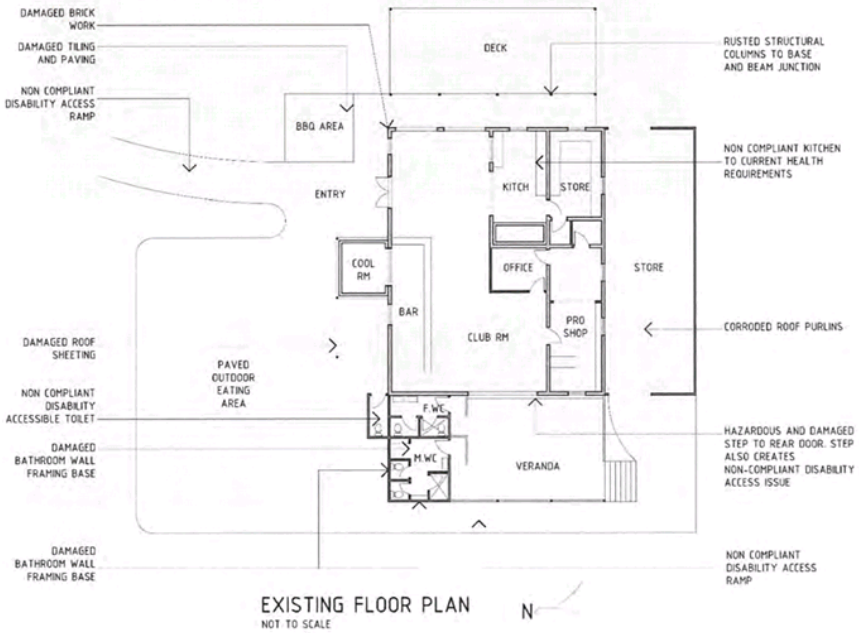
3. EXISTING BUILDING CONDITION OBSERVATIONAL ANYALYSIS

Based on our observational analysis of the existing Golf Club building fabric, the current Clubhouse (including the rear equipment storage building) is in poor condition. This is mainly due to the interaction of the corrosive marine environment on the existing building materials and finishes. As a result, the current Golf Club requires substantial maintenance throughout.

Please note we are unable to provide comment on the structural integrity of the building. Our analysis is limited to the existing building fabric, condition of building materials, areas of corrosion, moisture penetration and a surface report on the condition of the existing services. This report does not consider latent conditions, the internal condition of wall cavities, sub-soil related matters or any other items we cannot view.

Refer to the following Floor Plan and Photos for further details on the existing building condition:



EXISTING FLOOR PLAN
NOT TO SCALE

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1. Pindan car park access and non-compliant disability access ramp.



2. Damaged and hazardous tiling to BBQ area



3. Corroded Steel Structure throughout veranda and decking areas. Note also damaged gutters.



4. Corroded base to Structural Columns



5. Damaged brickwork to existing external walls



6. Damaged roof sheeting.

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7. Non-Compliant Disability Access toilet. Note location of hot water system is hazardous



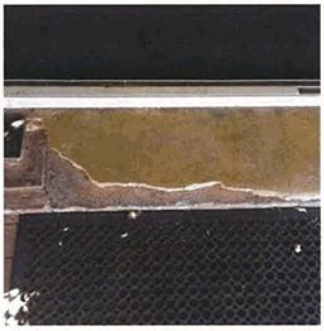
8. Corroded and damaged wall cladding to ablution areas. Suspected damage to framing also but needs to be confirmed.



9. Non-Compliant Rear Access Ramp



10. Corroded Top Hat Purlins to Storage Shed



11. Damaged and hazardous step to rear door access into Club Room.



12. Non-Compliant Food Prep Area to Current Health Standards.

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13. Evidence of ceiling cracking to existing store room.



14. Damaged tiling to Urinal privacy panel



15. Completely damaged cupboard storage in Male WC



16. Door frame to Female WC is water damaged and peeling off wall framing



17. Existing tiling to all ablutions in poor state and water damaged



18. Generally throughout – paving to tiling junctions in poor state and hazardous

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19. Vermin mesh in poor condition and inappropriate for purpose. Note no evidence of ceiling insulation.



20. Condition of audio and electrical fittings and cabling is poor throughout



21. Evidence of internal exposed structure corroding.



22. Existing tiling adjacent bar appears to be lifting. Hazardous and evidence of slab damage



23. Existing Car Park is Un Sealed – Causing Erosion, Dust and Access Issues

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4. EXISTING BUILDING – CURRENT BCA COMPLIANCE ISSUES

The existing Golf Club would be a mixed classification under the National Construction Code Series 2014 Volume One, Building Code of Australia Class 2 to Class 9 Buildings. The clubroom would be classified as Class 9b: a building of a public nature; whilst the pro-shop/bar area may be classified as Class 6: a building used for the sale of goods by retail or the supply of services direct to the public. The storage shed would be classified as a 7b, building for storage. Given these classifications, the building is not compliant with some sections of the Building Code of Australia (BCA). The following items have been identified as non-complying with the current standards:

- A structural engineer will be required to comment on the existing building structure against the requirements of the BCA Section B: Structure.
- A fire engineer and /or building surveyor will be required to comment on the fire resistance of the existing building against the requirements of the BCA Section C: Fire Resistance. However we note the existing single storey building would be required to comply with Type C Construction, the least fire-resistant requirements of the BCA.
- The requirements for access for people with a disability to the existing building does not comply with BCA Section D3: Access for People with a Disability and the Australian Standards AS1428.1-2009 Design for Access and Mobility. Non-compliance occurs at some door thresholds, there is no continuous accessible path of travel from the carpark to the Clubhouse entrance, and the disabled toilet does not meet the current requirements or could be considered as absent.
- It is suspected (to be confirmed) that there is no ceiling insulation to the Clubroom, as such the existing building may not meet the requirements of the BCA Section J: Energy Efficiency.
- An electrical engineer will be required to make comment on the building's compliance with the Electrical section the BCA, however we note that no switches are located at a suitable height to comply with AS1428.1-2009 Design for Access and Mobility.

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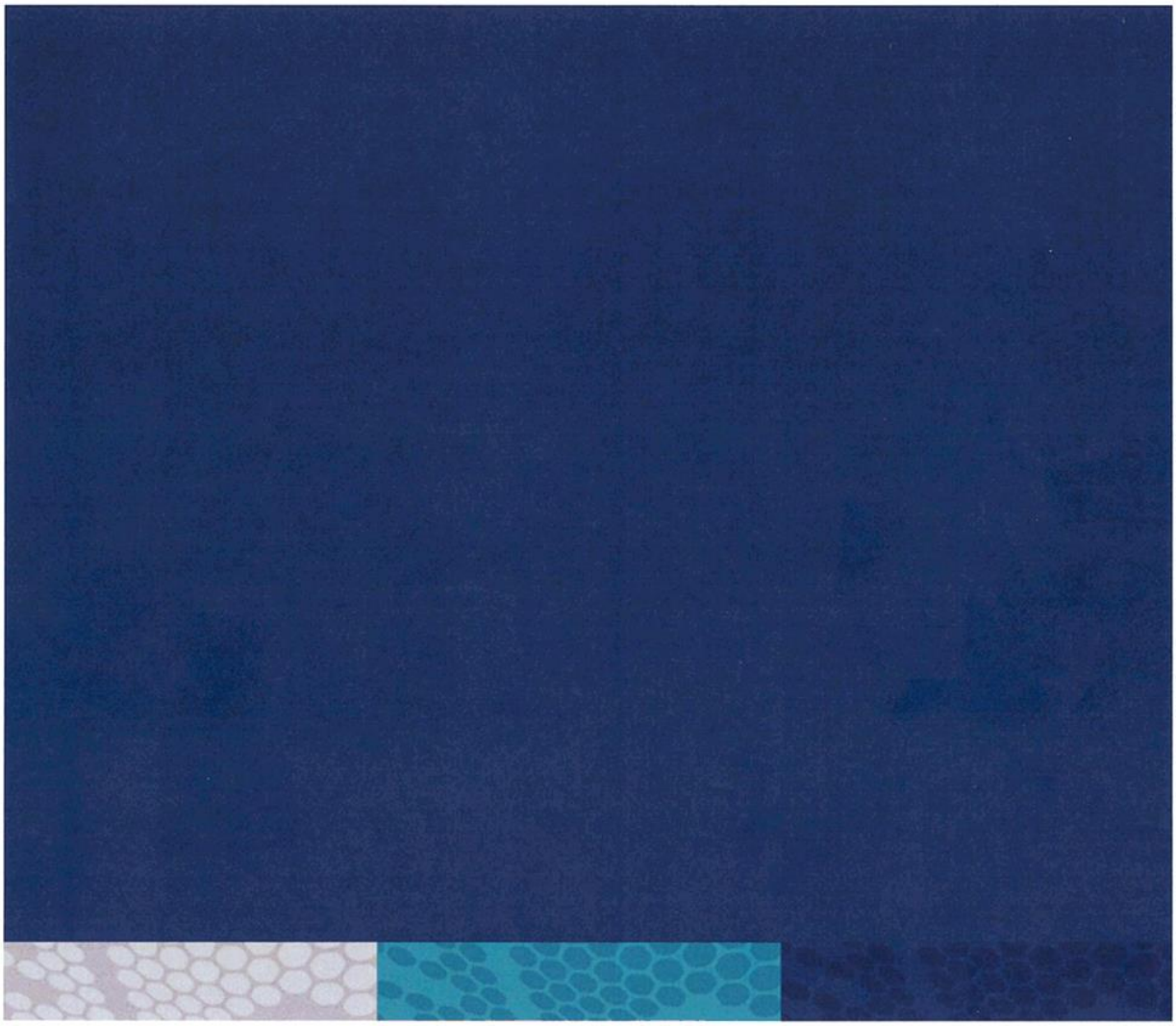

More Info

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Funding Strategy

Broome Golf Club
Clubhouse Development Project

Prepared for Broome Golf Club
By NAJA Business Consulting Services
& CreativeIQ

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This funding strategy has been developed on behalf of the Broome Golf Club by NAJA Business Consulting Services, in partnership with CreativeIQ. Recommendations provided in this report are based on the financial and operational information provided by the Broome Golf Club, along with research into information regarding funding opportunities which may be appropriate for this project. Broome Golf Club should seek formal advice from a finance professional before making any financial commitments.

1. Background

The Broome Golf Club (BGC) has developed a comprehensive business case outlining their intention to develop a new facility on their current site. The project will encompass a $5.7m infrastructure program including a new clubhouse and a restaurant and café. This funding strategy has been prepared to assist BGC to make an informed decision as to the funding model to adopt in financing this project.

This strategy outlines the funding options available to BGC, along with an exploration of issues and opportunities it should also consider. A risk profile is provided to assist BGC to manage the risks associated with the undertaking. Finally, a potential approach to funding is outlined for BGC's consideration.

This document has been prepared based on information from BGC regarding its current financial position, along with its intentions related to governance and the operations of the club and the proposed project. This funding strategy is not formal financial advice and BGC should ensure they consult with a finance professional before making any commitments with financial implications.

2. Project Funding Options

There is a range of options that BGC can consider when looking for funding to support the development of a new clubhouse. Based on the magnitude of funds required, a combination of funding streams is likely to be required. Subject to being successful in securing grant funding, a combination of loans and donations would need to be used to meet the shortfall.

To assist BGC to make an informed decision regarding their funding mix, an overview of funding options and implications are discussed, looking specifically at grant funding, commercial loans, local government loans, crowdfunding and fundraising.

2.1. Grant Funding Opportunities

Grants are generally made by governments or organisations (such as corporations or foundations), with the intention of supporting activities that have a wider benefit to the community, or a group within the community. Grants will often have a particular theme or focus aligned to the priorities of the funding body.

Grants are generally provided for projects that would be difficult to run on a commercial basis, but have an important community benefit – this benefit means that the funding body sees the value in investing in the project.

Grants are payments made for a specific purpose and do not have to be repaid. They do, however, require the recipient to follow through on delivering the project that has been funded in the manner in which they proposed to the funder (with authorisation sought for any variations). At the completion of the project, an acquittal is generally required – this means that the recipient needs to account for how the funds were spent. Most acquittals also require an explanation of the outcomes of the project. Many funding bodies require

acknowledgement of their contribution in ways such as the use of their brand in promotional material or at launches and in publicity.

There is a vast array of grants available, however, they are generally quite specific. They also have different opportunities in terms of applying – some grants are 'always open' and applicants and submit a request for funding at any time, other grants are offered in 'rounds' – meaning there are short windows during which applicants can make a funding request.

Grants offer a useful way for organisations to access funds for projects, rather than using their own funds – allowing them to deliver a better project than they could individually, to deliver a project they couldn't afford to without funds, or to use grant funds to deliver the project and use their own funds to undertake another project. It should be noted that many grants require a co-contribution from the organisation – this can be in a variety of forms, with each grant having individualised conditions. Examples of co-contributions include sourcing other grant funds, funds from the organisation or in-kind contribution (cash equivalent provision of goods and services) from the organisation and/or partners.

It is important to note that application for funds from a funding body is not a guarantee of success. It is possible that even a highly suitable project with an excellent application may miss out on funding. Grant funds are often oversubscribed and highly competitive. An excellent application may miss out on funding because there are other equally compelling, well-prepared applications, potentially which may align more tightly with the funding bodies priority. In preparing any grant application, it is essential that BGC engage with the funding body from the outset to discuss the project and ensure that the proposal is shaped to maximise the likelihood of success.

In preparing this Funding Strategy, a scoping of potential grant funding has been undertaken to narrow down potential funds that BGC could consider applying for. Note that there is a combination of options listed here – some are relevant to directly funding the infrastructure project, and others relate to other organisational expenditure. An option for BGC is to start accessing grant funds to assist with equipment replacement and fixtures and fittings expenses, to free up funds to invest in their infrastructure.

A synopsis of each funding option is listed on the following pages. This information is current at the time of preparation of this Funding Strategy, however, these funds are all provided by government and conditions are liable to change, with grant conditions potentially changing and/or grants being withdrawn. There is also the possibility of new grant funds being created.

Funding Option	Overview	Available Funds	Other details
Department of Sport and Recreation – Community Sporting and Recreation Facilities Fund	The purpose of the fund is to provide Western Australian Government financial assistance to community groups and local government authorities to develop basic infrastructure for sport and recreation.	$12 million available for allocation in the 2017/18 funding round. $166,667–$2,000,000 will be allocated to large-scale projects where the total project cost exceeds $500,000 and may require an implementation period of between one and three years.	One round per year, with applications opening in June and successful applicants being notified in February of the next year. Priority will be given to projects that lead to facility sharing and rationalisation.
Lotterywest – Furniture and Equipment Grant	The grant supports the purchase of furniture and equipment such as office items, telephone and filing systems, resource materials, whitegoods, toys, musical instruments and workshop tools.	Accepts applications from $1,000.	Organisations can apply at any time and applications will generally take 4 months to progress to the Lottery Board for consideration. There are no set limits on how often you can apply.
Lotterywest – Information Technology and Web Grant	Information technology and web grants can help organisations innovate, build their capacity and add value to their business. Examples include funding to develop websites, purchase computers, software and establish ICT systems.	Accepts applications from $1,000.	Organisations can apply at any time and applications will generally take 4 months to progress to the Lottery Board for consideration. There are no set limits on how often you can apply.
Lotterywest – Community and Workplace Buildings Grant	Community and workplace building grants can help develop spaces where people can come together to share interests, seek support, or carry out work for community organisations.	Accepts applications from $1,000.	Organisations can apply at any time and applications will generally take 4 months to progress to the Lottery Board for consideration. There are no set limits on how often you can apply.
Lotterywest – Community Spaces Outdoor Grant	Outdoor community spaces grants help create spaces for people to come together and take part in activities that benefit their well-being. Examples include the funding of playgrounds, skateparks, earthworks and shade facilities.	Accepts applications from $1,000.	Organisations can apply at any time and applications will generally take 4 months to progress to the Lottery Board for consideration. There are no set limits on how often you can apply.
Foundation for Rural and Regional Renewal – ANZ Seeds of Renewal Grant	The ANZ Seeds of Renewal program focuses specifically on supporting education and employment initiatives that support local	ANZ commits at least $250,000 which is distributed through grants of up to $15,000 to community organisations for projects focused on these areas	One round per year. Applications from sporting organisations need to clearly demonstrate a benefit to the wider community and should clearly indicate

Funding Option	Overview	Available Funds	Other details
	economies in rural, regional and remote areas, with consideration given to projects that benefit communities with a population of fewer than 15,000 people.		which other local organisations are involved. (Applications for 2017 are now closed)
Foundation for Rural and Regional Renewal – Small Grants for Rural Communities Grant	Grants are available for projects and activities that offer clear public benefit for communities in rural, regional or remote Australia. Priority is given to communities of 10,000 or fewer.	Up to $5,000.	Two rounds per year. Applications from sporting organisations need to clearly demonstrate a benefit to the wider community and should clearly indicate which other local organisations are involved. (Applications for 2017 are now closed)
WA Golf Foundation Grants	The WAGF will administer monetary grants to programmes and projects which fit within the funding eligibility criteria and are designed to assist the development of golf within Western Australia.	No set limit.	Three rounds per year, closing 1 April, 1 July and 1 October

2.2. Commercial Loan Options

BGC could consider taking out a commercial loan to contribute to a portion of the funds required to complete the development. This offers the benefit of not being tied financially to the local government (as outlined in 2.3 Local Government Loan Options). BGC should explore the loan options available from a variety of lenders if they get to the point of actively pursuing this avenue.

In researching options, we have looked in detail at one option via the Bendigo Bank's Community Sector Banking (CSB) branch. The CSB has an approach which aims to strengthen not-for-profits to be able to deliver social change and community wellbeing – providing tailored and innovative financial solutions for not-for-profit organisations. CSB is a 50-50 joint venture between Bendigo & Adelaide Bank and Community 21 – a consortium of 38 progressive not-for-profits representing key segments of the sector.

In 2016, CSB had 12,000 not-for-profit clients, with $1.2 billion in funds under management. Sport and recreation organisations were by far their largest client group, making up 32% of their client base (the next largest sector was health, social services and welfare, at 15%).

CSB offers commercial loans to not-for-profits, with a particular focus on innovative lending solutions for projects that have a community benefit. CSB is currently assessing the business case prepared for this project, along with BGC's financials to determine if CSB would consider extending a loan for the project.

In addition to a commercial loan, CSB also facilitates crowdfunding through their **act.** (letsact.com) platform. This platform allows for the public to donate to projects, with the opportunity to showcase the project and its benefits, along with offering incentives to funding contributors. This option is explored further in section 2.4 Crowdfunding Options.

2.3. Local Government Loan Options

Local governments are able to provide a lending facility to community organisations via a self-supporting loan – these loans generally are provided to activities that will generate sufficient income when completed to service the loan. Self-supporting loans are typically granted to fund activities (usually capital works) that have a perceived benefit to the wider community. The objective of a self-supporting loan is to enable community organisations to raise loan funds at competitive rates, using the local government as the provider. These funds are can be sourced via a commercial lender or via the Western Australian Treasury Corporation (watc.wa.gov.au).

Eligibility for a self-supporting loan generally centres on the applicant having ability to repay the loan in full and for repayments to be made on time, as well as the organisation having existed for a set period of time (generally a number of years) with the ability to demonstrate organisational viability for a minimum number of years after the completion of the loan repayments. Often eligibility for funding is tied to the capital works being on land or buildings owned or vested in the local government. Other conditions can be the establishment of a Reserve or Sinking fund. Typically, all costs for applying for and administering the loan (along with advertising the intent to enter into the loan) are passed on to the group seeking the funds – the loan is essentially cost neutral for the local government. Our research has not been able to identify that Shire of Broome has a formal policy related to self-supporting loans as this policy is not listed on their website. Further discussion with the Shire to confirm their position in relation to this type of loan.

A self-supporting loan offers some reduction in risk for BGC in that the local government is ultimately responsible for the repayment of the loan. That said, defaulting on the loan would serious consequences for BGC – it would be likely that the local government would be in a position to withdraw lease conditions and would massively damage the reputation of both the golf club and the individuals involved with the organisation – not desirable in any situation but particularly awkward in a small community.

2.4. Crowdfunding Options

Crowdfunding is an increasingly popular option to fund all types of projects and there is a range of services that facilitate it. Crowdfunding is the process of raising funds for a project or venture by raising capital from a large number of people who each contribute a relatively small amount, generally via the internet.

There are a number of platforms available to seek crowdfunding through – more well-known options include Go Fund Me and Kick Starter. As alluded to in 2.2 Local Government Loan Options, Community Sector Banking offers an Australian based crowdfunding platform called **act.** which allows community organisations to undertake this type of fundraising.

Considerations when choosing a platform include the fees charged, the appropriateness of the platform for the Australian context and the level of sophistication of the marketing approach for the campaigns (for example, the simplicity of social sharing, ability to add video, images and text, visual appeal of funding page and ease of use).

There are currently four main models for crowdfunding:

- Donation-based – contribution is made without receiving anything in return, although the contribution may be acknowledged (for example, via the website where funding was pledged).
- Reward-based – there is an exchange of a reward (goods, services or rights) for the contribution made. This might include different levels of reward based on value payment – in BGC's case, it might be goods (promotional merchandise style cap, t-shirt, bag etc.), services (complimentary round of golf, free cart hire for six months etc.) or rights (dedicated parking bay).
- Equity-based – the contribution is made in exchange for a share (or equity interest) in the organisation undertaking the project or venture. The arrangement would provide the contributor with specified rights such as a portion of future profits (dividends), voting rights and rights to return of capital upon winding up.
- Debt-based – the contribution is made as a loan, with the agreement to pay interest, or no interest, and repay principal on the loan.

Tax liability is also an essential consideration. Prior to undertaking any crowdfunding, BGC should seek professional taxation advice with regards to potential tax implications.

Crowdfunding works best when promoted using a robust marketing strategy, targeting people with an existing affinity with the project or the values underpinning the project. If crowdfunding is to be used to its full potential, time and resources to develop and implement a marketing strategy (with advice from a marketing professional) is strongly recommended to avoid wasted effort.

2.5. Fundraising

In addition to through the other methods listed, BGC could consider an active fundraising campaign. These funds could supplement the main funding streams for the project or could be used for ancillary expenses not budgeted for in the $5.7m budget for the development (for example, parking, landscaping, equipment). A comprehensive fundraising strategy could be developed, or smaller 'one-off' activities could be undertaken (for example, a pop-up event to leverage the views at the site with a marquee restaurant in the carpark or hosting a ball at another venue).

This field of work is quite practical and something it is considered that BGC already engages in to some extent and would not necessarily need external assistance to pursue further fundraising opportunities. In the event that BGC wanted to develop a fundraising strategy, this guide is provided to assist them with this.

2.5.1. Fundraising Strategy Development

Understanding how funding attraction and retention processes works is critical to successfully implementing a sustainable fundraising strategy. Securing one-off and on-going funds requires a series of stages, specifically:

1. Identifying ideal funder profile/s
2. Developing the proposition
3. Finding and refining potential funders
4. Preparing and implementing an approach
5. Securing agreement
6. Nurturing relationships

IDENTIFYING IDEAL FUNDER PROFILE/S

An ideal funder profile provides clarity about the type of funding body that most closely aligns with your organisation's purpose and values, along with the types of resources and support that you require. This funding strategy has scoped out a range of Ideal Funder Profiles which have guided the identification of the strongest options for funding support.

By narrowing the range of funders, you can focus your activities on those matching your ideal funder profile, yielding three core benefits:

1. **Best use of resources** – with clarity about who your best prospects are, you can focus your energy and resources on securing their support, rather than investing in working to secure the support of those who do not represent a good fit.
2. **Aligned attraction** – by clearly communicating what you are focused on and looking for, you will not only allow prospective funders to understand why they are a good fit, you will attract funders who can see the correlation with their purpose and values.
3. **Increased referrals** – by providing clarity about what you are seeking, you will enable supporters to connect you to unknown but ideal funders and opportunities.

DEVELOPING A PROPOSITION

It is suggested that a tailored proposition for each targeted prospect is developed. The key elements of a proposition are:

- **Personalised introduction** – identifying who the person making the approach is and your organisation, along with the organisation's purpose
- **Your clients** - provides a profile of who you work with
- **Core issue/s** – explains the critical issues that you address for your service users
- **Outcomes** – outlines what you do to address the issues
- **Social proof** – shares an example of your impact
- **Your value to the funder** – explains why you offer a great opportunity to the funder

In addition to having tailored propositions for each funding target, having a generic proposition for use online and in person is important. Any online presence should

immediately communicate to potential supporters what your organisation's value proposition is.

Those involved with your organisation need to have an 'elevator pitch' which they can use when asked about what they do. It needs to be succinct and specific, and explain how an organisation or individual could provide their support.

FINDING & REFINING PROSPECTS

A fundraising strategy should identify prospective funders and go through a process to refine this to a list of those with real potential as funders. Continual revision and development of this strategy is essential to allow for a sustainable funding stream to develop.

It is important to understand that identifying an organisation as a prospect does not mean they will be converted to a funder. In fact, to establish one funding relationship, many prospects will have to be explored.

This funnel explains the concept, essentially you might begin with a list of 100 potential funders, a scoping of their purpose and values compared with the organisation might narrow this to 50 qualified prospects. These 50 qualified prospects would be approached (i.e. email, letter, phone call, Twitter) and from them, 20 might indicate a willingness to meet. From the meetings, you might then successfully convert 4 into funders.

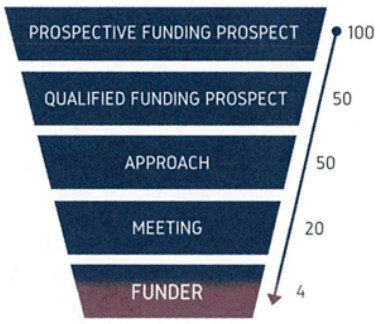

Figure 1: Model of potential funder identification funnel

With any lead development, it is normal not to convert all (or, in fact, many) of your prospects. Having a strong proposition and communicating with high effect will improve the likelihood of converting potential funders into a commitment.

Monitoring of conversion from potential to actual funder is important. While it is expected that not all prospective funders will commit to a funding agreement, there should be conversions. If an approach has been used with several organisations fitting the 'ideal' profile and no traction is gained, the approach should be reassessed – both in terms of process and execution.

PREPARING AND IMPLEMENTING YOUR APPROACH

Research, prior to initial contact, is essential. The policy positions and strategic planning documents of government entities are easily accessible and should be carefully examined to identify synergies with the program's objectives. Similarly, the values and priorities of political figures and commercial entities can also be found in online formats.

Once the alignment between the organisation and the targeted funder is identified, articulate what is ideally sought from them. Be very specific and develop a justification for this based on the values and priorities of the funder.

When approaching the targeted funder, leverage the relationships of the group. Use a relationship map to identify pathways to connect with decision makers.

The meeting should be well planned with material about the program prepared and potentially specifically tailored to the funder's individual focus – remembering to discuss the impact and benefits, not just the activities of the program. Offering to make a presentation can place you in control to direct the conversation and ensure that you are able to fully explain the organisation's value and present your proposal for support.

SECURING AGREEMENT

Having a comprehensive presentation will go a long way to sharing your value, but having a mechanism for securing their agreement to begin a funding relationship is critical. You cannot assume that the presentation of information will motivate them to offer to enter a funding arrangement, and this would be on terms defined by them, rather than your organisation.

Once you have shared your story and the impact of the organisation, the next stage you can ask them if they would like to find out how they can support you. In the event they decline, this is an opportunity to ask them to share what the barriers are. It might be that you can address them and move forward, or it can provide useful feedback to better shape your presentation to other potential funders.

Present the funder with your proposal for funding and discuss what actions they would need to move forward. Be aware that depending on the organisation, there will be a range of processes to go through. Get clear on what the steps are and the timelines for each party. If you are offering a sponsorship opportunity, be sure to have the documentation available in hard copy with you to present. Secure agreement as to what will occur next.

You might like to provide them with an opportunity to be further involved – you could invite them to attend an upcoming event, service delivery function or a board meeting. This provides an opportunity to further deepen your relationship.

If faced with objections to going ahead with the proposed relationship, be confident in exploring this. A common objection is a lack of available budget. Acknowledge this challenge and ask whether, if a budget were available, would they offer their support. If they would, you can then change tack and explore what they could do in terms of their available budget. If they are not inclined to make this commitment, it is an indication the proposal is the issue. Exploring with them what would improve the appeal of the project is now your opportunity.

The other common objection is that the return is not justified by the investment. It might be in terms of social return (in this scenario it may be worth revisiting your data with them and if that does not elicit support, then your case may not be sufficiently robust to convince others) or in terms of benefit to them (in this instance, you could explore what would be of sufficient value to them).

Follow-up is essential. Sending a follow-up letter or email immediately following the meeting with appreciation for the opportunity to meet, along with an outline of agreed actions and timeframes is essential, as is following up on these within the agreed time.

NURTURING RELATIONSHIPS

Securing an agreement to support a project is critical, but ongoing relationship management is essential to maximise the likelihood of the relationship continuing and strengthening. A suggested approach is provided as part of this Funding Strategy. The basic principles are:

- share how you are delivering the funded service with appropriate regularity;
- highlight how their involvement in your service is adding value to their organisation;
- have a plan for their experience with your organisation – proactively managing how you connect and providing them with a clear system for interaction; and
- provide insights, where appropriate, from your expertise that will add value to their organisation.

In addition to communicating with funders, a parallel process is sharing with supporters who may not provide monetary or in-kind support but provide a critical function as champions and serve to connect and promote the service.

An ongoing nurturing approach stakeholder relationship should maximise percentage of partners continuing funding relationships and provide the opportunity to identify optimal year-on-year increases.

Attention should be given to scheduling regular opportunities to meet directly with funders and share the value of their investment in your organisation.

3. Grant Readiness

In seeking funds to support the clubhouse development, three main potential funders have been identified – Department of Sport and Recreation, AusIndustry and Lotterywest. These funders have quite specific requirements for grant funding opportunities and to best position BGC to secure funds it is important that some preparation is done prior to applying for funding to maximise the likelihood of success. Some guidance for each funder is provided to assist BGC in undertaking this pre-work. Many aspects of the grant applications can be repurposed from the Business Case prepared to secure support for the lease renewal from Shire of Broome, however, some additional information is required for some of the grant applications.

BGC should also be aware that in applying for and being awarded a grant, they will be required to keep excellent records of expenditure, along with providing regular progress reports to the funding body and a comprehensive acquittal at the completion of the project. Unspent funds would also need to be returned to the funding body. Allocation of staff time, or outsourcing to a grant fund manager, would be an important budget consideration. These costs generally cannot be covered by the grant itself.

3.1. Department of Sport & Recreation

The Department of Sport and Recreation (DSR) offer grants from the Community Sport and Recreation Facilities Fund (CSRFF) on an annual basis. There is strong competition for this fund, with the fund traditionally being oversubscribed each year. Also worth noting is that the opening period for applications is quite short. Preparation prior to the fund opening is strongly recommended to ensure a robust application can be prepared.

Whilst not a requirement, DSR have a preference for projects that see multiple organisations utilising single facilities to better consolidate capital infrastructure investment and improve the ability of organisations to meet the ongoing maintenance and renewal costs of facilities. BGC should strongly consider organisations who would be suitable co-locator partners to improve their case for funding.

DSR CSRFF grants can only be used for the purposes of funding infrastructure directly related to sporting activities. Asides from actual sport facilities, this could include change room facilities and elements of the building used for storage (for example, cart and equipment storage). DSR did indicate they were not in a position to fund storage sheds/

It is also important that projects have clear local government support, ideally with a financial contribution. It is difficult for DSR to approve state funding for projects that do not have a contribution by a local government that indicates it is a local priority.

In terms of the grant application's requirements, the requirements (in addition to information about the entity applying for funds) for the 2017/18 round were:

- Detailed project description.
- Overview of organisations who will use the facility.
- Project delivery with realistic milestones.
- Either two written quotes for each expenditure item OR in the case of applications from local governments, quantity surveyor costs (N.B. BGC may be able to negotiate using QS costings – most community groups would not be undertaking a project of this magnitude, hence the assumption that only a local government would have QS costings).
- Photographs of existing infrastructure being replaced or upgraded.
- Locality map (A3 format)
- Site map (A3 format)
- Building plans (A3 format)
- Written confirmation of financial commitment from other funding sources or confirmation of when application for other funding will be approved, along with minutes from local government indicating any support for the project
- Financial statements to demonstrate ability for organisation to meet their commitments to the project
- Where funding requested is more than $500,000, additional documentation is required: Needs analysis, Concept design, Feasibility Study, Management Plan and Life Cycle cost analysis

3.2. AusIndustry

AusIndustry manages the federal government's Building Better Regions Fund (BBRF) with grant rounds generally open once per year towards the end of the year. At this stage, there is no information available as to if and when the fund will open for applications for 2018, although this is not unexpected as there is not usually information regarding this until the fund is officially opened. In previous rounds, funding applications have been due by the end of February.

The Infrastructure Projects Stream of the BBRF supports projects that involve the construction of new infrastructure, or the upgrade or extension of existing infrastructure that will provide economic and social benefits to regional and remote areas. This fund is highly competitive and a strong application is essential.

BBRF applications are assessed on four merit criteria and successful applications need to score highly against each of the criteria. The criteria and examples of the indicators of demonstration are:

- Economic benefit – projects that encompass increasing economic activity, improvements in productivity, wider access to markets or fairer and more equitable economic outcomes.
- Social benefit – projects that contribute to increasing regional amenity, improving community connections and inclusion and providing opportunities for learning and knowledge creation.
- Value for money – projects that leverage additional funding and build partnerships.
- Project delivery – the capacity, capability and resources of your organisation to successfully carry out the project.

An application for a BBRF grant would require the following items (*indicates items not required if requesting less than $1m):

- Overview of organisation and information about your financial position
- Evidence of funding from other sources
- Project management plan
- Business case
- Asset maintenance/management plan
- Risk management plan*
- Cost benefit analysis*
- Procurement plan*

3.3. Lotterywest

Lotterywest offers the potential to access funds in two ways – to directly fund the clubhouse element of the project and to fund other projects which would otherwise require BGC funds to implement (thus freeing up these funds to invest in the elements of the building project that would not qualify for Lotterywest funding).

Lotterywest is not in a position to fund projects with a commercial element. In general, they would view both the golf course (and parts of the clubhouse servicing course users) and the future restaurant/café as commercial enterprises and would not be likely to fund any part of these operations. Lotterywest does not contribute to the development of sporting facilities of any kind, so the sport related element of the clubhouse would also not be considered. However, it may be possible to access funds for other purposes.

Examples might include the development of a playground (it might be necessary to allow members of the community to access the playground irrespective of whether they are attending the golf course), or for equipment, fittings or fixtures for a shared space with other community groups used for community purposes (for example, a boardroom in the clubhouse which is used by multiple community groups for meetings and other club related activities). Note a clear needs analysis demonstrating that there was a genuine gap in the community for these facilities would need to be prepared, with Lotterywest being conscious of not replicating facilities that are also provided in sufficient quantity.

Lotterywest grant officers will be able to quickly advise whether any proposed projects are likely to be funded and, where necessary, assist to reshape the project to improve its prospects. Lotterywest has a preference for filtering out unsuitable projects as early in the process as possible to avoid wasted resources in preparing and assessing applications – the grant officer's initial feedback will be important in understanding if the proposal is viable and is likely to be supported.

Lotterywest grants are relatively simple to complete. Each grant stream has different requirements, to provide an indication of expectations, the requirements for the Community and Workplace Building grants have been provided:

- Details of the accommodation need/s and the options explored to most effectively meet the need to deliver your service to the community
- Exploration of opportunities for shared accommodation with other organisations
- The feasibility of the proposed accommodation solution to support your organisation's or community's current and future work
- Safe, secure and affordable buildings that are open to the whole community and are accessible and usable for people with disabilities
- Community and stakeholder support including any foreseeable increases in community involvement through events/programs held in the space
- Details of other building users or uses
- Details of who owns the building – if it won't be your organisation please explain what arrangements are in place and provide any supporting documentation
- Ability of your organisation to manage and maintain the building
- Long-term viability of the building and your organisation
- Contributions from relevant sources
- Details of what will happen if the building grant request is not supported by Lotterywest
- Planning and building approvals and compliance with relevant codes, standards and legislation Consideration of heritage and environmental factors

4. Funding Timelines

One challenge presented by relying on grant funding is the non-concurrent way in which different funding bodies operate their funding process. Of specific difficulty for BGC is that DSR's CSRFF grant does not open until around the time the BBRF grants are announced, and CSRFF grants are not awarded until around 6 months after they open. BBRF grants require projects to be ready to commence within 12 weeks of executing the grant agreement.

To address this issue, BGC may need to develop a strategy to address this lack of continuity of fund availability. For example, the BBRF grant, along with a loan and potentially crowdfunding of some form might be used to commence the construction of the restaurant/café, with the downstairs of the building used as temporary clubhouse facilities until further funding is secured to develop the clubhouse.

BGC may need to develop a contingency plan in the event that a CSRFF grant is not secured – for example, a scaled-back approach to the clubhouse might be adopted, or a further loan could be taken out. It should be noted that this could then impact on the mix of funding agreed to with other funders (for example, the BBRF grant might commit to a 50/50 split between the BBRF grant and other funds, but reducing the scale of the project would reduce input costs and therefore alter the funding split which then may result in the funding body reducing their contribution).

5. Club Income

BGC has a golf course of a very high standard and is clearly popular with visitors to Broome, along with its local members. In addition to seeking contributions from funding bodies and securing a loan, BGC is encouraged to consider how it can leverage greater income from its services. It is understood that BGC already runs a lean operation in terms of outgoings and may not be able to identify significant cost savings, so an examination of revenue generating opportunities is worth considering.

If adopting this approach, BGC should seek formal advice from a business development expert, however, some simple observations around opportunities are made here to illustrate the potential benefit to the club. With increased profitability, BGC would have a greater capacity to invest in the development and rely less on grants and loans.

- With 6,000 visitors playing at the course each year, increasing green fees for visitors by $5 would yield an additional $30,000 per annum income without being likely to impact on a visitor's decision to play.
- Adopt a more commercial approach to promoting the golf course to visitors – increasing the level of marketing activity undertaken, including cross-promotion with Broome accommodation providers and tourist attractions. This could include the development of a formal marketing strategy and preparation of professional quality marketing collateral.
- Review of current sponsorship packages and opportunities for expansion and/or new packages.

Also of note is the recent Parliamentary enquiry undertaken the Economic and Industry Standing Committee Review into Regional Airfares in Western Australia which has identified opportunities that could potentially see BGC work with the airline industry and tourism providers to develop and market tourism packages. For example, the City of Albany has partnered with Rex Airlines and the local accommodation providers in a three-way partnership whereby the City eliminated their airport landing fees, Rex reduced airfares and accommodation providers developed special pricing. Similar opportunities exist in Broome, especially given that at the same time as this Review, a parliamentary roundtable into tourism in the region was also conducted and there is an appetite in government for supporting new ways of working.

6. Stakeholder Engagement

Critical to the success of the project is the effective management of relationships with stakeholders. Without the support of key stakeholders and the community more broadly, the project is likely to have significant challenges. It is strongly recommended that BGC adopt a proactive, positive approach to maintaining relationships with stakeholders and look for opportunities to deepen the connections. Adopting a more comprehensive communication plan may also be useful – sharing the impact the club is having directly with stakeholder via updates as well as providing regular press releases to media outlets in improving public awareness of the contribution of BGC to the community.

It is also important to be politically savvy and understand the political nuances of current environment. For a project of this magnitude, it would be very beneficial to brief relevant political influencers and decision makers with a view to enlisting their support for the project. In a time of significant competition for grant funds, this level of political engagement and interest can be very helpful.

Given the preference of DSR to see a financial contribution from the local government, strengthening the relationship with the Shire of Broome would be imperative to maximise the likelihood of gaining the financial support of DSR through their CSRFF grants.

7. Risk Profile

This risk profile specifically considers BGC's position in relation to the financing of the project to develop a new clubhouse and associated infrastructure. The purpose of the risk profile is to define the risks posed to the organisation and explore their potential impact, making recommendations to mitigate and manage risk. The profile is also a useful tool to alert BGC to any emerging or worsening risk exposures to allow for a proactive response. BGC may like to complete a risk profile for all aspects of their operations and governance to be assured of a robust approach to risk management.

It should be noted that this is not financial advice and formal advice from a financial professional should be sought when making financial commitments. This is intended as general guidance and BGC should complete appropriate due diligence when making any financial and/or operational decisions as the board is ultimately responsible for choices made by the organisation.

It is recommended that the risk profile is periodically reviewed. To avoid becoming focused on simply refining existing risks, it is good practice to start a new risk profile and then reconciling it with the existing profile.

Two elements make up this risk profile – a risk registration with mitigation recommendations (outlining key risks, their perceived risk rating and recommended strategies to mitigate and manage risk), and a risk severity map which provides a visual representation of the anticipated level of risk for the project.

7.1. Risk Register

Risk category	Risk Code	Risk Description	Likelihood	Consequence	Risk Rating	Mitigation Recommendations
Finance	F1	One or more grant funding applications are unsuccessful	3	4	H	Ensure proposal matches intent of proposed fund. Prepare a comprehensive application, seeking professional assistance as appropriate Engage with funding body to ensure project application meets specifications Seek feedback on unsuccessful applications and, if appropriate, reapply with a proposal that reflects feedback Scale back project to fit with available budget Place project on hold until funding can be secured
	F2	Loan funds cannot be secured	3	4	H	Engage early with potential finance providers to understand their requirements Ensure applications for funds are detailed and address any concerns of finance providers Seek feedback on unsuccessful applications and, if appropriate, reapply with a proposal that reflects feedback Seek funds from alternate lenders Scale back project to fit with available budget Place project on hold until funding can be secured
	F3	Project exceeds budget when implemented	2	4	M	Use experienced Quantity Surveyor to develop project budget Implement strong budget control measures and closely monitor expenditure Scale back project as required to minimise cost overruns
	F4	Financial environment changes and loan repayments increase significantly	3	4	H	Negotiate for best possible lending conditions from outset Closely monitor banking sector movements and identify areas of business where cost savings could be made or income generated to address any shortfall

Risk category	Risk Code	Risk Description	Likelihood	Consequence	Risk Rating	Mitigation Recommendations
	F5	Unable to secure a tenant for restaurant facility	3	3	M	Develop restaurant to an appropriate standard to be attractive to ideal tenant profile Offer incentives to potential tenant if required BGC manage restaurant as part of general operations and directly derive income, rather than relying on lease payments
Governance	G1	Management committee lacks the capacity to oversee the project	3	4	H	Develop succession plan for management committee to maximise likelihood of continuity of capability of board members over the project duration and for long-term operation of BGC Provide new committee members with induction and, when required, governance training Review and enhance governance policies and procedures regularly
	G2	Grant fund expenditure cannot properly be accounted for	2	4	H	Require project manager to provide regular updates to management committee as to financial expenditure against grant conditions Management committee to carefully review interim reports to funding bodies and final acquittals to ensure accurate representation of expenditure and work completed
	G3	BGC member priorities change and there is a lack of support for the project (either during construction or operational phase)	2	3	M	Undertake robust strategic and business planning processes to align BGC priorities with projects and ensure good fit Communicate about the benefits of the approach to members Highlight financial implications for BGC if approach is abandoned
	G4	Decision by management committee negatively impacts on BGC's ability to service loan repayments and a default occurs	2	5	E	Undertake due diligence and seek qualified financial advice before making decisions with financial implications Consider Directors and Officers Liability Insurance (note, does not cover negligence)
	G5	Fraudulent activity occurs by BGC member or staff member	1	4	M	Implement strong financial controls, with advice from financial professional on options Consider Fidelity Insurance

Risk category	Risk Code	Risk Description	Likelihood	Consequence	Risk Rating	Mitigation Recommendations
Stakeholder Management	S1	Relationship breaks down with key partner	2	4	M	Establish and implement stakeholder engagement plan Monitor for and address issues early, looking for a win-win outcome

7.2. Risk Severity Map

LIKELIHOOD/ CONSEQUENCE	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Severe (5)
Almost Certain (5)	Medium	Medium	High	High	Extreme
Likely (4)	Medium	Medium	Medium	High	Extreme
Possible (3)	Low	Medium	F5 Medium	G1 F2 F1 F4 High	High
Unlikely (2)	Low	Low	G3 Medium	F3 G2 S1 Medium	G4 High
Rare (1)	Low	Low	Low	G5 Medium	Medium

8. Funding Approach

There is a combination of funding approaches that the BGC could adopt, depending on their risk appetite and level of success in securing grant funding.

In order to understand the specific dollar value for each grant application, a breakdown of costings provided by a quantity surveyor will be required. Once the specific funds that could feasibly be sourced from grants is confirmed, a firmer understanding of the precise percentages of other streams can be clarified – for the purposes of this strategy, estimates have been provided but these would vary dependent on quantity surveyor costings.

Funding Source	Project Element
DSR CSRFF Grant*	Clubhouse areas related to golfing activities (change rooms, cart storage, club officials officer etc.)
Lotterywest Community and Workplace Building grant*	Boardroom (shared use with other community groups)
AusIndustry BBRF Grant*	Remainder of clubhouse and 20% of restaurant facility
Self-Supporting Loan or Commercial Loan*	60% of restaurant facility
BGC funds and/or in-kind contribution^	20% restaurant facility
Crowdfunding (reward based)	Ancillary project expenses (landscaping, furniture, car parking, lighting etc.)
Fundraising and sponsorship	Ancillary project expenses (landscaping, furniture, car parking, lighting etc.)
Lotterywest – Furniture and equipment grant	Furniture and equipment for purposes of club governance

*Where a traditional loan, either via Shire of Broome or financial institution, cannot be secured, or grant funding is not awards, BGC to consider equity-based crowdfunding.

^Grant funding or other contribution from the Shire of Broome would also be useful to improve case for DSR CSRFF grant

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Attachment 4

Business Case Proposal

Government of Western Australia
Department of Regional Development

ROYALTIES FOR REGIONS

BUSINESS CASE PROPOSAL

FOR

[PROJECT TITLE]

[ORGANISATION NAME]

[PROJECT SPECIFIC ROYALTIES FOR REGIONS AMOUNT REQUESTED]

[This template has been developed to assist the preparation of a business case proposal to support requests for Royalties for Regions funding.]

R01078-11 / A3128302

Note to Applicant:

Essentially, the business case should answer three questions:

1. Current Status
2. Where do you want to get to?
3. How will you get there?

The "background" section of the business case should answer the first question. The second question is essentially answered by "project outcome". The "how" question relates to the rest of the business case and should explain the mechanisms and resources that will be employed to achieve the project outcome.

Capital Works Initiatives

State Government capital works initiatives require evidence of consultation with the Department of Finance, Building Management and Works.

Building Management and Works provides a range of services to deliver the State Government's non-residential building program, using extensive in-house expertise in asset planning, project delivery and maintenance planning. Building Management and Works is committed to ensuring probity, value for money and effective risk management in all aspects of its operations.

Building Management and Works' activities include construction of Government buildings such as hospitals, schools and police stations, management of major State construction projects, management of maintenance contractors for Government buildings, management of the Government's office portfolio, setting capital works and construction policy, and administration of a range of heritage and built environment concerns.

The Strategic Asset Management Framework (SAMF) provides policies and guidelines to improve asset investment planning and management across the State public sector. It is designed to help facilitate quality advice and decision-making with State Agencies, including the development and review of investment proposals to Government. State Agencies should ensure that business cases for infrastructure projects are consistent with SAMF. For information please click on Strategic Asset Management Framework (http://www.treasury.wa.gov.au/cms/content.aspx?id=1269).

Approvals

The business case will need to demonstrate that relevant approvals, including (but not restricted to) project approvals, planning approvals, land title, native title, heritage approval, incorporation, legal requirements or licenses have been obtained and that there are no barriers to the progression of the project should Royalties for Regions funding be provided.

If the Project is being undertaken on land (whether freehold or Crown land) that is not owned, leased or managed by the applicant, the applicant must obtain and have in place for the duration of the Project an agreement or suitable authority to undertake the Project on that land.

Please note that all finalised business cases must be endorsed by the Director General or Chief Executive Officer of the submitting organisation. This will ensure that the content of the business case adequately reflects the scope of each project proposal and the capacity for the agency to deliver the project.

Business Case Template - Current Template 2013-14 - DO NOT MOVE FROM FILE R01078-11

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Glossary of terms

In the context of this document:

Agency means a Western Australian State Government agency.

Applicant means the organisation or Agency preparing a Business Case Proposal requesting Royalties for Regions funding for a priority project.

Business Case Proposal means the information prepared by the Applicant in support of the project.

Deliverables means the expected productivity benefits, outputs and outcomes from the project.

Department means the Department of Regional Development.

Innovation is the implementation of a new or significantly improved product (good or service) process, new marketing method or a new organisational method in business practices, or external relations[1].

Leveraged Funding is the additional cash funding obtained for the Project from other sources.

Option means a feasible, alternative delivery mechanism to the Project which was considered by the applicant when preparing the Business Case Proposal.

Organisation means an incorporated entity that is not an Agency. An organisation may be a not-for-profit entity or government trading enterprise.

Project means the works or services proposed in the Business Case Proposal.

Project Outcome means the intended impact that is expected as a result of undertaking the Project.

Project Output means the tangible end product(s) of the Project. For example, an infrastructure asset or the services delivered.

Royalties for Regions means the Western Australian State Government's Royalties for Regions program.

Stakeholder means a party with an interest in or who is affected by the Project.

[1] Organisation for Economic Cooperation and Development and Development Statistical Office of the European Communities (2005 Third Edition) Oslo Manual Guidelines for collecting and interpreting innovation data, 3rd edition, OECD and European Commission, Paris

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1. EXECUTIVE SUMMARY

[Summarise the Project providing an overview of the business case, options and recommendation and outcomes anticipated. Please advise the priority of the Project and how this has been identified.]

The Executive Summary should also include:

- the total cost of the Project or program
- total Royalties for Regions funding requested under this Business Case Proposal
- total Leveraged Funding required from other sources.
- advise how the viability and sustainability of the Project has been established;
- the status of appropriate approvals required for the Project to proceed
- demonstrate tangible benefits (economic, social and/or community)
- provide a clear statement identifying opportunities for local industry to participate in the Project

2. PROJECT SCOPE AND EVALUATION

2.1. Project Outcome

[Clearly outline the outcome of the Project including a statement of purpose and need for the Project, including the imperative for undertaking the Project. The Project Outcome should provide a clear statement that identifies what the Project aims to achieve.]

2.2. Project Description

[Describe the Project in layman's terms. Explain what the Project hopes to achieve. What innovation will be involved in delivering the Project Outcome. Provide sufficient detail to adequately support the amount of funding being requested.]

2.3. Background

[The background should provide a brief history of the Project including a summary of the current status. The background should explain what has been done to get to this point. It should also identify other documents such as strategic plans, approvals, including (but not restricted to) project approvals, planning approvals, land title, native title, heritage approval, incorporation, legal requirements or licenses, and any other funding sources.]

2.4. Policy and Strategic Framework

[Articulate the policy and strategic imperative for developing and implementing the Project. This section should articulate information on any related local, regional or Statewide policies, strategies, plans or projects that may be affected by this Project. The Project should align with the organisation's strategic asset plan.

Describe in detail how the Project may have a positive impact on one or more of the following Royalties for Regions objectives:

- Building capacity in regional communities
- Retaining benefits in regional communities
- Improving services to regional communities
- Attaining sustainability
- Expanding opportunity
- Growing prosperity

Describe in detail how the Project may have a positive impact on one or more of the Western Australian Regional Development Trust themes (WARDT) and/or the Regional Development Council/Commissions planning 'Blue Prints'. The WARDT themes are listed below:

- Water: regional wastewater, reuse and urban water opportunities
- Regional and rural human capacity building: further investment in job-creating activities, particularly investment targeted at Aboriginal workforce participation
- Regional land and food strategy and planning
- Investment in regional strategic corridors
- Retaining aged populations in the country

- Regional business and industry innovation and support
- Energy supplementation

2.5. Key Deliverables

[List the key outputs, outcomes and benefits to be achieved by the Applicant in undertaking the Project. Indicate the measures to be used to ensure that the Deliverables are achieved. The use of S.M.A.R.T philosophy (ie. Specific, Measurable, Attainable, Realistic and Timely/Tangible) is suggested as a way of defining the measures. The table below is provided as a guide. Describe the performance measures that will be used to assess the success of the Project. Explain how the Project Outcome(s) and Deliverables will be achieved.]

	Outcomes	Performance Measures
1		
2		
3		
4		

	Outputs	Performance Measures
1		
2		
3		
4		

2.6. Stakeholder Identification

[Identify both the internal and external stakeholders that will be affected by the Project, including Aboriginal stakeholders. Describe the extent of consultation with stakeholders including issues identified and how the business case has addressed any concerns or issues. Provide signed letters of support where applicable and other evidence of support such as minutes from working groups or executive meetings.]

2.7. Critical Assumptions

[Explain each of the underlying assumptions for the Project. This may include identifying the "givens", the issues that have brought the project to its current stage or the imperatives that underlie the Project]

2.8. Economic and Financial Analyses

[Identify the broader economic and financial implications and outcomes of the Project from the perspective of the Applicant and the Government. The analysis may involve any direct or indirect benefits to the region, State and/or that may result from undertaking the Project, including productivity benefits and/or capability and capacity building of local businesses. This section may include cost-benefit analysis using discounted cash flows or other financial or economic analysis if appropriate.]

Further, the Applicant will need to identify the operational and maintenance costs and source of income for the first five (5) years of operation of the Project that demonstrates the sustainability of the Project.

2.9. Assessment of Options

[Identify and summarise the options faced by the Project, including the 'do nothing option' and possible staging options and/or alternate solutions. This should generally include a description of each option and an analysis of its cost, benefit, financial implications and risk profiles. This assessment may include a sensitivity analysis that may involve analytical tools such as present value, net present value, internal rate of return and cost benefit analysis. This section should also identify the approvals needed to make each option viable and explain whether these are in place, have been sought or are being sought.]

2.10. Preferred Option

[Identify the preferred option including the reasoning for selecting this option based on the analysis in section 2.9]

2.11. Funding Strategy

[State the estimated costs of the project including leveraged funds and the timing of cash flows.]

2.11.1. Project Budget

[Specify the total Project Budget and indicate the source of funds including the planned Royalties for Regions funding. The budget should include project management costs and costs associated with project evaluation and audit. Where other sources of funding are identified, indicate whether this funding has been secured and attach supporting evidence. The table below is provided as a guide. Items of expenditure should be supported by quotes or estimates from suitably qualified sources.]

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Department of Regional Development

Item of Expenditure	Budget ($)	Source of Funds	Has the Funding been Secured?
Total Budget			

2.11.2. *Royalties for Regions Funding Amount*

[Specify the timing for the use of the funding. It should enable the development of a disbursement or drawdown schedule for the proposed funding.]

Main Activity	20xx/20xx $	20xx/20xx $	20xx/20xx $	Total 20xx to 20xx $
Total				

2.12. *Project Timeframe and Key Milestones*

[Describe the main activities, milestones and timeframe within which the Project will be undertaken. This section may include a Gantt chart identifying the activities needed to be undertaken to ensure that the Project objective(s) and Deliverables are achieved. The table below is provided as a guide.]

Main Activities / Milestone	Milestone Date	Responsibility

2.13. Risk Analysis

[Identify the risks associated with the Project and include issues that may prevent the Project progressing (such as other funding sources not being secured), or that may hinder the achievement of the stated Project outcome(s) and Deliverables. Consider and explain the risk mitigation strategies which will minimise the effects of each stated risk. The focus of this section should cover the full lifecycle of the project and "post' funding risks such as operation and maintenance. Please address if the Project will result in unfair competition to existing industry and/or business? Attach supporting documentation such as other risk assessment documents]

Risk	Level (low, medium, high)	Mitigation

3. IMPLEMENTATION STRATEGY

3.1. Communication Plan

[Explain the communication strategy (target market, mechanisms, advertising) and how the Project will be rolled out. The Communication Plan should be consistent with the Department's Communication Policy.]

3.2. Project Management and Governance

[Detail the nominated project manager, reporting arrangements with a project board or working group, Explain the approvals process and the mechanisms in place to ensure the project progresses according to plan. This section could also identify the licenses needed to ensure the successful implementation of the project.]

3.3. Procurement Strategy

[Where relevant explain the procurement strategy including the mechanism for procurement and liaison with the Department of Finance. Where possible the procurement strategy should be consistent with the intent of the WA Government's Buy Local Policy (http://www.ssc.wa.gov.au/policies02.asp?id=19) and Building Local Industry.]

3.4. Supporting Documents

[List any supporting documents that are attached such as feasibility studies, market analysis, Gantt Charts, design documents, research and evaluation reports, approvals to date, financial reports, policies, procedures, media releases and articles.]

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Department of Regional Development

4. RECOMMENDATION OF PREFERRED OPTION

[Clearly state the recommended option and the reasoning for selecting this option]

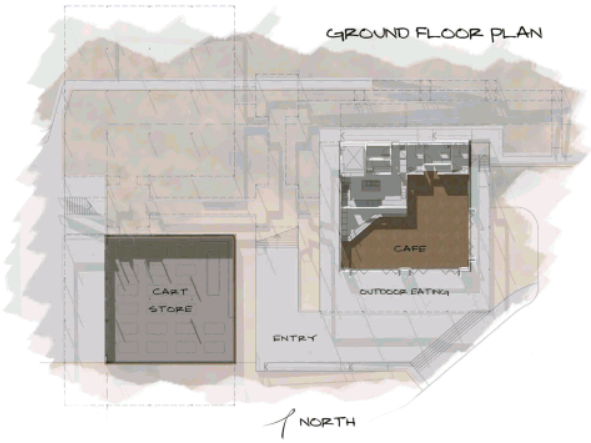
4.1. Sign-off

Signed	Signed
Completed by	Approved by
Position	Position
Date	Date

BROOME GOLF CLUB
"ON ROEBUCK BAY"

Broome Golf Club
NEW CLUB HOUSE



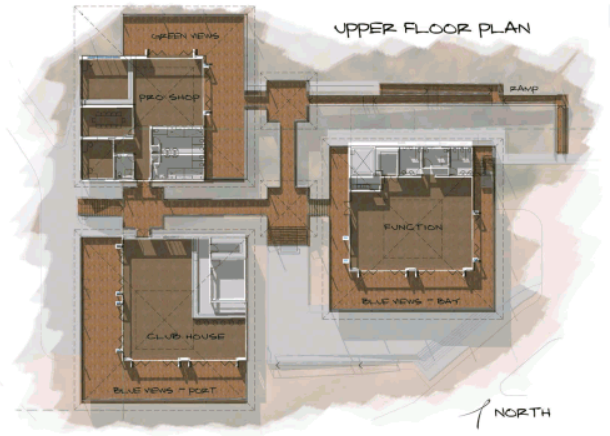


DEVELOPMENT STATISTICS:

LOCATED ON LOT NUMBERS 851 + 1197
ZONED AS PARKS RECREATION + DRAINAGE
111 CAR PARK BAYS REQUIRED
40 BAYS TO BE LOCATED AT CLUB HOUSE
REMAINDER OF BAYS ARE TO BE NEAR THE COURSE
BCA CLASSIFICATION
CLASS 7b - CART STORAGE
CLASS 9b - FUNCTION ROOM
CLASS 6 - PROSHOP, CLUBHOUSE + CAFE

PROJECT MILESTONES:

* SHIRE OF BROOME SUPPORT
* COMMUNITY / MEMBER SUPPORT
* REALIGNMENT OF LOT BOUNDARIES
* SITE SERVICES CAPACITY CONFIRMATION
* FUNDING SECURITY
* FIRE ENGINEERING COMPLIANCE
* BUSH FIRE ATTACK COMPLIANCE
* DEVELOPMENT APPROVAL
* BUILDING APPROVAL
* CONSTRUCTION
* OCCUPATION + OPERATION























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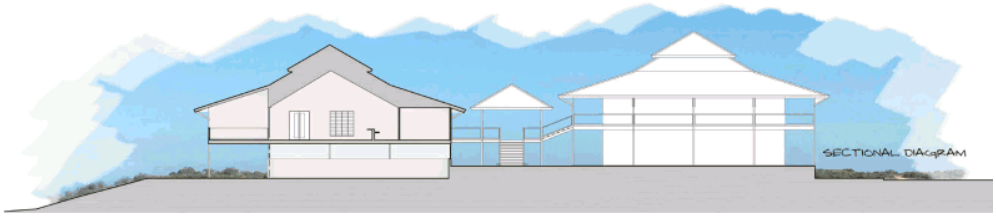

HERBERT SMITH FREEHILLS

Mr Peter McBride
Property and Leasing Senior Officer
Shire of Broome

5 December 2017
Matter 82658081

By email:
Peter.McBride@broome.wa.gov.au

Dear Peter

Broome Golf Club Redevelopment – Contract Structuring

Further to your email of 30 November 2017 and our subsequent phone conversations, this letter seeks to set out our recommended contract structure and risk allocation in respect of the proposal by Broome Golf Club Incorporated (**BGC**) to redevelop its clubhouse.

Background

- BGC are the current lessee of the Broome Golf Club (**Premises**) by way of a lease (**Existing Lease**) that expires in 2028.
- The Existing Lease contemplates BGC preparing a business case for the development of a new clubhouse, although contains no provisions in relation to its construction, financing and associated risk positions.
- BGC will require ongoing possession of the site to continue its operation as a golf club whilst construction is proceeding.
- In consideration for the capital investment being made by BGC into the new clubhouse, it is seeking a further lease term of 21 years, presumably commencing from completion of construction.

Suggested Structure

In my view, the cleanest documentation structure to facilitate construction of the new clubhouse, while adequately protecting the Shire and allowing the golf club to continue its operation, would involve the following steps:

(a) Leave the Existing Lease on foot for the time being.

(b) The Shire and BGC would enter into a separate '**Agreement for Further Lease**' or similar with BGC, which document would:

(1) Conditions Precedent

include conditions precedent around (among other things):

- the Shire's satisfaction as to BGC's financial capacity to undertake the works;
- commitments from BGC's funders;
- BGC obtaining requisite development approvals;
- BGC procuring relevant works insurances.

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(2) Shire Security

require the provision of appropriate security (bank guarantee, performance bond, security deposit or other) from BGC to the Shire to cover off any potential liability that the Shire might suffer as a result of entering into the new arrangements (including costs associated with rectification works, loss of current rental, re-tendering of the concession should BGC go insolvent as a result of the works).

This security could either be 'handed back', or tailed off post-construction should there be any residual concerns around BGC's capacity to perform its ongoing obligations.

(3) Performance of Works

contemplate and permit the new clubhouse works to occur, including:

- a process for the Shire to be involved in and approve design development;
- Shire approval of BGC's works contractor;
- performance of the works to required standards; and
- certification of works completion.

(4) Extension of Lease Term

stipulate that, upon completion of the works, the Existing Lease would:

- have its term extended for the full further 21 year period, commencing on the date of works completion certification; and
- be varied to include additional provisions the parties may require relating to the new clubhouse, including any rental adjustments and capital adjustments in the case of early termination.

Alternatively, the Existing Lease could be surrendered at this point, with an entirely new lease document being granted in its place (the form of which would be annexed to the Agreement) to take effect at that point.

(5) Cross Default

include cross-default provisions with the Existing Lease itself, such that any major default or insolvency of BGC would constitute a termination event under the Existing Lease, for which the Shire could terminate and elect to either demolish or complete existing works at BGC's cost (with an associated capital adjustment).

(6) Builder Side Deed

contemplate provision of a builder side deed from BGC's builder to the Shire to enable the Shire to directly enforce that building contract in the event of its step-in or termination of the lease.

(7) Bank Tripartite Agreement

contemplate the potential for BGC's bank to enter into a tripartite arrangement with BGC and the Shire to (among other things) allow the bank to step in to rectify BGC construction default prior to the Shire's termination right taking effect.

Please let me know if you would like to discuss any aspect of the above, and/or like us to provide more detail in relation to any of the points raised.

Yours sincerely



David Hugo
Partner
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9.2.8 LEASE DISPOSAL: KIMBERLEY REGIONAL OFFICES, BUILDING 2, TENANCY 1,2 AND 3

LOCATION/ADDRESS:	Kimberley Regional Offices, Corner of Frederick and Weld Street, Broome
APPLICANT:	Anglicare WA Inc.
FILE:	LSS132, RES8656
AUTHOR:	Property and Leasing Senior Officer
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Infrastructure
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	30 November 2017

SUMMARY: This report seeks Councils consideration to renew the lease to Anglicare WA Inc. at Kimberley Regional Offices (KRO) building 2, tenancy 1, 2 and 3. for a three-year, fixed term.

BACKGROUND

Previous Considerations

Kimberley Regional Offices (KRO) is on a Portion of Reserve 8656 and a portion of freehold land (Lot 31 on Plan P222186) owned by the Shire (corner of Frederick and Weld Street, Broome). It comprises two buildings (KRO1 and KRO2). Reserve 8656 is vested to the Shire of Broome for the purpose of 'Office Accommodation'. The Shire of Broome has the power to lease out any portion of the Reserve, subject to the approval in writing of the Minister of Lands to each and every lease or assignment, for any term not exceeding twenty-one (21) years from the date of the lease.

(Refer attachment 1)

KRO 2 is broken up into seven tenancies as outlined below:

Tenancy	Occupant	Size (Sqm)
Tenancy 1	Vacant (EOI from Anglicare)	134.86
Tenancy 2	Anglicare	213.89
Tenancy 3	Anglicare	254.24
Tenancy 4	Minister for Works	331.87
Tenancy 5	Far North Community Services	122.24
Tenancy 6	Far North Community Services	68.9
Tenancy 7	Far North Community Services	45.86

Anglicare WA commenced a lease with the Shire of Broome on the 25 August 2008, occupying tenancy 2 and 3 within building 2. The current lease expired on the 24 August 2017. The lease has been in a 'holding over' period as per clause 3.4 of the lease agreement.

On the 24 November 2017 Anglicare wrote to the Shire of Broome requesting a new three (3) year lease, for tenancy 2, 3 and 1 - taking on an additional 134sqm, the new total area being 602.99sqm from the 1 February 2018.

COMMENT

Under Regulation 30(2)(b) *Local Government (Functions and General Regulations) 1996*, the lease disposal to Anglicare WA is exempt from Section 3.58 of the *Local Government Act 1995* as they are a not-for-profit community organisation.

Anglicare WA is a not-for-profit community service organisation who support people and families experiencing challenges with relationships, financial problems and housing difficulties.

Anglicare WA employs 25 staff in Broome and 40 in the broader Kimberley. Anglicare have recently been successful in tendering for two additional service contracts which has been the catalyst for their additional office accommodation requirements.

Proposed Lease Terms

It is recommended the terms and conditions of the new lease reflect and are in line with the following:

a) *Annual rent as per market valuation, capped at $285 per sqm per annum. Apply annual CPI rental increases (Perth All Groups, December quarter); Note: as rent is set a market valuation there is no need to implement an additional market review with a three-year period*

b) *Lease term - Fixed term of three years from 1 February 2018 to 31 January 2021.*

c) *Permitted use is for 'Office Accommodation';*

d) *Lease to be prepared by Council's solicitor with the tenant to be responsible for all associated legal costs, including preparation and registration of lease documentation;*

e) *The landlord shall be provided with the expressed right to undertake preventative maintenance at the cost of the tenant throughout the term, calculated via variable outgoings. Current preventative maintenance shall include:*
   (i) Pest inspection.
   (ii) Emergency service equipment inspection.
   (iii) RCD and electrical inspection.
   (iv) Security Patrols.
   (v) Cleaning of common areas.

f) *Utilities service and consumption charges including telephone, electricity, gas and water, covered by tenant as part of the variable outgoings.*

g) *Building Insurance to be affected by the landlord at the cost of the tenants. All other insurances to be affected by the tenant, at the tenants cost.*

Market Conditions and Valuation:

Opteon Property Group were appointed to carry out the market valuation in November 2017. As part of their report they have made the following comments in relation to the current market conditions and local economy:

"The town of Broome is dependent upon the success of the main local industries being tourism, pearling, mining & resources, government services and agriculture. As with most regional towns, Broome has the potential to be affected by price fluctuations in keeping with the success or otherwise of key industries. Broome does however have a relatively diverse industry base in comparison to some other North-West towns which are heavily reliant on mining industry.

Over the past decade the town's economy has expanded and diversified in particular with regard to the resources industry. The proposed development of the Browse Basin (oil and gas fields) and the associated land based industrial hub 60 km north of Broome was seen as a major new project which would support the main established industries of tourism, pearling, agriculture and government services. The market has softened since April 2013 when Woodside shelved its major onshore oil and gas processing plant in favour of floating LNG processing technology. It was hoped an announcement by Woodside to proceed with a proposed floating LNG project off the Kimberley coast would give the local economy a much-needed boost, however as of March 2016 Woodside has shelved plans for such development given the global market place for oil and gas.

The above announcements in conjunction with similar announcements from smaller companies in the oil and gas industry has impacted significantly upon local industry with not only decreases in mining and gas employment but also significantly in the logistics services and construction industry with a number of organisations laying off staff in recent times. However, there has been a significant increase in helicopter transfers through the Broome International Airport in recent times as hook-up and commissioning phase of the Shell Prelude project and Inpex Icthy's LNG project is underway. This has had a positive impact on the local economy, however the current volume of transfers is only expected to last for 12 months.

In addition, the slow tourism industry over the last 5 years has seen a lowering in overall occupancy rates for tourist accommodation complexes within Broome, which as a result has impacted on the retail sector. This is mainly due to factors such as the strong Australian dollar (however this has dropped in recent times) and cheap overseas holiday packages, particularly to Bali and other South East Asian destinations. The tourist market within Broome is seasonal with high season months June, July and August remaining strong however tourist visitors and hence occupancy rates have been decreasing over the shoulder months April, May, September and October. This is detrimental to overall yearly profitability because the low season/wet season months November through to March are expected to have low occupancy. The recent fall in the Australian Dollar has seen a slight rebound in the tourism sector, with some tourist operations reporting 2016 being slightly up on 2015 figures. However, recent conversations with a number of operators indicate that 2017 is proving mixed fortunes between operators.
Office rents are currently subdued with sitting tenants in most instances looking to renegotiate reductions in option periods. As for new leasing activity, the market has weakened overall and although no official vacancy rates are kept by leasing agents, we note an oversupply is available at present within the marketplace. Discussions with a

number of commercial property agents around town have revealed that there is limited enquiry/take up of office space within the market place at present with landlords trying to hold onto their existing tenants when lease terms conclude".

The rental valuation is reflected in the attached report

(Refer Attachment 2)

CONSULTATION

Opteon Property Consultants
Anglicare WA

STATUTORY ENVIRONMENT

Local Government (Functions and General) Regulations 1996

30. Dispositions of property to which section 3.58 of Act does not apply

(1) A disposition that is described in this regulation as an exempt disposition is excluded from the application of section 3.58 of the Act.

(2) A disposition of land is an exempt disposition if —

(a) the land is disposed of to an owner of adjoining land (in this paragraph called "the transferee") and —

(i) its market value is less than $5 000; and

(ii) the local government does not consider that ownership of the land would be of significant benefit to anyone other than the transferee;

(b) the land is disposed of to a body, whether incorporated or not —

(i) the objects of which are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature; and

(ii) the members of which are not entitled or permitted to receive any pecuniary profit from the body's transactions;

(c) the land is disposed of to —

(i) the Crown in right of the State or the Commonwealth;

(ii) a department, agency, or instrumentality of the Crown in right of the State or the Commonwealth; or

(iii) another local government or a regional local government;

(d) it is the leasing of land to an employee of the local government for use as the employee's residence;

(e) it is the leasing of land for a period of less than 2 years during all or any of which time the lease does not give the lessee the exclusive use of the land;

(f) it is the leasing of land to a "medical practitioner" (as defined in section 3 of the Medical Act 1894) to be used for carrying on his or her medical practice; or

(g) it is the leasing of residential property to a person.

(2a) A disposition of property is an exempt disposition if the property is disposed of within 6 months after it has been —

(a) put out to the highest bidder at public auction, in accordance with section 3.58(2)(a) of the Act, but either no bid is made, or any bid made does not reach a reserve price fixed by the local government;

(b) the subject of a public tender process called by the local government, in accordance with section 3.58(2)(b) of the Act, but either no tender is received, or any tender received is unacceptable; or

(c) the subject of Statewide public notice under section 3.59(4), and if the business plan referred to in that notice described the property concerned and gave details of the proposed disposition including —

(i) the names of all other parties concerned;

(ii) the consideration to be received by the local government for the disposition; and

(iii) the market value of the disposition as ascertained by a valuation carried out not more than 12 months before the proposed disposition.

(2b) Details (see section 3.58(4) of the Act) of a disposition of property under sub regulation (2a) must be made available for public inspection for at least 12 months from the initial auction or tender, as the case requires.

(3) A disposition of property other than land is an exempt disposition if —

(a) its market value is less than $20 000; or

(b) it is disposed of as part of the consideration for other property that the local government is acquiring for a consideration the total value of which is not more, or worth more, than $50 000.

[Regulation 30 amended in Gazette 25 Feb 2000 p. 974-5; 28 Apr 2000 p. 2041; 31 Mar 2005 p. 1055-6.]

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Description	Expenses	Income
Net Annual Rent*		$162,807.30
Outgoings	$117,583.05	$117,583.05
Lease Fees	$2,500.00	$2,500.00
Total	**$120,083.05**	**$282,890.35**
Net Position to The Shire		**+ $162,807.30**

*Based on $270psqm per annum

RISK

Should the Shire not proceed with the lease they would loose rental income and would have to the absorb the outgoings of a vacant tenancy.

Proceeding with the lease represents a low risk as they have proven to be reliable tenants of the Shire of Broome since 2008.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Affordable services and initiatives to satisfy community need

Accessible and safe community spaces

A healthy and safe environment

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

Realistic and sustainable land use strategies for the Shire within state and national frameworks and in consultation with the community

Core asset management to optimise Shire's infrastructure whilst minimising life cycle costs.

Council is able to mobilise resources to deliver municipal service to indigenous communities that are compliant, effective and within Council's capacity.

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

Affordable land for residential, industrial, commercial and community use

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

Responsible resource allocation

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council:

1. Accepts, in accordance with Local Government (Functions and General)

Regulations 1996, Regulation 30(2)(b)(i) the request from Anglicare WA to occupy office space of approximately 543 square metres, being tenancy 1, 2 and 3 in the Kimberley Regional Offices, building 2;

2. *Seeks Ministerial approval from the Minister of Lands for the lease in accordance with section 18 of the Land Administration Act 1997*

3. *Authorises the Chief Executive Officer to negotiate the final terms and conditions of the lease agreement as follows:*

    a) *Annual rent between $250 to $280 per sqm, per annum. Apply annual CPI rental increases (Perth All Groups, June quarter);*

    b) *Lease term* - Fixed term of three years from 1 February 2018 to 31 January 2021

    c) *Permitted use is for 'Office Accommodation';*

    d) *Lease to be prepared by Council's solicitor with the tenant to be responsible for all associated legal costs, including preparation and registration of lease documentation;*

    e) *The landlord shall be provided with the expressed right to undertake preventative maintenance at the cost of the tenant throughout the term. Current preventative maintenance shall include:*
        (i) Pest inspection;
        (ii) Emergency service equipment inspection; and
        (iii) RCD and electrical inspection.
        (iv) Security Patrols.
        (v) Cleaning of common areas.

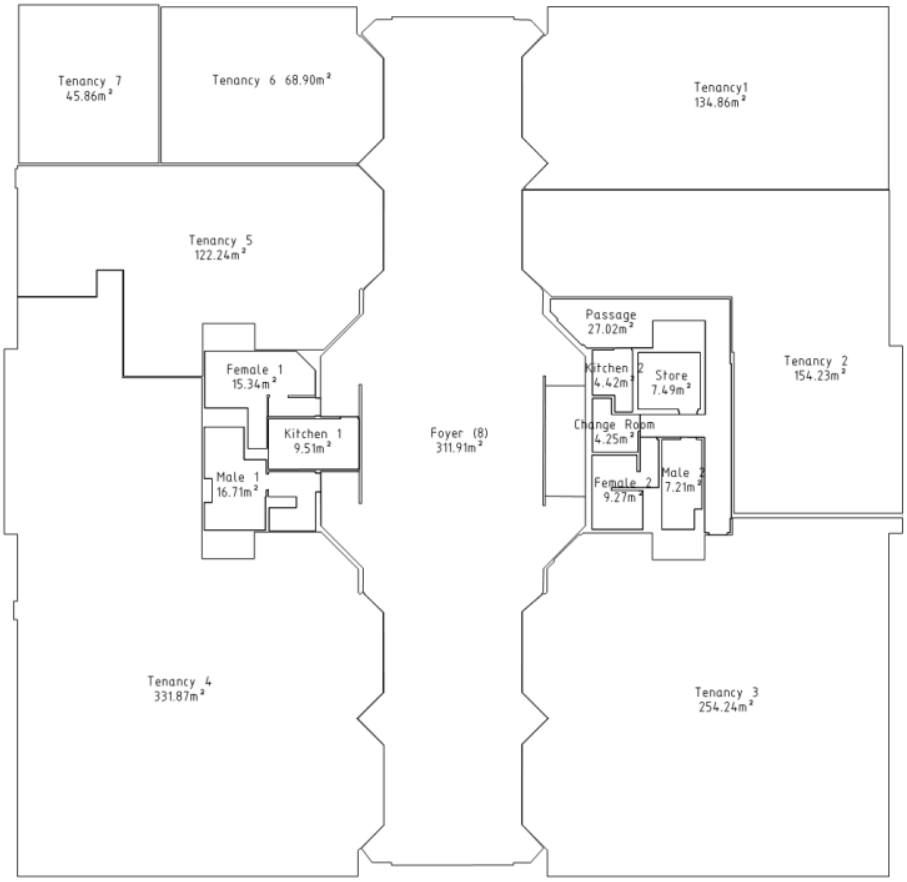
    f) *Utilities service and consumption charges including telephone, electricity, gas and water, covered by tenant;*

    g) *Building Insurance to be affected by the landlord at the cost of the tenants, all other insurances to be affected by the tenant, at the tenants cost.*

Attachments

1. Attachment 1 Site Plan
2. Attachment 2 Valuation Report *(Confidential to Councillors and Directors Only)*

    This attachment is confidential in accordance with Section 5.23(2) of the Local Government Act 1995 section 5.23(2)((e)(ii)) as it contains "a matter that if disclosed, would reveal information that has a commercial value to a person, where the information is held by, or is about, a person other than the local government".



LETTABLE AREAS CALCULATED USING THE PROPERTY COUNCIL OF AUSTRALIA (PCA), METHOD OF MEASUREMENT FOR LETTABLE AREA (MARCH 1997)- NET LETTABLE AREA (NLA), AS A GUIDELINE.

DATE DRAWN: 08/07/08	SCALE: 1:200 (A3)	Suite 5, 2 MacPherson Street PO BOX 6405 BROOME WA 6725	Telephone (08) 9192 6312 Facsimile (08) 9192 6396 Email : admin@surveynorth.com.au
JOB No: BM289	H DATUM: - V DATUM: -		
SURVEYOR: LW	SURVEY DATE: 08/07/08	surveynorth	
DRAWN BY: LW	DATA FILE: Weld Street PCA.project		
CHECKED BY: NA			
FILE: S:\SURVEY\BM289\PCA\			

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LETTABLE AREAS SURVEY
KIMBERLEY REGIONAL OFFICES
WELD STREET BROOME

CLIENT: SHIRE OF BROOME

PLAN No: F BM289 LP01 | ORIGINAL SIZE: A3 | SHEET 1 OF 1

9.2.9 PROPOSED AMENDMENT OF THE PARKING AND PARKING FACILITIES LOCAL LAW 2012

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	BYL11
AUTHOR:	Manager Emergency, Health and Ranger Services
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Development and Community
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	5 December 2017

SUMMARY: The Joint Standing Committee on Delegated Legislation (**Committee**) has identified drafting issues in relation to the Parking and Parking Facilities Amendment Local Law 2017 (**Amendment Local Law 1**). Due to an error in the process followed, the Committee has also disallowed the Parking and Parking Facilities Amendment Local Law (2) 2017 (**Amendment Local Law 2**). To rectify the issues identified with Amendment Local Law 1, the Committee has requested the Shire of Broome resolve to undertake to amend the existing *Parking and Parking Facilities Local Law 2012* to incorporate the changes. As part of these changes, the provision in the disallowed Local Law will be incorporated. It is proposed that these changes be implemented through the Shire of Broome Parking and Parking Facilities Amendment Local Law 2018.

The purpose of this report is for the presiding person to give notice to the meeting of the purpose and effect of the proposed Shire of Broome Parking and Parking Facilities Amendment Local Law 2018, and to allow for the advertising of the proposed local law for comment. Council is also required to provide undertakings to the Committee in relation to the rectification of the drafting issues in Amendment Local Law 1.

BACKGROUND

Previous Considerations

OMC 30 March 2017	Item 9.2.4
OMC 27 April 2017	Item 9.2.2
OMC 27 July 2017	Item 9.2.5
OMC 7 September 2017	Item 9.2.2

At the 30 March 2017 Ordinary Meeting of Council (**OMC**) Council resolved to begin the process to make the Parking and Parking Facilities Amendment Local Law 2017 (**Amendment Local Law 1**). The purpose of the Amendment Local Law 1 was to make the following amendments to the *Parking and Parking Facilities Local Law 2012* (**existing Local Law**):

- Use of explanatory diagrams relating to parking that are contained within the *Road Traffic Code 2000*, to assist motorists in understanding key provisions of the existing Local Law.

- Recommended changes to section 1.6 of the existing Local Law to allow Council to enter into written agreements with private parking facilities, allowing the existing Local Law to apply to such facilities.

- Some minor formatting changes.

- The addition of some definitions to add clarity to the existing Local Law and improve consistency with other local laws.

- Throughout the document *shall* was been replaced with *must* as per current legislative drafting convention and *reserves* was replaced with *local government property*.

At the 30 March 2017 OMC a petition was presented to Council on behalf of Mr Cameron Howlett raising concerns in relation to an enforcement initiative undertaken by the Shire to enforce the provisions of the existing Local Law in relation to the parking on verges in industrial estates.

As a result of the petition and a review of road widths in Broome's industrial estates by the Shire's Engineering staff, a second amendment local law (**Amendment Local Law 2**) was presented for Council's consideration at the 27 April 2017 OMC. The only change that the Amendment Local Law 2 proposed was to include an exemption from the general prohibition on parking on verges for industrial estates in Broome (currently the exemption only applies to residential zoned properties).

The *Local Government Act 1995* (**Act**) stipulates a clear process for the development of local laws. Requirements mandate that local governments provide copies of a proposed local law to the Minister responsible for the Act during the public submission period. In addition, all local laws must be approved by the Joint Standing Committee on Delegated Legislation (**Committee**).

Both Amendment Local Laws were progressed in accordance with the Act, except for Amendment Local Law 2, which due to an administrative error was not provided to the Minister for consideration during the public submission period as required. This did not come to officers' attention until just prior to gazettal of the Amendment Local Law, and following discussions with officers from the Department of Local Government and Communities (**DLGC**), it was decided to allow the Amendment Local Law to proceed through the final steps in the process on the basis of section 3.12(2A) of the Act which states that:

> *Despite subsection (1)[1], a failure to follow the procedure described in this section does not invalidate a local law if there has been substantial compliance with the procedure.*

On 27 July 2017 (Amendment Local Law 1) and 7 September 2017 (Amendment Local Law 2), Council resolved to make the Local Laws and publish them in the Government Gazette. The Amendment Local Laws were then considered by the Committee at its meeting on 27 November 2017.

The Shire of Broome subsequently received correspondence from the Committee on 29 November 2017 in relation to the Amendment Local Laws (see **Attachments 1 and 2).**

The Committee has concerns in relation to the drafting and wording of certain clauses contained within Amendment Local Law 1. As a result, the Committee has sought an undertaking from Council that changes would be made to affected clauses and that some clauses would not be enforced until these changes have been made.

In addition, the Committee decided that section 3.12(2A) of the Act could not be invoked in relation to the failure to provide Amendment Local Law 2 to the Minister for consideration during the public submission period. As a result, the Committee disallowed Amendment Local Law 2.

COMMENT

The Committee is requiring that changes be made to amendments introduced to the existing Local Law through the Amendment Local Law 1. In addition, to progress the changes to the existing Local Law included in Amendment Local Law 2, the amendment process will need to re-commence from the beginning. Officers consider that the proposed changes to the existing Local Law in both Amendment Local Laws are still required and necessary to facilitate the proper implementation of the existing Local Law. It is therefore recommended that a new Parking and Parking Facilities Amendment Local Law 2018 be made by Council that will include all proposed changes required by the Committee and also the amendment in the Amendment Local Law 2.

A copy of the proposed Shire of Broome Parking and Parking Facilities Amendment Local Law 2018 (**new Local Law**) is shown as **Attachment 3**. A copy the existing Local Law with the amendments from the new Local Law included as tracked changes is shown as **Attachment 4**.

Purpose and effect of the new Local Law

Purpose:

The purpose of the Parking and Parking Facilities Amendment Local Law 2018 is to:
- Facilitate the enforcement of the parking in the region by clarifying the interpretation of the local law;
- Remove the restriction on parking on verges in the industry and light and service industry zones; and
- Modernise the provisions of the local law.

Effect:

The effect is to provide for the better management of parking so as to benefit all motorists and pedestrians within Broome.

Undertaking requested by Committee

In its letter dated 29 November 2017, the Committee requested the Shire provide an undertaking to resolve the issues raised within the letter regarding Amendment Local Law 1. The Committee requested that Council resolve to give this undertaking at the next available OMC (December 2017) and the undertaking subsequently be provided to the Committee by 5 January 2018.

The undertaking is requested to include:

1. When the Principal Local Law is next reviewed, the Shire will:
   (a) Amend clause 5.2 by replacing the word "shall", which appears twice, with the word 'must'.
   (b) Delete clause 2.5 and replace it with the following paragraph:

A person must not remove a vehicle which has been parked in a parking facility until the appropriate fee has been paid for the period for which the vehicle has been parked.

(c) Amend clause 3.5(3)(g) by deleting "single or" from the notation in the diagram.
(d) Make all necessary consequential amendments to the Principal Local Law.

2. within six months the Shire will delete clause 6.12(2) of the Principal Local Law and replace it with the following paragraph:

Nothing in this clause affects or overrides the limitations or conditions imposed by any other clause in this local law, or by any other local law or traffic sign relating to the parking or stopping of vehicles.

3. Until the Principal Local Law is amended in accordance with undertakings 1 and 2, the Shire will:

(a) Not enforce the Principal Local Law in manner contrary to undertakings 1 and 2.
(b) Where the Local Law is made publicly available, whether in a hard copy or electronic form (including on the Shire's website), ensure that it is accompanied by a copy of these undertakings.

It is requested that the undertakings should be provided to the Committee in a letter signed by the Shire President and not the Chief Executive Officer or other officer of the Shire. This is because, pursuant to section 2.8(1)(d) of the Act, the "mayor or President speaks on behalf of the local government" to the Parliament of Western Australia.

Summary

Based on the letters from the Committee and to enable the proposed amendments to progress, it is recommended that Council propose to make the new Local Law and provide the undertakings requested by the Committee.

CONSULTATION

The new Local Law must be advertised in accordance with section 3.12(3) of the *Local Government Act 1995* for public comment for a period of 42 days. A copy of the new Local Law will be provided to the DLGC for comment.

STATUTORY ENVIRONMENT

The *Local Government Act 1995* provides the head of power for local governments to make local laws.

The process for the making of local laws is prescribed in section 3.12 of the *Local Government Act 1995*. This section states:

3.12. Procedure for making local laws

(1) In making a local law a local government is to follow the procedure described in this section, in the sequence in which it is described.

(2A) Despite subsection (1), a failure to follow the procedure described in this section does not invalidate a local law if there has been substantial compliance with the procedure.

(2) At a council meeting the person presiding is to give notice to the meeting of the purpose and effect of the proposed local law in the prescribed manner.

(3) The local government is to —

(a) give Statewide public notice stating that —

(i) the local government proposes to make a local law the purpose and effect of which is summarized in the notice; and

(ii) a copy of the proposed local law may be inspected or obtained at any place specified in the notice; and

(iii) submissions about the proposed local law may be made to the local government before a day to be specified in the notice, being a day that is not less than 6 weeks after the notice is given;

and

(b) as soon as the notice is given, give a copy of the proposed local law and a copy of the notice to the Minister and, if another Minister administers the Act under which the local law is proposed to be made, to that other Minister; and

(c) provide a copy of the proposed local law, in accordance with the notice, to any person requesting it.

(3a) A notice under subsection (3) is also to be published and exhibited as if it were a local public notice.

(4) After the last day for submissions, the local government is to consider any submissions made and may make the local law as proposed or make a local law* that is not significantly different from what was proposed.*

** Absolute majority required.*

(5) After making the local law, the local government is to publish it in the Gazette and give a copy of it to the Minister and, if another Minister administers the Act under which the local law is proposed to be made, to that other Minister.

(6) After the local law has been published in the Gazette the local government is to give local public notice —

(a) stating the title of the local law; and

(b) summarizing the purpose and effect of the local law (specifying the day on which it comes into operation); and

(c) advising that copies of the local law may be inspected or obtained from the local government's office.

(7) The Minister may give directions to local governments requiring them to provide to the Parliament copies of local laws they have made and any explanatory or other material relating to them.

(8) In this section —

***making** in relation to a local law, includes making a local law to amend the text of, or repeal, a local law.*

After the last day for submissions, the local government is to consider any submissions made, and may make the local law as proposed or make a local law that is not significantly different from what was proposed.

The local law is then published in the Government Gazette and a copy sent to the relevant Minister and the State Parliament Joint Standing Committee on Delegated Legislation.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

In accordance with section 3.25 of the *Local Government Act 1995*, if Council resolves to make this new Local Law, it will be necessary to advertise in a newspaper circulating throughout the district and publish the text in the Government Gazette. The current charge is $101.45 per page. The draft amended local law is 27 pages long. This equates to a gazettal fee of approximately $2739.15.

Advertising in newspapers is at a cost of approximately $300. Three advertisements are required at a total cost of $900. The combined total cost of advertising and gazetting is $3639.15 however this may vary slightly due to changes in charges and fees beyond the Shire's control.

RISK

If the existing Local Law is not amended, Shire Officers will continue to be at risk of not being able to adequately enforce the provisions of the Local Law. The risk of this occurring if the amendment is not undertaken is considered Low, however modernisation and clarity needs to be added to ensure the law remains relevant and serves to achieve its purpose and effect.

There is a risk that the new Local Law will not be valid if it is not properly drafted. The risk of this occurring is considered Moderate. The risk of the incorrect drafting of this Local Law is mitigated through submission of the approved draft to the DLGC and subsequent review of the Joint Standing Committee on Delegated Legislation.

Should Council resolve not to provide the undertakings to the Committee the Shire of Broome Parking and Parking Facilities Amendment Local Law 2017 may be repealed by the Governor.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Accessible and safe community spaces

A healthy and safe environment

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

Realistic and sustainable land use strategies for the Shire within state and national frameworks and in consultation with the community

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

Improved systems, processes and compliance

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council:

1. *Resolves to undertake to the Joint Standing Committee on Delegated Legislation that:*

   (a) When the Shire of Broome Parking and Parking Facilities Local Law 2012 is next reviewed, the Shire will:

      (i) Amend clause 5.2 by replacing the word "shall", which appears twice, with the word 'must'.

      (ii) Delete clause 2.5 and replace it with the following paragraph:

      A person must not remove a vehicle which has been parked in a parking facility until the appropriate fee has been paid for the period for which the vehicle has been parked.

      (iii) Amend clause 3.5(3)(g) by deleting "single or" from the notation in the diagram.

      (iv) Make all necessary consequential amendments to the Principal Local Law.

   (b) within six months the Shire will delete clause 6.12(2) of the Principal Local Law and replace it with the following paragraph:

   Nothing in this clause affects or overrides the limitations or conditions imposed by any other clause in this local law, or by any other local law or traffic sign relating to the parking or stopping of vehicles.

   (c) *until the Principal Local Law is amended in accordance with undertakings (a) and (b), the Shire will:*

      (i) not enforce the Principal Local Law in manner contrary to undertakings (a) and (b); and

      (ii) where the Local Law is made publicly available, whether in a hard copy or electronic form (including on the Shire's website), ensure that it is accompanied by a copy of these undertakings.

2. *Proposes to make the Shire of Broome Parking and Parking Facilities Amendment Local Law 2018 as shown in Attachment 3;*

3. *Advertises, in accordance with section 3.12(3)(a) of the Local Government Act 1995, the proposed Shire of Broome Parking and Parking Facilities Amendment Local Law 2018 for a period of not less than six (6) weeks; and*

4. *In accordance with section 3.12(3)(b) of the Local Government Act 1995, forwards a copy of the advertisement and proposed Shire of Broome Parking and Parking Facilities Amendment Local Law 2018 to the Minister for Local Government.*

Attachments

1. Letter from Joint Standing Committee on Delegated Legislation regarding Amendment Local Law 1 *(Confidential to Councillors and Directors Only)*

   This attachment is confidential in accordance with Section 5.23(2) of the Local Government Act 1995 section 5.23(2)(h) as it contains "such other matters as may be prescribed".

2. Letter from Joint Standing Committee on Delegated Legislation regarding Amendment Local Law 2 *(Confidential to Councillors and Directors Only)*

   This attachment is confidential in accordance with Section 5.23(2) of the Local Government Act 1995 section 5.23(2)(h) as it contains "such other matters as may be prescribed".

3. Shire of Broome Parking and Parking Facilities Amendment Local Law 2018
4. Parking and Parking Facilities Local Law 2012 - with track changes

LOCAL GOVERNMENT ACT 1995

SHIRE OF BROOME

PARKING AND PARKING FACILITIES AMENDMENT LOCAL LAW 2018

Under the powers conferred by the *Local Government Act 1995*, and under all other powers enabling it, the Council of the Shire of Broome resolved on INSERT DATE to make the following local law.

1. Citation

This local law is the *Shire of Broome Parking and Parking Facilities Amendment Local Law 2018*.

2. Commencement

This local law comes into operation 14 days after the date of its publication in the *Government Gazette.*

3. Principal local law amended

This local law amends the *Shire of Broome Parking and Parking Facilities Local Law 2012* published in the Government Gazette on 31 July 2012 and as amended and published in the Government Gazette on 19 September 2017.

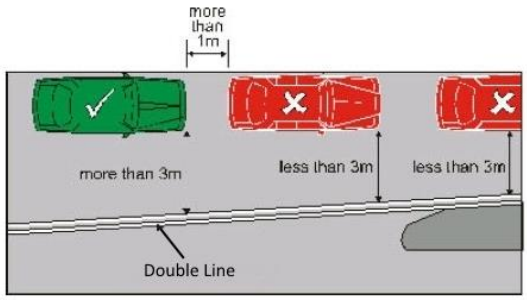
4. Clause 2.5 amended

Delete the text in Clause 2.5 and insert:

> **"**A person must not remove a vehicle which has been parked in a parking facility until the appropriate fee has been paid for the period which the vehicle has been parked."

5. Clause 3.5 amended

Replace the diagram in clause 3.5(3)(g) with the following diagram:



6. Clause 3.5 amended

Delete the text in clause 3.5(8) and insert:

"Subclause (7) does not apply to a verge adjacent to premises zoned 'industry', 'light and service industry' or 'residential' under the Local Planning Scheme if the person is the owner or occupier of the premises adjacent to that portion of the verge, or is a person authorized by the occupier to park on that portion of the verge."

7. Clause 5.2 amended
In clause 5.2 delete the words "shall" and replace with the words "must".

8. Clause 6.12 amended
Delete the text in clause 6.12(2) and insert:

"Nothing in this clause affects or overrides the limitations or conditions imposed by any other clause in this local law, or by any other local law or traffic sign relating to the parking or stopping of vehicles."

Dated

The Common Seal of the)
Shire of Broome)
was affixed under the authority)
of a resolution of Council in the)
presence of:)

_____ _____
H TRACEY S MASTROLEMBO
Shire President Chief Executive Officer

LOCAL GOVERNMENT ACT 1995

SHIRE OF BROOME

PARKING AND PARKING FACILITIES LOCAL LAW 2012

(This copy of the Shire of Broome Parking and Parking Facilities Local Law 2012 is as published in the Government Gazette on 31 July 2012. Includes amendments published in the Government Gazette - 19 September 2017 Gazette No. 183)

LOCAL GOVERNMENT ACT 1995
SHIRE OF BROOME
PARKING AND PARKING FACILITIES LOCAL LAW 2012

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LOCAL GOVERNMENT ACT 1995

SHIRE OF BROOME

PARKING AND PARKING FACILITIES LOCAL LAW 2012

Under the powers conferred by the *Local Government Act 1995* and under all other powers enabling it, the Council of the Shire of Broome resolved on 14 June 2012 to make the following local law.

Part 1 – Definitions and Operation

1.1 Title
This local law may be cited as the *Shire of Broome Parking and Parking Facilities Local Law 2012*.

1.2 Commencement
This local law comes into operation 14 days after the date of its publication in the *Government Gazette*.

1.3 Definitions
In this local law unless the context otherwise requires –

Act means the *Local Government Act 1995;*

authorised person means a person appointed by the local government under section 9.10 of the Act, to perform any of the functions of an authorised person under this local law;

authorised vehicle means a vehicle authorised by the local government, CEO, authorised person or by any written law to park on a thoroughfare or parking facility;

bicycle means a vehicle with 2 or more wheels that is built to be propelled by human power through a belt, chain or gears (whether or not it has an auxiliary motor) —

(a) including a pedicab, penny-farthing and tricycle; but

(b) not including a wheelchair, wheeled recreational device, wheeled toy, scooter or a power-assisted pedal cycle (if the motor is operating);

bicycle path has the meaning given to it by the Code;

built-up area has the meaning given to it by the Code;

bus means a motor vehicle, built mainly to carry people, that seats over 12 adults (including the driver);

bus embayment means an embayment at the side of a carriageway, designed so that a public bus can be driven into it, for the purpose of allowing passengers to alight or enter, without impeding the flow of traffic on that carriageway, but does not include a bus lane;

bus stop means a length of carriageway commencing 20 metres on the approach side of, and ending 10 metres on the departure side of, a post indicating that public buses stop at that point;

bus zone has the meaning given to it by the Code;

caravan has the same meaning given to it by the *Caravan Parks and Camping Grounds Act 1995*;

carriageway means –

(a) a portion of thoroughfare that is improved, designed or ordinarily used for vehicular traffic and includes the shoulders and areas, including embayments, at the side or centre of the carriageway, used for the stopping or parking of vehicles; and

(b) where a thoroughfare has two or more portions divided by a median strip, the expression means each portion, separately;

centre in relation to a carriageway, means a line or a series of lines, marks or other indications –

(a) for a two-way carriageway – placed so as to delineate vehicular traffic travelling in different directions; or

(b) in the absence of any such lines, marks or other indications – the middle of the main, travelled portion of the carriageway;

children's crossing has the meaning given to it by the Code;

CEO means the Chief Executive Officer of the local government;

Code means the *Road Traffic Code 2000*;

commercial vehicle means a motor vehicle constructed for the conveyance of goods or merchandise, or for the conveyance of materials used in any trade, business, industry or work whatsoever, other than a motor vehicle for the conveyance of passengers, and includes any motor vehicle that is designed primarily for the carriage of persons but which has been fitted or adapted for the conveyance of the goods, merchandise or materials referred to, and is in fact used for that purpose;

Council means the Council of the Shire of Broome;

district means the district of the local government;

driver means any person driving or in control of a vehicle;

edge line for a carriageway means a line marked along the carriageway at or near the far left or the far right of the carriageway;

emergency vehicle has the meaning given to it by the Code;

footpath means an area that is open to the public that is designated for, or has as one of its main uses, use by pedestrians;

GVM (which stands for "gross vehicle mass") has the meaning given to it by the Code;

loading zone means a parking stall which is set aside for use by commercial vehicles if there is a sign referable to that stall marked "Loading Zone";

local government means the Shire of Broome;

local government property means anything —

(a) which belongs to, is owned by or is under the care, control and management of the local government;

(b) which is an "otherwise unvested facility within section 3.53 of the Act; or

(c) of which the local government is a management body under the *Land Administration Act 1997;*

mail zone has the meaning given to it by the Code;

median strip means any physical provision, other than lines, dividing a road to separate vehicular traffic proceeding in opposing directions or to separate 2 one-way carriageways for vehicular traffic proceeding in opposing directions;

motorcycle means a motor vehicle that has 2 wheels and includes —

(a) a 2-wheeled motor vehicle with a sidecar attached to it that is supported by a third wheel; and

(b) a motor vehicle with 3 wheels that is ridden in the same way as a motor vehicle with 2 wheels,

but does not include any trailer;

motor vehicle means a self-propelled vehicle that is not operated on rails; and the expression includes a trailer, semi-trailer or caravan while attached to a motor vehicle, but does not include a power assisted pedal cycle or motorised scooter;

motorised scooter has the meaning given to it by the Code;

no parking area means —

(a) a portion of carriageway to which a no parking sign applies; or

(b) an area to which a no parking sign applies;

no parking sign means a sign with the words "no parking" in red letters on a white background, or the letter "P" within a red annulus and a red diagonal line across it on a white background;

no stopping area means —

(a) a portion of carriageway to which a no stopping sign applies; or

(b) an area to which a no stopping sign applies;

no stopping sign means a sign with the words "no stopping" or "no standing" in red letters on a white background or the letter "S" within a red annulus and a red diagonal line across it on a white background;

occupier has the meaning given to it by the Act;

owner –

(a) where used in relation to a vehicle licensed under the Road Traffic Act, means the person in whose name the vehicle has been registered under the Road Traffic Act;

(b) where used in relation to any other vehicle, means the person who owns, or is entitled to possession of that vehicle; and

(c) where used in relation to land, has the meaning given to it by the Act;

park means to permit a vehicle, whether attended or not by any person, to remain stationary except for the purpose of –

(a) avoiding conflict with other traffic;

(b) complying with the provisions of any law; or

(c) taking up or setting down persons or goods (for a maximum of 2 minutes);

parking area means —

(a) a portion of carriageway to which a permissive parking sign applies; or

(b) an area to which a permissive parking sign applies;

parking facilities includes land, buildings, shelters, metered zones, metered spaces, parking stalls and other facilities open to the public generally for the parking of vehicles with or without charge and signs, notices and facilities used in connection with the parking of vehicles;

parking meter includes the stand on which the meter is erected and a ticket issuing machine;

parking region means the area described in Schedule 1;

parking stall means a section or part of a thoroughfare or of a parking facility which is marked or defined by painted lines, metallic studs, coloured bricks or pavers or similar devices for the purpose of indicating where a vehicle may be parked, but does not include a metered space;

pedestrian crossing has the meaning given to it by the Code;

public place means any thoroughfare or local government property;

Road Traffic Act means the *Road Traffic Act 1974*;

Schedule means a Schedule to this local law;

scooter has the meaning given to it by the Code;

shared zone means the network of roads in an area with —

(a) a "shared zone" sign on each road into the area, indicating the same number; and

(b) an "end shared zone" sign on each road out of the area;

sign includes a traffic sign, inscription, road marking, mark, structure or device approved by the local government on which may be shown words, numbers, expressions or symbols, and which is placed on or near a thoroughfare or within a parking facility or local government property for the purpose of prohibiting, regulating, guiding, directing or restricting the parking of vehicles;

special purpose vehicle has the meaning given to it by the Code;

stop in relation to a vehicle means to stop a vehicle and permit it to remain stationary, except for the purposes of avoiding conflict with other traffic or of complying with the

provisions of any law;
symbol includes any symbol specified by Australian Standard 1742.11-1999 and any symbol specified from time to time by Standards Australia for use in the regulation of parking and any reference to the wording of any sign in this local law shall be also deemed to include a reference to the corresponding symbol;
taxi means a taxi within the meaning of the *Taxi Act 1994* or a taxi-car in section 47Z of the *Transport Co-ordination Act 1966;*
taxi zone has the meaning given to it by the Code;
thoroughfare means a road or other thoroughfare including parking areas, structures or other things appurtenant to the thoroughfare that are within its limits, and nothing is prevented from being a thoroughfare only because it is not open at each end;
ticket issuing machine means a parking meter which issues, as a result of money being inserted in the machine or such other form of payment as may be permitted to be made, a ticket showing the period during which it is lawful to remain parked in a metered space to which the machine is referable;
traffic island means any physical provision, other than lines, marks or other indications on a carriageway, made at or near an intersection, to guide vehicular traffic;
trailer means any vehicle without motive power of its own, designed for attachment to a motor vehicle for the purpose of being towed, but does not include the rear portion of an articulated vehicle or a side car;
vehicle includes –

(a) every conveyance, not being a train, vessel or aircraft, and every object capable of being propelled or drawn, on wheels or tracks by any means; and
(b) where the context permits, an animal being driven or ridden;

verge means the portion of a thoroughfare which lies between the boundary of a carriageway and the adjacent property line but does not include a footpath;
wheeled recreational device has the meaning given to it by the Code; and
wheeled toy has the meaning given to it by the Code.

1.4 Repeal

The *Shire of Broome Local Laws Relating to Parking and Use of Vehicles 2003* as published in the *Government Gazette* on 5 March 2004 and as amended and published in the Government Gazette on 8 June 2007 is repealed.

1.5 Application of particular definitions

(1) For the purposes of the application of the definitions no parking area and parking area, an arrow inscribed on a traffic sign erected at an angle to the boundary of the carriageway is deemed to be pointing in the direction in which it would point, if the signs were turned at an angle of less than 90 degrees until parallel with the boundary.

(2) Unless the context otherwise requires, where a term is used, but not defined, in this local law, and that term is defined in the Road Traffic Act or in the Code, then the term has the meaning given to it in that Act or the Code.

1.6 Application

(1) Subject to subclause (2), this local law applies to the parking region.
(2) This local law does not apply to a parking facility that is not occupied by the local government, unless the local government and the owner or occupier of that facility have agreed in writing that this local law will apply to that facility.
(3) The agreement referred to in subclause (2) may be made on such terms and conditions as the parties may agree.
(4) The provisions of Parts 2, 3, and 4 do not apply to a bicycle parked at a bicycle rail or bicycle rack.

1.7 Pre-existing signs

(1) A sign that –

(a) was erected by the local government or the Commissioner of Main Roads prior to the coming into operation of this local law; and

(b) relates to the parking of vehicles within the parking region, is deemed for the purposes of this local law to have been erected by the local government under the authority of this local law.

(2) An inscription or symbol on a sign referred to in subclause (1) operates and has effect according to its tenor, and where the inscription or symbol relates to the stopping of vehicles, it is deemed for the purposes of this local law to operate and have effect as if it related to the parking of vehicles.

1.8 Classes of vehicles

For the purpose of this local law, vehicles are divided into classes as follows –

(a) buses;
(b) commercial vehicles;
(c) motorcycles and bicycles;
(d) taxis; and
(e) all other vehicles.

1.9 Part of thoroughfare to which sign applies

Where under this local law the parking of vehicles in a thoroughfare is controlled by a sign, the sign must be read as applying to that part of the thoroughfare which –

(a) lies beyond the sign;
(b) lies between the sign and the next sign beyond that sign; and
(c) is on that side of the thoroughfare nearest to the sign.

1.10 Powers of the local government

The Council may, by resolution, prohibit or regulate by signs or otherwise, the stopping or parking of any vehicle or any class of vehicles in any part of the parking region but must do so consistently with the provisions of this local law.

Part 2 – Parking Stalls and Parking Facilities

2.1 Determination of parking stalls and parking facilities

(1) The Council may by resolution constitute, determine and vary –

(a) parking stalls;
(b) parking facilities;
(c) permitted time and conditions of parking in parking stalls and parking facilities which may vary with the locality;
(d) permitted classes of vehicles which may park in parking stalls and parking facilities;
(e) permitted classes of persons who may park in specified parking stalls or parking facilities; and
(f) the manner of parking in parking stalls and parking facilities.

(2) Where the Council makes a resolution under subclause (1) it will erect signs to give effect to the determination.

2.2 Vehicles to be within parking stall on a thoroughfare

(1) Subject to subclauses (2), (3) and (4), a person must not park a vehicle in a parking stall in a thoroughfare otherwise than –

(a) parallel to and as close to the kerb as is practicable;

(b) wholly within the stall; and
(c) headed in the direction of the movement of traffic on the side of the thoroughfare in which the stall is situated.

(2) Subject to subclause (3), where a parking stall in a thoroughfare is set out otherwise than parallel to the kerb, then a person must park a vehicle in that stall wholly within it.

(3) If a vehicle is too long or too wide to fit completely within a single parking stall then the person parking the vehicle must do so within the minimum number of parking stalls needed to park that vehicle.

(4) A person must not park a vehicle partly within and partly outside a parking area.

2.3 Payment of fee to park in a parking facility

A person must not park a vehicle or permit a vehicle to remain parked in any parking facility during any period for which a fee is payable unless –

(a) in the case of a parking facility having an authorised person on duty, the appropriate fee is paid when demanded; or
(b) in the case of a parking facility equipped with parking meters, the appropriate fee is inserted in the meter or the required payment is made in such other form as may be permitted.

2.4 Suspension of parking facility restrictions

The Council may by resolution declare that the provisions of clause 3.3 do not apply during periods on particular days in relation to particular parking facilities as specified in such resolution.

2.5 Vehicle not to be removed until fee paid

~~A person must not remove a vehicle which has been parked in a parking facility until the appropriate fee has been paid for the period for which the vehicle has been parked.~~
A person must not remove a vehicle which has been parked in a parking facility until the appropriate fee has been paid for the period which the vehicle has been parked.

2.6 Entitlement to receipt

A person paying a fee at a parking facility is entitled to receive a receipt on demand showing the period of parking covered by such payment.

2.7 Parking ticket to be clearly visible

A driver of a vehicle in a parking facility which is equipped with a ticket issuing machine must on purchasing a ticket from the machine for a period of parking, place the ticket inside the vehicle in such a position that the ticket is clearly visible to and the expiry time or time for which the ticket remains valid is able to be read by an authorised person examining the ticket from outside the vehicle.

2.8 Parking prohibitions and restrictions

(1) A person must not –
- (a) park a vehicle so as to obstruct an entrance to, or an exit from a parking facility, or an access way within a parking facility;
- (b) except with the permission of the local government or an authorised person, park a vehicle on any part of a parking facility contrary to a sign referable to that part;
- (c) permit a vehicle to park on any part of a parking facility, if an authorised person directs the driver of such vehicle to move the vehicle; or
- (d) park or attempt to park a vehicle in a parking stall in which another vehicle is parked, but this paragraph does not prevent the parking of a motorcycle and a bicycle together in a stall marked "M/C", if the bicycle is parked in accordance with subclause (2).

(2) A person must not park any bicycle –
- (a) in a parking stall other than in a stall marked "M/C"; and
- (b) in such stall, other than against the kerb.

Part 3 – Parking Generally

3.1 Restrictions on parking in particular areas

(1) A person must not park a vehicle in a thoroughfare or part of a thoroughfare, or part of a parking facility –
- (a) if by a sign it is set apart for the parking of vehicles of a different class;
- (b) if by a sign it is set apart for the parking of vehicles by persons of a different class; or
- (c) during any period when the parking of vehicles is prohibited by a sign.

(2) A person must not park a vehicle –
- (a) in a no parking area;
- (b) in a parking area, except in accordance with both the signs associated with the parking area and with this local law;
- (c) in a stall marked "M/C" unless it is a motorcycle without a sidecar or a trailer, or it is a bicycle.

(3) A person must not park a motorcycle without a sidecar or a trailer, or a bicycle in a parking stall not marked "M/C", except where there are no stalls marked "M/C" within 500 metres of the parking stall.(4) A person must not, without the prior permission of the local government, the CEO, or an authorised person, park a vehicle in an area designated by a sign stating "Authorised Vehicles Only".

3.2 Parking vehicle on a carriageway

(1) A person parking a vehicle on a carriageway other than in a parking stall must park it –
- (a) in the case of a two-way carriageway, so that it is as near as practicable to, and parallel with, the left boundary of the carriageway and headed in the direction of the movement of traffic on the side of the thoroughfare on which the vehicle is parked;
- (b) in the case of a one-way carriageway, so that it is as near as practicable to and parallel with either boundary of the carriageway and headed in the direction of the movement of traffic on the side of the thoroughfare on which the vehicle is parked;
- (c) so that at least 3 metres of the width of the carriageway lies between the vehicle and the farther boundary of the carriageway, or any continuous line or median strip, or between the vehicle and a vehicle parked on the farther side of the carriageway;
- (d) so that the front and the rear of the vehicle respectively is not less than 1 metre

from any other vehicle, except a motorcycle without a trailer or a bicycle parked in accordance with this local law; and

(e) so that it does not obstruct any vehicle on the carriageway,

unless otherwise indicated on a parking regulation sign or markings on the carriageway.

(2) In this clause continuous dividing line means –

(a) a single continuous dividing line only;

(b) a single continuous dividing line to the left or right of a broken dividing line; or

(c) 2 parallel continuous dividing lines.

3.3 When parallel and right-angled parking apply

Where a traffic sign associated with a parking area is not inscribed with the words "angle parking", or with an equivalent symbol depicting this purpose, then unless a sign associated with the parking area or marks on the carriageway indicate that vehicles have to park in a different position, then –

(a) where the parking area is adjacent to the boundary of a carriageway, a person parking a vehicle in the parking area must park it as near as practicable to and parallel with that boundary; and

(b) where the parking area is at or near the centre of the carriageway, a person parking a vehicle in that parking area must park it at approximately right angles to the centre of the carriageway.

3.4 When angle parking applies

(1) This clause does not apply to –

(a) a passenger vehicle or a commercial vehicle with a mass, including any load, of over 3 tonnes; or

(b) a person parking either a motor cycle without a trailer or a bicycle.

(2) Where a sign associated with a parking area is inscribed with the words "angle parking" or with an equivalent symbol depicting this purpose, a person parking a vehicle in the area must park the vehicle at an angle of approximately 45 degrees to the centre of the carriageway unless otherwise indicated by the inscription on the parking sign or by marks on the carriageway.

3.5 General prohibitions on parking

(1) This clause does not apply to a vehicle parked in a parking stall or to a bicycle in a bicycle rack.

(2) Subclauses (3)(c), (e) and (g) do not apply to a vehicle which parks in a bus embayment.

(3) Subject to any law relating to intersections with traffic control signals, a person must not park a vehicle so that any portion of the vehicle is –

(a) between any other stationary vehicles and the centre of the carriageway;

(b) on or adjacent to a median strip;

(c) obstructing a right of way, private driveway or carriageway or so close as to deny a vehicle reasonable access to or egress from the right of way, private driveway or carriageway;

(d) alongside or opposite any excavation, works, hoarding, scaffolding or obstruction on the carriageway, if the vehicle would obstruct traffic;

(e) on or within 10 metres of any portion of a carriageway bounded by a traffic island;

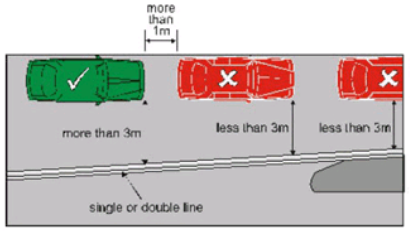
(f) on any footpath or pedestrian crossing;

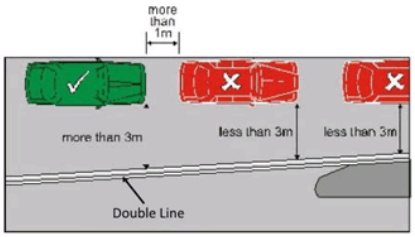
(g) between the boundaries of a carriageway and any double longitudinal line consisting of 2 continuous lines or between a double longitudinal line consisting of a continuous line and a broken or dotted line and the

boundary of a carriageway nearer to the continuous line, unless there is a distance of at least 3 metres clear between the vehicle and the double longitudinal line;

Example

Parallel parking – minimum distance from other vehicles and dividing strip



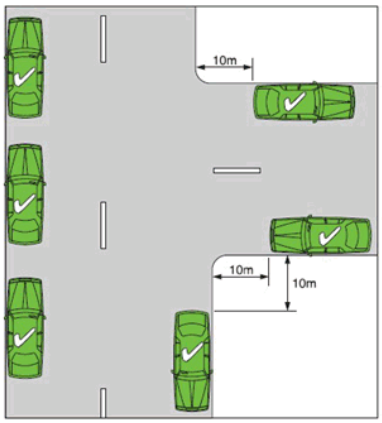


In the example, the vehicles marked with an "X' are parked in contravention of clause 3.5(3).

(h) on an intersection, except adjacent to a carriageway boundary that is not broken by an intersecting carriageway;
(i) within 1 metre of a fire hydrant or fire plug, or of any sign or mark indicating the existence of a fire hydrant or fire plug;
(j) within 3 metres of a public letter pillar box located on a thoroughfare, unless the vehicle is being used for the purposes of collecting postal articles from the pillar box; or
(k) within 10 metres of the nearer property line of any thoroughfare intersecting the thoroughfare on the side on which the vehicle is parked, unless a sign or markings on the carriageway indicate otherwise.

Example

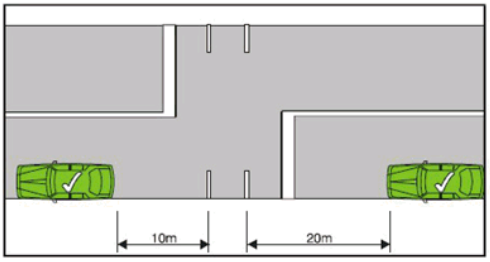
Measurement of distance – T-intersection without traffic lights



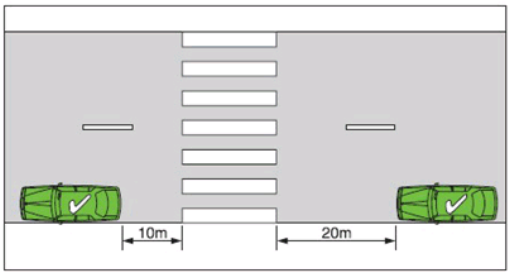
(4) A person must not park a vehicle so that any portion of the vehicle is within 10 metres of the departure side of –
  (a) a sign inscribed with the words "Bus Stop" or "Hail Bus Here", or with equivalent symbols depicting these purposes, unless the vehicle is a bus stopped to take up or set down passengers; or
  (b) a children's crossing or pedestrian crossing.

(5) A person must not park a vehicle so that any portion of the vehicle is within 20 metres of the approach side of –
  (a) a sign inscribed with the words "Bus Stop" or "Hail Bus Here", or with equivalent symbols depicting these purposes, unless the vehicle is a bus stopped to take up or set down passengers; or
  (b) a children's crossing or pedestrian crossing.

Example 1
Measurement of distance – children's crossing



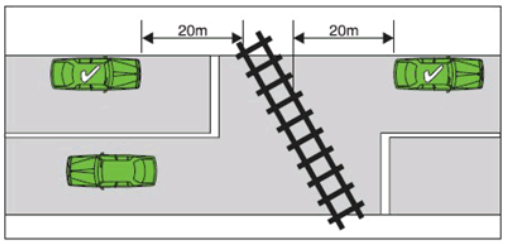
Example 2
Measurement of distance – pedestrian crossing



(6) A person must not park a vehicle so that any portion of the vehicle is within 20 metres of either the approach side or the departure side of the nearest rail of a railway level crossing

Example

Measurement of distance – level crossing



(7) A person must not park on a verge unless that portion of the verge has been approved in writing by the local government as a parking area.

~~(8) Subclause (7) does not apply to a verge adjacent to a premises zoned residential under the local planning scheme if the person is the owner or occupier of the premises adjacent to that portion of the verge, or is a person authorised by the occupier to park on that portion of the verge.~~

(8) Subclause (7) does not apply to a verge adjacent to premises zoned 'industry', 'light and service industry' or 'residential' under the Local Planning Scheme if the person is the owner or occupier of the premises adjacent to that portion of the verge, or is a person authorized by the occupier to park on that portion of the verge.

3.6 Authorised person may order vehicle on thoroughfare to be moved

The driver of a vehicle must not park that vehicle on any part of a thoroughfare in contravention of this local law after an authorised person has directed the driver to move it.

3.7 Authorised person may mark the tyres of a vehicle

(1) An authorised person may mark the tyres of a vehicle parked in a parking stall or parking facility with chalk or any other non-indelible substance for a purpose connected with or arising out of his or her duties or powers.

(2) A person must not remove a mark made by an authorised person so that the purpose of the affixing of such a mark is defeated or likely to be defeated.

3.8 No movement of vehicles to avoid time limitation

(1) Where the parking of vehicles in a parking facility is permitted for a limited time, a

person must not move a vehicle within the parking facility so that the total time of parking exceeds the maximum time allowed for parking in the parking facility.

(2) Where the parking of vehicles in a thoroughfare is permitted for a limited time, a person must not move a vehicle along that thoroughfare so that the total time of parking exceeds the maximum time permitted, unless the vehicle has first been removed from the thoroughfare for at least 2 hours.

3.9 No parking of vehicles exposed for sale and in other circumstances

A person must not park a vehicle on any portion of a thoroughfare –

(a) for the purpose of exposing it for sale;
(b) if that vehicle is not licensed under the Road Traffic Act;
(c) if that vehicle is a trailer or a caravan unattached to a motor vehicle; or
(d) for the purpose of effecting repairs to it, other than the minimum repairs necessary to enable the vehicle to be moved to a place other than a thoroughfare.

3.10 Parking on private land

(1) In this clause a reference to "land" does not include land –
(a) which is local government property;
(b) which is the subject of an agreement referred to in subclause 1.6(2); or
(c) which is identified in a Schedule.

(2) A person must not park a vehicle on land without the consent of the owner or occupier of the land on which the vehicle is parked.

(3) Where the owner or occupier of the land, by a sign referable to that land or otherwise, consents to the parking of vehicles of a specified class or classes on the land for a limited period, a person must not park a vehicle on the land otherwise than in accordance with the consent.

3.11 Parking on local government property

No person other than an employee of the local government in the course of his or her duties or a person authorised by the local government shall drive or park a vehicle upon or over any portion of a local government property other than upon an area specifically set aside for that purpose.

3.12 Suspension of parking limitations for urgent, essential or official duties

(1) Where, by a sign, the parking of vehicles is permitted for a limited time on a portion of a thoroughfare or parking facility, the local government, the CEO or an authorised person may permit a person to park a vehicle in that portion of the thoroughfare or parking facility for longer than the permitted time in order that the person may carry out urgent, essential or official duties.

(2) Where permission is granted under subclause (1), the local government, the CEO or an authorised person may prohibit the use by any other vehicle of that portion of the thoroughfare or parking facility to which the permission relates, for the duration of that permission.

Part 4 – Parking and Stopping Generally

4.1 No stopping and no parking signs, and yellow edge lines

(1) A driver shall not stop on a length of carriageway, or in an area, to which a no stopping sign applies.

(2) A driver must not stop on a length of carriageway or in an area to which a no parking sign applies, unless the driver –

(a) is dropping off, or picking up, passengers or goods;

(b) does not leave the vehicle unattended; and

(c) completes the dropping off, or picking up, of the passengers or goods within 2 minutes of stopping and drives on.

(3) A driver must not stop at the side of a carriageway marked with a continuous yellow edge line.

(4) In this clause a driver leaves the vehicle unattended if the driver leaves the vehicle so the driver is over 3 metres from the closest point of the vehicle.

Part 5 – Stopping in Zones for Particular Vehicles

5.1 Stopping in a loading zone

A person must not stop a vehicle in a loading zone unless it is –

(a) a motor vehicle used for commercial or trade purposes engaged in the picking up or setting down of goods; or

(b) a motor vehicle taking up or setting down passengers,

but, in any event, must not remain in that loading zone –

(c) for longer than a time indicated on the sign designating the loading zone; or

(d) longer than 30 minutes if no time is indicated on the sign.

5.2 Stopping in a taxi zone or a bus zone

(1) A driver ~~shall~~ must not stop in a taxi zone, unless the driver is driving a taxi.

(2) A driver ~~shall~~ must not stop in a bus zone, unless the driver is driving a public bus, or a bus of a type that is permitted to stop at the bus zone by information on or with the "bus zone" sign applying to the bus zone.

5.3 Stopping in a mail zone

A person must not stop a vehicle in a mail zone.

5.4 Other limitations in zones

A person must not stop a vehicle in a zone to which a traffic sign applies if stopping the vehicle would be contrary to any limitation in respect to classes of persons or vehicles, or specific activities allowed, as indicated by additional words on a traffic sign that applies to the zone.

Part 6 – Other Places Where Stopping is Restricted

6.1 Stopping in a shared zone

A driver must not stop in a shared zone unless –

(a) the driver stops at a place on a length of carriageway, or in an area, to which a parking control sign applies and the driver is permitted to stop at that place under this local law;

(b) the driver stops in a parking stall and the driver is permitted to stop in the

parking stall under this local law;

(c) the driver is dropping off, or picking up, passengers or goods; or

(d) the driver is engaged in door-to-door delivery or collection of goods, or in the collection of waste or garbage.

6.2 Double parking

(1) A driver must not stop a vehicle so that any portion of the vehicle is between any other stopped vehicle and the centre of the carriageway.

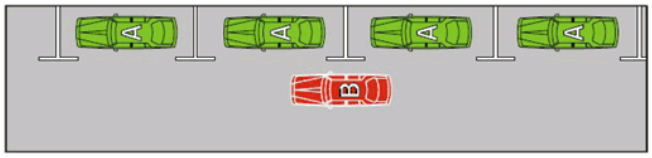
(2) This clause does not apply to –

(a) a driver stopped in traffic; or

(b) a driver angle parking on the side of the carriageway or in a median strip parking area, in accordance with this local law.

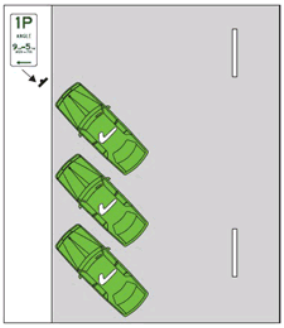
Examples

Example 1



In example 1, the vehicle "B" is stopped in contravention of clause 6.2(1).

Example 2



In example 2, the angle parked vehicles are not stopped in contravention of this clause.

6.3 Stopping near an obstruction

A driver must not stop on a carriageway near an obstruction on the carriageway in a position that further obstructs traffic on the carriageway.

6.4 Stopping on a bridge or in a tunnel, etc.

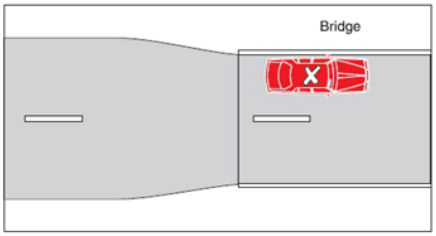
(1) A driver must not stop a vehicle on a bridge, causeway, ramp or similar structure unless –

(a) the carriageway is at least as wide on the structure as it is on each of the approaches and a traffic sign does not prohibit stopping or parking; or

(b) the driver stops at a place on a length of carriageway, or in an area, to which a parking control sign applies and the driver is permitted to stop at that place under this local law.

Example

Stopping on a bridge where the carriageway on the bridge is narrower than on an approach



In the example the vehicle is stopped in contravention of clause 6.4(1).

(2) A driver must not stop a vehicle in a tunnel or underpass unless –
  (a) the carriageway is at least as wide in the tunnel or underpass as it is on each of the approaches and a traffic sign does not prohibit stopping or parking; or
  (b) the driver of a motor vehicle stops at a bus stop, or in a bus zone or parking area marked on the carriageway, for the purpose of setting down or taking up passengers.

6.5 Stopping on crests, curves, etc.

(1) Subject to subclause (2), a driver must not stop a vehicle on, or partly on, a carriageway in any position where it is not visible to the driver of an overtaking vehicle from a distance of 50 metres within a built-up area and from a distance of 150 metres outside a built-up area.

(2) A driver may stop on a crest or curve on a carriageway that is not in a built-up area if the driver stops at a place on the carriageway, or in an area, to which a parking control sign applies and the driver is permitted to stop at that place under this local law.

6.6 Stopping near a fire hydrant etc.

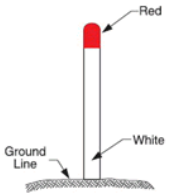
(1) A driver must not stop a vehicle so that any portion of the vehicle is within 1 metre of a fire hydrant or fire plug, or of any sign or mark indicating the existence of a fire hydrant or fire plug, unless –
  (a) the driver is driving a public bus, and the driver stops in a bus zone or at a bus stop and does not leave the bus unattended; or
  (b) the driver is driving a taxi, and the driver stops in a taxi zone and does not leave the taxi unattended.

Examples

Fire hydrant indicators



Fire plug indicator



(2) In this clause a driver leaves the vehicle unattended if the driver leaves the vehicle so the driver is over 3 metres from the closest point of the vehicle.

6.7 Stopping at or near a bus stop

(1) A driver must not stop a vehicle so that any portion of the vehicle is within 20 metres of the approach side of a bus stop, or within 10 metres of the departure side of a bus stop, unless –
  (a) the vehicle is a public bus stopped to take up or set down passengers; or
  (b) the driver stops at a place on a length of carriageway or in an area to which a parking control sign applies and the driver is permitted to stop at that place under this local law.

(2) In this clause –
  (a) distances are measured in the direction in which the driver is driving; and
  (b) a trailer attached to a public bus is deemed to be a part of the public bus.

6.8 Stopping on a path, median strip, or traffic island

The driver of a vehicle (other than a bicycle or an animal) must not stop so that any portion of the vehicle is on a footpath, traffic island or median strip, unless the driver stops in an area to which a parking control sign applies and the driver is permitted to stop at that place under this local law.

6.9 Stopping on verge

(1) A person must not –
  (a) stop a vehicle other than a bicycle;
  (b) stop a commercial vehicle or bus, or a trailer or caravan unattached to a motor vehicle; or
  (c) stop a vehicle during any period when the stopping of vehicles on that verge is prohibited by a sign adjacent and referable to that verge,

  so that any portion of it is on a verge.

(2) Subclause (1)(a) does not apply to the person if he or she is the owner or occupier of the premises adjacent to that verge, or is a person authorised by the occupier of

those premises to stop the vehicle so that any portion of it is on the verge.

(3) Subclause (1)(b) does not apply to a commercial vehicle when it is being loaded or unloaded with reasonable expedition with goods, merchandise or materials collected from or delivered to the premises adjacent to the portion of the verge on which the commercial vehicle is parked, provided no obstruction is caused to the passage of any vehicle or person using a carriageway or a footpath.

6.10 Obstructing access to and from a footpath, driveway, etc.

(1) A driver must not stop a vehicle so that any portion of the vehicle is in front of a footpath or in a position that obstructs access by vehicles or pedestrians to or from that footpath, unless –

(a) the driver is dropping off, or picking up, passengers; or

(b) the driver stops in a parking stall and the driver is permitted to stop in the parking stall under this local law.

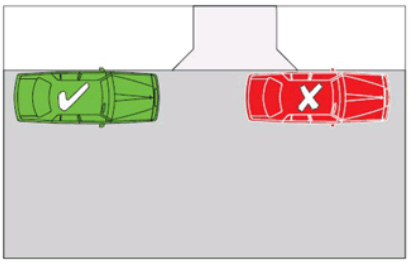
(2) A driver must not stop a vehicle on or across a driveway or other way of access for vehicles travelling to or from adjacent land, unless –

(a) the driver is dropping off, or picking up, passengers; or

(b) the driver stops in a parking stall and the driver is permitted to stop in the parking stall under this local law.

Example

Blocking a driveway



In the example, the vehicle marked with an 'X' is stopped in contravention of clause 6.10(2).

6.11 Stopping near a letter box

A driver must not stop a vehicle so that any portion of the vehicle is within 3 metres of a public letter pillar box, unless the driver –

(a) is dropping off, or picking up, passengers or mail; or

(b) stops at a place on a length of carriageway or in an area to which a parking control sign applies and the driver is permitted to stop at that place under this local law.

6.12 Stopping on a carriageway – heavy and long vehicles

(1) A person must not park a vehicle or any combination of vehicles that, together with any projection on, or load carried by, the vehicle or combination of vehicles, is 7.5 metres or more in length or exceeds a GVM of 4.5 tonnes –

(a) on a carriageway in a built-up area for any period exceeding 1 hour, unless engaged in the picking up or setting down of goods; or

(b) on a carriageway outside a built-up area, except on the shoulder of the carriageway or in a truck bay or other area set aside for the parking of goods

vehicles.

~~(2) Nothing in this clause mitigates the limitations or condition imposed by any other clause or by any local law or traffic sign relating to the parking or stopping of vehicles~~

(2) Nothing in this clause affects or overrides the limitations or conditions imposed by any other clause in this local law, or by any other local law or traffic sign relating to the parking or stopping of vehicles.

6.13 Stopping on a carriageway with a bicycle parking sign

The driver of a vehicle, other than a bicycle, must not stop on a length of carriageway to which a "bicycle parking" sign applies, unless the driver is dropping off or picking up passengers.

6.14 Stopping on a carriageway with motor cycle parking sign

The driver of a vehicle must not stop on a length of carriageway or in an area to which a "motor cycle parking" sign applies, or an area marked "M/C" unless –

(a) the vehicle is a motor cycle; or

(b) the driver is dropping off, or picking up, passengers.

Part 7 – Miscellaneous

7.1 Removal of notices on vehicle

A person, other than the driver of the vehicle or a person acting under the direction of the driver of the vehicle, must not remove from the vehicle any notice put on the vehicle by an authorised person.

7.2 Unauthorised signs and defacing of signs

A person must not, without the authority of the local government –

(a) mark, set up or exhibit a sign purporting to be or resembling a sign marked, set up or exhibited by the local government under this local law;

(b) remove, deface or misuse a sign or property, set up or exhibited by the local government under this local law, or attempt to do any such act; or

(c) affix a board, sign, placard, notice or other thing to or paint or write upon any part of a sign set up or exhibited by the local government under this local law.

7.3 Signs must be complied with

An inscription or symbol on a sign operates and has effect according to its tenor and a person contravening the direction on a sign commits an offence under this local law.

7.4 General provisions about signs

(1) A sign marked, erected, set up, established or displayed on or near a thoroughfare is, in the absence of evidence to the contrary, presumed to be a sign marked, erected, set up, established or displayed under the authority of this local law.

(2) The first 3 letters of any day of the week when used on a sign indicate that day of the week.

7.5 Special purpose and emergency vehicles

Notwithstanding anything to the contrary in this local law, the driver of –

(a) a special purpose vehicle may, only in the course of his or her duties and when it is expedient and safe to do so, stop or park the vehicle in any place, at any time; and

(b) an emergency vehicle may, in the course of his or her duties and when it is expedient and safe to do so or where he or she honestly and reasonably

believes that it is expedient and safe to do so, stop or park the vehicle at any place, at any time.

7.6 Vehicles not to obstruct a public place

(1) A person must not leave a vehicle, or any part of a vehicle, in a public place so that it obstructs the use of any part of that public place without the permission of the local government or unless authorised under any written law.

(2) A person will not contravene subclause (1) where the vehicle is left for a period not exceeding 24 hours.

Part 8 - Penalties

8.1 Offences and penalties

(1) Any person who fails to do anything required or directed to be done under this local law, or who does anything which under this local law that person is prohibited from doing, commits an offence.

(2) An offence against any provision of this local law is a prescribed offence for the purposes of section 9.16(1) of the Act.

(3) Any person who commits an offence under this local law will be liable, upon conviction, to a penalty not exceeding $1,000, and if the offence is of a continuing nature, to an additional penalty not exceeding $100 for each day or part of a day during which the offence has continued.

(4) The amount appearing in the final column of Schedule 2 directly opposite a clause specified in that Schedule is the modified penalty for an offence against that clause.

8.2 Form of notices

For the purposes of this local law –

(a) the form of the notice referred to in section 9.13 of the Act is Form 1 in Schedule 1 of the *Local Government (Functions and General) Regulations 1996;*

(b) the form of the infringement notice referred to in section 9.17 of the Act is Form 2 in Schedule 1 of the *Local Government (Functions and General) Regulations 1996*; and

(c) the form of the infringement withdrawal notice referred to in section 9.20 of the Act is Form 3 in Schedule 1 of the *Local Government (Functions and General) Regulations 1996*.

Schedule 1 – Parking Region

[cl 1.6(1)]

The parking region is the whole of the district, but excludes the following portions of the district –

(1) the approach and departure prohibition areas of all existing and future traffic control signal installations as determined by the Commissioner of Main Roads;

(2) prohibition areas applicable to all existing and future bridges and subways as determined by the Commissioner of Main Roads; and

(3) any road which comes under the control of the Commissioner of Main Roads, unless the control of parking and parking facilities on that road is carried out subject to the control and direction of the Commissioner of Main Roads, or has been delegated by the Commissioner to the local government.

Schedule 2 – Prescribed Offences

[cl 8.1(4)]

OFFENCES AND MODIFIED PENALTIES

ITEM NO.	CLAUSE NO.	NATURE OF OFFENCE	MODIFIED PENALTY $
1	2.2(1)	Failure to park wholly within parking stall	60
2	2.2(4)	Failure to park wholly within parking area	60
3	2.8(1)(a)	Causing obstruction in a parking facility	50
4	2.8(1)(b)	Parking contrary to sign in a parking facility	50
5	2.8(1)(c)	Parking contrary to directions of authorised person	60
6	2.8(1)(d)	Parking or attempting to park a vehicle in a parking stall occupied by another vehicle	40
7	3.1(1)(a)	Parking wrong class of vehicle	40
8	3.1(1)(b)	Parking by persons of a different class	45
9	3.1(1)(c)	Parking during prohibited period	45
10	3.1(2)(a)	Parking in no parking area	60
11	3.1(2)(b)	Parking contrary to signs or limitations	60
12	3.1(2)(c)	Parking vehicle in motor cycle only area	60
13	3.1(3)	Parking motor cycle in stall not marked “M/C”	60
14	3.1(4)	Parking without permission in an area designated with a sign “Authorised Vehicles Only”	60
15	3.2(1)(a)	Failure to park on the left of two-way carriageway	60
16	3.2(1)(a)	Parking against the flow of traffic	60
17	3.2(1)(b)	Failure to park on boundary of one-way carriageway	60
18	3.2(1)(c)	Parking when distance from farther boundary less than 3 metres	45
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Dated 15 June 2012

The Common Seal of the)
Shire of Broome)
was affixed under the authority)
of a resolution of Council in the)
presence of:)

G T CAMPBELL
Shire President

K R DONOHOE
Chief Executive Officer

9.2.10 SUBMISSION - SENATE INQUIRY INTO THE OPERATION, REGULATION AND FUNDING OF AIR ROUTE SERVICE DELIVERY TO RURAL, REGIONAL AND REMOTE COMMUNITIES

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	TRS03
AUTHOR:	Manager Community and Economic Development
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Development and Community
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	5 December 2017

SUMMARY: The Senate Rural and Regional Affairs and Transport References Committee is conducting an inquiry into matters relating to the operation, regulation and funding of air route service delivery to rural, regional and remote communities.

It is recommended that Council resolve to make a formal submission to the Committee as part of this inquiry.

BACKGROUND

Previous Considerations

OMC 27 July 2017 Item 9.3.1

Background

West Australian State Government Economics and Industry Standing Committee Inquiry into Regional Airfares in Western Australia

Following endorsement by Council at the Ordinary Meeting of Council (**OMC**) on 27 July 2017, the Shire made a submission and consequently appeared before the West Australian State Government Economics and Industry Standing Committee (**Committee**) Inquiry into Regional Airfares in Western Australia. The Shire used this opportunity to increase awareness of the impacts and opportunities in relation to regional airfares in the Broome context, with a focus on areas of influence that the WA State Government has or may have.

The Economics and Industry Standing Committee tabled its Report 2, *Perceptions and Realities of Regional Airfare Prices in Western Australia* (see **Attachment 1**) in State Parliament on 30 November 2017. The findings with regards to social, business and tourism impacts of current regional airfares across the State largely mirrored the Shire's submission. Key findings outlined in the report included:

Finding 3
The scope for State Government intervention in the Western Australian aviation market is limited.

Finding 8

Data provided by the Bureau of Infrastructure, Transport and Regional Economics indicate that the passenger cost per kilometre for intra-Western Australian routes are often significantly higher compared with other national routes of similar distance.

Finding 10
High regional airfares are significantly and adversely affecting the lives of regional Western Australians, particularly those who are forced to travel due to sickness, emergency or other family incident.

Finding 11
The high cost of regional airfares can have a debilitating effect on price-sensitive markets, particularly small businesses and tourism operators.

Finding 14
Tourists are holidaying outside of Western Australia, often in South East Asian destinations including Bali, Singapore and Thailand. The high cost of regional airfares to and within Western Australia is a significant contributing factor.

Finding 15
Airlines are required to travel significantly further, and to regional centres with smaller populations, than they do on RPT routes in all other Australian jurisdictions.

Finding 21
Evidence before the Committee suggests that market forces may not operate to place sufficient downward pressure on airfares to some unregulated regional destinations.

Finding 34
Collaborative initiatives between local businesses, councils and airlines would open up a range of new opportunities, expand the tourism market and overall passenger demand, increasing scale and potentially reducing airfares.

Finding 35
While three overseas airlines have recently announced new services to Perth, it seems unlikely in the near future that the State can attract a low-cost airline servicing tourists on regional routes.

Furthermore, the Committee tabled the following recommendations for State Government consideration and action:

Recommendation 1
The Minister for Transport initiate an immediate review to update the *State Aviation Strategy,* to reflect current market conditions and the Government's intrastate aviation policy objectives. The review should consider the adequacy of the Department of Transport's resources, in light of any proposed changes to its policies or functions.

Recommendation 2
The Ministers for Transport, Tourism, and Regional Development establish an interdepartmental working group by 1 February 2018 to assist the review of the *State Aviation Strategy* and undertake a more coordinated approach to aviation policy implementation.

Recommendation 3

The Premier consider re-establishing an Aviation Ministerial Council, to provide oversight for the recommended review of the *State Aviation Strategy* and ensure an ongoing whole-of-Government approach to the implementation State aviation policy.

Recommendation 4
The Department of Transport develop memorandums of understanding by July 2018 with regional airport operators that service unregulated RPT flights for the provision of relevant flight and passenger data. As a minimum, the operators should provide the data that they disclose to the Bureau of Infrastructure, Transport and Regional Economics.

Recommendation 5
The Minister for Transport utilise existing licensing powers under the *Transport Coordination Act 1966* and *Transport Co-Ordination Regulations 1985* to require that airlines operating on unregulated RPT routes provide the 'prescribed records' listed in Appendix Seven to the Department of Transport. Strict confidentiality protocols need to be observed around commercially sensitive information.

Recommendation 6
The Minister for Transport direct the Department of Transport to produce a biannual report assessing prevailing market dynamics and airfares on WA's unregulated RPT routes.

Recommendation 7 Page 127
The Minister for Transport direct the Department of Transport to undertake a discrete, detailed economic analysis and community consultation to determine whether any additional RPT routes in WA should be subject to regulation, with priority placed on the Perth-Kununurra service.

Recommendation 8
The Department of Transport review its current tender design process for regulated RPT routes. The review should consult with the market regarding alternative packaging arrangements to optimise service efficiencies for 'like' routes.

Recommendation 9
As part of the review of the *State Aviation Strategy*, the Department of Transport engage with industry and local communities to examine the market opportunities for additional inter-regional routes within Western Australia.

Recommendation 10
As part of the review of the *State Aviation Strategy*, the Department of Transport consider whether any current RPT routes require subsidisation to secure their viability.

Recommendation 11
The Department of Transport report to the Minister of Transport on the viability and utility of providing a web-based tool for regional airfares similar to FuelWatch.

Recommendation 12
As part of the review of the *State Aviation Strategy*, the Department of Transport consider opportunities to leverage the State's purchasing power to encourage initiatives such as compassionate and/or community airfares for residents.

Recommendation 13

All proposals for new mining airstrips within 100km of existing RPT airports to be considered at Cabinet level and be accompanied by a recommendation from the Aviation Ministerial Council.

Senate Inquiry into the operation, regulation and funding of air route service delivery to rural, regional and remote communities

On 16 November 2017, the Senate referred the following matters to the Senate Rural and Regional Affairs and Transport References Committee (**Senate Committee**) for inquiry and report by 30 March 2018:

The operation, regulation and funding of air route service delivery to rural, regional and remote communities, with particular reference to:

a. *social and economic impacts of air route supply and airfare pricing;*
b. *different legal, regulatory, policy and pricing frameworks and practices across the Commonwealth, states and territories;*
c. *how airlines determine fare pricing;*
d. *the determination of airport charges for landing and security fees, aircraft type and customer demand;*
e. *pricing determination, subsidisation and equity of airfares;*
f. *determination of regulated routes and distribution of residents' fares across regulated routes;*
g. *airline competition within rural and regional routes;*
h. *consistency of aircraft supply and retrieval of passengers by airlines during aircraft maintenance and breakdown;*
i. *all related costs and charges imposed by the Civil Aviation Safety Authority; and*
j. *any related matters.*

Submissions addressing all or some of the terms of reference for this inquiry are due to the Senate Committee by 5 February 2018.

COMMENT

The current Senate inquiry provides the Shire with another opportunity to advocate in relation to the important role of air services, and impact on the current and future community and economic sustainability of Broome and the region.

In response to the terms of reference for the Senate inquiry, it is recommended that the Shire make a submission including the key elements summarised below. A copy of the full submission proposed is shown in **Attachment 2**.

Term of Reference	Summarised Shire Response
a) social and economic impacts of air route supply and airfare pricing	Shire believes that current air route supply and pricing are having significant social and economic impacts on Broome. Among other impacts, the current cost of air travel has been shown to be inhibitive to potential visitors and increases the isolation for residents.
b) different legal, regulatory, policy and pricing frameworks and practices across the Commonwealth, states and	The Shire notes the benefits of local pricing schemes (eg. in regional Queensland) and regulated routes (eg. in southern Western Australia). The Shire also

territories	believes further analysis of the benefits of lifting cabotage restrictions (with limitations) is warranted.
c) how airlines determine fare pricing	There currently seems to be limited transparency on this process from airlines, which is seen as one of the factors causing community outrage.
d) the determination of airport charges for landing and security fees, aircraft type and customer demand	The Broome International Airport is privately run, and the Shire does not have involvement or oversight in relation to airport charges.
e) pricing determination, subsidisation and equity of airfares	The continued support and growth of the Broome tourism industry is considered a key economic priority for Broome. Taking into account the smaller scale of the regional centres in northern Western Australia, data would suggest that price per kilometre charges are higher when compared to eastern coast routes of similar distance.
f) determination of regulated routes and distribution of residents' fares across regulated routes	The Shire does not have a position on regulated routes, but understands that regulated routes in Western Australia have led to greater transparency and engagement between airlines and the community with regards to airfares and services.
g) airline competition within rural and regional routes	The key air routes to Broome are serviced by two airlines. The resultant degree of competition as a result could be seen as negligible.
h) consistency of aircraft supply and retrieval of passengers by airlines during aircraft maintenance and breakdown	The Shire does not have a position.
i) all related costs and charges imposed by the Civil Aviation Safety Authority	The Shire does not have a position.
j) any related matters	The Shire welcomes any Federal Government assistance in maintaining and developing the community and economic sustainability of Broome, and other regional centres across northern Australia. The Shire seeks support in the development and facilitation of international linkages, addressing the high costs of air services to and from Broome and calling for greater transparency and consistency from airlines when setting airfares.

Overall, it is considered important that the Shire continues to articulate the challenges, issues and opportunities associated with air services to the inquiry. Therefore, it is recommended that Council make the submission as shown in **Attachment 2**.

CONSULTATION

Senate Rural and Regional Affairs and Transport References Committee

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

There are no identified financial implications associated with Council presenting a submission to the Inquiry.

RISK

The following risks have been identified for Council's consideration. Based on the following analysis it is recommended that Council proceeds with the submission.

Risk	Type	Rank	Mitigation
Shire does not make an independent submission to the Inquiry.	Reputational	Medium	Given the impacts of this issue on Broome, and levels of frustration throughout the community, it is recommended that Council makes a submission.
The Shire's submission is not supported by industry or stakeholder bodies.	Reputational	Low	Similar themes to those identified by the Shire have emerged in the media and in different regions, and have been reflected in discussions with key stakeholders in Broome.
The Shire's feedback makes limited impact.	Reputational	Low	The outcomes and recommendations of the inquiry are being guided by the Commonwealth Government. The Shire is being proactive by participating in the Inquiry.

STRATEGIC IMPLICATIONS

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

Retention and expansion of Broome's iconic tourism assets and reputation

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council:

1. *Notes findings and recommendations contained within the Economics and Industry Standing Committee's Report 2, Perceptions and Realities of Regional Airfare Prices in Western Australia as shown in Attachment 1.*
2. *Endorses the submission to the Senate Rural and Regional Affairs and Transport References Committee Inquiry into the operation, regulation and funding of air route service delivery to rural, regional and remote communities as shown in Attachment 2.*
3. *Requests that the Chief Executive Officer forward the submission as shown in Attachment 2 to the Senate Rural and Regional Affairs and Transport References Committee.*

Attachments

1. EISC Report - Perceptions and Realities of Regional Airfare Prices in Western Australia
2. Shire of Broome Submission

Economics and Industry Standing Committee

Perceptions and Realities of Regional Airfare Prices in Western Australia

Report No. 2
November 2017

Legislative Assembly
Parliament of Western Australia

Committee Members

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Deputy Chair	Mr Sean L'Estrange, MLA Member for Churchlands
Members	Mr Yaz Mubarakai, MLA Member for Jandakot
	Mr Stephen Price, MLA Member for Forrestfield
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Economics and Industry Standing Committee

Perceptions and Realities of Regional Airfare Prices in WA

Report No. 2

Presented by

Ms J.J. Shaw, MLA

Laid on the Table of the Legislative Assembly on 30 November 2017

Chair's Foreword

Few issues attract greater local interest or rouse community sentiment more in regional Western Australia than the cost of air travel.

In the regions, air travel is not a luxury – it is an essential service, akin to buses or trains in the metropolitan area. It sustains communities, provides links to families and friends, facilitates economic activity and affects people's perceptions about the 'liveability' of regional centres.

Access to reasonably-priced air travel can be the point of difference between feeling a sense of remoteness or remaining connected. Between deciding to build a life in a regional town, or leave because the sense of isolation is too great.

This Inquiry was initiated because regional communities have repeatedly voiced their concerns about the price of regional airfares, and have often been met with muted industry responses. Moreover, government policy has not adequately addressed community concerns – particularly following recent changes in the market.

This Report examines whether prices are in fact high; considers the impact these prices have on regional communities; explores causal factors driving high prices; and suggests steps that Industry and Government might take to address community concerns and reduce airfares.

Are Prices High?

Airline industry pricing is notoriously complex and opaque. As the title of this Report suggests, the Committee sought first to understand whether Community perceptions of high airfares match market realities. Unlike most things Western Australians buy in their everyday lives, airfares for particular flights and routes can change by the day, if not the hour and prices escalate rapidly (and perhaps inexplicably), the closer to the travel date.

The Committee considered fares for Regular Public Transport (RPT) services on regulated routes (where a monopoly is granted to a single operator, with information disclosure obligations), and unregulated routes (where market forces theoretically place downward pressure on price and information disclosure is not required).

The Committee received considerable evidence suggesting that fares on unregulated routes are unreasonably priced. In the absence of any obligation to provide information, public visibility of airlines' cost structures and pricing mechanisms on these routes is extremely limited. Successive witnesses from across the State, however, used terms such as 'price gouging', 'market failure', 'duopoly' and stated that routes

lacked competition. The Committee also received academic evidence to suggest that fares are lower and less volatile on regulated routes.

Unfortunately, the Committee encountered a general resistance from airlines to provide information that would have enabled it to draw conclusions regarding the reasonableness of fares on unregulated routes. In the absence of clear information regarding costs and fare construction, it is difficult for the Committee to conclude that airlines are genuinely setting fair prices. And without proactive community engagement to explain their position, it is impossible for industry operators to change community perceptions or allay concerns.

Community Impacts

The Committee did receive very clear evidence regarding the impact that high airfares have on regional communities. The Inquiry attracted 122 submissions – a record number for a completed Legislative Assembly Inquiry, demonstrating the extent of community concern across the State.

The Committee held hearings in Perth and six regional centres: Albany, Broome, Esperance, Kalgoorlie, Karratha and Kununurra. Given the level of public interest, and in another 'first' for a Legislative Assembly Committee, we also held public forums in four centres (Broome, Kalgoorlie, Karratha and Kununurra), to provide community members with the opportunity to directly communicate their concerns, tell their stories and provide recommendations.

Our engagement with regional communities across the State conveyed the widespread level of unhappiness in many townships, with high airfares affecting social amenity, government service delivery, the operation of local businesses, and the development and sustainability of a vibrant tourism industry.

People recounted stories where they had been unable to attend important legal or personal appointments, visit sick relatives, attend significant family events, or – tragically – say final farewells to loved ones. People told us that their Perth-based families could not afford to visit them (and vice versa); that they could not visit their children at boarding school or regularly bring them home; that their adult children could not return home from university; that they cannot themselves afford to go away on holiday. All of these factors can compound feelings of isolation and loneliness: airfares are often a major factor when people decide to leave regional centres altogether.

Local business operators expressed frustration at the impact expensive air travel has on overall operations, noting that it affects recruitment and training costs, staff attraction and retention, professional development, and also prevents them from meeting clients or seeking new business opportunities. Government services and Not for Profit

operators are similarly affected, with negative impacts on service delivery potentially placing people at risk in some instances. Tourism operators relayed their disappointment at the lack of engagement from airline operators on initiatives to expand local markets and outlined the impact high airfares have on demand for WA destinations, compared to overseas locations.

The Committee appreciated residents' candour and their willingness to share their experiences. Given time and budgetary constraints, we were disappointed not to be able to visit more regional centres, but received submissions from across the State and held a range of video conferences to hear from as many regional centres as possible.

Although many stories were similar, the Committee notes that there were marked differences between the volume and tone of evidence received from destinations on Regulated and Unregulated routes. This Report finds that community sentiment is more positive on regulated routes, where airlines proactively engage with local communities regarding price and service operation.

Factors Affecting Price

Undoubtedly, WA is an expensive place to do business in. All airline operators noted the relatively high costs associated with operating in this State, and this is broadly accepted by the Committee. The Committee also notes that supply/demand dynamics and cost drivers vary significantly between routes and has identified three broad route types: Resource and Energy, Community and Hybrid routes.

Despite differences between routes, we consider that there are a number of overarching factors contributing to WA's high airfares. First and foremost, the State's RPT routes are 'thin', characterised by low passenger volumes and serving small population centres, meaning fixed and operating costs are shared over a smaller base.

On Resource and Energy routes, both general purchasing decisions and the recent structural adjustment in the sector (as it moves from 'construction' to 'production' phase) also have an impact on price. Moreover, charter services and the location of airstrips proximate to RPT airports affect RPT route pricing and overall service viability.

The Committee considers that market structure is an important factor contributing to the price of airfares on unregulated routes. This Report notes that the previous Government adopted a 'light handed' approach to route regulation, based on the belief that competition would impose a natural restraint on prices. Evidence before the Committee suggests that market forces may not operate to place sufficient downward pressure on airfares to some unregulated destinations. The Committee considers that a duopolistic market structure may prevent the operation of market forces, leading to parallel schedules and similar pricing.

Airport charges have been a particularly contested factor. The Committee finds that airport landing fees constitute a varying, but generally small, component of the total costs of regional fares. The Committee also considers that Local Government Authorities and regional airport operators have been open and transparent regarding the calculation and level of landing fees. Some have also proactively fixed or reduced charges. We did not receive evidence that airports are charging unreasonable fees.

Industry-Led Solutions?

The Committee acknowledges that it is legitimate (in fact, necessary) for airlines to make a profit. This principle was advanced repeatedly by witnesses to the Inquiry. No business can be expected to run at a loss. Moreover, we accept that it is important to protect commercial confidentiality in a competitive environment.

Noting the importance of air travel to regional communities, the Committee considers that there are a range of steps that the airline industry could take to address community concerns and demonstrate that they are not extracting unreasonable profits – particularly from local residents forced to travel under emergency or other compassionate circumstances.

Most obviously, airlines can reduce fares. This Report notes that airlines used to offer 'compassionate fares' to assist community members attempting to travel at times of great distress. If airlines were to proactively re-introduce these fares, this would be wholly consistent with good corporate citizenship and would likely assist to reduce community outrage.

This Report outlines several initiatives currently offered in the market. We observe that discounts for residents are frequently offered on the most expensive fare classes and may therefore still represent a considerably more expensive fare than other non-resident fares offered into the market at different points in time. We particularly note Qantas' Residents' Discount Fare offer, announced during this Inquiry. Whilst this is a welcome step, the Committee is concerned about the nature of community engagement undertaken when introducing the fare; its ability to provide a long-term, sustainable solution for community access to reasonably priced fares; and whether these fares represent the best price that could be offered to community members travelling under 'compassionate' circumstances.

The evidence to this inquiry also suggests that where operators proactively engage with Communities to explain cost drivers, route dynamics and service requirements (such as Rex's engagement on the regulated Esperance and Albany routes), community sentiment is far more positive. Voluntary initiatives introduced by airlines to assist customers to understand airfare pricing dynamics would considerably reduce community outrage.

What Can The State Government Do?

The Committee would prefer that the airline industry voluntarily take steps to address community concern and reduce airfares on unregulated routes or demonstrate the reasonableness of their prices. However, where industry either cannot or will not proactively introduce measures, there is scope for the State Government to act.

Given altered market conditions and the recent change of Government, the Committee considers that the *State Aviation Strategy* is in urgent need of review. There have been significant structural adjustments in the WA economy (particularly in the Resources and Energy sector) since the Strategy was first released in 2015. Evidence also suggests that the 'light handed' approach outlined in the Strategy and adopted by the previous Government may not deliver reasonable outcomes for regional WA. There is also considerable scope for greater inter-departmental collaboration on aviation policy, with this Report also recommending that the Premier consider re-establishing an Aviation Ministerial Council (previously instituted under the Gallop Labor Government).

Beyond general policy recommendations, there are also a number of more direct interventions that the State Government can take.

The Committee has observed the paucity of information available with respect to intrastate aviation. This lack of information prevented the Committee from forming a view on the reasonableness of airfare pricing or recommending specific actions on route regulation. We are concerned that a similar constraint affects the Department of Transport.

The Minister for Transport has a range of existing licensing powers under the *Transport Coordination Act 1966* and *Transport Co-Ordination Regulations 1985* to compel the production of information. The Committee recommends that the Minister use these powers on unregulated routes, in conjunction with strict confidentiality protocols, to protect commercially sensitive information.

The Committee considers that more information would considerably assist with policy development. Moreover, disclosure may, in itself, place downward pressure on prices. A number of witnesses observed to the Committee that the mere fact of disclosure places a natural restraint on gouging or unfair pricing. We further recommend that the Department use this information to prepare a biannual report to the Minister on intrastate market dynamics and airfares.

A requirement to provide greater information on unregulated routes represents an intermediate step between the current 'light handed' policy approach, and route re-regulation. It provides the State Government with the ability to conduct its policy function more effectively, observe the operation of the intrastate aviation market, consider whether the market is operating to produce fair pricing outcomes on regional

unregulated routes and determine whether more interventionist market steps are warranted.

Evidence to this Inquiry suggests that market forces may not place sufficient downward pressure on airfares to some unregulated regional destinations. Decisions with respect to route regulation should be based on the best available information, and this has perhaps not been provided to the Committee. Given the complex policy environment, extensive economic analysis and community consultation required to determine appropriate forms of market intervention, the Committee considers that it cannot recommend the re-regulation of particular routes. However, it would be appropriate for the Government to consider whether any existing WA routes should be re-regulated. We have therefore also recommended that the Department of Transport undertake a separate programme of work on this specific issue.

There were a range of other matters that arose during this Inquiry, including service quality, freight, market interactions, leveraging Government purchasing power and enhancing the availability of public information.

Particularly, as part of its review of the *State Aviation Strategy*, the Committee has recommended that Government consider the design of tender packages on regulated routes, to bundle 'like' destinations, attract market interest and deliver scale efficiencies. We also considered the opportunity for additional regional centres to be incorporated into a regulated coastal 'milk run', noting that there is currently no framework within which this type of initiative can be examined. There may be considerable public benefit to communities on the 'milk run', and interest from market operators.

Keeping The Air Fair

Regional Western Australians are rightly concerned about the cost of intrastate air travel. Air services are vital to regional communities – unfair pricing can have a devastating impact on individuals, families, businesses and entire townships.

Airlines are rightly entitled to receive a return for the services they provide. Alongside this right, however, sits a responsibility to treat local communities fairly and compassionately. If disproportionately high or unreasonable returns are being extracted from vulnerable community members, this is manifestly unacceptable.

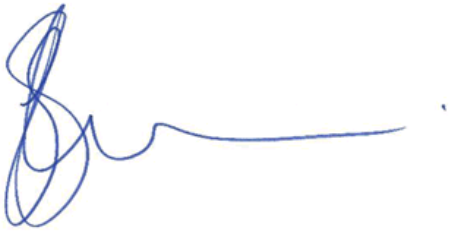
Previous policy positions on unregulated routes have rested on the assumption that competition will drive lower prices. However, the mere presence of two market participants on a route does not automatically guarantee a competitive environment, nor provide assurance that market forces are delivering price restraint.

Based on the evidence presented to this inquiry, the Committee is unable to find that market forces are placing sufficient pressure on unregulated route prices. The possibility of market failure or anti-competitive conduct is of significant concern. It is important that the State Government secure access to sufficient information to enable it to form a view and develop appropriate responses – and on an ongoing basis, rather than at a fixed point in time.

The Committee would prefer that industry take proactive steps to provide information and engage with communities to address concerns about the high cost of regional airfares. But if industry will not act, Government should. We have suggested a graduated range of measures, aimed at promoting fairer outcomes – and lower fares – for regional WA.

I would like to take this opportunity to acknowledge the hard work and contribution of my fellow committee members Mr Sean L'Estrange MLA, Deputy Chair; Mr Yaz Mubarakai MLA; Mr Stephen Price MLA; and Hon Terry Redman MLA to this Inquiry.

I would also like to thank the Committee's Principal Research Officer, Dr David Worth, and Research Officer, Mr Lachlan Gregory, for their assistance throughout this Inquiry.



MS J.J. SHAW, MLA
CHAIR

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Ministerial Response

In accordance with Standing Order 277(1) of the Standing Orders of the Legislative Assembly, the Economics and Industry Standing Committee directs that the Premier and the Ministers for Mines and Petroleum, Tourism and Transport, and the Minister representing the Minister for Regional Development, report to the Assembly as to the action, if any, proposed to be taken by the Government with respect to the recommendations of the Committee.

Findings and Recommendations

Finding 1 **Page 8**

There are considerable differences between Western Australian regional destinations and their route supply-demand dynamics.

Finding 2 **Page 11**

For most regional centres in Western Australia, there are limited alternative modes of travel to flying that are timely and safe.

Finding 3 **Page 16**

The scope for State Government intervention in the Western Australian aviation market is limited.

Finding 4 **Page 20**

The evidence before the Committee suggests that airfares on regulated routes are lower and less volatile than on unregulated routes.

Finding 5 **Page 20**

The terms of the Deeds of Agreement for regulated RPT routes ensure the availability of information about airfares, costs and passenger numbers to the public.

Finding 6 **Page 20**

Community outrage is lower when airlines proactively engage with regional communities, collaborate and innovate to develop service offerings and offer reasonable information to the community regarding costs, passenger numbers and fares.

Finding 7 **Page 23**

All airlines flying RPT routes in Western Australia use an automated yield management system to set prices for fares offered to the general public, which may change by the day, but are generally higher closer to departure.

Finding 8 **Page 28**

Data provided by the Bureau of Infrastructure, Transport and Regional Economics indicate that the passenger cost per kilometre for intra-Western Australian routes are often significantly higher compared with other national routes of similar distance.

Finding 9 **Page 36**

The more remote the regional community is from Perth, and the more limited alternative transportation arrangements are, the more significant the impact of high airfares on regional communities.

Finding 10 **Page 37**

High regional airfares are significantly and adversely affecting the lives of regional Western Australians, particularly those who are forced to travel due to sickness, emergency or other family incident.

Finding 11 **Page 38**

The high cost of regional airfares can have a debilitating effect on price-sensitive markets, particularly small businesses and tourism operators.

Finding 12 **Page 42**

The aircraft used by all airlines servicing regional routes in Western Australia are significantly older than those used to serve routes in other jurisdictions.

Finding 13 **Page 44**

In addition to the impact that high fares have on regional communities, many residents are affected by inadequate scheduling, a poor quality older air fleet and unreliable and expensive freight services.

Finding 14 **Page 47**

Tourists are holidaying outside of Western Australia, often in South East Asian destinations including Bali, Singapore and Thailand. The high cost of regional airfares to and within Western Australia is a significant contributing factor.

Finding 15 **Page 52**

Airlines are required to travel significantly further, and to regional centres with smaller populations, than they do on RPT routes in all other Australian jurisdictions.

Finding 16 **Page 59**

The Committee accepts that the dynamics vary significantly between RPT routes. However, to the extent that block bookings or seat charters essentially underwrite – or cover a substantial portion of the costs – of flights, it is difficult to justify extreme high prices for remaining seats sold to community members, particularly where those seats are purchased under conditions of extreme hardship.

Finding 17 **Page 60**

Charter flights to sites located near RPT destinations have the potential to undermine the viability of RPT services to those destinations.

Finding 18 **Page 62**

The development of new resource project airstrips close to existing airports hosting RPT services undermines RPT services.

Finding 19 **Page 65**

Structural adjustment in the resources and energy sector has had a fundamental impact on regional aviation markets.

Finding 20 **Page 67**

Resource and energy companies receive a substantial benefit that is often not available to other businesses, when they fly their FIFO workers to site due to these costs being eligible as an exemption from the Fringe Benefit Tax.

Finding 21 **Page 70**

Evidence before the Committee suggests that market forces may not operate to place sufficient downward pressure on airfares to some unregulated regional destinations.

Finding 22 **Page 70**

Most unregulated RPT routes in WA are flown by both Qantas Airways and Virgin Australia. A duopolistic market structure may prevent the effective operation of market forces, leading to parallel schedules and similar pricing. This is an important factor contributing to the price of airfares on unregulated routes.

Finding 23 **Page 75**

The debate about the cost of WA airport charges relative to airport charges in the Eastern States is similar to the claims made about high regional airfares in WA. 'Apples for apples' comparisons are difficult and should be made with caution.

Finding 24 **Page 78**

Airport landing fees constitute a varying, but generally small, component of the total costs of a regional airfare.

Finding 25 **Page 78**

Local Government Authorities and private airport operators have been open and transparent with the Committee regarding the calculation and the level of their landing fees.

Finding 26 **Page 82**

There are different passenger fee models used by airports around Australia. In Western Australia, local governments tend to operate airports as separate business units, and seek to recover both operating and capital costs. Recovered capital costs are frequently placed into reserves for future airport upgrades, repairs and maintenance. The Committee received no evidence that local councils were charging unreasonable fees.

Finding 27 **Page 84**

The State Government indirectly subsidises regional airfares by providing substantial assistance to local governments for their airport development and maintenance with funds provided, including under the Regional Airport Development Scheme.

Finding 28 **Page 87**

Separate to airport landing fees, the cost of maintaining and providing security services on unregulated RPT routes, due to a Commonwealth Government requirement, is a significant cost on each passenger fare.

Finding 29 **Page 99**

The airline industry previously offered 'compassionate' fares to assist community members attempting to travel at times of great distress. If airlines were to proactively re-introduce these fares, this would be wholly consistent with good corporate citizenship and would likely assist to reduce community outrage.

Finding 30 **Page 99**

Various airlines operating unregulated routes to regional destinations in Western Australia offer categories of discounted airfares for local residents. The discounts are frequently off the most expensive fare class and may therefore still represent a considerably more expensive fare than other non-resident fares offered into the market at different points in time.

Finding 31 **Page 99**

Airlines operating in Western Australia adopt differing stakeholder engagement strategies. Community outrage is lower where airlines engage proactively with local communities and demonstrate responsiveness to local concerns.

Finding 32 **Page 99**

Qantas' introduction of its Residents' Discount Fare is a welcome step. However, the Committee is concerned about the nature of the community engagement undertaken when introducing the fare; its ability to provide a long-term, sustainable solution for community access to reasonably priced fares; and whether these fares represent the best price that could be offered to community members travelling under 'compassionate' circumstances.

Finding 33 **Page 100**

Voluntary initiatives introduced by airlines to assist customers to understand airfare pricing dynamics would considerably reduce community outrage.

Finding 34 **Page 103**

Collaborative initiatives between local businesses, councils and airlines would open up a range of new opportunities, expand the tourism market and overall passenger demand, increasing scale and potentially reducing airfares.

Finding 35 **Page 105**

While three overseas airlines have recently announced new services to Perth, it seems unlikely in the near future that the State can attract a low-cost airline servicing tourists on regional routes.

Finding 36 **Page 105**

The population, market size and current traffic to the State's main regional centres are the main factors inhibiting the development of new low-cost air services to regional WA.

Finding 37 **Page 106**

Local communities have innovated to improve the attractiveness of their tourism product (with differing degrees of success) and have experienced varying levels of engagement with airlines.

Finding 38 **Page 109**

Many regional local governments have taken direct action to reduce or freeze airport passenger and landing charges, to decrease fares and stimulate higher passenger numbers.

Finding 39 **Page 110**

Airport operators in the Pilbara have developed operational efficiencies and cost savings by sharing knowledge and collaborating on tenders.

Recommendation 1 **Page 112**

The Minister for Transport initiate an immediate review to update the *State Aviation Strategy,* to reflect current market conditions and the Government's intrastate aviation policy objectives. The review should consider the adequacy of the Department of Transport's resources, in light of any proposed changes to its policies or functions.

Finding 40 **Page 113**

The Departments of Transport, Primary Industries and Regional Development and Tourism WA currently work together in an *ad hoc* fashion on specific aviation-related tasks.

Recommendation 2 **Page 114**

The Ministers for Transport, Tourism, and Regional Development establish an interdepartmental working group by 1 February 2018 to assist the review of the *State Aviation Strategy* and undertake a more coordinated approach to aviation policy implementation.

Recommendation 3 **Page 114**

The Premier consider re-establishing an Aviation Ministerial Council, to provide oversight for the recommended review of the *State Aviation Strategy* and ensure an ongoing whole-of-Government approach to the implementation State aviation policy.

Recommendation 4 **Page 115**

The Department of Transport develop memorandums of understanding by July 2018 with regional airport operators that service unregulated RPT flights for the provision of relevant flight and passenger data. As a minimum, the operators should provide the data that they disclose to the Bureau of Infrastructure, Transport and Regional Economics.

Finding 41 **Page 120**

Subject to regulatory or contractual constraints, airlines could provide classes of information under the *Transport Coordination Act 1966* and *Transport Coordination Regulations 1985* to Government on a voluntary and confidential basis.

Recommendation 5 **Page 121**

The Minister for Transport utilise existing licensing powers under the *Transport Coordination Act 1966* and *Transport Co-Ordination Regulations 1985* to require that airlines operating on unregulated RPT routes provide the 'prescribed records' listed in Appendix Seven to the Department of Transport. Strict confidentiality protocols need to be observed around commercially sensitive information.

Recommendation 6 **Page 121**

The Minister for Transport direct the Department of Transport to produce a biannual report assessing prevailing market dynamics and airfares on WA's unregulated RPT routes.

Finding 42 **Page 124**

There are differing views on whether the State Government should re-regulate additional RPT air routes in Western Australia, and at what level of passenger numbers regulation should apply.

Finding 43 **Page 126**

The drop in fares for the regulated Rex RPT routes to Albany and Esperance support the academic evidence provided to the Committee that regulated routes in WA have lower and less volatile airfares than unregulated routes.

Recommendation 7 **Page 127**

The Minister for Transport direct the Department of Transport to undertake a discrete, detailed economic analysis and community consultation to determine whether any additional RPT routes in WA should be subject to regulation, with priority placed on the Perth-Kununurra service.

Finding 44 **Page 130**

There is a difference of view between some local councils and the Department of Transport as to the level of consultation undertaken in the current tender process for regulated routes.

Recommendation 8 **Page 130**

The Department of Transport review its current tender design process for regulated RPT routes. The review should consult with the market regarding alternative packaging arrangements to optimise service efficiencies for 'like' routes.

Recommendation 9 **Page 132**

As part of the review of the *State Aviation Strategy*, the Department of Transport engage with industry and local communities to examine the market opportunities for additional inter-regional routes within Western Australia.

Recommendation 10 **Page 133**

As part of the review of the *State Aviation Strategy*, the Department of Transport consider whether any current RPT routes require subsidisation to secure their viability.

Recommendation 11 **Page 134**

The Department of Transport report to the Minister of Transport on the viability and utility of providing a web-based tool for regional airfares similar to FuelWatch.

Finding 45 **Page 136**

The Government has procedures in place to use its purchasing power to produce savings from its annual budget of over $30 million in airfares for State agencies and Government Trading Enterprises.

Recommendation 12 **Page 137**

As part of the review of the *State Aviation Strategy*, the Department of Transport consider opportunities to leverage the State's purchasing power to encourage initiatives such as compassionate and/or community airfares for residents.

Recommendation 13 **Page 138**

All proposals for new mining airstrips within 100km of existing RPT airports to be considered at Cabinet level and be accompanied by a recommendation from the Aviation Ministerial Council.

Finding 46 **Page 138**

Growth in the State's tourism industry will increase the scale of the regional airfare market, thereby placing downward pressure on airfares to regional destinations.

Finding 47 **Page 142**

The proposal to lift cabotage restrictions in Australia is supported by two major regional centres in Western Australia as a way of boosting tourism and lowering airfares for residents, but is strongly opposed by the two largest airlines serving the State.

Finding 48 **Page 149**

Most other Australian jurisdictions regulate at least one economically marginal air route. The Queensland Government has a specific fund to support regional air services, particularly those focused on increasing their tourist sector and providing essential air services in remote areas in northern Queensland.

Chapter 1

Conduct Of The Inquiry

This Inquiry has generated the largest number of submissions and hearings of any inquiry completed by the Legislative Assembly Committee Office.

> *…many leave our towns to see sick family members, or sadly attend funerals. It is rare to be offered a compassionate fare from Qantas or Virgin. You get a call to let you know that a family member has passed, or is sadly about to pass, you look on Qantas or Virgin to get a flight tomorrow. $888 one-way. This is bad for families, bad from a social perspective, and putting it simply, a rip off.*[1]

This submission from a resident of Tom Price was one of the first the Economics and Industry Standing Committee received for its Inquiry into regional airfares in Western Australia. It reflects the tenor of most of the 122 submissions received, especially from those who live in regional WA and need to purchase a ticket for an urgent, last-minute flight.

This inquiry examines whether regional airfares for Regular Public Transport (RPT) routes in Western Australia are in fact high, the impact that high fares have on regional communities and (to the extent that information was available) considers the factors contributing to these high costs. It makes a series of findings and recommendations regarding community impacts, the aviation market and government policy, aimed at placing downward pressure on fares.

1.1 The Committee's Inquiry Takes Flight

The Inquiry commenced on 14 June 2017 and its Terms of References, as reported to Parliament, are contained in Appendix One.

In August 2016, local councils in the Pilbara called for a State Government investigation into the factors driving high airfares for passengers flying to and from the North West. The then-Leader of the Nationals Party, Brendon Grylls MLA, was reported as saying "if

1 Submission No. 8 from Cr Peter Foster JP, Councillor- Tom Price Ward, Shire of Ashburton, 25 July 2017, p2.

the Federal Government aren't going to do anything, it does fall on the State Government to wade into that area."[2]

On 1 February 2017, WA Labor Leader Mark McGowan MLA committed that a new Labor Government would conduct a parliamentary inquiry into the cost of flights in regional WA, which would make recommendations to government on how to get a better deal for passengers.[3] After the election, the new Tourism Minister, Hon Paul Papalia MLA, said the high costs of regional flights in WA was an issue that had afflicted small businesses, tourism operators and people in regional areas for many years. He said the Inquiry would "get to the bottom of why these fares are so expensive and give airlines the opportunity to provide solutions."[4]

1.2 A Substantial Input From Submissions And Hearings

The Committee placed an advertisement calling for submissions from the public in *The West Australian* on Saturday 26 June 2017. The Inquiry generated great interest from a diverse section of the State's regional communities and the Committee received 122 submissions (see Appendix Two[5]) from a wide range of stakeholders, including:

- 61 individuals;
- 3 political parties;
- 2 key State Government Departments- Department of Transport (DOT) and the Department of Jobs, Tourism, Science and Innovation (JTSI), and the Federal Department of Infrastructure and Regional Development;
- 12 local government authorities, as well as WALGA and the WA Regional Capitals Alliance;
- 4 Development Commissions;
- 12 community-based organisations such as Chambers of Commerce and Industry,
- important industry associations such as the Tourism Council, WA Aboriginal Tourism Operators Council, Australian Hotels Association and the Australian Airport Association; and

2 *ABC News*, "Pilbara councils demand inquiry into 'inequitable' airfares in North West WA", 26 August 2016. Available at: www.abc.net.au/news/2016-08-26/pilbara-councils-call-for-airfare-inquiry/7789812. Accessed on 12 May 2017.

3 Mark McGowan MLA, *WA Labor reaffirms commitment to inquiry into airfares in regional WA*, 1 February 2017. Available at: www.markmcgowan.com.au/news/wa-labor-reaffirms-commitment-to-inqury-into-airfares-in-regional-wa-1299 . Accessed on 12 May 2017.

4 Ms Emma Kirk, *The Land*, "Inquiry into regional flight costs", 22 June 2017. Available at: www.theland.com.au/story/4746977/inquiry-into-was-expensive-airfares/. Accessed on 14 November 2017.

5 To access the Committee's submissions, visit: www.parliament.wa.gov.au/Parliament/commit.nsf/(EvidenceOnly)/56EB8419DC1AD17A4825814000116283?opendocument.

- Qantas Airways Ltd, Virgin Australia, Skippers Aviation and Regional Express (Rex).

The Committee held 41 public hearings at which 93 witnesses appeared (see Appendix Three[6]). These hearings were held in Perth and six key regional centres (Albany, Broome, Esperance, Kalgoorlie-Boulder, Karratha and Kununurra) which host either regulated or unregulated RPT routes from Perth. The Committee also conducted hearings by videoconference with witnesses in Tom Price and Onslow. Given the interest in this Inquiry from residents in regional areas, the Committee arranged for its public hearings in Perth to be broadcast live from the Parliament's web site. In total, the Committee has heard from and spoken to the operators of the Perth International Airport and eight regional airports.

This Inquiry has generated the largest number of submissions and hearings of any inquiry completed by the Legislative Assembly Committee Office.

1.3 The Committee Also Held Four Public Forums

Given the deep level of public unhappiness over regional airfares, the Committee agreed to convene public forums in Albany, Broome, Kalgoorlie, Karratha and Kununurra to directly engage with individuals, hear their stories and seek suggestions for recommendations it could make to Government. The Committee proposed a forum in Esperance, but did not schedule one due to a lack of response to the proposal.

The forums received a positive response in four of the five towns, with 50 people appearing in Broome and Karratha and nearly 70 in Kalgoorlie. The Committee received feedback that, had the forums been held outside of work hours, attendance may have been larger. Notably, no members of the public attended the Albany forum, aside from a local journalist and the local Member of the Legislative Assembly.

Regional Members of the Legislative Assembly and Legislative Council attended all other public forums.

1.4 Desktop Review And Additional Research

The Committee reviewed a range of government reports, policy documents, and peer reviewed articles to supplement the evidence it gathered from submissions and hearings.

6 To access the transcripts of the Committee's hearings, visit: www.parliament.wa.gov.au/Parliament/commit.nsf/(EvidenceOnly)/56EB8419DC1AD17A4825814000116283?opendocument.

Chapter 2

Overview Of WA's Intrastate Aviation Sector

Kununurra is farther from Perth than Adelaide.

2.1 The State Of Aviation In The State

Western Australia has Australia's oldest-serving scheduled passenger service and earliest established State civil aviation network. The first recorded flight in WA took place in 1911.[7]

In the past three decades, both passenger numbers and aircraft movements on WA routes have increased markedly.[8] Actual passenger numbers on WA intrastate routes are not collected for unregulated routes.[9] An indication of the changes in passenger numbers, however, can be ascertained by examining those using Perth International Airport (PIA), which peaked at 13 million passengers during 2013-14, but has tapered off to 12.4 million in 2016-17.[10] Up until 2012-13, when a structural adjustment occurred in the State's resources and energy industry, PIA was the fastest growing capital city airport in Australia.[11]

2.2 Travelling Safely Around Regional WA

RPT Services And Route Characteristics

The State's *Transport Coordination Regulations 1985* define regular public transport (RPT) services as air services "that operate according to a published schedule".[12]

7 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p20.
8 Ibid, p17.
9 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, *Transcript of Evidence*, 1 November 2017, p11.
10 Department of Infrastructure and Regional Development, *Aviation Statistics*, 17 February 2015. Available at: https://bitre.gov.au/publications/ongoing/airport_traffic_data.aspx. Accessed on 19 October 2017.
11 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p26.
12 State Law Publisher, *Transport Co-ordination Regulations 1985*, nd. Available at: slp.wa.gov.au/legislation/statutes.nsf/main_mrtitle_12647_homepage.html. Accessed on 13 October 2017.

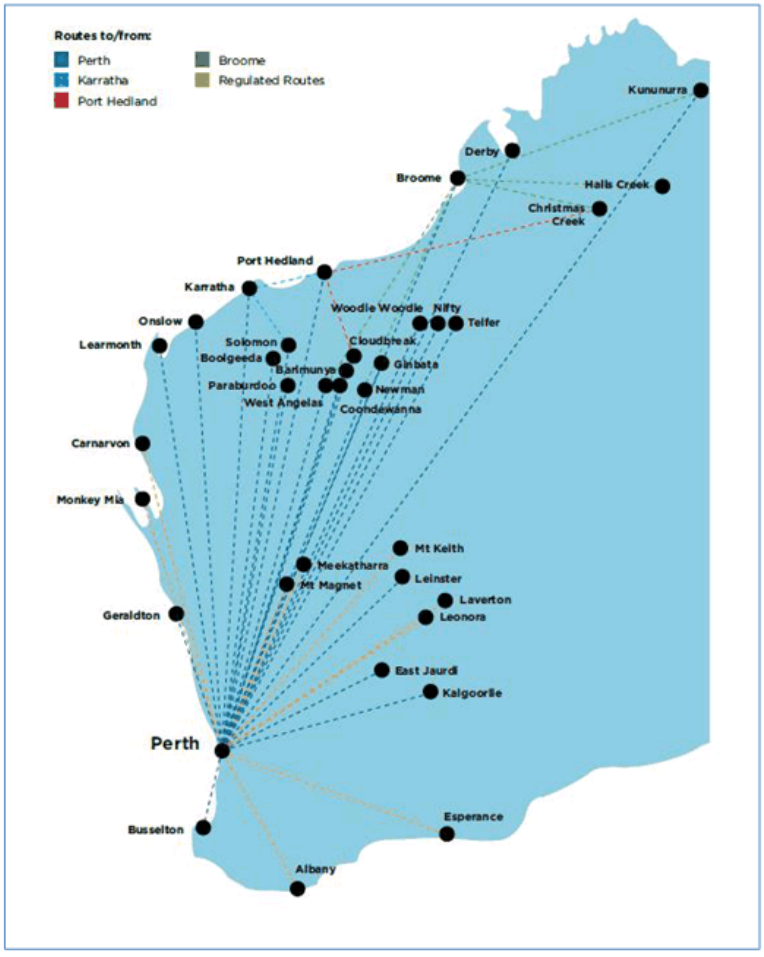
Chapter 2

Under CASA's Commonwealth legislation, a 'RPT service' is more narrowly defined as:

> *…operations involving transporting persons generally, or transporting cargo for persons generally, for hire or reward, in accordance with fixed schedules to and from fixed terminals over specific routes with or without intermediate stopping places between terminals.*[13]

There are 26 airports (including PIA) serving RPT routes in Western Australia. Airlines serving RPT routes require operational licences issued by the WA Department of Transport (DoT). Figure 2.1 below shows these RPT routes, as well as charter ones.

Figure 2.1- WA's intrastate air routes[14]



13 AustLII, *Civil Aviation Regulations 1988 - REG 206 Commercial purposes (Act, s 27(9))*, nd, reg 206(1)(c). Available at: www7.austlii.edu.au/cgi-bin/viewdoc/au/legis/cth/consol_reg/car1988263/s206.html . Accessed on 15 November 2017.

14 Submission No. 70 from the Australian Airports Association, 28 July 2017, p7.

RPT air services to Busselton, Derby, Kambalda and Ravensthorpe ceased between 22 April 2015 and 27 February 2016.[15] In its 2016 Annual Report, (delivered to the previous Liberal-National Government), the DoT reported against a Key Performance Indicator (KPI): *Percentage of regional airports receiving scheduled regular public transport air services*.[16] This KPI measures the regional communities with populations of more than 500, which are within 250 kilometres of an airport accessible by a safe road, which provides two or more weekly RPT air services, or have access to other forms of public transport. In 2015-16 this figure dropped from 96% the previous year to 83.3%, reflecting the cessation of RPT services at these four airports.[17]

Of the current 22 regional towns receiving RPT services, all but three (Halls Creek, Kununurra, and Fitzroy Crossing) have their services connect with Perth.[18]

A number of witnesses characterised most of WA's RPT service regional air routes, as 'thin routes' that are 'pretty marginal' in terms of the economic return made by airlines.[19] As discussed in Chapter 5 below, the main reason for this is the very small population being served by the RPT routes.[20]

There are considerable differences both within and between WA's RPT routes. Individual routes are affected by factors such as passenger types and seasonality. Seashells Hospitality Group said a typical hospitality business in the North West "that stays open year round will run at 95% [occupancy] in July and August, between 60% and 70% September and October, down to 20% to 30% November through until March".[21]

WA is the only Australian jurisdiction where the dominant demand for air services on regional RPT routes is business (including the resources industry), but this varies significantly *between* routes. The resource and energy sector represents 80-90% of traffic on routes like Newman and Karratha[22] but only 33% on the Broome route.[23]

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15 Department of Transport, *Annual report 2016*, 18 October 2017, p55. Available at: www.transport.wa.gov.au/mediaFiles/about-us/AR_P_Annual_Report_2015_16_full_report_revised_29Sept.pdf. Accessed on 3 November 2017.
16 Ibid, p37.
17 Ibid.
18 Submission No. 94 from the Department of Transport, 28 July 2017, p10.
19 Mr Jeff Gooding, CEO, Kimberley Development Commission, *Transcript of Evidence*, 21 August 2017, p7.
20 Submission No. 95 from Qantas Airways Ltd, 31 July 2017, p3.
21 Submission No. 16 from the Seashells Hospitality Group, 26 July 2017, p1.
22 Submission No. 95 from Qantas Airways Ltd, 31 July 2017, p5.
23 Mr Paul McSweeney, CEO, Broome International Airport, *Transcript of Evidence*, 22 August 2017, p1.

Chapter 2

Whilst no two routes are the same, based on the evidence presented to the Committee, there are some very broad groups that WA regional destinations currently fall into:

- Resource and Energy (R&E) routes: dynamics are driven by significant demand from the R&E sector, with smaller proportions of other 'community' or tourism travel. For example, Karratha, Port Hedland, Kalgoorlie and Onslow are all significantly driven by the R&E sector, with lower proportions of community/commuter or tourism-based travel.

- Community routes: air travel utilisation is more akin to 'traditional' public transport, for non-R&E business purposes (small to medium enterprises, government services, etc), commuter or private travel (health care, education/training, outbound tourism, family/personal emergencies). There are varying proportions of tourism-based travel on these routes. For example, in Kununurra, Albany and Esperance most travel is for business or personal matters, with varying proportions of tourism-related travel.

- Hybrid routes: air travel is a mixture of R&E, tourism and community travel in relatively equal proportion. For example, Broome is a major tourism-driven (and seasonal) air route, with a growing R&E sector, coupled with a degree of community travel.

As discussed later in this report, the Committee acknowledges that many regional communities are proactively seeking to diversify their economic base through tourism, which will help change the drivers for travel to and from individual destinations.

Finding 1

There are considerable differences between Western Australian regional destinations and their route supply-demand dynamics.

RPT Operators

The following airlines currently provide RPT air services on the State's regulated routes:

- Aviair;
- Regional Express (Rex);
- Skippers Aviation; and
- Qantas Airways Ltd, including its subsidiary Network Aviation.[24]

24 Submission No. 94 from the Department of Transport, 28 July 2017, p10.

As well as the airlines above, the following have an Air Operators Certificate endorsed for RPT operations in WA:

- Airnorth;
- Alliance Airlines;
- Cobham Aviation;
- Network Aviation; and
- Virgin Australia.[25]

Charter Flights Servicing The Resources Sector

In addition to RPT services, charter flights are also a significant component of WA aviation activity, with Bureau of Infrastructure, Transport and Regional Economics (BITRE) estimating they represent about 14% of domestic passenger movements through Perth Airport.[26] Almost all of these flights are to and from mine, or oil and gas sites, in the Pilbara, Kimberley and the Eastern Goldfields. As an example of the size of these operations, there are 13 certified non–government operated airports alone in the Pilbara region which closed-charter flights deliver their fly in-fly out (FIFO) workers to (see Figure 2.1 above).[27]

In some instances, charter services operate through airports currently offering RPT services or are delivered to mining project airstrips in close proximity to RPT airports. This issue is considered in greater detail in Chapter 5 below.

Alternative Modes Of Transport

There are limited alternative modes of transport available to reach most regional and remote centres in WA.

Coach services provide passage to many regional centres in the State. All of the locations which the Committee visited are serviceable via a public coach service, but the service times mean that they are not a realistic alternative to most residents in remote areas in the North West. One submission noted that regional bus services often do not transport their passengers to remote communities which have an airfield, but are situated away from a main highway.[28] Integrity Coach Lines offers a daily service to 15 locations north of Perth, as far as Broome.[29] Its one-way fare for the two-day trip to

25 Ibid.
26 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p6.
27 Mr Greer Johnson, Executive Officer, Pilbara Development Commission, Email, 20 September 2017, p1.
28 Submission No. 2 from Mr Colin Scott, 26 June 2017, p1.
29 Integrity Coach Lines, *About Us*, nd. Available at: integritycoachlines.com.au/About-Us. Accessed on 12 October 2017.

Broome is $302,[30] compared to the cheapest Qantas *Red e-Deal* price for a three hour one-way fare to Broome from Perth of $215.

However, for centres closer to Perth, coach services are well used. For Geraldton, the Committee was told of TransWA's seven-hour service to Perth which runs 2-3 times a day, "[p]eople with a Concession Card can travel Geraldton-Perth by coach for $33.70, seven days a week. Even at the non-concession rate of $67.40."[31] By comparison, the cheapest Qantas *Red e-Deal* price for a one-hour one-way fare to Perth is $198.[32]

Kalgoorlie is the only major regional centre which is accessible via a daily public rail service as an alternative to the air service. The Committee was told that the *Prospector* service offered return fares of about $160 and it was "mostly full" and is an integral part of the Kalgoorlie tourism industry.[33] By comparison, the cheapest Qantas *Red e-Deal* price for a return fare to Perth is $490.[34]

Road Travel Not Necessarily The Answer

Some regional centres, such as Geraldton, Kalgoorlie and Albany, are also close enough to Perth so that driving may prove a cheaper alternative to flying, especially for families. However, in the Kimberley and Pilbara regions, in the wet season the option to drive out from a town can be reduced as roads are closed, leaving flights the only option and "again prices go up quickly".[35]

For the regional residents driving long distances in the case of emergency, being for family or ill health, the knowledge of high airfares only escalates their distress. The Western Australian Regional Capitals Alliance detailed their concerns about residents driving long distances, "the high cost of airfares means more road travel as a preferred option resulting in additional safety risks associated with long distance road travel".[36]

Driving great distances to regional and remote centres further from Perth than Geraldton and Esperance is often not a genuine alternative to flying. For small businesses, driving may take an entire day, "which is very detrimental to those running their own businesses."[37] The Committee heard many accounts that driving is

30 Mr Bob Davis, Director, Corporate and Commercial Services, City of Greater Geraldton, Email, 5 October 2017, p1.
31 Ibid.
32 Qantas Airways Ltd, *Flights*, nd. Available at: qantas.com/travel/airlines/flight-search/global/en?tvarRCL=AU-AU-en- . Accessed on 12 October 2017.
33 Mr Hugh Gallagher, CEO, Kalgoorlie–Boulder Chamber of Commerce and Industry Inc, *Transcript of Evidence*, 31 August 2017, p10.
34 Qantas, *Flights*, nd. Available at: qantas.com/travel/airlines/flight-search/global/en?tvarRCL=AU-AU-en- . Accessed on 12 October 2017.
35 Submission No. 25 from Ms Ann Hobbs, 27 July 2017, p1.
36 Submission No. 59 from the Western Australian Regional Capitals Alliance, 28 July 2017, p4.
37 Submission No. 108 from Ms Paula Fletcher, 30 August 2017, p1.

undertaken out of necessity to avoid paying an expensive airfare, than the desire to drive. The *Western Australian State Aviation Strategy* notes:

> *The sheer size and isolation of Western Australia mean there is little choice but aviation for travel between Perth and other States and between Perth and most of the State's major regional centres.*[38]

For regional communities, with little opportunity for alternative travel modes to distant destinations such as Perth, their aviation services are seen as an essential public transport, akin to the access Perth residents have to buses and trains.[39]

Finding 2

For most regional centres in Western Australia, there are limited alternative modes of travel to flying that are timely and safe.

2.3 Regulatory Oversight Of WA's Aviation Industry

The Commonwealth Government has historically largely held responsibility for the regulation of Australia's aviation services and national aviation policy. The State Government has a limited involvement in the sector and Local Government's role is largely constrained to managing the operation of their airport.

The Broader Powers Of The Commonwealth Government

The Commonwealth maintains responsibility for the majority of aviation-related matters in Australia, to ensure consistency between jurisdictions. There are three main Commonwealth agencies which oversee security, air traffic control, aircraft noise management, and capital city airports:

- Air Services Australia provide air navigation services;
- The Civil Aviation Safety Authority (CASA) oversee the safety regulation of civil air operations in Australia; and
- The Department of Infrastructure and Regional Development advises on the policy and regulatory framework for Australian airports and the aviation industry, administers the Government's interests in privatised airports under the *Airports Act 1996* and provides advice on the management of Australian airspace and on aircraft noise and emissions.[40]

38 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p5.

39 Mr Stephen Gash, CEO, Shire of Derby/West Kimberley, *Transcript of Evidence*, 22 August 2017, p2.

40 Department of Infrastructure and Regional Development, 'Aviation', 16 December 2016. Available from: https://infrastructure.gov.au/aviation/. Accessed on 12 May 2017.

Chapter 2

The Australian Competition and Consumer Commission, in accordance with the *Airports Act 1996* and the *Competition Consumer Act 2010*, conducts annual monitoring of the four largest capital city airports, which are leased from the Commonwealth on long-term leases.[41]

The State Government's Role In Aviation

The State Government's role in aviation is to ensure regular public transport (RPT) air services to WA's cities and principal towns. It develops its own policies with regard to the aviation sector; issues licenses to operate on all RPT routes; and decides whether to regulate discreet routes (i.e. how to intervene to address perceived market failures).

The Department of Transport (DoT) manages the State Government's aviation policy, licensing and regulatory levers.

The State's Policy Function

In February 2015, the previous Liberal-National State Government published the inaugural *Western Australian State Aviation Strategy*.[42] The Strategy was developed by DoT in synergy with the Commonwealth's aviation policy[43] and links to other State transport sector strategies, such as *Transport @ 3.5 Million*, which provides "a vision for Perth's future transport network".[44]

The development of the *State Aviation Strategy* involved liaison with a diverse range of stakeholders, including individuals, government agencies, airports, airlines and resources and energy sector companies.[45] Much of the Strategy focused on governance issues and the future development of airport infrastructure. It also addressed tourism and aviation route development and the development of affordable air services. The Strategy outlined the challenging nature of providing aviation services in WA, especially the significant distances involved:

> *Within the State, Kununurra is farther from Perth than London is from St Petersburg. Beyond the State, Perth is closer to Jakarta than it is to*

41 Submission No. 35 from the Shire of East Pilbara, 27 July 2017, p5.
42 The then-Minister for Transport initiated the development of the *State Aviation Strategy* in December 2011.
43 The Federal *Aviation White Paper 2009* aims to provide planning, regulatory and investment certainty for the aviation industry to 2020 and beyond. Submission No. 64 from Gascoyne Development Commission, 28 July 2017, p7.
44 Department of Transport, *Transport @ 3.5 Million*, 23 October 2017. Available at: www.transport.wa.gov.au/projects/perth-transport-plan-for-3-5-million.asp. Accessed on 3 November 2017.
45 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p5.

Canberra or Sydney, while the distance between Perth and Brisbane is greater than that between London and Cairo.[46]

The Strategy recognised that WA's regional airfares are "generally the highest in Australia, both in absolute terms and in terms of cost per route kilometre."[47] In an effort to reduce airfares between regional centres, the previous State Government's Strategy committed to:

- encourage low-cost airlines to begin operating intrastate;
- review and deregulate RPT routes where possible, thereby increasing competition; and
- seek agreement from the Commonwealth that costs borne by passengers at regional airports for security be spread across the entire network.[48]

The Strategy's aim was to provide scope for:

- the ability of the metropolitan, regional and remote airports to service current and projected passenger, aircraft and airfreight movements over the next 30 years;
- the governance of regional airports;
- aviation infrastructure funding at regional airports;
- land planning and development controls, to ensure the growth of aviation services to meet the State's needs is not inappropriately restricted; and
- the service of the State's resources and tourism sectors.[49]

The development of the Strategy was an important planning initiative of the previous Government. Unfortunately, the process began in 2011, with much of the data gathered in 2012 from submissions and public forums, before the draft was released in 2013 for comment.[50] This meant that the data the Strategy was based on had been collected before the structural adjustment in the State's R&E sector in 2012-13[51] and the subsequent dramatic fall in passenger movements at many regional airports, and some three years prior to its publication.

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46 Ibid, p17.
47 Ibid, p13.
48 Ibid, pp69-79.
49 Ibid, p18.
50 Mr Peter Ryan, Acting Executive Director, Transport Strategy and Reform, Department of Transport, Email, 21 September 2017, p1.
51 This is discussed in more detail in Chapter 5 below.

Chapter 2

The Strategy is due for review in 2020.

The State's Licensing Function

The *Transport Coordination Act 1966* (the Act) and the *Transport Coordination Regulation 1985* (the Regulations) are the governing legislative instruments for intrastate air routes in WA.

Under the Act, the Transport Minister can issue licences for up to five years to aircraft operating for commercial purposes in Western Australia.[52] In granting a licence, the Minister may consider, amongst other things, "the necessity for the service proposed to be provided and the convenience that would be afforded to the public by the provision of the proposed service."[53] Conditions can be attached to licences, including that "aircraft be operated only upon specified routes or in a specified area"[54] or any other matters considered to be in the public interest.[55] Currently most of the licences carry no conditions but the State Government may change licence conditions at any time during the licence's term.[56]

During 2016-17, DoT removed the need for operators to licence all aircraft to just those that required regulation or monitoring. This was done to reduce 'regulatory burden' on the sector and reduced the number of operators requiring a licence from 56 to 14.[57]

Private charter flights do not currently require a licence to operate.[58] They serve mainly the resource sites at private airstrips constructed by mining companies under a State Agreement Act (see Figure 2.1 above). The Department of Mines, Industry Regulation and Safety has included in its Mining Licence Application process a step that requires applicants to notify whenever they are proposing the construction of a new airstrip at a mine site.[59]

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52 *Transport Coordination Act 1966,* s43A; Department of Transport, *Review of Regulated Regular Public Transport Air Routes in Western Australia: Final Report 2015,* Perth, Western Australia, 2015, p16.

53 *Transport Coordination Act 1966,* s45(1)(a).

54 Ibid.

55 Ibid, s47(1).

56 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 1 November 2017, p11.

57 Department of Transport, *Annual Report 2016-17*, 16 August 2017, p44. Available at: www.transport.wa.gov.au/mediaFiles/about-us/AR_P_Annual_Report_Full_report_2016_17_d.pdf . Accessed on 10 November 2017.

58 Submission No. 94 from Department of Transport, 28 July 2017, pp8-9.

59 Department of Transport, *Annual Report 2015-16*, 18 October 2017, p21. Available at: www.transport.wa.gov.au/mediaFiles/about-us/AR_P_Annual_Report_2015_16_full_report_revised_29Sept.pdf. Accessed on 3 November 2017.

The State's Regulatory Function

In addition to its general licensing power, the State Government can also intervene in the market and regulate individual routes. In the WA aviation context, 'regulation' means that the Government grants one airline a monopoly over a route for a specific period, usually after conducting a tender process. DoT said it collaborates with the Department of Primary Industries and Regional Development during tender processes "in order to understand and include and respond positively to the different needs of different sectors in the market."[60]

A Deed of Agreement is executed between the Government and the successful tenderer at the conclusion of the tender process. The Deed outlines the terms and conditions of the monopoly service for the route and requires that the airline:

- charge no more than the maximum airfare for each route; as set out in the agreement;
- participate in biannual meetings with stakeholders;
- meet on-time performance benchmarks; and
- report monthly statistics on passenger numbers, load factors, airfares and on-time performance to the DOT.[61]

Prior to the year 2000, all WA routes were largely unregulated; however, following the collapse of Ansett Australia in September 2001, the State Government adopted a new approach for marginal routes. There are now both regulated and unregulated RPT routes.[62]

Western Australia has seven regulated RPT routes serving 12 towns- Albany, Esperance, Carnarvon, Kalbarri, Monkey Mia, Leinster, Wiluna, Meekatharra, Mount Magnet, Leonora, Laverton and Exmouth. Regulation ensures an adequate service to these smaller towns.[63]

The *State Aviation Strategy* proposes that the Government should regulate an air route when it judges it to have an unacceptably high risk of market failure, and the operator of the RPT route could withdraw from it. According to the Strategy, market failure occurs on routes where traffic is considered too light to sustain open competition between two or more airlines, and the frequency, reliability, quality and affordability of

60 Mr Brett Hughes, Executive Director, Transport Strategy and Reform, Department of Transport, *Transcript of Evidence*, 9 August 2017, p12.
61 Submission No. 94 from the Department of Transport, 28 July 2017, p20.
62 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p73.
63 Ibid, p76.

air services is compromised. Given their critical nature to communities remote from Perth, the withdrawal of RPT services could undermine the wellbeing of the affected communities.[64]

Route regulation does not guarantee profitability for the monopoly operator – airlines must still manage their operations to realise their internal business case. But nor does regulation automatically mean that routes are unviable or unprofitable. Most RPT air routes in WA, even those that are marginal and have been regulated over the years, have operated successfully without government subsidies.[65]

On unregulated routes, a less 'interventionist' paradigm operates, based on the belief that competitive market forces will operate to place downward pressure on prices and determine the appropriate scheduling for a route. DoT confirmed that the approach of the previous Government in its *State Aviation Strategy* was:

> *...a light-handed approach to regulation of RPT air routes, where feasible. Aviation in WA is primarily a commercial market enterprise that the Government should not interfere with unless there is a clear reason, taking all factors and interests into account.*[66]

The following RPT routes are currently unregulated:

- Perth-Broome;
- Perth-Geraldton;
- Perth-Kalgoorlie;
- Perth-Karratha;
- Perth-Kununurra;
- Perth-Newman;
- Perth-Onslow;
- Perth-Paraburdoo;
- Perth-Port Hedland;
- Perth-Ravensthorpe; and
- Broome-Fitzroy Crossing- Halls Ck.[67]

Most unregulated RPT flights to larger centres, such as Broome, Karratha and Kalgoorlie, are operated by both Virgin Australia and Qantas. The Perth-Geraldton route is an example of a previously regulated route that has been recently deregulated, while the Perth-RAAF Learmonth/Exmouth route is 'lightly' regulated by DoT, as it is served only by Qantas.[68]

Finding 3

The scope for State Government intervention in the Western Australian aviation market is limited.

64 Ibid, p13.
65 Submission No. 94 from the Department of Transport, 28 July 2017, pp9-10.
66 Ibid, p9.
67 Ibid, p10.
68 Ibid.

A Limited Role For Local Government Authorities

Local Government's role in the aviation sector is largely limited to the operation and long-term planning of regional airports, predominantly in their capacity as regional airport owners.[69]

Of WA's 25 RPT regional airports, only Broome International Airport (BIA), Port Hedland International Airport and Paraburdoo Airport are privately operated or owned facilities.[70] The BIA was purchased from the Commonwealth Government by a private owner in the early 1990s, when most of the State's other regional airports were transferred to a local government authority (LGA). Port Hedland International Airport was leased from the Town of Port Hedland to the Port Hedland International Airport Asset Pty Ltd on the 11th March 2016 for a period of 50 years.[71] Paraburdoo is managed by Aerodrome Management Services Pty Ltd as a service provider to Pilbara Iron Pty Ltd (otherwise Rio Tinto).[72]

The State Government currently has no effective power to regulate the prices charged at regional airports for landing and passenger fees.[73] There is also no mechanism for the State to require, review or approve airport master plans and there is no specific State Government requirement of LGAs to plan their airports for financial sustainability. The DoT, however, found that of the 12 major regional airports reviewed in developing the *State Aviation Strategy*, all had master plans except for the airports at RAAF Curtin/Derby and RAAF Learmonth/Exmouth.[74]

69 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p34.
70 Ibid, p36.
71 Mr Rod Evans, General Manager, PHIA Operating Company Pty Ltd, Letter, 12 October 2017.
72 Mr Kevin Thomas, Managing Director, AMS Pty Ltd, Email, 3 October 2017, p1.
73 Productivity Commission, *Submission 17, Western Australian Government*, 2011, p5. Available at: pc.gov.au/__data/assets/pdf_file/0004/19948/sub017.pdf. Accessed on 12 October 2017.
74 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p36.

Chapter 3

Are Regional Airfares Actually High?

WA's regional airfares are "generally the highest in Australia, both in absolute terms and in terms of cost per route kilometre."[75]

3.1 Introduction

Airline industry pricing is notoriously complex and opaque. A range of variables are applied to produce fares, including local, national and international route and market dynamics. On regional RPT routes, it is important to distinguish between the pricing approach for regulated routes, where prices cannot exceed an agreed maximum fare, and unregulated routes, where operators are free to set prices and are theoretically constrained only by competitive forces (as outlined in Chapter 2 above).

Public information on cost structures and pricing mechanisms is extremely limited – particularly on unregulated routes. Community perceptions that airfares are 'too high' are hard to test – a situation which is not assisted by a general resistance from airlines to publicly disclose pricing information.[76]

Unlike most things Western Australians buy in their daily life, airfares for particular flights and routes can change by the day, if not the hour, with airlines offering a range of fare classes. This applies on both regulated and unregulated routes. There are, however significant differences in pricing outcomes and community sentiment for regulated and unregulated routes.

3.2 Pricing On Regulated Routes

As outlined in Chapter 2 above, on regulated routes a single monopoly provider agrees to a particular pricing structure, negotiated as part of a tender process with the Department of Transport (DoT). Associate Professor Jianhong Xia from Curtin University presented data prepared especially for this Inquiry which showed that regulated routes in WA have lower and less volatile airfares than unregulated routes.[77] This proposition was put to operators on unregulated routes (and they were invited to provide supplementary submissions), and was not refuted.

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75 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p13.

76 With the notable exception of Rex, as discussed further in this Chapter.

77 Submission No. 45 from Associate Professor Jianhong Xia, Department of Spatial Sciences, Curtin University, 27 July 2017, p1.

Chapter 3

Finding 4

The evidence before the Committee suggests that airfares on regulated routes are lower and less volatile than on unregulated routes.

The Committee did not receive any submissions expressing discontent with prices on regulated routes. As noted in Chapter 1, the Committee did not schedule a community meeting in Esperance and then was forced to cancel a community meeting in Albany due to the lack of public response.

There are two potential factors explaining this.

Firstly, Regional Express (Rex) has undertaken a very proactive community engagement model. On the evidence presented to the Committee, Rex exceeds the requirements in its Deed of Agreement. Moreover, in its stakeholder forums, Rex presents information to the community regarding costs, pricing and passenger numbers, enabling the community to assess the operator's conduct with respect to pricing. The DoT observed that Rex had been very forthcoming about its airfares with the residents of these two towns in the six-monthly Community Consultative Group meetings, and that this had changed the attitude of these communities to the level of the airfares.[78]

Finding 5

The terms of the Deeds of Agreement for regulated RPT routes ensure the availability of information about airfares, costs and passenger numbers to the public.

Secondly, Rex has worked collaboratively with the local community to develop a 'community fare', introduced when Rex took over these two routes from Virgin Australia in 2016. The fare is available on both its Albany and Esperance routes and costs $129 for a one-way ticket to Perth. This fare is available for flights booked more than 60 days in advance of departure, or within the last 24 hours before departure.[79]

The collaborative development model for this fare, the engagement with the local community and joint contribution to costs management (the local governments have also chosen to cap their landing fees), has considerably removed the 'heat' from the airfare issue in these regulated destinations.

Finding 6

Community outrage is lower when airlines proactively engage with regional communities, collaborate and innovate to develop service offerings and offer reasonable information to the community regarding costs, passenger numbers and fares.

78 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 1 November 2017, p9.

79 Mr Matthew Scott, CEO, Shire of Esperance, *Transcript of Evidence*, 30 August 2017, p3.

3.3 Pricing On Unregulated Routes

The fare methodology, transparency, pricing outcomes and community sentiment on regulated routes stand in stark contrast to the evidence before the Committee for unregulated routes. Unregulated fare prices are theoretically subject to competitive forces and market discipline. On unregulated routes, airfares are set by the individual operator and are theoretically constrained by the discipline of competitive market forces.

The operators on unregulated routes all claimed that their prices were subject to market forces. Qantas outlined its approach to the setting of fares:

> *Pricing is an output of supply and demand and the methodology Qantas adopts for regional routes in WA is the same as it uses for all other routes, in all other markets. Moreover, it is effectively the same as used by all airlines, hotels and rental car companies across the world.*
>
> *At its core is a simple supply and demand equation. An aircraft has a finite amount of supply and airlines aim to cover the high cost of operation by matching supply with demand.*[80]

Unregulated Fare Prices Are Automatically Determined By A Yield Management System

The Committee was told by all of the airlines flying RPT routes in Western Australia that they use an automated 'yield management system' (YMS) to provide prices to individuals on their web sites, and to travel agents. The YMS computer program is supported by a large team of revenue and yield managers "who might come in, and go in and pick and change different aspects at different times".[81]

Virgin Australia's YMS uses 12 price-steps, applied from when the flight is first offered to the market through to the day of travel:

> *…ticket fares …are structured in what is called a booking class, so there is different pricing on a booking class, from the top, which is called a Y-class fare, through to our sale fares, which are S-class. It is not alphabetical, but that is the process, so there are about 12 steps in the price structure on the way through, and that is how availability is controlled in terms of different classes, so a Y-class would have full*

80 Submission No. 95A from Qantas Airways Ltd, 2 November 2017, p3.

81 Ms Claire Werkmeister, Director, Aviation Development and Policy, Tourism WA, *Transcript of Evidence*, 6 September 2017, p6.

> *availability for the aircraft, and the sale fares would have a limited availability…*[82]

Each major airline's YMS draws sales data from the 'global distribution system' (GDS) hosting that airline's flights. GDSs are global, automated, ticketing systems that airlines use across all of their routes, whether they are regional, domestic or international.[83]

Virgin Australia is hosted on the Sabre GDS, while Qantas utilises Amadeus.[84] Rex also confirmed that "[w]e are hosted in the global distribution systems, so we are fully across all the GDSs with Sabre, Galileo, Amadeus et cetera."[85] However, Skippers Aviation is not hosted on any of these global systems. The Skippers' CEO told the Committee that, after trying to be co-hosted on a GDS by Qantas, Virgin and Airnorth, his view of the system was:

> *With this GDS, I just say to people, "When did you last look up the phone book?" If you want to know how to go from here to there, you just google it and it tells you who goes there and everything else. Most people book online; it is just straight booking online.*[86]

The House of Representatives Standing Committee on Transport and Regional Services 2003 Inquiry into commercial regional aviation services in Australia was told that in 1993 the then-Trade Practices Commission granted the two of the global computerised reservation systems, Galileo and Sabre, an exemption from the restrictive trading provisions of the *Trade Practices Act*. This exemption was allowed on the condition that a code of conduct applied. The code of conduct was intended to enable smaller, regional operator's services to be displayed alongside the services of the larger competitor.[87]

The Transport and Regional Services Committee considered that the competitiveness of computerised reservation systems warranted further investigation and recommended that the Australian Competition and Consumer Commission "[i]nvestigate the anti-

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82 Mr Anthony Stokes, General Manager, Finance, Virgin Australia, *Transcript of Evidence*, 11 September 2017, p4.

83 Ms Claire Werkmeister, Director, Aviation Development and Policy, Tourism WA, *Transcript of Evidence*, 6 September 2017, p6.

84 Wikipedia, *Computer reservation system*, 21 September 2017. Available at: https://en.wikipedia.org/wiki/Computer_reservation_system#Major_systems. Accessed on 6 October 2017.

85 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p11.

86 Mr Stan Quinlivan, CEO, Skippers Aviation Pty Ltd, *Transcript of Evidence*, 18 September 2017, p3.

87 House of Representatives Standing Committee on Transport and Regional Services, *Regional Aviation and Island Transport Services:* Making Ends Meet, The Parliament of the Commonwealth of Australia, Canberra, November 2003, p54.

competitive behaviour of the operators of computerised reservation systems as it affects regional airlines".[88] The recommended inquiry was not undertaken.

As well as the GDS, the Virgin Australia's YMS uses data from:

> *...historical booking curves, we have got a revenue management tool that works on forecasting demand and forecasting the way through. That takes into account all those factors, and the factors of the aircraft, and then places available seats in different price points along the way.*[89]

In a similar fashion to the hotel industry, airfares are generally higher during peak periods, such school holidays, and at particular times of the day, such as morning and evening departures. Qantas said that another general rule is that "[l]ower fares are found further from departure, and on low-demand flights. Higher-priced fares are found closer to departure on high-demand flights."[90]

Finding 7

All airlines flying RPT routes in Western Australia use an automated yield management system to set prices for fares offered to the general public, which may change by the day, but are generally higher closer to departure.

BITRE collects data each month on domestic airfares as published on airline web sites for the top 70 routes in Australia, based on traffic volume. For each route, BITRE records the lowest fare available in each fare class on the last Thursday of the survey month. In its submission, the Department of Infrastructure and Regional Development reported that for Restricted Economy airfares for the period July 2016 to June 2017:

> *...Geraldton-Perth was the most expensive of the intra-Western Australian routes in terms of dollars per kilometre at $0.75 and was the 14th most expensive route nationally...The most expensive route nationally was Canberra-Sydney at $1.40 ...The cost per kilometre for Perth-Newman was $0.64, for Paraburdoo-Perth it was $0.55 and for Karratha-Perth it was $0.54. The Perth-Sydney route had the lowest cost per kilometre of all the surveyed routes at $0.13.*[91]

Western Australia isn't the only jurisdiction where regional airfares are claimed to be high. The ABC *FactCheck* program found that "[d]epending on when you book and

88 Ibid, pxxi.
89 Mr Anthony Stokes, General Manager Finance, Virgin Australia, *Transcript of Evidence*, 11 September 2017, p4.
90 Mr Guy Waddell, Head of Domestic Revenue Management, Qantas Airways Ltd, *Transcript of Evidence*, 11 September 2017, p5.
91 Submission No. 120 from the Department of Infrastructure and Regional Development, 29 September 2017, p2.

dates of travel, it can be more expensive to fly out of Alice Springs even to Darwin than it is to make an international trip from a capital city." This program also found that many international flights from capital cities had prices in the range $0.05 to $0.10 per kilometre, a much lower rate than for intra-WA routes.[92]

Airlines Claim That Fares Are Now Cheaper Than Before The Peak Of The Mining Boom

The Committee heard from both major airlines offering flights to major regional centres such as Broome and Karratha that, despite the recent dramatic fall in passenger traffic, the average and sale fares are now lower. Qantas told the Committee "as a fact, our nominal and real retail fares in intra-WA have come down since the peak of the mining boom."[93]

Virgin Australia gave evidence to the Committee that "our sale fares on seven of the eight intrastate routes that we operate [in WA] are lower today than they were three years ago."[94]

Qantas claimed that:

> *...in real terms as at June 2017 all fare categories* [in WA] *are lower than they were in 2003. Best discount economy fare, for example, was 38.5% lower, despite Australian CPI increasing by 32 points over the same period.*[95]

3.4 The Community Perception is of High Prices, Especially For Last Minute Bookings

While the airlines operating on unregulated routes stated to the Committee that their regional fares are now lower than before the peak of the mining boom, direct proof of these assertions was not provided. Qantas, in particular, refused during its hearing to provide the Committee with information on its pricing, claiming 'commercial confidentiality', despite the Committee's offer to receive the information on a confidential basis. Qantas later provided supplementary information to the Committee

92 ABC, *Fact check: Is it cheaper to fly overseas than get out of Alice Springs?*, 3 August 2017. Available at: abc.net.au/news/factcheck/2017-08-03/fact-check-is-it-cheaper-to-fly-overseas-than-alice-springs/8754958. Accessed on 11 October 2017.

93 Mr Guy Waddell, Head of Domestic Revenue Management, Qantas Airways Ltd, *Transcript of Evidence*, 11 September 2017, p11.

94 Ms Jane McKeon, Group Executive, Government Relations, Virgin Australia, *Transcript of Evidence*, 11 September 2017, p7.

95 Mr Andrew David, CEO, Qantas Domestic, Qantas Airways Ltd, *Transcript of Evidence*, 11 September 2017, p2.

on a 'commercial-in-confidence' basis that confirms its claim that average one-way fares to Kalgoorlie, Karratha and Broome were lower in 2016-17 than in 2011-12.[96]

The Committee did, however, receive many submissions, and consistent evidence in hearings across the north of the State, that fare data is not transparent and heard claims that airlines were 'gouging' their customers.[97] This was particularly the case for fares booked close to the date of departure for urgent trips. The Committee didn't receive any complaints about the cost of airfares from residents and organisations in either Albany or Esperance – both regulated routes and subject to the requirements outlined in Chapter 2 above.

A common complaint to the Committee was the high cost of urgent decisions made to purchase a ticket at the last moment for family emergencies:

> *If people have to travel to Perth with little notice for an emergency (such as a family funeral), the high cost of the airfare adds enormous emotional pressure and stress to their already difficult situation.*[98]

One witness said, "the airlines pray on the BBS—the business, the bereaved and the sick, those who have got to fly on short notice."[99]

Another complaint was the lack of transparency and difficulty in understanding how the price of flights were calculated. For example, Ms Radisich submitted that "[r]egional airfares have been a source of irritation for many years, it is impossible to understand the price structure and the huge variations in fares."[100] DoT summarised this problem as one "the general community faces in respect of airlines is, sure, they can see what the price is on the [airline's] website, but what they cannot see is the actual movement in the average price paid."[101]

The final grievance raised by residents echoed the BITRE and ABC *FactCheck* observations noted above, regarding relative costs and charges on different routes. In the absence of information from the airlines regarding cost stacks or pricing methodologies on unregulated 'competitive' routes, complainants frequently pointed to cost-per-kilometre comparators with similar-length routes in the eastern states

96 Submission No. 95A from Qantas Airways Ltd, 2 November 2017, p7.
97 Mr John Walker, CEO, City of Kalgoorlie–Boulder, *Transcript of Evidence*, 31 August 2017, p6.
98 Submission No. 102 from the Karratha Districts Chamber of Commerce & Industry, 23 August 2017, p3.
99 Mr Robert Menzies, Executive Manager, Infrastructure, Broome International Airport, *Transcript of Evidence*, 22 August 2017, pp8-9.
100 Submission No. 7 from Ms Dorothy Radisich, 24 July 2017, p1.
101 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 9 August 2017, p4.

when commenting on the relative high cost of WA regional airfares. Residents noted that WA's regional flights were significantly more expensive.[102]

In its submission, the City of Karratha offered four routes on the east coast of Australia of a similar length to the Perth to Karratha route that were flown by both Qantas and Virgin Australia at about half the price of fares on the Perth to Karratha route.[103]

Australia's North West Tourism offered the Committee Qantas' fare class information for the Perth-Broome and Sydney-Cairns routes (see Table 3.1 below), which indicate a substantial higher cost for the WA route in all 10 fare classes. Both of these routes are flown in a Boeing 737 aircraft and between a capital city and a major tourist destination.[104]

The Qantas fare class figures provided by Australia's North West Tourism for the Perth-Broome route are within $5-$40 of those later provided to the Committee by Qantas on a 'commercial-in-confidence' basis.[105]

Table 3.1- Comparison of Qantas fare class prices on WA (PER-BME) and eastern State's (SYD-CNS) tourist routes[106]

Fare Class	Perth-Broome route ($)	Sydney-Cairns route ($)	Broome fare cost compared to Cairns fare
Y	1,208	684	1.77
B	1,027	554	1.85
H	828	438	1.89
K	724	384	1.89
M	624	344	1.81
L	538	318	1.69
V	476	288	1.65
S	403	252	1.60
N	341	223	1.53
Q	275	193	1.42

The major airlines would argue that the Sydney-Cairn's fares are lower because Cairns has a much larger population that Broome's (140,000 versus 16,000 respectively), and a larger number of passengers using its airport than Broome (4.9 million annually versus 0.36 million respectively).

However, Australia's North West Tourism also provided a Qantas fare class comparison for the tourist route of Sydney-Hamilton Island in comparison to the Perth-Broome

102 Submission No. 4 from the City of Karratha, 12 July 2017, p4.
103 Ibid, p3.
104 Submission No. 68 from the Australia's North West Tourism, 28 July 2017, p5.
105 Submission No. 95A from Qantas Airways Ltd, 2 November 2017, p6.
106 Submission No. 68 from the Australia's North West Tourism, 28 July 2017, p5.

route. Only 1,300 people live on Hamilton Island and its airport serves 0.50 million passengers a year, not much more than Broome's. All of the 10 quoted fare classes for the Sydney-Hamilton Island route are less expensive than the Perth-Broome route (see Table 3.2).[107]

Table 3.2- Comparison of Qantas fare class prices on WA (PER-BME) and eastern State's (SYD-HTI) tourist routes[108]

Fare Class	Perth-Broome route ($)	Sydney-Hamilton Island route ($)	Broome fare cost compared to HI fare
Y	1,208	706	1.71
B	1,027	546	1.88
H	828	396	2.09
K	724	345	2.10
M	624	316	1.97
L	538	285	1.89
V	476	255	1.87
S	403	223	1.81
N	341	200	1.70
Q	275	179	1.54

A resident from Kununurra submitted information to the Committee of his quote for a return economy flight to Perth for business that would have cost $1,429, if booked three weeks from the departure date. However, he also had an opportunity to attend a business meeting in Kuala Lumpur (KL) Malaysia at the same time and was able to book the Kununurra-Perth-Singapore-KL return flight via Singapore Airlines for a total of just $1,087.[109]

The results of the BITRE national survey of airfares provided to the Committee confirm that the passenger cost per kilometre for intra-Western Australian routes are often significantly higher when compared with other interstate routes of similar distance. Comparative data from BITRE for selected routes are shown in Table 3.3 below and indicate a premium for WA routes of 50-80% for longer routes.

BITRE notes that distance is only one of many factors that affect the economics of operating an air service. Passenger volumes and airport charges are other important factors in determining the cost of an airfare.[110]

107 Ibid, p6.
108 Ibid.
109 Submission No. 112 from Mr Charlie Sharpe, 14 August 2017, p1.
110 Ibid.

Chapter 3

Table 3.3- Comparison of costs for similar length routes between WA and eastern State's airports[111]

WA route	Distance	Cost per km	Eastern State route	Distance	Cost per km
Perth-Broome	1,677 km	$0.36	Sydney-Townsville	1,690 km	$0.20
Perth-Port Hedland	1,312 km	$0.50	Adelaide-Alice Springs	1,316 km	$0.33
Perth-Kalgoorlie	538 km	$0.69	Newcastle-Gold Coast	539 km	$0.44
Perth-Geraldton	370 km	$0.75	Sydney-Wagga Wagga	367 km	$0.89

Finding 8

Data provided by the Bureau of Infrastructure, Transport and Regional Economics indicate that the passenger cost per kilometre for intra-Western Australian routes are often significantly higher compared with other national routes of similar distance.

Qantas defended its approach to setting fare levels for routes to regional WA towns and explained that the different costs between flights of a similar length was chiefly about the difference in the number of passengers carried on each route:

> *...increase those numbers, you get greater economies of scale, you can get more asset utilisation out of your aircraft; the more you fly them, the more you are spreading your fixed costs. The bigger aircraft means you have a lower unit per seat cost, but you can only put bigger aircraft in if you can fill them. It is pointless flying around a large aircraft that is half-full or 30% full.*[112]

Qantas confirmed to the Committee that they too were aware of claims in regional WA of high airfares, and had responded in early 2017:

> *We have run focus groups in Mount Isa, Broome and Karratha. We have listened and we do understand those concerns, which is why we made the announcement the week before last of this 12-month trial which brings into effect a 30% discount at the top of the* [fare] *range for*

111 Submission No. 120 from the Department of Infrastructure and Regional Development, 29 September 2017, p2.

112 Mr Andrew David, CEO, Qantas Domestic, Qantas Airways Ltd, *Transcript of Evidence*, 11 September 2017, p9.

> *residents, 10% at the bottom end—80% of our fares are sold in that bottom end.*[113]

Rex agreed with Qantas about the basic issue behind high regional airfares in WA:

> *…regional airfares on thin routes are condemned to be more expensive than the equivalent fares offered on high volume and passenger number routes that are operated by larger jet aircraft due to the inefficiencies and high costs associated with regional air travel; this is true the world over.*[114]

The Community Perceives That Market Forces Are Not Operating To Constrain Airline Pricing Practices

Throughout the course of the inquiry, the Committee received an abundance of evidence from stakeholders questioning the extent to which market forces were operating on unregulated routes to reduce airfares. For example, the Karratha Chamber of Commerce and Industry provided an example of a flight with a very low load of passengers, but the fare was very expensive:

> *…Qantas and Virgin seem to be averse to make cheaper flights available when load factors are low—it is called 'seat dumping'—as people hold out for cheaper seats. This leads to the perverse situation, …where an airline would prefer to fly half-full rather than generating some income through offering cheaper flights at real short notice. …You are sitting on the plane, you know you have just paid—the last one I had was $813 or $789 or something plus a bit return—and there were about 10 of us on the plane.*[115]

Additionally, a tourist operator said there was market failure in Broome because the capacity constraint provided by smaller planes flying fewer times each week meant the airlines were not putting on the extra services to meet the demand that existed.[116]

The Broome Chamber of Commerce and Industry highlighted the lack of competition due to small passenger numbers, "it is a duopoly and there certainly is not a chance for any further competition given the current numbers of people who are flying here at the price points that are available."[117] The City of Karratha agreed that the existence of a

113 Ibid, p3.

114 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p2.

115 Mr John Lally, CEO, Karratha and Districts Chamber of Commerce and Industry, *Transcript of Evidence*, 23 August 2017, p7.

116 Mr Michael Leake, Manager, Habitat Resort Broome, *Transcript of Evidence*, 22 August 2017, p6.

117 Mr Peter Taylor, President, Broome Chamber of Commerce and Industry, *Transcript of Evidence*, 22 August 2017, p3.

third RPT service provided by Alliance Airlines "three to four years ago" had meant lower prices than those currently provided by the duopoly of Qantas and Virgin.[118]

… And The Airlines Aren't Making Their Own Case Heard

In the absence of information from the major airlines with respect to cost structures and fare construction, it is difficult for the Committee to draw the conclusion that airlines are genuinely setting 'fair' prices for intrastate travel on unregulated routes. There is undoubtedly a strong sentiment in the community that fares are too high and both anecdotal evidence and the Curtin University study (referred to in section 3.2 above) suggest that prices are higher and more volatile on unregulated routes.

3.5 Pricing For Charter Flights

Before moving on to the impacts that high airfares have on regional communities, the pricing approach on charter flights is also worthy of mention, as these flights appear to have both direct and indirect effects on RPT fares. Resource companies can purchase block bookings of seats on RPT flights as well as charter whole flights which are not accessible to the public (examined in more detail in Chapter 5 below). Inpex told the Committee it does both, and while mainly arranging block bookings:

> *…on 11 occasions to date we have chartered the Virgin 100-seat F100 aircraft to avoid impacting the travelling public. This included during July school holidays at the height of Broome's tourism season.*[119]

The Committee received information from Qantas with respect to their pricing of charter flights:

> *A charter arrangement sees a customer secure exclusive use of all of the available seats on an aircraft. Qantas is not particularly active in the WA charter business, with only a small number of charter flights to Ginbata Airport (Roy Hill) for Hancock Prospecting and Christmas Creek, Solomon and Cloud break for Fortescue Metals Group.*[120]

Similarly, Virgin said that it offers limited regular closed-charter flights each week to just two towns.[121] Most of the closed-charter flights are offered by specialist airlines

118 Mr Simon Kot, Director, Strategic Projects and Infrastructure Services, City of Karratha, *Transcript of Evidence*, 23 August 2017, p9.

119 Mr William Townsend, General Manager, External Affairs and Joint Venture, INPEX, *Transcript of Evidence*, 11 September 2017, p3.

120 Submission No. 95A from Qantas Airways Ltd, 2 November 2017, p5.

121 Ms Jane McKeon, Group Executive, Government Relations, Virgin Australia, Letter, 20 October 2017.

focusing on the FIFO industry, such as Cobham Aviation Services and Alliance Airlines.[122]

The potential impact that charter pricing has on fares on RPT routes is considered further in Chapter 5.

122 Alliance Airlines, *Our History*, 2017. Available at: www.allianceairlines.com.au/about-us/our-history. Accessed on 3 November 2017.

Chapter 4

The Many Impacts Of High Airfares On Local Communities

...My uncle [was]... rushed to Perth in a coma. He was critical and was given days to live. ... I tried to arrange the first flight out of Kununurra ... This flight cost just under $1,000 ONE WAY. ...My return flights back to Kununurra once again cost just under $1,000 ONE WAY. Personally, I find this ridiculous. My trip was not for a holiday or not for fun but ended up costing me just under $2,000 to say my goodbyes.[123]

The Committee received a wide range of evidence demonstrating the impact high airfares have upon local regional communities, which are often a long way from families, friends and important services in Perth. Evidence presented in written submissions matched what the Committee heard in hearings throughout the State and in four large regional public forums. The evidence clearly demonstrates widespread unhappiness in many communities, affecting the social life of the community, the operation of government services and local businesses, and the development and sustainability of a vibrant tourism industry.

The Committee received a substantial number of submissions from the Kimberley and Pilbara regions. Of the 122 submissions it received, 40 (or 33%) were from the community in Kununurra.

4.1 Broad Social Impacts

Isolation From Family And Friends

Isolation and high airfare prices work in synergy to create pressure and challenging living conditions for regional communities, and is a major factor detracting from the 'liveability' of regional centres. The Shire of Derby/West Kimberley highlighted the importance of regular flights to Derby, "[o]ur population has declined since the regular public transport service from Derby ceased and the cost of airfares has risen considerably."[124]

The significant disadvantages faced by isolated communities were outlined to the Committee in many hearings. Lower socio-economic families living regionally are particularly disadvantaged by the combination of high cost fares, isolation and distance

123 Submission No. 20 from Ms Emma-lee Jane, 26 July 2017, p1.
124 Submission No. 82 from the Shire of Derby/West Kimberley, 28 July 2017, p3.

from important health services in Perth, for example.[125] Residents who choose to educate their children at Perth boarding schools must factor in the high airfare prices when visiting or returning their children home. University and vocational students also experience prohibitive costs to visit their families, and travellers frequently experience limitations on the amount of luggage that can be carried.[126]

In locations such as Kununurra, the Committee heard that isolation and high airfares influence people's long-term decisions to live in remote centres. Many elect to live in the regions on a short or medium term basis (just a few years), rather than relocate for a longer term or permanent move.[127] One reason offered for this was the combined influence of isolation and the presence of high airfares, limiting opportunities for engagement with friends and family members in other locations.[128]

The Committee heard evidence that airfares increase during popular travelling periods, including school holidays and important public holidays such as Christmas and Easter, placing further pressure upon families living in isolated communities.[129] Adding to the isolation, the Committee also heard that extended family members of those living regionally are less likely to travel to remote locations to visit due to high airfare prices. These family members:

> *…often choose to holiday elsewhere rather than visiting family in Karratha. One young family who own two small businesses in town stated it was cheaper for their extended family to fly return to Europe from the east coast than to visit them in Karratha. This creates a feeling of isolation and in some cases ultimately results in small business owners leaving town to be closer to family.*[130]

Ms Cally Dupe submitted that the sentiment "[t]he 'Kimberley would be a much better place to live if it was a bit easier to get out' was repeated almost more than 'it's hot', which, if you've been to the region, is a lot".[131] In her submission, Ms Joanne Pavlinovich reflected upon the social impacts:

> *It is incredibly expensive to leave or visit Kununurra…As a resident I was far less inclined to travel anywhere which wasn't within driving distance…I found myself isolated from Perth friends and family, unable*

125 Submission No. 65 from the Regional Development Australia Mid West Gascoyne, 28 July, p2.
126 Ms Jill Williams, President, East Kimberley Chamber of Commerce and Industry, *Transcript of Evidence*, 21 August 2017, p2.
127 Submission No. 91 from Ms Joanne Sadler, 26 July 2017, p1.
128 Submission No. 65 from the Regional Development Australia Mid West Gascoyne, 28 July 2017, p2.
129 Submission No. 59 from the Western Australian Regional Capitals Alliance, 28 July 2017, p4.
130 Submission No. 102 from the Karratha & Districts Chamber of Commerce & Industry, 23 August 2017, p6.
131 Submission No. 24 from Ms Cally Dupe, 27 July 2017, p3.

> *to attend special events including birthdays and weddings…The Kimberley is losing so many high-quality professional, community members and volunteers because it simply costs so much to live in the region.*[132]

Similarly, Ms Paula Fletcher detailed the situation faced by Kalgoorlie residents:

> *Exorbitant airfares to and from Kalgoorlie make it cost prohibitive for people to travel regularly to visit family in other states and even in Perth… Airfares are out of reach of people earning a regular income, unless they are booked at least 3 months in advance… Airfares to and from Kalgoorlie are extremely overpriced and detrimental to tourism, workforce attraction and retention, and quality of life for Kalgoorlie residents.*[133]

The Kalgoorlie Chamber of Commerce and Industry stated in their submission that the cost of regional airfares:

> *…contributes to extremely poor perceptions of regional lifestyle. Australia is a very mobile community. Perceptions- reality that they cannot have similar lifestyle to other mainstream Australians is a major obstacle confronting the wider Goldfields region.*[134]

The Town of Port Hedland's submission included the results of a community survey, which it had undertaken in advance of their public hearing with the Committee. The survey was undertaken over a period of 24 hours and the Town had a limited opportunity to publicise it in any community campaign. The survey's aim was to provide an analysis of the importance and perception of airfare costs for Port Hedland's community. The survey received 246 responses, with:

- 93.5% of responses indicating they could not afford to fly to desired destinations;
- 99.2% of responses considering the cost of airfares to impact upon their ability to visit family, friends and attend special events; and
- 98.8% of responses considered that lower cost airfares should be available to local members of the community.[135]

The Town's submission concluded from the survey that residents believe that:

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132 Submission No. 54 from Ms Joanne Pavlinovich, 28 July 2017, pp2-3.
133 Submission No. 108 from Ms Paula Fletcher, 30 August 2017, p1.
134 Submission No. 111 from the Kalgoorlie-Boulder Chamber of Commerce and Industry, 30 August 2017, p2.
135 Submission No. 117 from the Town of Port Hedland, 15 September 2017, p2.

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> *...airfares to and from our community are not affordable and do not provide economic and social development opportunities in our community. As such, the current aviation framework does not offer the types of service that the State has espoused in its aviation strategy.*[136]

Finding 9

The more remote the regional community is from Perth, and the more limited alternative transportation arrangements are, the more significant the impact of high airfares on regional communities.

A number of submissions raised the undue burden high airfares place on communities through health impacts. It is both prohibitively expensive for regional community members to visit sick or ailing family members and friends (and vice versa), but there is also a significant impact on the State Government's Budget, through its purchase of flights to support individual's travel to access vital health services.

The WA Country Health Service (WACHS) manages the Patient Assisted Travel Scheme (PATS). The WACHS budget for PATS in 2017-18 is $32.9 million to assist an estimated 36,505 patients[137], but not all of this budget is for airfares.[138] Funded by Royalties for Regions, PATS provides a subsidy towards the cost of travel and accommodation for eligible patients travelling long distances to seek certain specialist medical services.[139]

Patients must be a resident of a WACHS region and travel more than 100 km one-way for their treatment to qualify for PATS. People living in the Pilbara and the Kimberley (and some other remote areas) may be eligible for air travel to their appointments if:

- travel to the nearest specialist involves surface travel of more than 16 hours (one way); and
- they have to travel for cancer treatment by road for more than 350 kms from their place of residence.[140]

136 Ibid.

137 Government of Western Australia, *Summary Of State Government Social Concessions*, nd, p283. Available at: http://static.ourstatebudget.wa.gov.au/17-18/2017-18-wa-state-budget-bp3.pdf. Accessed on 13 November 2017.

138 Dr Neale Fong, Board Chair, WA Country Health Service, Letter, 23 November 2017.

139 WA Country Health Service, *Patient Assisted Travel Scheme (PATS)*, 2011. Available at: www.wacountry.health.wa.gov.au/index.php?id=pats. Accessed on 14 November 2017.

140 WA Country Health Service, *Am I eligible for PATS?*, 2011. Available at: www.wacountry.health.wa.gov.au/index.php?id=628. Accessed on Accessed on 14 November 2017.

Finding 10

High regional airfares are significantly and adversely affecting the lives of regional Western Australians, particularly those who are forced to travel due to sickness, emergency or other family incident.

4.2 A Wide Range Of Business Impacts

High airfares increase the overall operating costs for regional businesses, especially small businesses.[141] For example, the costs to recruit new employees, attend training and development opportunities outside of regional centres and simply meet with clients or customers based elsewhere, are all made more challenging by high regional airfares.[142]

The Karratha and Districts Chamber of Commerce and Industry indicated the majority of small to medium sized business owners in the Pilbara are required to travel to Perth at least annually, to conduct meetings, seek new business opportunities and for professional development. High airfares often make such travel impossible, which in turn directly impacts upon the businesses' capacity for growth and development.[143]

Some larger regional businesses (and government agencies) will have significantly greater 'demand inelasticity' and 'price insensitivity' with respect to airfares. They are far more likely to travel, despite high prices. For others, especially smaller businesses such as tourist operators, airfare prices will determine if they travel at all, or not. The Committee heard in Broome that "one of the constant resounding issues in doing business, and the cost of the airfares, is training" and that many small businesses would not participate in training offered in Perth because of high airfares.[144] The impact on training and business development opportunities particularly affected franchisees, who:

> *…up here often have to forgo* [training in Perth] *unless they want to pay those significant costs. When you look at the franchise business model, one of the major benefits of that business model is having access to the training and the development.*[145]

Employment In The Regions

The Committee received evidence that high airfare prices affect the recruitment process for staff, and the subsequent staff retention rates. The Shire of Wiluna

141 Submission No. 65 from the Regional Development Australia Mid West Gascoyne, 65, p2.
142 Submission No. 102 from the Karratha and Districts Chamber of Commerce and Industry, 23 August 2017, p2.
143 Ibid.
144 Ms Jael Napper, CEO, Broome Chamber of Commerce and Industry, *Transcript of Evidence*, 22 August 2017, p1.
145 Ibid.

reported that local organisations rarely conduct face-to-face interviews for more than one potential appointee, relying upon telephone or video conferencing for a wider field, "[I]f we wished to bring the best three applicants to Wiluna for face-to-face interviews then they would be up for additional costs of $2,700 for airfares alone."[146] Significant costs to businesses can result when a sub-optimal appointee is recruited by a non-face to face process.[147]

The Australian Hotels Association suggested that tourist businesses, particularly in the North West, found that high airfares were one of the factors that made it harder to employ staff from Perth for the five-month high season, when local residents were not enough to sustain all of their employment needs:

> *...young people—have to be able to afford to get up there. When we are talking about return airfares that cost over $1,000, to what extent does that make it easily viable for someone who is a medium to long-term unemployed person, living in a Perth outer suburb, looking for work during the three, four or five-month peak period of the year in the North West, who has had some hospitality training and who has been certified and who has been working with a job-active provider, to get employment...*[148]

The ability to attend professional development opportunities, including training and conferences for employees is often limited by the cost of airfares. The Committee learnt that some regional centres do not have convenient access to videoconferencing facilities, as an alternative to travelling.[149]

Additionally, following a staff appointment, utilising air transport via a RPT service for the relocation of personal items is often not practicable for the individuals and businesses involved. Luggage allowances upon regional carriers are capped at a maximum of 15kg, including carry-on, and airlines can charge a flat fee of up to $70 for an extra piece of checked in luggage.[150]

Finding 11

The high cost of regional airfares can have a debilitating effect on price-sensitive markets, particularly small businesses and tourism operators.

146 Submission No. 93 from the Shire of Wiluna, 28 July 2017, p5.
147 Ibid, p5.
148 Mr Bradley Woods, CEO, Australian Hotels Association (WA), *Transcript of Evidence*, 18 September 2017, p6.
149 Submission No. 59 from the Western Australian Regional Capitals Alliance, 28 July 2017, p4.
150 Submission No. 93 from the Shire of Wiluna, 28 July 2017, p5.

4.3 Essential Services Impacted

The Committee also received evidence that vital community services are impacted by high airfares, including government services such as education, health and policing.

Government education and health services are adversely affected, as providers struggle to attract and retain qualified staff in regional locations. This can lead to a decrease in the quality of education and health services provided in a regional community.[151] Many vital positions in health and other sectors are often vacant for extended periods due to the lack of qualified and experienced applicants applying for positions.[152] Ms Amanda Harding stated in her submission, "[I] believe the high airfares are socially and professionally isolating and would be one of the factors that contribute to the high staff turnover experienced by the health sector".[153]

In addition to the costs incurred in catching a flight, flight schedules can also have a significant impact on the overall cost of intrastate travel. Policing in regional communities is also adversely affected by poor service levels and inadequate scheduling. Local police officers travelling to Perth to appear in court typically spend three days away from their town because of scheduled departure times developed to assist FIFO roster changeovers. This places added pressure on WAPOL's regional resources, including individual police staff and vehicles.[154]

4.4 Impact On The Not For Profit Sector

The Goldfields Women's Refuge, a not for profit service which provides support to women who require urgent assistance from domestic violence, or who are at risk of imminent homelessness, provided a submission.[155] In it they highlight two issues which have resulted from the high airfares between Kalgoorlie and Perth:

- Flights from Kalgoorlie cannot be pre-booked in advance due to the nature of a client or family who require urgent relocation. Flights must therefore be booked at very short notice, in many cases upon the first available departing flight. This results in very high costs for the purchase of such flights, and can limit the level of assistance which the Refuge can provide, in addition to potentially affecting client safety.
- In order to deliver the very best service to their community, the Refuge encourages its staff to attend professional development, through specialised training in Perth. The presence of high airfare prices results in a limited number of staff being able to attend training opportunities. Further, the

151 Submission No. 82 from the Shire of Derby/West Kimberley, 28 July 2017, p3.
152 Submission No. 91 from Ms Joanne Sadler, 26 July 2017, p1.
153 Submission No. 72 from Ms Amanda Harding, 28 July 2017, p1.
154 Submission No. 82 from the Shire of Derby/West Kimberley, 28 July 2017, p3.
155 Submission No. 116 from the Goldfields Women's Refuge, 1 September 2017, p2.

scheduling of flights departing Kalgoorlie results in staff having to spend two nights' accommodation in Perth, further impacting their budget.[156]

4.5 Other Matters Raised With The Committee- Service Levels and Schedules

In addition to the cost of airfares, there were also a range of other matters that were raised with the Committee with respect to regional air services.

Aircraft Age And Quality

Some regional residents commented on the poor quality and the aged aircraft now serving regional routes since the R&E structural adjustment in 2012-13. This was a common factor on 'community' and 'hybrid' routes, and was also increasingly evidenced in 'R&E' destinations.

The more modern Boeing 737s and 717 aircraft utilised on the R&E routes are now increasingly being substituted for older and smaller Fokker F100s or other smaller aircraft primarily used on other route types, as passenger numbers decrease on most regional routes.[157]

Qantas confirmed that the average age of its Fokker 100 airframe age is 24 years while the oldest was 27 years, and said "[t]he F100 aircraft is the optimal size with the best suited range and operating economics for intra-WA routes."[158]

The difference in the ages of the fleets operated by Qantas, Rex and Virgin Australia on the western and eastern coasts of Australia is confirmed in Table 4.1 below. The aircraft used on regional WA routes are substantially older, and have been operated by far more companies over their life, than those used on eastern States' routes.

Typically, these aircraft do not offer business class seats, in-flight entertainment and have a limited food and beverage offerings. Qantas doesn't operate aircraft itself on WA's regional routes but code shares or uses airlines it owns to operate them, such as Airnorth, Alliance and QantasLink (Network Aviation).

156 Ibid.
157 Mr Michael Leake, Manager, Habitat Resort Broome, *Transcript of Evidence*, 22 August 2017, p6.
158 Submission No. 95A from Qantas Airways Ltd, , 2 November 2017, p5.

Table 4.1- Comparison of airline fleet ages between WA and other routes

Airline	Average fleet age of WA fleet (yrs)	Oldest airframe in WA fleet (yrs)	No. of companies oldest airframe has been owned by	Average fleet age in the eastern states/over seas	Oldest airframe in the eastern states/over seas	No. of companies oldest airframe has been owned by
Qantas[159]				10.4	18.1	1
Jetstar (Qantas)[160]				7.3	13.5	1
Network Aviation (QantasLink)[161]	24.2	27.3	6			
Cobham Aviation (Qantas/FIFO)[162]	17.7	27.5	4			
Airnorth (Qantas codeshare)[163]	19.8	29.5	8			
Sunstate Airlines (QantasLink)[164]				8.0	11.8	1
Virgin Australia[165]				7.1	9.2	1
Virgin Aust. Regional[166]	16.2	27.5	6			
Alliance (FIFO)[167]	24.7	28.4	7			
Rex[168]	23.6	28.4	4			

159 AIRFLEETS.NET, *Qantas fleet details*, 2017. Available at: www.airfleets.net/ageflotte/Qantas.htm. Accessed on 19 October 2017.

160 AIRFLEETS.NET, *Jetstar fleet details*, 2017. Available at: www.airfleets.net/ageflotte/Jetstar.htm. Accessed on 19 October 2017.

161 AIRFLEETS.NET, *Network Aviation Australia fleet details*, 2017. Available at: www.airfleets.net/ageflotte/Network%20Aviation%20Australia.htm. Accessed on 19 October 2017.

162 AIRFLEETS.NET, *Cobham Aviation fleet details*, 2017. Available at: www.airfleets.net/ageflotte/Cobham%20Aviation.htm. Accessed on 19 October 2017.

163 AIRFLEETS.NET, *Airnorth Regional fleet details*, 2017. Available at: www.airfleets.net/ageflotte/Airnorth%20Regional.htm. Accessed on 19 October 2017.

164 AIRFLEETS.NET, *Sunstate Airlines fleet details*, 2017. Available at: www.airfleets.net/ageflotte/Sunstate%20Airlines.htm . Accessed on 19 October 2017

165 AIRFLEETS.NET, *Virgin Australia fleet details*, 2017. Available at: www.airfleets.net/ageflotte/Virgin%20Australia.htm. Accessed on 19 October 2017.

166 AIRFLEETS.NET, *Virgin Australia Regional Airlines fleet details*, 2017. Available at: www.airfleets.net/ageflotte/Virgin%20Australia%20Regional%20Airlines.htm. Accessed on 19 October 2017.

167 AIRFLEETS.NET, *Alliance Airlines fleet details*, 2017. Available at: www.airfleets.net/ageflotte/Alliance%20Airlines.htm. Accessed on 19 October 2017.

168 AIRFLEETS.NET, *REX Regional Express fleet details*, 2017. Available at: www.airfleets.net/ageflotte/REX%20Regional%20Express.htm. Accessed on 19 October 2017.

Skippers[169]	25.3	30.3	4	-	-	-

Finding 12

The aircraft used by all airlines servicing regional routes in Western Australia are significantly older than those used to serve routes in other jurisdictions.

Questioned about this matter, DoT replied that the age of aircraft was a matter for the Civil Aviation Safety Authority, and "DoT's focus is on ensuring appropriate air services are provided for regional communities and business. Accordingly, the age of aircraft is not in itself a deciding factor."[170]

DoT specifically provided information about Rex's SAAB 340Bs, the oldest of which is 28.4 years old:

> *The lifetime flying hours of a SAAB 340B is 80,000 hours. Rex on average will utilise the aircraft for only 1,200 flying hours per year. On this basis, the SAAB 340B will be able to fly for many years into the future.*[171]

This 'right-sizing' of aircraft, along with a reduction in the number of flights to regional centres, has added to the grievances of people living in regional WA with their aviation services. The Australian Hotels Association told the Committee that "[t]here is a high level of frustration in the North West, particularly around the capacity and size of aircraft and the downgrading of services" and said:

> *Those are really important factors that we would encourage the airlines to be cognisant of and really be aware of. A three-hour flight is not something that people want to not have any catering services on. You get that on a train sometimes over on the east coast better than you would on an airline.*[172]

Impact On Freight Services

The transportation of freight into the regions for both residents and businesses, such as agriculture, was also frequently raised in evidence presented to the Committee.

There is an obvious correlation between the size of the planes operating on regional routes, the amount of freight carried upon an aircraft and the number of passengers. As outlined above, smaller planes have always operated on a number of regional

169 AIRFLEETS.NET, *Skippers Aviation fleet details*, 2017. Available at: www.airfleets.net/ageflotte/Skippers%20Aviation.htm. Accessed on 19 October 2017.
170 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, Letter, 14 November 2017, p3.
171 Ibid, p4.
172 Mr Bradley Woods, CEO, Australian Hotels Association (WA), *Transcript of Evidence*, 18 September 2017, p10.

routes. After the resources downturn in 2011-12, both major airlines moved from larger jets to smaller planes, with more limited cargo holds.

For example, the Committee was told that the weather and the climate in the Kimberley have a significant impact on the load that a Fokker F100 can carry. This affects the combination of passengers and freight on board and, where planes are full, lead to longer flight times as flights need to land at additional airports to refuel:

> *Can I say that quite often the planes will not be able to make it, even back to Perth, in one go. I certainly have had opportunities where I have flown to Perth and had to land in Newman or somewhere to refuel just to get back to Perth.*[173]

The Committee received evidence that freight charges were expensive and often-involved long delays, before vital pieces of equipment arrived in situations where freight was not loaded, in preference for passengers and their luggage:

> *…in May this year, for five days in a row, some people were waiting for Express Post parcels to be delivered. The freight did not arrive on the plane because it was actually pushed off the plane because the planes were full.*[174]

Similarly, where an airline prioritises freight, passengers have also experienced poor service. The Broome Chamber of Commerce and Industry stated, "[I] personally experienced a situation where my sister who was on standby was pushed off the flight because it was too full of freight."[175]

Two impacts on everyday matters which the Committee had not previously considered were raised by the Shire of Derby/West Kimberley, "[o]ne of the biggest issues is the deceased and getting them to Perth"[176] and the Broome CCI, "[w]e very rarely get the daily papers up here anymore. Once upon a time they would arrive every day".[177]

173 Mr Carl Askew, CEO, Shire of Wyndham–East Kimberley, *Transcript of Evidence*, 21 August 2017, p8.

174 Mr Michael Leake, Manager, Habitat Resort Broome, *Transcript of Evidence*, 22 August 2017, p6.

175 Ms Jael Napper, CEO, Broome Chamber of Commerce and Industry, *Transcript of Evidence*, 22 August 2017, p2.

176 Mr Stephen Gash, CEO, Shire of Derby/West Kimberley, *Transcript of Evidence*, 22 August 2017, p7.

177 Mr Peter Taylor, President, Broome Chamber of Commerce and Industry, *Transcript of Evidence*, 22 August 2017, p2.

Finding 13

In addition to the impact that high fares have on regional communities, many residents are affected by inadequate scheduling, a poor quality older air fleet and unreliable and expensive freight services.

4.6 A Limit To The Growth Of Local Tourism Initiatives

Tourism WA highlighted the tourism sector's importance to the State's economic health. The Committee also received considerable evidence from a number of regional communities outlining their keen pursuit of tourism opportunities to diversify their economic base.

For the 2015-16 financial year, the WA tourism industry employed 109,000 people and contributed over $10.6 billion into the State's economy. The State Government's *Strategy for Tourism in Western Australia 2020* aims to increase the annual visitor spend to $12 billion by 2020.[178]

Efforts to increase tourism visitations to regional WA are critical as in the 12 months between 2015-16 and 2016-17 the total visitor numbers dropped by 1.5% to 6.1 million people. Total tourist expenditure in regional WA fell by 10% to $4 million. Holidays to regional areas by interstate visitors fell by 7.4%, while regional holidays by Western Australians fell by 4.2%.[179]

Broome has heavily invested in the tourism industry. The Broome CCI stated that, "every business in Broome in some way trades on tourism."[180] The Chair of the Broome Tourism Leadership Group claimed that, "[a]viation has been an enabler of that key to the success of the tourism investment in the town, and today I think it is quite clear to see the hundreds of millions of dollars of invested capital is sitting in Broome."[181]

In discussing tourism in the West Kimberley, the Shire of Derby/West Kimberley said, "[f]or tourism, the high cost of regional airfares is debilitating",[182] and that:

> *Air access has a significant impact on our economy, tourism market and community wellbeing…From a tourism perspective, air service facilitates*

178 Submission No. 27 from the Department of Jobs, Tourism, Science and Innovation, 27 July 2017, p1.

179 Tourism Research Australia, *Travel by Australians: Results of the National Visitor Survey for Year Ending June 2017*, 20 September 2017. Available at: www.tra.gov.au/ArticleDocuments/251/NVS%20Web%20Tables%20Final_2017q2.xlsx.aspx. Accessed on 8 November 2017.

180 Ms Jael Napper, Chief Executive Officer, Broome Chamber of Commerce and Industry, *Transcript of Evidence*, 22 August 2017, p1.

181 Mr James Brown, Chair, Broome Tourism Leadership Group, *Transcript of Evidence*, 22 August 2017, p1.

182 Submission No. 82 from the Shire of Derby/West Kimberley, 28 July 2017, p4.

> *the delivery of visitors that without air access they simply would not come.*[183]

The Kalgoorlie-Boulder Chamber of Commerce and Industry agreed that the high cost of airfares was an inhibitor to organisers and potential attendees of corporate events, such as conferences and tourism-based initiatives, including sporting competitions, in the Goldfields.[184]

Even in the traditional resource centre of Karratha the tourism sector is seen as an important one to help the City diversify its economy after the recent structural adjustment, even though "tourism has been totally squashed here by the resources industry and is just starting to come up again."[185] The Pilbara Development Commission, Tourism WA, the City of Karratha and the Pilbara Regional Council are developing a strategy for tourism in the Pilbara, but have to deal with the public perception that flights to the region are expensive.[186]

Besides affordability, the Shire of Shark Bay submitted that the way in which the regulated monopoly RPT route between Carnarvon and Shark Bay was operated by Skippers was one of the reasons that the needs of the tourism industry are not being met.[187] A local Shark Bay business recounted feedback from their clients that, while the "time element dictates travel by air as the only possible way to see enough of WA to make their trip to the west worthwhile" all of the people they had this conversation with "tell us that the cost of regional airfares are totally prohibitive".[188]

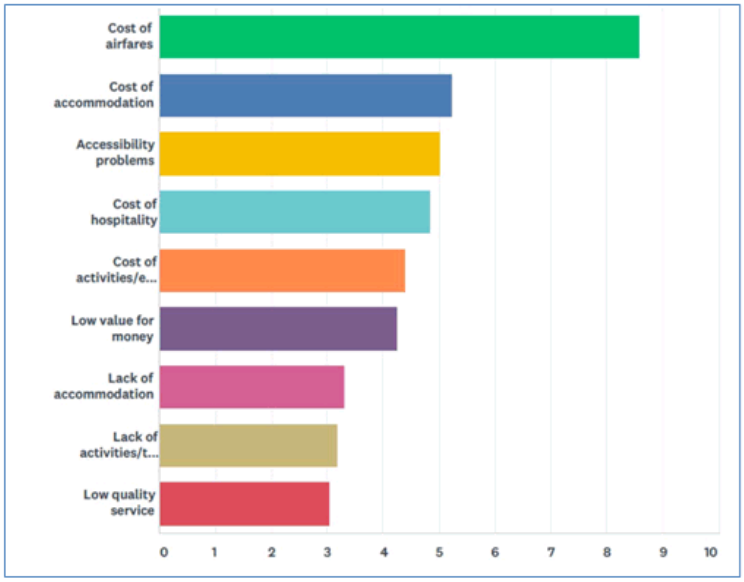
In their submission, the Tourism Council WA (TCWA) included the results of a special survey conducted with regional tourism businesses, that were members of the Council, on their customers' feedback on regional aviation. There were 215 responses to the survey, the largest response the Council had ever received to a survey of its members.[189]

Tourism businesses were asked to rate the barriers to first time or repeat visitation by tourists to their region. Barriers assessed ranged from the cost of accommodation to the lack of activities for tourists to undertake in the local region, and were rated on a scale of 1 to 10. The results (in Figure 4.1 below) clearly indicate that the cost of

183 Ibid, p2.
184 Submission No. 102 from the Kalgoorlie-Boulder Chamber of Commerce and Industry, 30 August 2017, p3.
185 Mr John Lally, CEO, Karratha and Districts Chamber of Commerce and Industry, *Transcript of Evidence*, 23 August 2017, p4.
186 Mr Terry Hill, CEO, Pilbara Development Commission, *Transcript of Evidence*, 23 August 2017, p6.
187 Submission No. 28 from the Shire of Shark Bay, 27 July 2017, p12.
188 Submission No. 15 from Ms Kerry Jones, 27 July 2017, p2.
189 Submission No. 86 from Tourism Council WA, 31 July 2017, p5.

airfares are of most concern to regional businesses as the largest barrier to their further growth.

Figure 4.1- Significance of regional airfares as barriers to regional tourism[190]



The TCWA survey also showed that its members would match a hypothetical 30% reduction from airlines in airfares for a tourism package, "certainly overwhelmingly in our survey the industry said that they would do—is they would match that reduction in airfares and again put it in the package".[191]

The Committee was told that in the presence of high regional intrastate airfares, tourists were electing to holiday elsewhere, outside of WA in locations in South East Asia such as Bali, Singapore and Thailand.[192] Return flights to such overseas locations from regional towns can be considerably cheaper than a return flight inside the State:

> *Kununurra has great potential in agriculture and tourism to name a few. Not only is it difficult for residents to get out, but it is equally as difficult to visitors/tourists to come in by air – many just don't bother as the price is too high. This does not support our economy in the region.*[193]

Data from TCWA shows that little of the current regional air travel is undertaken by tourists, as shown in Table 4.2 (below).

190 Ibid, p6.
191 Mr Evan Hall, CEO, Tourism Council WA, *Transcript of Evidence*, 18 September 2017, p5.
192 Submission No. 59 from the Western Australian Regional Capitals Alliance, 28 July 2017, p4.
193 Submission No. 61 from Ms Janelle Atwell, 28 July 2017, p1.

Table 4.2- Current regional travel by mode and purpose[194]

Purpose (excl FIFO)	Air Travel	Other Travel
Leisure	8%	92%
Business	34%	66%
Other	12%	88%

While much of the regional air travel is currently undertaken by FIFO workers, and the majority of tourists drive to see regional WA, a large market nonetheless remains for regional towns to participate in, if airfares were lower.

The Western Australian Regional Capitals Alliance submitted to the Committee:

> *Fewer people flying into Western Australia means less economic activity, less social interaction, less opportunity for those in regional WA and correspondingly less opportunity for those who might have engaged with regional WA. It's a lose/lose proposition for all concerned, including towns, the region and the State of WA.*[195]

Finding 14

Tourists are holidaying outside of Western Australia, often in South East Asian destinations including Bali, Singapore and Thailand. The high cost of regional airfares to and within Western Australia is a significant contributing factor.

194 Submission No. 86 from Tourism Council WA, 31 July 2017, p8.
195 Submission No. 59 from the Western Australian Regional Capitals Alliance, 28 July 2017, p4.

Chapter 5

Key Factors Contributing To The Cost Of Airfares

"...the people of the town are actually subsidising the cheap airfares that the Rio's of the world and the other resource companies are getting. They are virtually calling the shots and it is skewing the market."[196]

The evidence presented to the Committee suggests that the construction of airfare prices is remarkably complex. A number of variables can influence both the fares offered to the market and the overall profitability of individual routes, networks and airlines. Moreover, aviation operators are notoriously secretive – very little information is publicly available regarding cost structures and yield management methodologies.

The Committee did receive information on several elements contributing to the cost of air services and was therefore able to consider the impact these factors can have on the price of regional airfares. However, very little information was available on other cost elements and the approaches airlines adopt towards pricing – particularly on unregulated intrastate routes.

5.1 Geography And Demography Of WA's Regional Towns

Most Regional Towns Are Very Remote With Small Populations

A number of witnesses told the Committee that long distances and small passenger loads are key factors affecting airfares. Most of the State's air routes originate in Perth and are to locations classified as 'remote' or 'very remote' by the Australian Bureau of Statistics, as shown in Figure 5.1 below.

WA's historical population settlement pattern has produced "the smallest and most dispersed regional population of anywhere probably on the planet."[197] Regional communities have small resident populations with the State's population concentrated in Perth. This leads to a basic structure where:

> *...regional air services broadly would be defined by fairly thin markets, low volumes, very spoked out of Perth primarily—it is not a very*

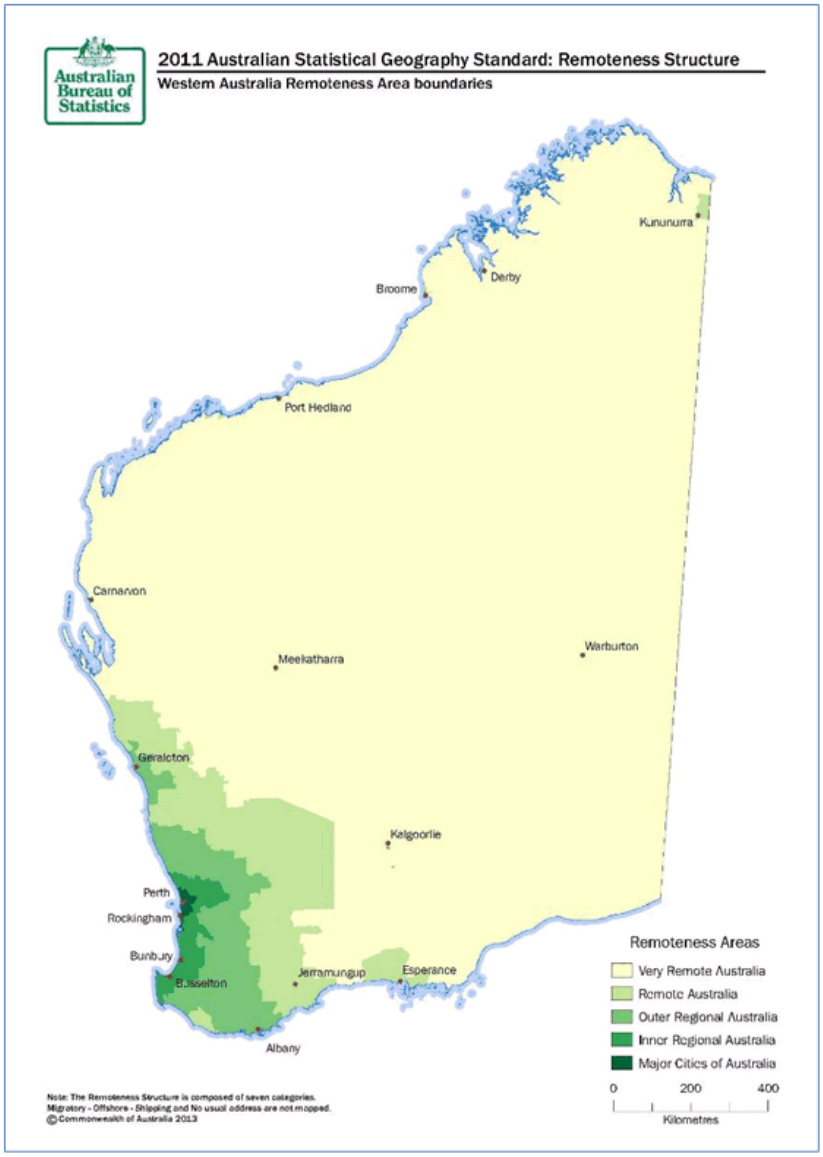
196 Mr John Lally, CEO, Karratha and Districts Chamber of Commerce and Industry, *Transcript of Evidence*, 23 August 2017, p2.

197 Mr Bob Davis, Director, Corporate and Commercial Services, City of Greater Geraldton, *Transcript of Evidence*, 18 September 2017, p12.

Chapter 5

interconnected system of routes—and mostly serviced by a monopoly or a duopoly.[198]

Figure 5.1- WA's remoteness areas[199]



198 Mr Ralph Addis , Acting Director General, Department of Primary Industries and Regional Department, *Transcript of Evidence*, 16 August 2017, p1.

199 Australian Bureau of Statistics, *Western Australia Remoteness Area Boundaries*, Volume 5 – Remoteness Structure, July 2011, Australia, p7. Available at: www.ausstats.abs.gov.au/ausstats/subscriber.nsf/0/EB3374C05104D74ACA257D1E00128192/$File/1270055005_2011_remoteness_structure_maps.pdf. Accessed on 16 October 2017.

Qantas Airways submitted to the Committee that:

> *The West Australian regional network is one of the most expensive markets to operate on the Group's network. Operating costs are disproportionality high due to the relatively low volume of passengers on regional Western Australia routes.*[200]

Virgin Australia contrasted the difficulty of serving WA's geography with that of Queensland, which is 70% of WA's size:

> *…where 45% of the State's population lives outside the capital, compared with 25% in WA. In Queensland there are 10 regional centres of more than 50,000 people, which are served by RPT operations; there are none in WA.*[201]

Of those regional towns and cities in WA with RPT routes, Geraldton is the largest with about 32,000 residents, followed by Kalgoorlie and Albany with approximately 30,000 each.[202]

The Shire of Broome told the Committee that "Broome is one of the most remote regional centres on the planet in relation to our distance from any major capital city."[203] The Kimberley Development Commission highlighted that the remoteness from Perth also added to the high cost of running local businesses, including airports, and that core businesses such as tourism are subject to high levels of seasonal demand.[204] The 'wet' season between November and April made it very difficult to attract tourists and this meant that flight loads were even lower than during the 'dry' season:

> *…there is a major concern that often in that four or five-month wet season, the planes are coming in two-thirds or 50% empty and there is no mechanism for even locals to get any preferential access to those seats.*[205]

200 Submission No. 95 from Qantas Airways Ltd, 31 July 2017, p3.

201 Ms Jane McKeon, Group Executive, Government Relations, Virgin Australia, *Transcript of Evidence*, 11 September 2017, p2.

202 *Australia: Western Australia*, 2017. Available at: www.citypopulation.de/php/australia-westernaustralia.php. Accessed on 16 October 2017.

203 Councillor Harold Tracey, Deputy Shire President, Shire of Broome, *Transcript of Evidence*, 22 August 2017, p1.

204 Mr Jeff Gooding , CEO, Kimberley Development Commission, *Transcript of Evidence*, 21 August 2017, p2.

205 Mr Paul Bawden, Manager, East Kimberley Regional Airport, Shire of Wyndham–East Kimberley, *Transcript of Evidence*, 21 August 2017, p14.

Finding 15

Airlines are required to travel significantly further, and to regional centres with smaller populations, than they do on RPT routes in all other Australian jurisdictions.

5.2 The Impact Of The Resources And Energy Industry

Chapter 2 discussed broad route characteristics in regional WA, suggesting that the R&E sector has the capacity to significantly skew outcomes in some communities. Despite the small resident populations in many remote and regional towns, these destinations experience significant demand for air services, driven by the R&E sector. For example, Skippers Aviation said "two-thirds of our business, is probably mining FIFO work."[206] The scale, development cycle and structure of the industry can produce seismic changes in other sectors and centres of economic activity, and may significantly reshape regional communities.

Resource and energy projects are often located in remote and regional areas, with small (if any) nearby population centres. The projects require vast workforces – particularly during the labour-intensive 'construction' phase. The significant difference between the construction and production phases at Chevron's Wheatstone Project near Onslow meant a declining use of the airport, "we are moving from at the moment 20 flights a week—we were up to around 30 about 18 months ago—down to about five a week."[207]

The sector relies in large part on a 'Fly in, Fly Out' (FIFO) labour force model, where employees and contractors are transported from major population centres (predominantly Perth) to remote project sites, rather than sourcing labour from the local area. The Association of Mining and Exploration Companies contends that "FIFO and [Drive in, Drive out] are legitimate workforce planning strategies and an essential component of the cyclical nature of the mining sector"[208] and commented on the importance the R&E sector places on low-cost airfares:

> *...Access to cost effective and reliable RPT and charter airline services is a critical component of the Western Australian mineral exploration and mining sector. This is even more important for companies with projects in regional Western Australia, which may be hundreds of kilometres from major regional towns.*[209]

206 Mr Stan Quinlivan, CEO, Skippers Aviation Pty Ltd, *Transcript of Evidence*, 18 September 2017, p1.
207 Mr Troy Davis, Airport Manager, Shire of Ashburton, *Transcript of Evidence*, 11 September 2017, p3.
208 Submission No. 89 from the Association of Mining and Exploration Companies, 31 July 2017, p4.
209 Ibid.

Similarly, the Chamber of Minerals and Energy stated "[a]ccess to cost-effective regional RPT air routes are essential for resources companies to remain competitive and enable transport of workers to their workplaces."[210]

FIFO R&E projects operate around shifts or 'swings' and require periodic movements of large passenger numbers. Qantas explained that one of the defining features on R&E routes is:

> *...the unidirectionality of demand, which results in large demand peaks and troughs throughout the schedule. This is an unavoidable feature of markets which lack scale due to their small populations and have tidal demand patterns due to their large, roster-based fly-in-fly-out (FIFO) traffic flows.*[211]

Qantas provided the Committee with data that "for Mondays in August 2017, analysis of the Perth-Newman return route shows northbound services operated seat factors on average between 70-80%, while southbound services operated seat factors on average between 20-30%."[212] This led to the lowest airfare of $901 booked three days or less prior to flight QF1086 (the northbound flight with a 81% load factor) on Monday 7 August, compared to the lowest airfare of $329 on flight QF1087 (the southbound flight with a 23% load factor) on the same day.[213]

The 'uni-directional' nature of R&E travel was questioned by some witnesses, observing that passengers travelling to a destination must eventually return home. The Australian Airports Association stated:

> *I am not sure I fully agree that it is one-directional. Certainly, that is not the experience in the oil and gas sector, so all of the offshore stuff in Karratha, those that fly in are replaced by those that are flying back home. A lot of mining operations are the same.*[214]

A retired corporate travel manager agreed that in the oil and gas sector:

> *It is not a black hole. They have their shifts worked out and they have 30 or 40 people going up on the morning flight. They will get up there and get the chopper out to the rig. The other guys come back on the chopper. They will either get the flight home or cool their heels at the airport around Karratha and then get the evening flight home—the evening*

210 Submission No. 56 from The Chamber of Minerals and Energy of Western Australia, 28 July 2017, p2.
211 Submission No. 95A from Qantas Airways Ltd, 2 November 2017, p2.
212 Ibid.
213 Ibid.
214 Mr Guy Thompson, Chair, Australian Airports Association, *Transcript of Evidence,* 11 September 2017, p7.

> *flight vice versa. More so on the morning flights when you have the bulk of the people going up and they do changeover. There is no black hole there at all… They may have a lighter load coming home, but they certainly would not send a 120-seat aircraft up to Karratha and then bring it back empty. In my experience that has never happened.*[215]

The R&E industries' preference for the FIFO labour force model has had obvious impacts on the aviation industry, and by extension, regional airfares. The FIFO labour force model generates particular demand patterns for aviation services to regional destinations. Recent structural adjustments in the sector have also caused major changes in those demand patterns, and both have had an impact on regional airfares.

The FIFO Model Affects Regional Airfare Prices On RPT Routes

As was highlighted in Chapter 2, some routes are unusually exposed to the FIFO dynamic. Evidence before the Committee suggests that local resident's travel constitutes a small portion of fares purchased on these routes. As was highlighted in Chapter Three, the travel undertaken by local residents tends to be either for leisure, business or in response to critical incidents, distinguishing their travel purchasing arrangements from R&E companies.

The Committee received evidence that R&E companies adopt several purchasing strategies to transport their work forces. Typically companies either:

- 'block-book' or 'charter' seats on RPT services;
- buy fares on the open market; or
- charter individual aircraft.

AMEC stated in its submission:

> *Subject to the location, the number and regularity of workforce movements several companies have negotiated their own contracts with independent charter airline services and not with commercial airlines. Other companies use the Regulated* [sic] *Public Transport (RPT) services on an* ad hoc *basis or operate their own airport.*[216]

215 Mr Claude Scivolo, Retired Corporate Travel Manager, *Transcript of Evidence,* 1 November 2017, p2.

216 Submission No. 89 from the Association of Mining and Exploration Companies, 31 July 2017, p1.

On One Hand, Block Booking/Seat Chartering Can Drive Prices Up For Local Communities…

Many community members, particularly in the north of the State, feel that resource companies obtain cheap airfares on RPT flights by making block bookings for their FIFO workers, leaving the more expensive seats available for purchase on the open market by local residents:

> *…the people of the town are actually subsidising the cheap airfares that the Rio's of the world and the other resource companies are getting. They are virtually calling the shots and it is skewing the market.*[217]

Evidence was provided that large resource companies could obtain $216 one-way fares between Perth and Karratha, while the cheapest for the general public was $336.[218] Similarly, the Mayor of the City of Kalgoorlie-Boulder said, compared to the average Perth-Kalgoorlie fare of $235, "the general advice around the Goldfields is that FIFOs pay about $195 to $205, ... Have a guess how they get to those prices? Because they seek tenders from the two airlines."[219]

Mr Scivolo, a retired corporate travel agent, said that resource companies have "very capable procurement negotiators" who negotiate rebates on their block bookings of "anything from 30 up to 55% off [the] full economy" price for the route.[220] The agreements with airlines are based on contracts for three to five years where the companies might "spend $40 million or $50 million a year on point-to-point air travel."[221]

Another witness suggested to the Committee that the mining companies use their bargaining position to secure cheap fares, at the expense of local communities:

> *They are going to negotiate the best deals on their routes. Where the airlines will make up the difference, the higher yielding stuff is the community. In fact, you could look at that and say mum, dad and the kids are in fact subsidising the resources companies so that they can get*

217 Mr John Lally, CEO, Karratha and Districts Chamber of Commerce and Industry, *Transcript of Evidence*, 23 August 2017, p2.
218 Mrs Cassie Perry, Board Member, Karratha and Districts Chamber of Commerce and Industry, *Transcript of Evidence*, 23 August 2017, p3.
219 Councillor John Bowler, Mayor, City of Kalgoorlie–Boulder, *Transcript of Evidence*, 31 August 2017, p7.
220 Mr Claude Scivolo, Retired Corporate Travel Manager, *Transcript of Evidence*, 1 November 2017, p1 & p3.
221 Ibid, p3 & p8.

> *cheap airfares and good deals and the leftovers go to mum, dad and the kids.*[222]

However, while Virgin Australia agreed they had contracts with large resource companies to provide block bookings, they stated that this didn't affect the price for other passengers:

> *Generally speaking, because* [the companies] *want that guaranteed, locked-in capacity, it is not at the discounted sale fares or taking any of that availability away from all the other initiatives with advance purchase fares and our lead-in prices.*[223]

Virgin did agree they provided discounts to their corporate customers, but these:

> *…are not necessarily as massive as what everyone probably thinks that they are. In fact, I can sit hand on heart and say that the average fare that we generate from our corporate market overall is still a higher number than what comes through the direct, or what the communities would be accessing today.*[224]

Virgin Australia provided the Committee with 'commercial-in-confidence' material on its closed-charter and block booking contracts. Their busiest route saw a block booking of about 60% of seats while the lowest accounted for only about 6% of seats on that flight.[225]

After its hearing with the Committee, Qantas provided material on its block booking contracts:

> *Qantas, like other carriers, negotiates commercial agreements with customers who bring large volumes of traffic to our network. The three products we offer these customers are charters, block space and fare discounts. …*
>
> *The four intra-WA routes with the largest number of passengers are the Karratha, Newman, Port Hedland and Paraburdoo routes. Generally, more than half of the seats on mining routes are taken by passengers*

222 Ms Johanna Ramsay, Independent Aviation Consultant, *Transcript of Evidence*, 13 September 2017 p4.

223 Mr Richard George, Head of Corporate Sales, Virgin Australia, *Transcript of Evidence*, 11 September 2017, p10.

224 Ibid, p9.

225 Ms Jane McKeon, Group Executive, Government Relations, Virgin Australia, Letter, 20 October 2017.

> *travelling for the large mining companies, with the majority of remaining passengers generally from third party contractors.*[226]

…On The Other Hand, FIFO Demand Can Also Underwrite RPT Services

Some evidence presented to the Committee suggested that on particular routes (eg northern Goldfields), FIFO bookings were effectively "underwriting the viability of the services and then the balance was that the seats were being sold and they were filling up the plane."[227] The tenor of this evidence suggested that, without the FIFO demand, many communities run the risk that there would be fewer services or no service whatsoever.

Qantas proposed that:

> *The traffic generated by the mining, energy and resources sector underpins the frequency and service levels on many of these intra-WA routes. Without this traffic, it is likely that some routes would not be commercially sustainable or cease to exist without government support.*[228]

This proposition was, however, contested:

> *We have long heard the rhetoric that we are lucky to have a service at all. I do not believe that. I think that is a myth that has perpetuated and has taken effect so that even if you walk through the streets in small towns, they go, "But we are lucky to have a service at all."*[229]

A New FIFO Block Purchasing/Chartering Model?

A slight variation to the block-booking/seat chartering arrangement can be observed with Chevron's limited RPT/open-charter flight from Perth to Onslow. Chevron estimates that it will require 5-6 return flights each week for its workers at the Wheatstone project when it is in production and has effectively chartered a service. This service was recently awarded to Virgin Australia to commence in March 2018. Chevron will enable approximately 30 seats to be available to the public on many of the flights. Bookings can only be made 24 hours before departure, though.[230]

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226 Submission No. 95A from Qantas Airways Ltd, 2 November 2017, p5.

227 Mr Shayne Flanagan, CEO, Goldfields–Esperance Development Commission, *Transcript of Evidence*, 31 August 2017, p6.

228 Submission No. 95A from Qantas Airways Ltd, 2 November 2017, p5.

229 Ms Johanna Ramsay, Independent Aviation Consultant, *Transcript of Evidence*, 13 September 2017, p10.

230 Mr Dale Stewart, Acting CEO, Shire of Ashburton, *Transcript of Evidence*, 11 September 2017, pp1-2.

Chevron has worked with Virgin, the Department of State Development, the Department of Transport, and the Shire of Ashburton to establish a fixed-price RPT airfare of $299 each way on this route.[231] The cost of the charter flight is underwritten by Chevron but enables the local Onslow community to have increased access to an RPT service at near to cost price.[232] DoT has placed conditions on Virgin's licence to operate this route that require the airline to coordinate a regular community forum in Onslow and provide data to DoT regarding its performance.[233]

Open Market Fares

Some R&E projects may have variable demand, based on commissioning schedules or operational incidents. They may also lack the scale to justify permanent chartering or block-bookings for seats. Other companies make decisions on a corporate level to purchase fares on the open market.

Corporate demand for seats on these flights is often inelastic and many companies are insensitive to the price they pay.[234] The Committee received conflicting evidence regarding the impact that a company's participation in the open market has. A number of witnesses suggested that companies purchasing fares on the open market 'snap up' the cheap fares that are available ahead of time. This essentially crowds out the local community's access to cheaper fares, and/or that the sheer volume of inelastic, price-insensitive demand drives prices up for local community members. The Karratha and Districts Chamber of Commerce and Industry stated "[t]he point is that there are very cheap airfares but Rio Tinto, Woodside and all those get them; we do not."[235]

Some companies consider that their participation in the open market for RPT services provides a positive social benefit to local communities and they therefore actively avoid using charter services. In their submission, AMEC provided an example to the Committee where a mining company doesn't use charters but supports a RPT service instead, given the broader benefits the air service offers to the community at Mt Magnet:

> *...Ramelius Resources chooses to use RPT services, and prior to Ramelius Resources' decision, the Mt Magnet route had the lowest number of passengers compared to others in the northern Goldfields. Furthermore, Ramelius, as a community benefit, provides flights for Mt Magnet*

231 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 9 August 2017, p12.
232 Submission No. 94 from the Department of Transport, 28 July 2017, p19.
233 Ibid.
234 Mr Jeff Gooding, CEO, Kimberley Development Commission, *Transcript of Evidence*, 21 August 2017, p3.
235 Mr John Lally, CEO, Karratha and Districts Chamber of Commerce and Industry, *Transcript of Evidence*, 23 August 2017, p3.

> *residents for short-notice specialist appointments and return flight back to Mt Magnet following a Royal Flying Doctor flight.*[236]

Other operators are cognisant of the impact their purchasing decisions can have on the local community's access to reasonably priced airfares, and have made conscious decisions to only purchase 'fully flexible' fares.

INPEX outlined how, even though the costs of airfare to travel to and from Broome was a significant expense to their operations, it has chosen to purchase tickets on normal RPT services. Broome is an important logistics hub for INPEX's Ichthys LNG Project, and its workers transfer from Perth flights to helicopters to be transported to the Ichthys Field. The majority of its workers travel to Broome the day prior to their scheduled departure for the Field, and overnight in local Broome hotels. INPEX and its contractors use both Virgin Australia and Qantas and have no exclusivity agreements with either operator. All of their workers are booked on RPT flights rather than charters. INPEX submitted that it:

> *...and its contractors currently book full economy class fares due to the short notice routine of reservations on the route. We do not purchase restricted economy class fares such as* Red e-Deal *or* Getaway *fares.*[237]

INPEX's approach allows the cheaper fare classes to remain available to the broader market.

Finding 16

The Committee accepts that the dynamics vary significantly between RPT routes. However, to the extent that block bookings or seat charters essentially underwrite – or cover a substantial portion of the costs – of flights, it is difficult to justify extreme high prices for remaining seats sold to community members, particularly where those seats are purchased under conditions of extreme hardship.

Charter Flights

The Committee received evidence that R&E companies may not have the scale or long-term requirement to block-book significant volumes of seats on individual routes. It also received evidence to suggest that many companies completely opt-out of RPT services, particularly where RPT schedules prove unsuitable for their operational schedules. In these instances, companies charter entire craft for the movement of their workforces (see Figure 2.1 for the main charter routes).

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236 Mr Neil Van Drunen, Policy Adviser, Association of Mining and Exploration Companies, , *Transcript of Evidence*, 18 September 2017, pp1-2.

237 Submission No. 100 from INPEX Operations Australia Pty Ltd, 7 August 2017, p3.

AMEC explained the choice a resource company makes between using a RPT or a charter service was determined "by the cost of flights available and the availability schedule."[238] A small mining company agreed that price was an important factor as to when they use charter flights:

> *...if I have got more than four people... doing a return trip to a site, it is cheaper for me to charter a full separate aircraft than to go onto that nine-seat aircraft which runs only at RPT.*[239]

The diversion of significant volumes of FIFO workers to these charter services could jeopardise the sustainability of RPT services to regional towns. The actual extent of FIFO passenger traffic in WA is unclear, as charter operators are not required to report passenger numbers either to airports or to BITRE.[240] The Department of Transport's *Review of Regulated Public Transport Air Routes in Western Australia* noted that in some instances, such as the northern Goldfields region, "the frequency of charter services is often higher than the RPT service flying to the same regional town", and the flights are often in larger planes than those flying the RPT routes.[241]

Generally, charter air services undertaken on RPT routes are restricted to one flight per client per week, unless an exemption is provided by the Minister for Transport.[242] In acknowledging the challenges which chartered flights bring, the State Government has introduced a special condition. A charter company operating on a route which also offers either a regulated RPT service, or an unregulated RPT service with fewer than 150,000 passengers per annum, or has a departure time within less than four hours of a RPT service departure time, will be required to purchase (through their resource industry client) a certain number of seats on the RPT service. The charter company can apply for an exemption to this condition.[243]

Finding 17

Charter flights to sites located near RPT destinations have the potential to undermine the viability of RPT services to those destinations.

238 Mr Neil Van Drunen, Policy Adviser, Association of Mining and Exploration Companies, *Transcript of Evidence*, 18 September 2017, p1.
239 Mr Paul Cmrlec, Managing Director, Pantoro Ltd, *Transcript of Evidence*, 18 September 2017, p7.
240 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p29.
241 Department of Transport, *Review of Regulated Regular Public Transport Air Routes in Western Australia: Final Public Report 2015*, Government of Western Australia, Perth, Western Australia, 2015, p64.
242 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p74.
243 Department of Transport, *Review of Regulated Regular Public Transport Air Routes in Western Australia: Final Public Report 2015*, Perth, Western Australia, 2015, p9.

Resource Company Airstrips Located Proximate To Existing RPT Airports

The City of Karratha raised with the Committee the ability for the State Government through State Agreements to enable mine operators to construct their own airports close to existing regional airports serviced by RPT flights. There are many airstrips that have been built in remote areas of the State by resource companies, but most are some distance from an airport run by local government (see Figure 2.1 above).

This issue was raised by the City of Karratha because of the recent construction by CITIC Pacific Mining of a new airport at Cape Preston for its Sino Iron project, which is just 70 km from Karratha. Previously, CITIC Pacific flew their FIFO work force to Karratha Airport and then drove them by bus to their mine. For the City of Karratha, there has been an immediate financial impact:

> *That is 25,000 movements a year effectively that has come out of the City of Karratha through the Karratha airport, and that creates issues. That means that our operating costs do not diminish as a consequence of a reduction of that many passengers.*[244]

The City of Karratha suggested that any additional airports should be located outside the boundary of the City, or about 100 km from the current Karratha Airport.[245] WALGA told the Committee that the Shire of Ashburton "has something like four airstrips within 100 kilometres of Paraburdoo."[246]

The Committee heard from the small gold mining company Pantoro Ltd that, because of operational restrictions at the Halls Creek Airport, it was considering building its own airstrip about 40km from Halls Creek.[247] The Chamber of Minerals and Energy of Western Australia (CME) supports the rights of resource companies to make their own decisions on how to transport their work force to site. It told the Committee that it would not agree with a proposal to prohibit new airstrips or airports set at an arbitrary distance from existing ones as:

> *CME considers the distance or proximity to an RPT airport should not be the only determining factor regarding approval of private airstrips. … resources companies take into consideration a number of factors such as employee safety, accessibility to site, and suitability of the*

244 Mr Simon Kot, Director, Strategic Projects and Infrastructure Services, City of Karratha, *Transcript of Evidence*, 23 August 2017, p3.

245 Ibid, p11.

246 Mrs Lynette Craigie, President, Western Australian Local Government Association, *Transcript of Evidence*, 18 September 2017, p7.

247 Mr Paul Cmrlec, Managing Director, Pantoro Ltd, *Transcript of Evidence*, 18 September 2017, pp8-9.

> *infrastructure to facilitate required aircraft and number of passenger movements before a decision to build a private.*[248]

The Committee received evidence to suggest that higher passenger numbers operate to reduce the cost of RPT services. Airstrips operating in close proximity to RPT airports diminish passenger numbers to RPT destinations and potentially undermine the viability of the RPT service. The Committee is concerned that the fares available to local community members will increase as a result.

Finding 18

The development of new resource project airstrips close to existing airports hosting RPT services undermines RPT services.

5.3 Changes In The Market Following The 2012-13 R&E Structural Adjustment

The workforce transportation decisions taken by R&E operators affect regional airfares and regional communities on a day-to-day basis. The cyclical nature of these industries has also had an effect on flight schedules and airfares.

Since 2012-13, throughout regional WA – but particularly in the Pilbara – a number of resource projects have moved from the labour-intensive 'construction and commissioning' phase into a 'production' mode. The Committee received considerable evidence directly linking the downturn in air passenger traffic with these structural adjustments in the resource and energy sector.

AMEC observed "the State's mining workforce (employees and contractors) peaked at around 105,000 in July 2013, and has since reduced to an estimated 85,000 at the end of 2016."[249] The Department of Infrastructure and Regional Development's submission highlighted data from BITRE which shows a concomitant significant drop in RPT passenger movements at the most active airports in regional WA:

> *...since the peak of the boom in 2012-13, RPT passenger movements at airports such as Karratha, Port Hedland and Newman have decreased by 43.1%, 31.7 % and 33.1% respectively.*[250]

248 Submission No. 56B from The Chamber of Minerals and Energy of Western Australia, 13 October 2017, p3.
249 Submission No. 89 from the Association of Mining and Exploration Companies, 31 July 2017, p3.
250 Submission No. 120 from the Department of Infrastructure and Regional Development, 29 September 2017, p2.

The impact of the resource sector's structural adjustment on RPT passenger movements at Perth International Airport can be seen below in Figure 5.3, compared to the continued growth for Australia overall (Figure 5.2).

Figure 5.2- Total Passenger Movements (Australia)- 1985-2017[251]

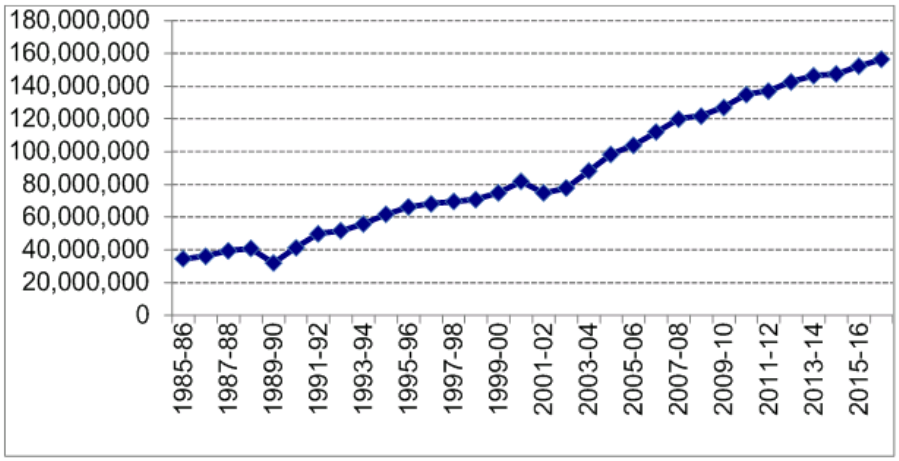
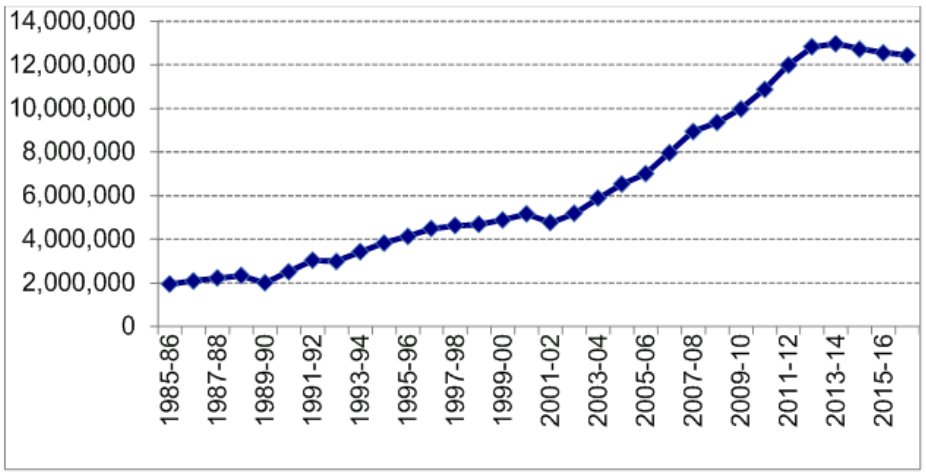


Figure 5.3- Total Passenger Movements (Perth Airport)- 1985-2017[252]



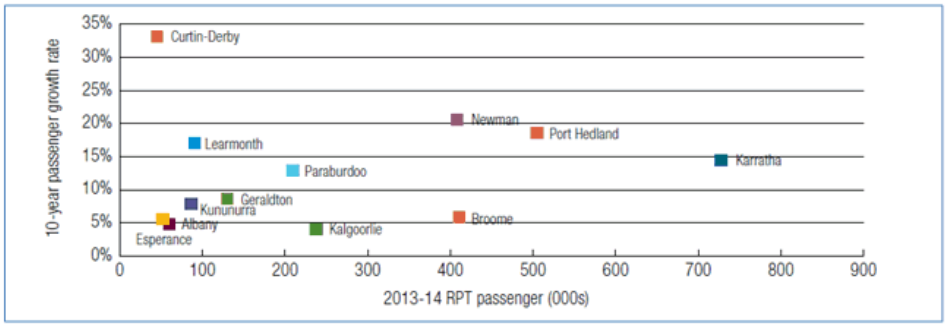
Prior to 2012-13, airports on R&E routes in WA had benefited from substantially higher passenger movement growth rates than the 'Community' or 'Hybrid' RPT routes (see Figure 5.4 below).

251 Department of Infrastructure and Regional Development, *Aviation Statistics*, 17 February 2015. Available at: https://bitre.gov.au/publications/ongoing/airport_traffic_data.aspx. Accessed on 19 October 2017.

252 Ibid.

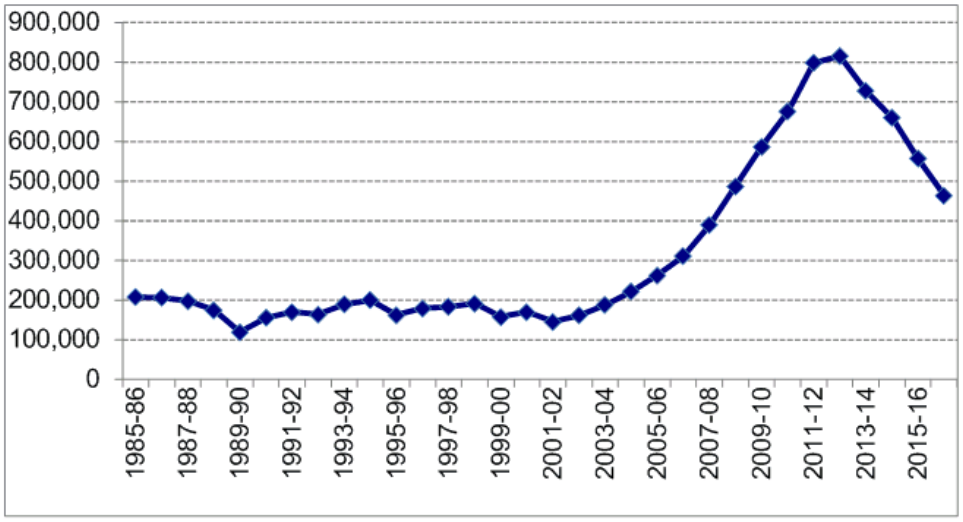
Chapter 5

Figure 5.4- Passenger Movement Growth Rates - 2004-14[253]



To illustrate the dramatic changes in passenger movements since 2012-13, Figure 5.5 presents the drop in passenger movements in Karratha, whose airport had the largest number of passenger movements at a regional airport in WA up until then.

Figure 5.5- Total Passenger Movements (Karratha)- 1985-2017[254]



Data from BITRE shows that for the period 2016-17, the R&E routes from Perth to Karratha (28th), Port Hedland (32nd), Newman (37th) and Kalgoorlie (40th) were ranked in the top 50 Australian routes for total passenger numbers. However, there was only one other route (in Queensland) that had a load factor for that year lower than the 60-

253 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p51.

254 Department of Infrastructure and Regional Development, *Aviation Statistics*, 17 February 2015. Available at: https://bitre.gov.au/publications/ongoing/airport_traffic_data.aspx. Accessed on 19 October 2017.

65% that these four routes had. The top ten routes in Australia had load factors of 80% or higher.[255]

Qantas told the Committee that since this reduction in passenger movements, it had lost $255 million in revenue on WA regional air routes.[256] As discussed in Chapter 4, the airlines have responded to this large drop in passengers by replacing more modern Boeing 737s and 717 aircraft with older and smaller Fokker F100s or other smaller aircraft[257], causing local communities to complain about the reduction in service quality.

The change in the resources sector has reverberated beyond the R&E destinations. Broome International Airport (BIA) gave evidence that, from a high of 456,000 passengers in 2011–12, it only had 365,000 passenger movements in 2016-17- a drop of 20%, led by a change both in the resources sector and the tourism industry.[258] This had led to a change in the number of flights to Broome:

> *At the moment, we do about 52 jet turnarounds a week into the airport. Five years ago, that was 65. So we have lost some connections to Darwin and some to Perth, but if we did not develop the oil and gas industry, then that situation would have been far worse.*[259]

While the downturn in passenger numbers was in part attributed to the resources sector, BIA had also suffered a substantial decrease in tourism arrivals. Prior to 2012, BIA received approximately 60% of its passengers for tourism purposes, 20% for business (oil and gas), and 20% of travel was by local residents. While travel by local residents had declined, it had stayed at about 20% of total passenger movements; tourism arrivals had dropped to 46%; while business travel had increased to 34% of total passenger movements.[260]

Finding 19

Structural adjustment in the resources and energy sector has had a fundamental impact on regional aviation markets.

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255 Bureau of Infrastructure, Transport and Regional Economics, *Domestic aviation activity 2016-17, Table 3: Load factors (%)- annual activity*, 2017, p7. Available at: https://bitre.gov.au/publications/ongoing/files/domestic_airline_activity_2016-2017.pdf. Accessed on 14 November 2017.

256 Mr Andrew David, CEO, Qantas Domestic, Qantas Airways Ltd, *Transcript of Evidence*, 11 September 2017, p2.

257 Mr Michael Leake, Manager, Habitat Resort Broome, *Transcript of Evidence*, 22 August 2017, p6.

258 Mr Paul McSweeney, CEO, Broome International Airport, *Transcript of Evidence*, 22 August 2017, p1.

259 Ibid.

260 Ibid.

Chapter 5

5.4 The Impact Of The Fringe Benefits Tax

The Fringe Benefits Tax (FBT) is a long-standing tax applied by the Australian Government on certain benefits provided by employers to their employees, and is calculated on the taxable value of the fringe benefits provided.[261] An exemption to the FBT applies to "items primarily for use in the employee's employment".[262] The airfare paid by resource companies to fly their FIFO workforce to their work sites is an exempt expense, thus making the airfare cheaper than the normal airfare. This exemption, along with the cost of the provision of the work camps and their services, was introduced in 2009 and is effectively a Federal Government subsidy costing billions of dollars per annum.[263]

The Pilbara Regional Council (PRC) claims that small regional businesses do not benefit from the FBT tax exemptions that resource companies receive, creating a disparity between different types of businesses.[264] The PRC told the Committee the FBT matter was the single most pressing issue for the region, as:

> *…there is an artificial structure created that adversely impacts pricing into the region. It makes airlines considerably less price sensitive, because their clients are less price sensitive. They are far more driven around schedule than they are around the dollar figure. …a ticket that would otherwise be $100 for me, if I pay for one of my staff to travel to the region for work purposes, becomes $149 by the time you have got the FBT impost. A resource company, of course, avoids that cost entirely if they are flying FIFO workers into the region.*[265]

The PRC told the Committee that it was working on amending the FBT exemption for FIFO flights "to support and subsidise community fares for regions that are buffeted by FIFO work practices." It was not looking to completely unwind the FBT exemptions, "but to wind it back a little bit".[266] The PRC proposal was to amend the FIFO exemption contained in subsection 47(7) of the *Fringe Benefits Taxation Assessment Act 1986* from 'full' to 'partial'. PRC proposed that the additional funds collected by the Australian Taxation Office from the reduced exemption would be directed to a regional residents'-only travel subsidy scheme.

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261 Australian Taxation Office, *Fringe benefits tax (FBT)*, 2 August 2017. Available at: ato.gov.au/General/Fringe-benefits-tax-(FBT)/. Accessed on 18 October 2017.

262 Australian Taxation Office, *Work-related items exempt from FBT*, 11 July 2016. Available at: ato.gov.au/General/Fringe-benefits-tax-(FBT)/FBT-exemptions-and-concessions/Work-related-items-exempt-from-FBT/. Accessed on 18 October 2017.

263 Submission No. 74 from the Pilbara Regional Council, 28 July 2017, p7.

264 Ibid, p8.

265 Mr Anthony Friday, CEO, Pilbara Regional Council, *Transcript of Evidence*, 18 September 2017, p3.

266 Ibid, 10.

To prevent the subsidy funds being absorbed into higher fares, the PRC proposes to run a competitive tender for a fixed airline price. Airlines would bid for the status of 'airline of choice' for the regional subsidy scheme. Residents would only be able to access the subsidy if they chose to fly with the winning airline, and the airline would have to honour its fixed price for the duration of the scheme. The PRC wrote to the ACCC in December 2016 seeking advice as to whether its proposed scheme would breach section 47 of the *Competition and Consumer Act 2010*.[267] It has yet to receive a reply.

The Chamber of Minerals and Energy of Western Australia told the Committee the use of FBT exemptions by the resources sector was no different to any commercial business that has to fly their employees for business purposes.[268]

Finding 20

Resource and energy companies receive a substantial benefit that is often not available to other businesses, when they fly their FIFO workers to site due to these costs being eligible as an exemption from the Fringe Benefit Tax.

5.5 The State Government Is A Significant Purchaser Of Regional Airfares

Section 4.1 above outlined that the State spends a significant amount each year on the Patient Assisted Travel Scheme (PATS) scheme. A number of witnesses also suggested to the Committee that State Government employees use regional flights in the course of their employment and that, as a significant purchaser of air services, the State Government may be able to leverage its purchasing power to influence regional airfare outcomes:

> *It strikes me that government must procure a very large share of air services in the key regional centres. We do not, …—use that in a particularly purposeful way. I do not know how we might do that, but that is certainly worth exploring. I would be surprised if government's share of some of those routes is not 30 to 40%.*[269]

The Department of Finance confirmed that it has a Common Use Arrangement (CUA) for travel by public servants. The use of the CUA is mandatory for domestic travel by government agencies, but is not for Government Trading Enterprises (GTEs), although GTEs can access it if they choose to. Under the CUA, government agencies are required

267 Mr Anthony Friday, CEO, Pilbara Regional Council, Letter, 21 December 2016.
268 Mrs Caroline Cherry, Manager, Economic Competitiveness, Chamber of Minerals and Energy of Western Australia, *Transcript of Evidence*, 18 September 2017, p9.
269 Mr Ralph Addis, Acting Director General, Department of Primary Industries and Regional Development, *Transcript of Evidence*, 16 August 2017, p3.

to book domestic travel through a specified contractor which is then required to provide regular data to the Department.[270]

The Department said it:

> *...regularly negotiates discounts with the major airlines to leverage aggregated expenditure on travel across government. These discounts vary according to the fare type chosen by agencies and range from 8% to 34%. In 2016, discounts negotiated with Qantas and Virgin Australia realised savings of $3.8 million for intrastate, national and international travel booked under the CUA...*[271]

The data provided by the CUA contractor to the Department does not include charter flights nor the number of passengers on each flight. However, the Department was able to provide the Committee with the total fare expense for each government agency and GTE for the period 1 July 2016 to 30 June 2017. The total expense for Government for this period was $30.5 million.

5.6 The Impact Of A Duopolistic Market Structure

As was discussed in Chapter 2, the vast majority of unregulated regional routes in Western Australia have only two operators: Qantas Airways and Virgin Australia. The Committee received extensive evidence regarding the impact that a duopolistic market structure can have on regional airfares, and the degree to which 'market failure' exists in the intrastate aviation market.

As outlined in Chapter 2, the DoT has preferred a 'light-handed' approach to market intervention. This approach is based on the premise that competition places downward pressure on prices and acts as a natural deterrent against 'price gouging'.

The Committee heard repeated evidence suggesting that market forces may not be operating effectively in the WA regional aviation sector. The Parliamentary National Party of Western Australia stated in its submission that it supports:

> *...deregulation when the deregulated market functions as a normal market. This is not the case in WA, where the intrastate flight market operates as a duopoly in most cases (and a monopoly in some cases) resulting in distorted market outcomes and failures.*[272]

270 Submission No. 122 from the Department of Finance, 1 November 2017, p1.
271 Ibid, p2.
272 Submission No. 96 from the Parliamentary National Party of Western Australia, 1 August 2017, p3.

This sentiment was echoed in evidence received from destinations right across the State, suggesting that the duopolistic structure of the regional air market is having a significant impact on airfares – essentially that market forces are not operating to place downward pressure on prices. Australia's North West Tourism stated:

> *The ideal (and proven) way to bring about lower airfares in a market is to have a robust and competitive commercial environment. The North West region of Western Australia is currently being serviced by two major airlines… These two major airlines do not appear to be actively competing for market share, or for growth in the tourism sector, and therefore there does not seem to be the downward pressure on fares that might normally be expected. This would suggest that seat capacity is being managed very closely in order to maintain yields.*[273]

The Regional Chambers of Commerce and Industry observed that the two main airline's price and service offerings were remarkably similar, and only changed when faced with a competitor's threat:

> *When a regional location has two commercial airlines servicing it, the similarity of the airfares on individual flights would lead us to believe they can reduce airfares and still operate commercially. It appears that they just only do it when a competitor forces their hand.*[274]

Similarly, the CEO of Kalgoorlie-Boulder stated:

> *I think if you asked, everybody around here, we would say, "It's Groundhog Day, and is that Ansett and Qantas flying out there?" The timetables are parallel and the pricing is parallel, except on the odd occasion. They are very close… I would argue that there is very little competitive tension at the present time.*[275]

In Broome, the Committee was told "obviously there is a duopoly here and obviously competition is not working."[276] The City of Karratha agreed:

> *The Karratha to Perth route suffers from a lack of competition both in the number of operators and options for alternative routing. The area has always had a duopoly providers* [sic], *be it either Qantas and Ansett or Qantas and Virgin. Similar routes served by either a monopoly or*

273 Submission No. 68 from Australia's North West Tourism, 28 July 2017, p8.
274 Submission No. 31 from the Regional Chambers of Commerce and Industry of WA (Inc), 26 July 2017, pp3-4.
275 Mr John Walker, CEO, City of Kalgoorlie-Boulder, *Transcript of Evidence* 31 August 2017, p4.
276 Mr Peter Taylor, President, Broome Chamber of Commerce and Industry, *Transcript of Evidence,* 22 August 2017, p6.

> *duopoly have airfares at similar levels. Routes where there is a third or fourth operator tend to have lower fares over a consistent period of time throughout the year.*[277]

The Department of Primary Industries and Regional Development also acknowledged the potential for market failure in a duopolistic market, noting that duopolies "tend to settle into a reasonably comfortable coexistence in terms of pricing regimes. It is very opaque as to how prices are determined, but they seem to gravitate in that direction broadly."[278]

Virgin Australia argued that they offered different, and often cheaper, fare offerings to Qantas, and:

> *…our advance purchase fares that we talked about on Kalgoorlie and Broome—are cheaper than the Qantas fare offerings even after all of the discounts have been taken into account. …Virgin has a very clear impetus to offer low fares—as competitive fares as we can—to these regional communities. …we have lower load factors. We are not profitable on the majority of our routes; therefore, it is very much in our interests to offer our customers low fares and that is what we are very focused on doing.*[279]

Finding 21

Evidence before the Committee suggests that market forces may not operate to place sufficient downward pressure on airfares to some unregulated regional destinations.

Finding 22

Most unregulated RPT routes in WA are flown by both Qantas Airways and Virgin Australia. A duopolistic market structure may prevent the effective operation of market forces, leading to parallel schedules and similar pricing. This is an important factor contributing to the price of airfares on unregulated routes.

277 Submission No. 4 from the City of Karratha, 12 July 2017, pp2-3.

278 Mr Ralph Addis, Acting Director General, Department of Primary Industries and Regional Development, *Transcript of Evidence*, 16 August 2017, p1.

279 Ms Jane McKeon, Group Executive, Government Relations, Virgin Australia, *Transcript of Evidence*, 11 September 2017, p6.

Chapter 6

Are WA's Landing Fees the Highest in Australia?

"Based on a per passenger charge calculation, these airports are all in the top 15 most expensive airports in the Group's domestic network, making Western Australia's regional network the most expensive in Australia."[280]

Airport charges were repeatedly advanced during the Inquiry as a major contributor to high regional airfares. The issue has received considerable media attention and a substantial amount of evidence on it was presented to the Committee, warranting detailed consideration of this issue in its own right.

6.1 Are Local Government Airport Charges Too High?

The Regional Aviation Association of Australia noted that the House of Representatives' Standing Committee on Transport and Regional Services Inquiry into Regional Aviation in 2003 found that regional aviation services are vital to the economic and social wellbeing and the development of Australia's regional communities. It said that for most of these communities, the local airport is a symbol of their prosperity, and a generator of business in the surrounding region.[281]

YES, Airport Charges Are Too High - According To The Airlines

All of the airlines that provided evidence to the Committee argued that the cost of landing at regional airports in WA was higher compared to other States, and therefore was a major factor in the current cost of regional airfares. Appendix Five lists the airport charges that each regional airport and Perth International Airport has provided to the Committee. Qantas told the Committee:

> *Qantas (including its regional airlines QantasLink and Network Aviation) currently operate Regular Public Transport (RPT) services to eight regional airports in Western Australia ...Based on a per passenger charge calculation, these airports are all in the top 15 most expensive airports in the Group's domestic network, making Western Australia's regional network the most expensive in Australia.*[282]

280 Mr Ralph Addis, Acting Director General, Department of Primary Industries and Regional Development, *Transcript of Evidence* 16 August 2017, p1.
280 Submission No. 95 from Qantas Airways Ltd, 31 July 2017, p3.
281 Submission No. 52 from the Regional Aviation Association of Australia, 28 July 2017, p2.
282 Submission No. 95 from Qantas Airways Ltd, 31 July 2017, p3.

Qantas criticised testimony the Committee had received that claimed Qantas was "making large profits on intra-WA, and subsidising other routes" and testimony "that somehow airport charges and other input costs of operating into Western Australia are meaningless or marginal in impact."[283]

Qantas compared its low profit margins to airport charges, "airlines on average globally make $7 profit per passenger, [regional airport] landing charges above $30 most significantly affect route economics."[284] However, when questioned what its actual 'per passenger' profit figure was on WA regional routes, it would not provide the Committee with this information citing:

> *...a range of reasons. There are ACCC obligations, in terms of what we disclose. There are also competitive pressures, and there are also commercial arrangements we have with corporate customers. ... that of the routes in Western Australia, some returned their invested capital, some are marginal flying, and some lose money.*[285]

Qantas took on notice to provide the Committee further information about its claims. It later provided 'commercial-in-confidence' information. The information below was provided on a 'public basis' and showed for the 8 airports in WA it operates from, on a total per passenger cost basis, that:

> *Regional WA airports charge on average **$27.36** per passenger (excl. security) compared to a mix of similarly sized airports on the east coast which charge on average of **$11.95** per passenger (excl. security) ...These eight WA airports charge on average **229%** more than their Eastern counterparts. Moreover, all WA airports except Perth are in the Top 15 most expensive airports in the Qantas network, yet WA airports make up only 15% (9 of 58) of the airports Qantas flies to nationwide.*[286]
> (emphasis in original)

Qantas also provided the Committee with its table of the most expensive 15 airports in Australia on a 'commercial-in-confidence' basis. All but one of these non-WA airports have low passenger numbers of under 100,000 per annum[287], confirming a link between overall passenger numbers and the level of airport landing charges.

The Committee observes that, while Qantas provided the Committee with a global average profit margin of just $7 per passenger to argue the impact of high cost of

283 Mr Andrew Parker, Group Executive, Government, Industry and International Affairs, Qantas Airways Ltd, *Transcript of Evidence*, 11 September 2017, p4.
284 Ibid.
285 Ibid.
286 Submission No. 95A from Qantas Airways Ltd, 2 November 2017, p3.
287 Ibid, p4.

regional airport charges, during the past two years it has produced record profits. For example, during the 2016-17 financial year the Qantas Group generated $1.4 billion in profit before taxes while carrying 53.7 million passengers. In the absence of supporting information to enable a more detailed analysis of actual profit margins on the routes relevant to the terms of this inquiry, a raw calculation based on publicly available information regarding Qantas' profit and passenger numbers suggests a profit margin of over $26 per passenger.[288]

Virgin Australia submitted similar evidence to Qantas, that:

> *Airport charges (terminal, landing and security screening fees) represent a significant proportion of airfares on regional routes. For an aircraft turnaround on these routes in Western Australia, such charges are on average around double those levied by the regional ports we serve in New South Wales and Victoria, on a cost per-passenger basis.*[289]

Rex (the monopoly operator on the regulated Esperance and Albany routes) claimed the airport charges in WA are 'astronomically high':

> *…some 300%-350% higher than the rest of Australia. To put this in context, the revenue received by the airports* [Perth and Albany] *for the Albany sector is 40% of the revenue that Rex receives (excluding airport taxes and GST).*[290]

In the example it makes in its submission, Rex calculates the proportions received by it and the two airports by using the average airfare to Albany of $217.81. However, for a fully-flexible fare of $299 (ex-GST), the airport charges represent 21% of the revenue Rex receives.

The Committee also received evidence to suggest that Rex has limits on its exposure to airport charges. The City of Albany informed the Committee that it had waived its airport charges for passengers who fly on Rex's new one-way fare of $99 (which requires a two-night stay in Albany). The City has also negotiated a scheme that limits its airport charges for the next two years to the current level of passengers Rex carries.[291] If passenger numbers rise above the agreed figure, the City said Rex's aggregate exposure to airport charges does not change from its current maximum:

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288 Qantas Airways Ltd, *Annual Report 2017- Positioning for Growth*, nd, p17. Available at: http://investor.qantas.com/FormBuilder/_Resource/_module/AH_NGR9NxUaXc0W8Qv3Kfg/docs/QantasAnnualReport2017.pdf. Accessed on 24 October 2017.

289 Submission No. 58 from Virgin Australia, 28 July 2017, p3.

290 Submission No. 57 from Regional Express, 28 July 2017, p7.

291 Councillor Dennis Wellington, Mayor, City of Albany, *Transcript of Evidence*, 29 August 2017, p2.

> *...if they* [Rex] *grow the agreement, they are outside what they are going to pay as well. So, we have already offered the incentives to do that. The fact is that they run at 6.33% in their profit margin over turnover; we run at less than zero. It is a fact of life.*[292]

Under this model, the City has also secured a 'community fare' for its residents, incentivised growth for the local tourism industry and is able to recover the revenue it requires for airport operations. If passenger numbers rise, Rex captures upside: airport charges as a proportion of Rex's total costs reduce, incentivising Rex to grow the route and hopefully placing downward pressure on fares.

The arrangements reached in Albany represent a new collaborative approach in WA between an airline operator and a local government authority. The Department of Transport (DoT), which had been heavily involved in the development of this new model, commented that:

> *All commercial decisions need to work for both parties; they need to work for the airline as a commercial entity and they need to work for the community as a community outcome... The community airfare that exists in Albany and Esperance... That was a very new thing for a council to say that it was going to change dramatically its fees and charges approach and sufficiently educate its councillors, its council. To say, "We want to take a brand-new approach to how we do fees and charges" requires quite a few steps, both at an officer level and at a council level.*[293]

The Association of Mining and Exploration Companies told the Committee that it consistently received feedback from its members, especially when they were negotiating charter flights, that "there are higher costs using some of the regional airports and a complete lack of transparency over how these costs and fees are determined."[294]

The Regional Aviation Association of Australia (RAAA) agreed with its members Virgin Australia and Rex that airport pricing and taxes was one of the major contributing factors to perceived high cost of regional airfares. It claimed that there were significant inconsistencies between metropolitan and regional airport head tax charges with

292 Ibid.

293 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 1 November 2017, p16.

294 Mr Neil Van Drunen, Policy Adviser, Association of Mining and Exploration Companies, *Transcript of Evidence*, 18 September 2017, p2.

"RAAA members reporting some as low as $5 and some councils charging upwards of $50 [per passenger] with no consultation or notice."[295]

Rex confirmed to the Committee it pays $4.50 per passenger for its regional flights at Sydney Airport, compared to $20 at Perth International Airport (PIA).[296] However, in 2016-17 Sydney's fixed costs were spread over nearly 43 million passengers, while PIA's were spread over only 12.5 million passengers.[297] Rex also highlighted the different monitoring of airport prices by the ACCC as a factor for the differences between the fees at Perth and Sydney:

> *The ACCC monitoring of Perth Airport only relates to the service delivery; it does not relate to airport charges. The only capital city airport in Australia that has regulated airport pricing is Sydney Airport. Sydney Airport is a declared airport and under Federal Government legislation, they have to seek approval before they increase their charges. I think that that is a big reason why we are paying $4.50 for regional air services in Sydney and we are paying $20 for the same service at Perth.*[298]

It's potentially problematic to draw conclusions on the cost of WA's regional airfares based on raw 'cents per kilometre' comparisons with Eastern States (and overseas) routes. Equally, a rough 'X vs Y' comparison of landing fees between WA and eastern States' airports would be misleading. As was noted previously, WA's regional airports generally serve fewer passengers than airports in the eastern States, but must nonetheless recover both fixed and variable costs. Lower passenger numbers will inevitably lead to higher charges. This does not, however, necessarily mean that landing charges are the major factor contributing to high airfares, given the contribution that landing fees make to overall airfares on individual routes.

Finding 23

The debate about the cost of WA airport charges relative to airport charges in the Eastern States is similar to the claims made about high regional airfares in WA. 'Apples for apples' comparisons are difficult and should be made with caution.

295 Submission No. 52 from the Regional Aviation Association of Australia, 28 July 2017, p4.

296 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p4.

297 Department of Infrastructure and Regional Development, *Aviation Statistics*, 17 February 2015. Available at: https://bitre.gov.au/publications/ongoing/airport_traffic_data.aspx. Accessed on 19 October 2017.

298 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, pp4-5.

Chapter 6

NO, Prices Aren't High- According To The Local Governments And The Operators That Manage Them

The Australian Airports Association (AAA) is a national non-profit organisation, founded in 1982. It represents the interests of over 380 members - including more than 260 airports and aerodromes Australia wide. The AAA submitted that airports provide essential infrastructure services to airlines, however airport charges constitute a relatively small part of airline cost bases. These costs vary substantially depending on the nature of the routes and the airline business models concerned.[299]

The AAA told the Committee that it estimated that "regional airport charges make up between 5 and 13% of the cost of a regional airfare in WA, depending on how heavily discounted that fare is."[300] The AAA claims that, given the relatively low levels of competition and demand elasticity in regional aviation markets, "any reduction in airport charges is unlikely to have a material effect on airfares and passenger demand."[301]

The AAA provided data from an ACIL Allen report which found that:

- on average 61% of Australian regional airports had budget deficits in 2014-15;
- nearly 40% of Australia's regional airports expect persistent budget deficits over the next 10 years; and
- the cost of operating a regional airport is expected to rise by 38% over the next decade.[302]

The AAA surveyed its members on the issue of recent investments they had made. It estimates that the WA regional airports have invested in excess of $200 million over the last decade. Notable regional projects included:

- the $100 million redevelopment of Karratha Airport;
- more than $40 million in improvements at Newman Airport;
- investments in runways and terminal improvements at Broome International Airport that cost nearly $25 million;

299 Submission No. 70 from the Australian Airports Association, 28 July 2017, p2.
300 Ms Caroline Wilkie, CEO, Australian Airports Association, *Transcript of Evidence*, 11 September 2017, p2.
301 Submission No. 70 from the Australian Airports Association, 28 July 2017, p2.
302 Ibid, p9.

- the City of Albany and the Shire of Esperance investments of over $3 million and $6 million respectively in terminal redevelopments to accommodate aviation security screening;
- the City of Greater Geraldton investment of $2.2 million to accommodate aviation security screening; and
- the Shire of Wyndham-East Kimberley investment of almost $3.5 million on runway repairs at the Kununurra Airport.[303]

The pricing of airport services in Australia was reviewed by the Productivity Commission in 2002, 2006 and 2011. The next review is scheduled for 2018. According to the AAA, the Productivity Commission found in 2011 that only four airports – Sydney (Kingsford Smith), Melbourne (Tullamarine), Brisbane and Perth – possessed sufficient market power to warrant some form of regulatory oversight.[304] The AAA said that the Productivity Commission found "in practice, aeronautical charges only have a marginal effect on airfares."[305]

The AAA gave a hypothetical example of a 10% reduction of airport charges at Broome, one of the State's most popular destinations, "take the princely sum of 10% off their charge at around $60, that reduces the airfare to Broome by $6. So it is $984, not $990."[306]

In a supplementary submission, the AAA provided information from the Australian Competition and Consumer Commission's *Airport Monitoring Report 2011-12* that the ACCC noted:

> *It is difficult to aggregate all services and prices into a single average price of aeronautical services for monitoring purposes. The lack of a single aggregate price complicates the task of establishing trends over time and comparing prices across airports.*[307]

Perth International Airport (PIA) said that negotiating commercial terms with the large airlines was "long and time-consuming" and that an agreement with Qantas that "says 'conditions no less favourable', it means you cannot give Virgin a discount if you do not

303 Ibid, p11.
304 Ibid, p12.
305 Ibid, p15.
306 Mr Guy Thompson, Chair, Australian Airports Association, *Transcript of Evidence*, 11 September 2017, p4.
307 Submission No. 70A from the Australian Airports Association, 25 August 2017, p2.

give it to Qantas… you are obliged not to play a tune playing one off against the other."[308]

Finding 24

Airport landing fees constitute a varying, but generally small, component of the total costs of a regional airfare.

Finding 25

Local Government Authorities and private airport operators have been open and transparent with the Committee regarding the calculation and the level of their landing fees.

6.2 Airports Need To Be Maintained Into The Future Predominantly By Small Local Governments

Some submissions provided to the Committee criticised local government's approach to depreciating airport assets and providing for long-term asset replacement.

The City of Greater Geraldton submitted that only a small minority of regional airports in WA operate at a true commercial operating profit, whereby they recover their capital costs and include funds to renew assets. It said that the majority of regional airports in WA operate at a real accounting loss and "a good proportion of regional airports cannot generate sufficient funds to cover the costs of day to day airport operations and maintenance, requiring subsidy from municipal funds by their owner Councils."[309]

According to the City of Geraldton, the only airports that generate sufficient, accounting profits to be able to cover all their operating costs, plus generate funding for all of their capital asset renewal demands, are "the larger regional airports in WA – most probably those with annual passenger movements over 300,000 with numbers boosted by FIFO services rather than just RPT."[310] In 2016-17, this would mean just the airports at Broome, Karratha and Port Hedland.[311]

The City of Albany gave evidence that they ran their airport at a loss while the airline which serviced it, Rex, had a 6.3% profit margin last year, and that with only 56,000 passengers:

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308 Mr Guy Thompson, Chair, Australian Airports Association, *Transcript of Evidence*, 11 September 2017, p5.

309 Submission No. 3 from the City of Greater Geraldton, 10 July 2017, p11.

310 Ibid.

311 Department of Infrastructure and Regional Development, *Aviation Statistics*, 17 February 2015. Available at: https://bitre.gov.au/publications/ongoing/airport_traffic_data.aspx. Accessed on 19 October 2017

> *…we generate a bit over $2 million* [in income]. *It costs us over $1 million in actual costs, and by the time you take superannuation and upgrades into it, we run at a loss, so we actually subsidise* [operations] *already.*[312]

DoT admitted that airport landing charges were a significant impost on regional ticket prices in WA, for example making up about 50% of Rex's low-cost community fare to Albany and Esperance, but stated that this was because of a different approach taken by local governments in WA:

> *Clearly, Queensland or New South Wales, some of the local councils, choose to essentially cross-subsidise their airport costs. WA's model prevailing largely is that they are operating as a separate business unit.*[313]

DoT provided the example of the Walgett Shire Council in NSW that did not charge airport fees at all, and Armidale Dumaresq Council, which charged "$14.90 per inbound and outbound passenger for the first 70,000 passengers. Once this threshold was reached the fee reduced to $9.70 per passenger."[314]

The City of Karratha admitted to the Committee that it operates Karratha Airport as a business and the return on this asset goes into an infrastructure reserve fund which provides funds for both airport, and non-airport, infrastructure in the City. It had spent over $100 million of its own funds on the airport and had plans for a further $40 million improvement program. The Council agreed it had been able to realise some significant benefits through the airport revenue, and "the one thing from the City of Karratha's perspective is that it has reinvested all those funds back into infrastructure. It has not banked those funds."[315]

The City of Karratha argued that its approach to devising its airport charges led to similar cost levels to other airports. It provided comparative costs for a Fokker F100 flight at full occupancy of 100 seats arriving in Karratha from Perth, "our charge to the airline is $5,482. Perth would be charging $5,811; Alice Springs, $5,676; and …Darwin … $5,922."[316]

In terms of its per capita security charges, the City said they:

> *…are very much an open book. We share the exact costs of what our security costs are with the airlines and it is effectively done on a*

312 Mr Dennis Wellington, Mayor, City of Albany, *Transcript of Evidence*, 29 August 2017, p2.
313 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, *Transcript of Evidence*, 9 August 2017, p17.
314 Submission No. 94 from the Department of Transport, 28 July 2017, p13.
315 Mr Simon Kot, Director, Strategic Projects and Infrastructure Services, City of Karratha, *Transcript of Evidence*, 23 August 2017, pp6-7.
316 Ibid.

> *reimbursement basis. At the end of the financial year, if we have overcharged, we repay the airlines based on our security charge.*[317]

The Shire of Wyndham–East Kimberley explained that it has a separate reserve fund for airport operations and repairs, "but the money is held separately. Whatever we raise at the airport goes into the airport and stays at the airport."[318] Some of the costs involved in maintaining and expanding a regional airport are very high for small communities. The Shire of Wyndham–East Kimberley has a population of less than 8,000 people. In 2016 it undertook an airport runway upgrade that cost approximately $6 million. It paid 60% of this sum from its airport reserves. The rest of the upgrade was paid for by the State Government.[319]

The Shire of Wyndham–East Kimberley is also investigating the cost of extending the runway by 600 metres, from its current length of 1,800 metres. This would allow the standard planes that fly between capitals in Australia's eastern States – the A320s and the Boeing 737–800s (which can carry approximately 160–170 passengers) – to land at Kununurra. This extension is part of the Shire's plan to boost tourism to the East Kimberley, to grow their economy and provide more jobs. The runway extension would allow passengers to fly directly from anywhere in Australia, including Tasmania, and allow direct non-stop flights to South-East Asia.[320]

The cost of this proposed extension would be about $20 million dollars. The Shire claimed to the Committee that only way it could be funded is by putting aside funds by depreciating the current $75 million asset base.[321]

The airlines raised the issue of depreciation and future airport development with the Committee, questioning whether it was appropriate for airport owners to seek to recover depreciation through airport charges. While the airlines may criticise those local governments seeking to recover depreciation through airport charges, the Committee notes that it is a normal commercial practice. Moreover, it is essential to fund the replacement of assets as they reach the end of their useful lives. Indeed, the airlines themselves depreciate their own asset bases. For example, for the 2016-17 financial year nearly 10% of Qantas' expenses (or about $1.4 billion) was for

317 Ibid.

318 Mr Carl Askew, CEO, Shire of Wyndham–East Kimberley, *Transcript of Evidence*, 21 August 2017, p10.

319 Ibid.

320 Mr Paul Bawden, Manager, East Kimberley Regional Airport, Shire of Wyndham–East Kimberley, *Transcript of Evidence*, 21 August 2017, p11.

321 Ibid.

deprecation.[322] For Virgin Australia, the figure was about 6% of its 2016-17 expenses (or nearly $310 million).[323]

Virgin was also very critical in its submission of one private airport's lack of consultation on an asset upgrade, raising concerns that the operator had over-dimensioned the asset, incurring unnecessary expense and thereby increasing passenger fees:

> *There is a need for regional airport operators to engage in genuine consultation with their airline customers in relation to the delivery of new infrastructure and the consequential implications for pricing. In a recent case with one privately-operated airport, consultation regarding new investment was extremely poor and there was a complete lack of transparency regarding pricing impacts.*[324]

On the other hand, PIA said that the current agreement for airport charges was for a period of seven years. It took two-and-a-half-years to conclude as it involved discussions with 29 airlines who did not always agree on the $1.2 billion worth of capital investment which PIA proposed to build over that period. The process was described as:

> *...a conversation to get to what do you need to build and then what is the standard at which you want to operate your facilities.*
>
> *So we agree the capital cost. We agree the life of the asset. We agree the operating costs per year based on what we think we need to do, and then the last piece of the puzzle is we haggle over the risk of passengers. How many do you say you think will fly in the next five or six years? How many do we think will fly in the next five or six years? That becomes the numerator and you divide it and then it becomes a dollar figure per passenger.*[325]

According to the City of Greater Geraldton, one local government in WA had trouble enforcing its airport fees, as:

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322 Qantas Airways Ltd, *Annual Report 2017, Consolidated Income Statement,* 2017, p56. Available at: http://investor.qantas.com/FormBuilder/_Resource/_module/AH_NGR9NxUaXc0W8Qv3Kfg/docs/QantasAnnualReport2017.pdf. Accessed on 20 October 2017.

323 Virgin Australia Annual Report 2017, *Consolidated Statement of Profit or Loss,* 2017, p46. Available at: www.virginaustralia.com/cs/groups/internetcontent/@wc/documents/webcontent/~edisp/2017-annual-report.pdf. Accessed on 20 October 2017.

324 Submission No. 58 from Virgin Australia, 28 July 2017, p3.

325 Mr Guy Thompson, Chair, Australian Airports Association, *Transcript of Evidence*, 11 September 2017, p11.

> *...at least one major RPT airline has disputed the level of aviation fees and charges with at least two regional airport operators in WA, refusing to pay increased charges, asserting price gouging in setting of airport aviation fees and charges.*[326]

According to the City of Greater Geraldton, threats of litigation "appear to have resolved the issue between that airline and the airport operators."[327] The City also said:

> *Federal inquiries to date have found that RPT airlines are easily positioned to counter any inappropriate exercise of monopoly-like powers by the very much smaller entities (regional local government councils) that own/operate most regional airports in Australia.*[328]

Finding 26

There are different passenger fee models used by airports around Australia. In Western Australia, local governments tend to operate airports as separate business units, and seek to recover both operating and capital costs. Recovered capital costs are frequently placed into reserves for future airport upgrades, repairs and maintenance. The Committee received no evidence that local councils were charging unreasonable fees.

6.3 The State Government's Role In Airport Costs

The State Government assists local governments with airport costs, providing up to a 50% contribution for airport infrastructure upgrades, repairs and maintenance under the Regional Airport Development Scheme (RADS) scheme. WA was the first State to provide such funding. RADS has been in place for many years and has enjoyed bipartisan political support over that time.[329]

The Department of Transport (DoT) submitted that it is currently developing a Strategic Airport Asset and Financial Management Framework for regional airports that seek funding through RADS. It said that the Framework will:

> *...aim to develop a standardised template for asset management at regional public airports including the determination of fees and charges required to maintain and replace assets. The development of a standardised template provides the potential for greater transparency of setting of fees and charges at regional airports.*[330]

326 Submission No. 3 from the City of Greater Geraldton, 10 July 2017, p12.
327 Ibid.
328 Ibid, p11.
329 Department of Transport, *RADS overview*, 9 October 2017. Available at: www.transport.wa.gov.au/aviation/rads-overview.asp. Accessed on 20 October 2017.
330 Submission No. 94 from the Department of Transport, 28 July 2017, p13.

DoT will engage with relevant local government, airlines and other stakeholders during 2017-18 while it develops the new Framework.[331]

During 2016-17, RADS provided $4.5 million to 24 projects with a combined project value of $13 million.[332] The allocation in the 2017-18 Budget for RADS is $5.6 million.[333] The Department of Primary Industries and Regional Development provided the details in Table 6.1 of the $80.6 million in Royalty for Region grants made so far via RADS to local governments to upgrade regional airports.

Table 6.1- Recent grants to support regional airport upgrades and expansions[334]

Agency		Project Budget	State of Project
Shire of Cue	Airfield	$109,798	Acquitted
Shire of Cue	Airfield Terminal Building	$187,718	Acquitted
Shire of Wagin	Airport	$6,000	Acquitted
Shire of Wyalkatchem	Airport	$136,500	Acquitted
Shire of Wyalkatchem	Airport Development Project	$390,627	Acquitted
Town of Port Hedland	Airport Parking	$60,000	Acquitted
Shire of Laverton	Airport Refuelling Facilities	$119,858	Acquitted
City of Greater Geraldton	Airport Security Upgrade Project	$1,200,000	Acquitted
City of Bunbury	Airport Upgrades	$58,000	Acquitted
City of Busselton[335]	Busselton Regional Airport	$45,933,094	In Progress
Shire of Derby/ West Kimberley	Curtin Taxiway and Buildings	$55,000	Acquitted
Shire of Derby/ West Kimberley	Derby Airport Reseal	$100,000	Acquitted
Shire of Derby/ West Kimberley	Derby Airport Water Tank & Pressure Pump	$20,000	Acquitted

331 Ibid.

332 Department of Transport, *Annual Report 2016-17*, 16 August 2017, p44. Available at: www.transport.wa.gov.au/mediaFiles/about-us/AR_P_Annual_Report_Full_report_2016_17_d.pdf . Accessed on 10 November 2017.

333 Department of Transport, *Funding allocation*, 6 October 2017. Available at: www.transport.wa.gov.au/aviation/funding-allocation.asp. Accessed on 20 October 2017.

334 Ms Kat Lothian, Manager, Office of the Director General, Department of Primary Industries and Regional Development, Email, 4 September 2017.

335 The Committee notes that there may be other sources of capital for this project.

City of Greater Geraldton	Geraldton Regional Airport Landside Development- Essential Utilities Upgrade	$2,755,200	Acquitted
Shire of Exmouth	Learmonth Airport Upgrade	$454,547	Acquitted
Shire of Narrogin	Narrogin Airport	$7,236	Acquitted
Dryandra Voluntary Regional Ogranisation of Councils	Narrogin Airport Headworks Power Upgrade (2010-11)	$279,438	Acquitted
Shire of Carnarvon	Redevelopment of Carnarvon Airport	$1,250,000	Acquitted
Shire of Dundas	Norseman Airfield Upgrade	$1,450,000	In Progress
Batavia Regional Organisation of Councils	Power Upgrade Narngulu Geraldton Airport & Airport Technology Park (2010-11)	$241,534	Acquitted
Shire of Yilgarn	Southern Cross Airport	$45,000	Acquitted

The Federal Government also provides a small amount of funding for the maintenance of remote airstrips. Round 4 of the Remote Airstrip Upgrade Program (RAUP) recently awarded about $11.9 million to projects, of which WA projects were awarded nearly $1 million. The only grant for an airport that receives RPT flights was to the Shire of Wiluna, which received $372,000 to install a stock-proof perimeter fence and repair its main runway.[336]

Finding 27

The State Government indirectly subsidises regional airfares by providing substantial assistance to local governments for their airport development and maintenance with funds provided, including under the Regional Airport Development Scheme.

The Committee notes that local government authorities were transparent and forthcoming with information on their landing fee structures, both with respect to the construction of their charges and their cost-recovery models. Appendix Four provides the landing fee information presented to this inquiry for the larger airports, enabling an assessment of the contribution this cost component has to the overall fares offered to

336 Department of Infrastructure and Regional Development, *Remote Airstrip Upgrade Programme Round 4- Approved Projects*, 10 February 2017. Available at: infrastructure.gov.au/aviation/regional/rau-round-4.aspx. Accessed on 17 October 2017.

passengers. This is in stark contrast to claims that have been made in the media, and some submissions to this inquiry, that LGA's were not transparent.

6.4 Federal Government Factors Also Impact Landing Fees

Security screening charges are one of the major costs that are required to be borne by most Australian airports, but particularly small regional airports with smaller passenger movements. Following the National Aviation White Paper, *Flight Path to the Future*, the Federal Government regulations were amended in 2011 to require the security screening of passengers when their airplane has a maximum take-off weight (MTOW) of more than 20,000 kilograms, unless the flight was a closed-charter flight.[337] This limit impacts upon the cost of services at regional airports. For example, it means that passengers on the previous Virgin Australia flights to Albany were required to have security screening, while the current Rex passengers in the smaller SAAB plane do not.[338]

At Perth International Airport, passengers flying on planes below the 20,000 MTOW limit (such as to Albany) are still screened, as they use the same terminal as domestic departures that are above this limit. For arriving passengers on the lighter planes or closed charters the Committee was told:

> *...in the Pilbara, if you fly from Barimunya to Perth you are not screened at Barimunya, so when you land at Perth we have to keep you separate from the screened, outbound passengers. ...Rex's services from the South West, they fly and land at Terminal 2. They come in through a different end of the terminal and walk along the front of check-in to get their bags.*[339]

Initially, the Commonwealth paid for the infrastructure and equipment required for the screening in regional airports, but the airports are now responsible for the ongoing operational costs and any upgrade costs. These costs are included in a passenger's airfare and are "all bundled up when the passenger pays for the fare as opposed to rolling up at an airport and having to pay another security screening charge."[340]

337 Australian Government, *Aviation Transport Security Amendment Regulations 2011 (No. 2)*, nd. Available at: legislation.gov.au/Details/F2011L02608/Explanatory%20Statement/Text . Accessed on 16 October 2017.

338 Mr Brett Hughes, Executive Director, Transport Strategy and Reform, Department of Transport, *Transcript of Evidence*, 9 August, p18.

339 Mr Guy Thompson, Chair, Australian Airports Association, *Transcript of Evidence*, 11 September 2017, pp12-13.

340 Mr Brett Hughes, Executive Director, Transport Strategy and Reform, Department of Transport, *Transcript of Evidence*, 9 August, p18.

The significant cost impact of operating this equipment was highlighted by the Shire of Wyndham–East Kimberley:

> *...the Federal Government's Office of Transport Security determined earlier this year that certain types of screening equipment no longer met their default approval, and that was particularly the stuff that takes the body* [scans] *and the explosives' one. They decreed, at six months' notice, that we had to replace all of our equipment.*[341]

The Shire is required to fully-fund the replacement costs of about $150,000.[342]

The City of Albany, the Shire of Esperance and the City of Greater Geraldton have made significant investments of over $3 million, $6 million and $2.2 million respectively in terminal redevelopments to accommodate aviation security screening.[343]

Appendix Four shows that the fare applied for screening passengers at regional airports range from a low of $9.05 per head at the Kalgoorlie airport to $21.60 per head in Kununurra. Generally, this fee correlates to the total number of passengers using an airport, as they are lower where the fixed cost (such as staff wages) can be spread over a larger number of passengers. The Shire of East Pilbara said that, at Newman Airport, the security screening costs "adds only between 1% and 2% to the total ticket price. This does however represent about 35% of our passenger charge."[344]

The Regional Aviation Association of Australia submitted to the Committee that it was not appropriate or sensible to impose security costs for large aircraft on small regional aircraft. It welcomed a review of proportionate security measures at regional airports "which will aid in reducing overall costs on airport security equipment and additional staff".[345]

In a recent discussion about whether security screening should be reintroduced for passengers on the smaller Rex aircraft at Albany Airport, Hon Peter Watson MLA, the local member, supported the proposal but Rex said it would add about $750,000 per annum in additional fees for passengers.[346]

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341 Mr Paul Bawden, Manager, East Kimberley Regional Airport, Shire of Wyndham–East Kimberley, *Transcript of Evidence*, 21 August 2017, p9.

342 Ibid, p10.

343 Submission No. 70 from the Australian Airports Association, 28 July 2017, p11.

344 Submission No. 35 from the Shire of East Pilbara, 27 July 2017, p4.

345 Submission No. 52 from the Regional Aviation Association of Australia, 28 July 2017, p8.

346 Mr Tayler Neale, *Albany Advertiser*, 'Increasing airport security is 'giving in to hysteria', 8 August 2017. Available at: thewest.com.au/news/albany-advertiser/increasing-airport-security-is-giving-in-to-hysteria-ng-b88560033z. Accessed on 16 October 2017.

Finding 28

Separate to airport landing fees, the cost of maintaining and providing security services on unregulated RPT routes, due to a Commonwealth Government requirement, is a significant cost on each passenger fare.

Chapter 7

Potential Industry Initiatives To Lower Prices

Industry has a responsibility to consult and consider the interests of the communities in which they operate, in addition to their shareholders.

'Industry' is a broad concept. This chapter takes a broad view of the 'industry' players that have the potential to shape regional airfares. It outlines a range of measures the airline industry could either introduce or improve to reduce regional airfares, ranging from directly lowering prices for residents, to contributing to the growth of tourism in regional towns. It also acknowledges other 'industries' – particularly the tourism industry – and the actions they have taken to contribute to lower regional airfares.

7.1 A Social Responsibility To Provide Affordable Airfares?

Air Routes Are Seen As An Essential Form Of Public Transport

The RPT routes serving remote towns in Western Australia are seen by residents as constituting an essential public transport service, akin to buses and trains for people living in metropolitan Perth. The Shire of Derby/West Kimberley explained that:

> *For the critical connectivity and just support of all the economic development, this is our public transport, which is one of the key points that come up from the community when we talk to them. It is essential, whether that be for the community, for health* et cetera.[347]

The Department of Transport's (DoT) submission states unequivocally that "[a]ffordable airfares, are central both to the community's lifestyle and wellbeing as well as regional development."[348]

The National Party told the Committee:

> *It cannot be left to commercial providers to dictate pricing and services to captive consumers. The State invests hundreds of millions of dollars every year into the metropolitan transport system—buses and trains are essential in underpinning critical linkages in and around the Perth metropolitan area and outer suburbs. ...The regional air transport network is equally important to remote and regional areas, yet*

347 Mr Stephen Gash, CEO, Shire of Derby/West Kimberley, *Transcript of Evidence*, 22 August 2017, p2.

348 Submission No. 94 from the Department of Transport, 28 July 2017, p3.

> *government policy and regulation has failed to provide a network that is efficient and affordable.*[349]

In each of the communities that the Committee visited, it heard of local initiatives that had commenced with the aim of ensuring their RPT service remained in place and that airfares were more affordable. In section 7.4 below, the tourism-focused initiatives of a number of towns are presented. Not all of these plans are based around tourism though, some involve providing financial support to ensure their RPT service survives:

> *…the Shire of Derby/West Kimberley …has out of necessity worked with industry to look at value-adding and underwriting of air services that have a significant support for the community while still being fit for purpose and meeting the demands of industry.*[350]

Variable Community Engagement By Airlines

The Tourism Council WA told the Committee that the major airlines' headquarters in the eastern States did not understand local issues very well, "[p]lease bear in mind that no decisions are made about airfare prices for, say, Qantas and Virgin, from anyone in Western Australia because decisions are made from Sydney."[351]

The airlines have made different levels of effort at engaging with local communities to understand and deal with their unhappiness with the current level of airfares. DoT recounted the important impact made by Rex's efforts at engaging with the communities in Albany and Esperance about their new regulated routes that were to be flown by turboprop aircraft and no longer by a jet:

> *…one of the things that Rex has done very well …is that it has been very upfront with the community. Day one when it got down there it said, "Right. Let's be really clear about every airfare and what we get, what Albany airport gets and what Perth Airport gets and you can see that's how the fare is split up." I suppose they went through, if you like, quite a good education process, and that increased transparency in my experience, having been there with Virgin and then with Rex. It took the heat out of the room—it really did. It changed the dynamic quite significantly.*[352]

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349 Mr Vincent Catania MLA, The Nationals WA, *Transcript of Evidence*, 13 September 2017, p2.

350 Mr Stephen Gash, CEO, Shire of Derby/West Kimberley, *Transcript of Evidence*, 22 August 2017, p1.

351 Mr Evan Hall, CEO, Tourism Council WA, *Transcript of Evidence*, 18 September 2017, p3.

352 Mr Peter Ryan, Director, Aviation Policy and Programs, Department of Transport, *Transcript of Evidence*, 1 November 2017, p9.

The Shire of Esperance corroborated DoT's evidence and praised the efforts of Rex to communicate with it:

> *We also talk directly with Rex on a regular basis. So should there be any issues with a particular flight or something like that, we will get correspondence either from Rex directly straight up or we will ask whether they have heard about such and such happening on this particular flight. So we have a fairly direct flow of information between us and Rex.*
>
> *I have got direct contact to Rex's CEO if I need to if there is a major issue. Like most things, there has been some negotiation on leases at the airport and things like that. ... I would say that our relationship is pretty good at this stage and we are hoping that will continue. I suppose that is what led to us being able to work with them in regards to fixing our airport fees with them over the last 12 months.*[353]

The Shire described its relationship with Rex as a 'partnership' and "we see that if Rex does well, then our community should do well as well."[354] It has found that Rex's approach was very different to Virgin Australia, which had previously flown the Perth-Esperance route, "we had no agreement with the previous provider …I would probably say that our relationship with Virgin was very different to what we have with Rex."[355]

The Albany Chamber of Commerce and Industry similarly stated:

> *We have seen a change with Rex airlines, and I must say a pleasant one. They have changed their schedule; they listen to the local community and to the Chamber of Commerce. ...The schedule is now more suitable for Albany businesses. You can fly up in the morning, be in the CBD by 9:00am, and do a full day's work, be back at the airport to catch a plane at 7:30pm and be home. You have removed the accommodation costs from it and you can do a full day's work rather than five hours in the CBD. Rex has listened.*[356]

Rex submitted that part of its success over the past 15 years has been its commitment to give back to regional communities by supporting local charitable and social causes (such as the Taste Great Southern Festival in WA) and supporting cases of residents' hardship. It is mindful of the tremendous social and economic impact its services have

353 Mr Matthew Scott, CEO, Shire of Esperance, *Transcript of Evidence*, 30 August 2017, p6.
354 Ibid.
355 Ibid.
356 Mr Russell Clark, CEO, Albany Chamber of Commerce and Industry, *Transcript of Evidence*, 29 August 2017, p2.

on regional communities.[357] Rex currently has formal partnership agreements with 19 local governments that own regional airports from which it operates, including Albany and Esperance in WA.[358] Rex has now introduced its community fare model, developed in WA, to some of its routes in the eastern states as part of its five-year agreements with local governments there.[359]

7.2 The Airlines' Own Initiatives For Residents

The obvious and easiest way to achieve airfare reductions is for airlines to change their current yield management systems and charge lower fares, especially for residents needing to book tickets to fly for urgent and compassionate reasons.

A retired travel agent told the Committee that airlines had previously had schemes, such as student fares, that offered significant discounts for residents in regional areas, "where you are moving a student at the end of the term from a boarding school here, back home and then back again. There was a substantial discount on those particular fares."[360]

The airlines also used to offer 'bereavement-type' fares:

> *…or urgent-travel fares, which were on application to the airline. The traveller then had to provide evidence of the reason for travel. When you have people up in Kununurra who needed to come down to Perth for urgent medical treatment or for medical treatment, they would produce all the necessary doctor's documentation and the fare was then organised directly with the airline.*[361]

A number of airlines operating in Western Australia have recently introduced discounted airfare initiatives for some regional communities. Four of these are outlined below.

Rex's 'community fare'

Regional Express (Rex) was founded in 2002 after the collapse of Ansett Airlines and operates to 59 regional destinations, mainly in eastern Australia.[362] Rex commenced its

357 Submission No. 57 from Regional Express, 28 July 2017, p4.
358 Regional Express Holdings Limited, *Clearer skies ahead- Annual Report*, 30 June 2017, p15. Available at: www.rex.com.au/AboutRex/InvestorRelations/_lib/pdf/FY/AR_FY1617.pdf. Accessed on 26 October 2017.
359 Regional Express, *Broken Hill Community Takes Advantage Of Rex Community Fare*, 10 May 2017. Available at: www.rex.com.au/MediaAndPressClippings/MediaReleaseList.aspx?y=16_17. Accessed on 2 November 2017.
360 Mr Claude Scivolo, Retired Corporate Travel Manager, *Transcript of Evidence*, 1 November 2017, pp3-4.
361 Ibid, p4.
362 Submission No. 57 from Regional Express, 28 July 2017, p3.

WA operations under a Deed of Agreement with the Government on 28 February 2016 and operates 23 weekly return services to Albany and 18 weekly return services to Esperance.[363]

Rex's 'community fare' is available on both its Albany and Esperance routes and costs $129 for a one-way ticket. This fare is available for flights booked more than 60 days in advance of departure, or within the last 24 hours before departure. In a similar way to the 'standby' fares previously offered in Australia by TAA and Ansett, if a passenger attempts to book a 'community fare' a day before their travel, they may not be successful in securing a seat.[364]

Rex told the Committee that this new fare, "[i]s the number one initiative that we have been undertaking to do on these routes and now accounts for 15% of all fares between Perth and these two ports."[365] In Albany, about 12% of the 'community fares' are purchased more than 60 days from travel while the majority are purchased at the last moment.[366] One of the main reasons that Rex is able to offer this low fare is its high load factor on the two regulated routes, which in the first six months of 2017 was 75.5%.[367]

The 'community fare' is offered over and above Rex's obligations under its Deed of Agreement for the regulated routes. DoT described Rex's new fare as innovative, and "[t]o discount fares 24 hours out is very unusual in an aviation context worldwide, let alone in Australia. It has been transparent ... I think the community has recognised that and there has been a positive response."[368] DoT confirmed that it had "been front and centre in facilitating that agreement."[369]

The 'community fare' had originally been priced at $170 one-way during Rex's early planning. It was able to reduce this figure by $20 per ticket after entering into agreements with the regional local governments about their landing charges:

363 Ibid, p4.

364 Airline staff still fly on a 'standby' basis and may be offloaded for a paying passenger. www.afr.com/business/transport/aviation/come-fly-with-me-qantas-staff-travel-benefits-widened-20160624-gpquy1.

365 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, pp8-9.

366 Mr Andrew Sharpe, CEO, City of Albany, *Transcript of Evidence*, 29 August 2017, p4.

367 Submission No. 57 from Regional Express, 28 July 2017, p5.

368 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 1 November 2017, p9.

369 Ibid, p16.

> *Our first community fare* [then] *was roughly $149. We then entered into a broad sort of growth agreement with Perth Airport and we committed to lowering it by another $20 if we could achieve that.*[370]

The DoT stated that the arrangement represented "a very new thing for a council to say that it was going to change dramatically its fees and charges approach and sufficiently educate its councillors" and that the negotiations required quite a bit of work to convince local government councillors to assist with airport charges, "particularly in the case of Albany."[371]

Rex told the Committee that the 'community fare' worked on the regulated routes in WA, but it would not offer it on RPT routes where it was competing against other airlines as:

> *There is a big risk in that environment and that is why we do not do community fares in Port Lincoln. If we do community fares in Port Lincoln, we would probably have our competitor following suit and we end up in a bit of a race to the bottom.*[372]

As was observed in section 3.2 above, the Committee did not receive any negative feedback with respect to Rex's fares. There was little public outcry about airfares in Albany and Esperance, compared to other regional destinations visited by the Committee.

Skippers' community 'Skip-e-deals'

While the Rex 'community fare' is available for all of their passengers, Skippers Aviation offers a 25% reduction from its most expensive Y-class base fare, but it is only available for local residents of the 11 regional destinations it serves. This fare is called a 'Skip-e-deal'. There are only a limited number of 'Skip-e-deals' tickets on each flight.[373] Skippers said there had been a variable take-up of this offer:

> *Carnarvon uses them. The mining companies do not seem to use them too much. Wiluna tried to do a deal where they had a $200 fare and*

370 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p12.

371 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 1 November 2017, p16.

372 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p7.

373 Skippers Aviation, *Special Deals*, 2017. Available at: www.skippers.com.au/special-deals/. Accessed on 2 November 2017.

> *they would give us $50 back, so that would make it $250, but no-one ever uses it.*[374]

Virgin Australia's Resident Fare Scheme Trial

Virgin Australia's network of both RPT and charter services in WA offers a total of 131 interstate services per week, and 91 intrastate services per week.[375] Virgin Australia told the Committee that it had previously trialled a 'resident fare' in its regional WA ports for a period of twelve months between January 2014 to January 2015.[376] This fare offered up to a 30% discount on the full return fare for up to six times a year. The fares were available for residents of regional communities through Virgin directly, or through local travel agents:

> *There were discounts at levels below that as well, so, for example if you were a resident and you wanted to spend the weekend away, say, in Perth, there was a condition that you would be away for a Saturday night and you could use that fare in conjunction with other fares.*[377]

Virgin told the Committee that "the uptake [of the residents' fare] was very, very low indeed."[378] It agreed to provide additional information on this trial after its hearing. Virgin subsequently provided the Committee with data on a 'commercial-in-confidence' nature. This data confirmed Virgin's assertion. However, unlike the Qantas trial described below, this scheme offered residents cheaper fares on Virgin's less-popular routes and not on its main resource-based routes.[379]

The Committee notes that a percentage discount from the 'full-fare' may still remain more expensive than other cheaper fare classes, made available at different points prior to departure.

The City of Kalgoorlie-Boulder informed the Committee that it had recently sought to engage with Virgin Australia on community fares, but had not held any discussions yet because Virgin "will not come to the table."[380]

Qantas 12-Month Residents' Discount Fare Trial

Qantas told the Committee that, "[w]ith regard to airfares, Qantas currently offers competitive lead-in airfares across its regional Western Australian network. Last week

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374 Mr Stan Quinlivan, CEO, Skippers Aviation Pty Ltd, *Transcript of Evidence*, 18 September 2017, p6.

375 Submission No. 58 from Virgin Australia, 28 July 2017, p1.

376 Ms Jane McKeon, Group Executive, Government Relations, Virgin Australia, *Transcript of Evidence*, 11 September 2017, pp5-6.

377 Ibid, p6.

378 Ibid, p5.

379 The Committee has resolved to preserve the confidentiality requested by Virgin Australia.

380 Mr John Walker, CEO City of Kalgoorlie-Boulder, *Transcript of Evidence*, 31 August p.10

for example, sale fares in regional WA started at $119."[381] Qantas gave evidence that despite these low airfares, it had conducted its own focus groups and had spoken to residents in WA mining towns, about the issue of the price of airfares:

> *We have run focus groups in Mount Isa, Broome and Karratha. We have listened and we do understand concerns, which is why we made the announcement the week before last of this 12-month trial, which brings into effect a 30% discount at the very top end to residents, 10% at the bottom end—80% of our fares are sold in that bottom end. Two per cent get sold at the very top end to residents, and that is where the 30% discount applies.*[382]

This trial in WA is similar to a residents-only airfare QantasLink offered on seven routes in Western and Far North Queensland in 2008. For example, the residents-only fare between Horn Island and Cairns reduced the **lowest** fare by $76 to $99 (or a 43% decrease) while the residents-only fare between Weipa and Cairns, reducing the **lowest** fare by $60 to $89 (or a 40% decrease).[383]

The WA Qantas Residents' Discount Fare initiative was announced on the 1st September 2017, the day after the Committee had held hearings and a public forum in Kalgoorlie. It allows a maximum of four return fares for personal travel from Broome, Kalgoorlie, Karratha, Paraburdoo, Port Hedland and Newman. The scheme is to operate from November 2017 (shortly before this Committee delivered its final report) and will apply for a 12-month trial period. Residents can book their fares either through a travel agent or online at the Qantas' website.[384]

Qantas told the Committee that it already had support from the City of Kalgoorlie-Boulder "which will importantly contribute to additional discounts by waiving the resident's costs of landing charges – other airports have so far remained silent on the initiative."[385] Qantas said "[w]e will work with the residents over the next 12 months to gauge how the initiative is working."[386]

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381 Mr Andrew David, CEO, Qantas Domestic, Qantas Airways, *Transcript of Evidence*, 11 September 2017, p2.

382 Ibid, p3.

383 Qantas, *QantasLink Awarded Air Service Contracts for Regional Queensland Services*, 28 January 2008. Available at: www.qantas.com/travel/airlines/media-releases/jan-2008/3715/global/en. Accessed on 10 November 2017.

384 Qantas Airways, *Qantas to Offer Discounts for Residents in Regional Western Australia*, 1 September 2017, p1. Available at: www.qantasnewsroom.com.au/media-releases/qantas-to-offer-discounts-for-residents-in-regional-western-australia. Accessed on 25 October 2017.

385 Mr Andrew Parker, Group Executive, Government, Industry and International Affairs, Qantas Domestic, Qantas Airways, *Transcript of Evidence*, 11 September 2017, p3.

386 Mr Andrew David, CEO, Qantas Domestic, Qantas Airways, *Transcript of Evidence*, 11 September 2017, p3.

DoT told the Committee that it is in regular communication with all airlines that operate in WA, especially with Qantas, which offers the largest number routes in WA. It discussed with Qantas "12 or 18 months ago" the idea of a 'resident airfare':

> *We looked at what options they could develop to address that. They came up with a range of things. Clearly, the work they did was not—that had been a work in progress; it was not something that was knocked up after the committee was announced or when the committee started its public hearings. ...Once they got close to the decision point of going forward, there was a range of engagement with us, talking about what they were looking at doing, why they were intending to go in certain directions in the weeks leading up to the public announcement.*[387]

The Committee held a hearing with the City of Kalgoorlie-Boulder on the day before the Qantas trial was announced. It heard in closed session about the arrangement negotiated between the City and Qantas, and that the City would provide a monthly rebate to Qantas of the airport charges of $25.95 per resident who uses the scheme. This is likely to cost the City about $250,000 per annum as it is expected that 10,000 residents will use the discounted flights each year.[388]

At that stage, the City believed that the scheme was to be an ongoing one, and not a trial, as announced by Qantas the following day.[389]

The Committee subsequently wrote to the operators of the other five airports where the trial will operate. Three of these airports are privately operated and two (Karratha and Newman) are managed by local governments. All five replied that:

- No discussions had been held with Qantas before the Residents' Discount Fare was announced;
- They had received a telephone call from Qantas on the 31 August 2017 outlining the proposal and a later email with a letter marked 'confidential' describing the scheme;
- They had been in regular contact with Qantas since the announcement attempting to clarify aspects of the proposed Resident Discount Fare, its application and administration;

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387 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 1 November 2017, pp14-15.

388 Mr John Walker, CEO, City of Kalgoorlie–Boulder, *Transcript of Evidence*, *Closed Hearing*, 31 August 2017, p1. Publically disclosed with the permission of the witness.

389 Ibid.

- None had agreed (at this point in time) to refund any charges proposed by Qantas in the proposal; and
- None had entered into any form of agreement to support the scheme.[390]

DoT also observed that it had been briefed by Qantas very close to the public announcement of the community fare, but that this had been preceded by engagement over 18 months on the need for Qantas to address the problem.[391] In response to the Qantas announcement about its trial, Virgin told the Committee:

> *We have chosen not to respond* [to the Qantas trial] *…Our advance purchase fares that we talked about on Kalgoorlie and Broome – are cheaper than the Qantas fare offerings, even after all of the discounts have been taken into account.*[392]

The Importance of Good Corporate Citizenship

It is completely legitimate that airlines earn a reasonable return. This sentiment was repeatedly stated in evidence, from a broad range of witnesses, and the Committee fully accepts this proposition.

There is also a strong case for enabling community access to reasonably priced 'community fares' for regional townships – and a particularly compelling case for significant fare reductions in compassionate cases.

The airline operators have all stated to the Committee that they take corporate social responsibility obligations seriously and are committed to working with the communities in which they operate. The Committee accepts that this is an accurate reflection of the major airlines' intention.

As previously discussed, Qantas provided evidence to the Committee that urgent, 'last minute' travel constitutes approximately 2% of all tickets booked on regional routes. Where this last minute travel is for genuine compassionate reasons, the Committee considers that it would be wholly consistent with Good Corporate Citizenship for airlines to voluntarily offer access to Compassionate Fares – particularly on unregulated routes. Such action on the airline industry's part would likely also significantly reduce community outrage.

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390 Mr Simon Kot, Director Strategic Projects and Infrastructure, City of Karratha, Email, 5 October 2017, p1.

391 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, *Transcript of Evidence*, 1 November 2017, p15.

392 Ms Jane McKeon, Group Executive, Government Relations, Virgin Australia, *Transcript of Evidence*, 11 September 2017, p6.

Finding 29

The airline industry previously offered 'compassionate' fares to assist community members attempting to travel at times of great distress. If airlines were to proactively re-introduce these fares, this would be wholly consistent with good corporate citizenship and would likely assist to reduce community outrage.

Finding 30

Various airlines operating unregulated routes to regional destinations in Western Australia offer categories of discounted airfares for local residents. The discounts are frequently off the most expensive fare class and may therefore still represent a considerably more expensive fare than other non-resident fares offered into the market at different points in time.

Finding 31

Airlines operating in Western Australia adopt differing stakeholder engagement strategies. Community outrage is lower where airlines engage proactively with local communities and demonstrate responsiveness to local concerns.

Finding 32

Qantas' introduction of its Residents' Discount Fare is a welcome step. However, the Committee is concerned about the nature of the community engagement undertaken when introducing the fare; its ability to provide a long-term, sustainable solution for community access to reasonably priced fares; and whether these fares represent the best price that could be offered to community members travelling under 'compassionate' circumstances.

7.3 Providing More Information

The transparency of ticket prices, and how they change via the operation of each airline's yield management system, was addressed in Chapter 2 above. A proposal for the State's Department of Transport to build a FuelWatch-like portal of regional airfares to make it easier for residents to track price changes is made in Chapter 8. Currently each airline has a corporate web site that displays the cheapest fare for a number of fare classes for a period of five (Rex) to seven days (Qantas, Virgin and Skippers), which can be adjusted for the next period.

What is missing in this pricing jigsaw, especially for passengers requiring a last-minute fare, is the ability to see the different, especially cheaper fare classes, over a longer period and how they move as the date of departure approaches. A limited amount of additional information is available to travel agents, but not the public:

> *The only difference is that if you are going through your own PC, you would see 'available' and 'not available'. What the agent would see is*

> *the flight numbers for those days, the classes and the availability next to those classes, and it shows seven seats at any one time.*[393]

On its regulated routes, Rex stated that it is required, under its Deed of Agreement, to transparently report every single fare sold, but that it also proactively provides information over and above its licence requirements:

> *I stand in front of all the regular users of the air service and report what our average ticket price is. That is not a hard and fast contractual requirement, what our average ticket price is; we actually included an indicative average ticket price as part of our tender process. But if the Department of Transport and the local community are not happy with the average ticket price that we are delivering, it can get to the point whereby the Department of Transport can say we no longer want Regional Express to operate that deed, and they can terminate the deed. There is a fair bit of incentive there for the airlines to do the right thing under that level of transparency.*[394]

Finding 33

Voluntary initiatives introduced by airlines to assist customers to understand airfare pricing dynamics would considerably reduce community outrage.

7.4 Growing The Tourism Sector- Growing The Pie

The Committee received many submissions outlining the impact that high airfares have had on the State's tourism industry. For example, the Shire of Broome submitted that the total number of overnight holiday visitors to Broome fell by 7% between 2011 and 2016, compared to a rise of 27% for WA as a whole.[395]

A number of stakeholders called for a review of how the tourism industry operates in the State, given the impact of the structural adjustment in the resource sector. There was general agreement that increasing and maintaining tourist numbers is vital for regional communities, and that increased demand for airfares by tourist visitations would put downward pressure on airfares. The Tourism Council WA stated that "[w]e certainly think the issue of airfares in general, and regional airfares in particular, is probably the most important issue affecting tourism in Western Australia."[396]

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393 Mr Claude Scivolo, Retired Corporate Travel Manager, *Transcript of Evidence*, 1 November 2017, p7.

394 Mr Warwick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p8.

395 Submission No. 79A from the Shire of Broome, 15 September 2017, p6.

396 Mr Evan Hall, CEO, Tourism Council WA, *Transcript of Evidence*, 18 September 2017, p1.

Tourism WA oversees the State's tourism sector and stated in their submission:

> *The agency's purpose is to promote and develop Western Australia's iconic tourism experiences. This is undertaken by marketing the State as a competitive tourism destination; developing major attractions and marketing major events; and supporting significant tourism infrastructure and development projects. ...Aviation is an integral part of the social and economic development of the State...*[397]

Tourism WA works closely with airport owners, airlines and other aviation partners. Its regional aviation focus is on the development of sustainable air services to grow leisure tourism. This leisure traffic exists on some of the regional routes, but not all.

> *Much of the State's regional leisure visitation is self-drive, due to the combination of consumer travel preference, lack of affordability or accessibility (ie lack of intrastate connection, flights originating primarily from Perth, lack of fly/drive affordable options) and on-ground infrastructure including car hire, taxi service etc.*[398]

The Manager of the Habitat Resort Broome highlighted in his submission the competition faced by Broome's tourist industry from cheaper locations, such as Bali:

> *One million people would fly from Perth to Bali in the current financial year. That is an incredible number especially when you consider the impacts if only a small percentage of that amount holidayed within the State. Broome needs to increase the amount of visitors by about 50,000 – 70,000 per year ...This is only 5-7% of the tourists visiting Bali from Perth.*[399]

In their submission, the Australian Hotels Association identified the importance of tourism to Western Australia:

> *Tourism has been identified by Deloitte as one of the 'Fantastic Five' super-growth sectors that will drive prosperity into the future. Western Australia's* Tourism 2020 *strategy sets out a plan to capitalize on the industry's potential with stretch targets aimed at doubling the industry's economic contribution, measured through the growth of overnight expenditure, from $6 billion to $12 billion.*[400]

397 Submission No. 27 from Tourism WA, 27 July 2017, p1.
398 Ibid.
399 Submission No. 90 from Mr Michael Leake, Manager, Habitat Resort Broome, 31 July 2017, p5.
400 Submission No. 101 from the Australian Hotels Association WA, 9 August 2017, p2.

One way to grow tourism would be to promote the diversity and unique natural attributes which the State's regions have to offer tourists, outside of the current three major tourist focuses (the South West, Monkey Mia and Broome). The Kimberley Development Commission gave an example of how smaller towns in the Kimberley region could develop their tourist sectors:

> *The sort of product that is available in the Kimberley stands apart as being quite unique. ... We do compete with other destinations. …leisure tourism is not the biggest consumer of aviation services in the region. …We think it has high growth potential. We would be supportive of all that the Shire has said preceding us and also all the work that the East Kimberley Marketing Group has done. We think there is high growth potential. That growth potential is limited by access and cost.*[401]

7.5 New Initiatives To Boost Tourism

Community Initiatives

Chapter Four provided an overview of the impact that high airfares were having on the growth of the regional tourism industry. The Committee received evidence regarding the degree to which local small businesses, tourism operators and local governments have innovated to attempt to expand their markets. They have attempted to engage with the airlines on these initiatives, with varying degrees of success.

In Broome, the Committee heard that the local industry operators had attempted to innovate and develop cheaper 'package holidays' to promote the uptake of travel to Broome. They originally explored chartering their own planes from Perth to Broome, to address issues around surge pricing during peak periods, which triggered Qantas to start negotiations with them, with the support of Tourism WA.[402]

The accommodation providers intended to underwrite a certain volume of seats, secure price certainty and then market holiday packages. The industry spent "months and months in negotiations with Qantas until the point that really what happened was it was not going to offer industry any extraordinary circumstances and it very quickly fizzled."[403]

401 Mr Jeff Gooding, CEO, Kimberley Development Commission, *Transcript of Evidence*, 21 August 2017, pp6-7.

402 Mr James Brown, Chair, Broome Tourism Leadership Group, *Transcript of Evidence,* 22 August 2017, p8.

403 Mr Peter Taylor, President, Broome Chamber of Commerce and Industry, *Transcript of Evidence,* 22 August 2017, p6.

The CEO of the Tourism Leadership Group in Broome outlined the process:

> *In essence, what we were looking for was an opportunity to buy block seats within the aircraft; it could have been 30 or 40 seats out of every aircraft that the industry underpinned at a wholesale rate that it was then able to take to market and package out with accommodation and try and market that.*
>
> *We had in-principle support from some of the key accommodation providers, so we progressed that as well as we possibly could. However, over numerous meetings, the initial target and terms and conditions were slowly but surely eroded until the last offer presented by Qantas was less competitive than what they had currently offered us. ...We could have walked out of that room and actually got better terms and conditions elsewhere, so it was illogical.*[404]

Qantas' approach to community engagement in Broome was described as, "an annual stakeholder meeting where they invite industry to sit around the table with them and talk about the year ahead. Virgin do not do that. We embrace the opportunity from Qantas, but really nothing ever comes out of it."[405]

In contrast, on the regulated Albany route, and as discussed above, the City of Albany worked collaboratively with Rex to reduce landing fees and devise a $99 fare, associated with a two-night stay in the town, to promote tourism into the area, which in turn has enabled more affordable travel for the local community.

Finding 34

Collaborative initiatives between local businesses, councils and airlines would open up a range of new opportunities, expand the tourism market and overall passenger demand, increasing scale and potentially reducing airfares.

Low-Cost Carriers

The current *State Aviation Strategy* aims to encourage low-cost carriers (such as Tigerair and Jetstar) into regional WA, to boost both interstate and intrastate tourism and lower airfares. The Strategy claims that "[i]n Queensland, which is also a resource-based state, Jetstar flies a large number of intrastate routes. Airfares in Queensland are much lower than in WA."[406]

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404 Mr James Brown, Chair, Broome Tourism Leadership Group, *Transcript of Evidence*, 22 August 2017, p8.

405 Ms Jael Napper, Chief Executive Officer, Broome Chamber of Commerce and Industry, *Transcript of Evidence*, 22 August 2017, p6.

406 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p12.

Chapter 7

Tourism WA agreed that:

> *Our medium-term goal is to attract a low-cost carrier into Western Australia, operating multiple routes and with a specific focus on growing the leisure market through its lower fare structure and concentrated marketing activities.*[407]

Over the past two years, since the *State Aviation Strategy* was released, no new or low-cost carriers have commenced operations in WA, although Qantas told the Committee it was in "discussions with the Western Australian Government with regard to Jetstar operating into regional WA".[408] Qantas said there were economies of scale offered by Jetstar, and that in 2016-17 it had:

> *...sold 37 million tickets and 24 million of those tickets were sold for less than $100. Again, we are happy to work with* [the Government] *to see whether, interstate or intrastate, there are opportunities to use that brand, but it will not work in all markets.*[409]

The difficulty of attracting a low-cost airline servicing tourists to WA was outlined by the CEO of Broome International Airport. He told the Committee that low-cost carriers need to serve a population centre with a minimum population of over 100,000 people at both ends of the route, or an airport at each end servicing a million passengers a year.[410] There are no regional centres outside of Perth with populations in excess of 100,000 nor with airports serving a million passengers. The State's largest regional centre (beside Bunbury) is resource-based Kalgoorlie-Boulder, with about 30,000 people.[411] In 2016-17 Karratha was the busiest airport outside of Perth and it had serviced about 465,000 (mostly resource-based) passengers.[412]

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407 Ms Derryn Belford, Executive Director, Destination Development, Tourism WA, *Transcript of Evidence*, 6 September 2017, p2.

408 Mr Andrew David, CEO, Qantas Domestic, Qantas Airways, *Transcript of Evidence*, 11 September 2017, p2.

409 Ibid, p16.

410 Mr Paul McSweeney, CEO, Broome International Airport, *Transcript of Evidence*, 22 August 2017, p2.

411 Australian Bureau of Statistics, *2016 Census QuickStats*, 12 January 2017. Available at: www.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA54280. Accessed on 2 November 2017.

412 Department of Infrastructure and Regional Development, *Aviation Statistics*, 17 February 2015. Available at: https://bitre.gov.au/publications/ongoing/airport_traffic_data.aspx. Accessed on 19 October 2017.

Finding 35

While three overseas airlines have recently announced new services to Perth[413], it seems unlikely in the near future that the State can attract a low-cost airline servicing tourists on regional routes.

Finding 36

The population, market size and current traffic to the State's main regional centres are the main factors inhibiting the development of new low-cost air services to regional WA.

The Development Of New Routes By Local Communities

The Committee received submissions and heard evidence from a number of regional communities that would like to see new routes introduced to their local airport, which could increase their tourist visitor numbers and increase the overall travel demand and potentially lower fares.

Kununurra – Melbourne

The Shire of Wyndham-East Kimberley outlined to the Committee their approach to improve tourist visitation numbers to the East Kimberley region. The Shire has invested $200,000 of its own funds with a similar amount raised from local businesses, and will conduct a six-month trial commencing in 2018 of twice-weekly direct flights between Kununurra and Melbourne[414]:

> *We know that even a small increase will be significant for us in terms of potential economic benefit, to the point where council is now underwriting, …to try to increase traffic direct out of the eastern states and into Kununurra… We are trying to prove up what we already know, which is that there is a significant tourism market for us in the eastern states, and in Melbourne in particular, and we believe that will extend to Sydney.*[415]

Broome – Singapore

The Shire of Broome, on the other hand, has used $100,000 of its own funds to explore the viability of flights between Broome and Singapore by SilkAir. The Shire said that:

> *Broome is closer to Asia than we are to Perth. If there was an opportunity to open that up, that would be a game changer, we believe. As an example, there was a movement to see whether we could not do*

413 Mr Geoffrey Thomas, *The West Australian*, "Airlines beef up services to Perth", 28-29 October 2017, p47.

414 Submission No. 10 from the Shire of Wyndham-East Kimberley, 25 July 2017, p4.

415 Mr Carl Askew, CEO, Shire of Wyndham-East Kimberley, *Transcript of Evidence*, 21 August 2017, p2.

> *a trial of flights from Singapore into Broome. That has not quite happened this year. Hopefully, it will move next year.*[416]

Karratha - Singapore

Similarly, the City of Karratha has used its own funds to run a public expression of interest and tender process to try to secure an airline to commence charter operations directly between Singapore and Karratha, on a weekly service. This route was chosen so as not to compete with Port Hedland Airport's weekly service to Bali.[417]

The City of Karratha said that the proposed service was aimed at the outbound tourism market and also had a potential for an inbound tourism market, as well as supporting the business market. Prior to offering the tender, the City had been unable to convince an airline to establish a RPT service to Singapore:

> *The advice from airlines directly was that they perceived there was risk in terms of its longevity so we started to focus on a charter operation ... It had strong support through our analysis with the local community and also with the regional community. ...We ran that process and were able to short-list a preferred company. We were able to negotiate with that company but, unfortunately, at the eleventh-hour, those negotiations concluded. We are now working with other airlines on a similar model.*[418]

Both the Shire of Broome and the Karratha and Districts Chamber of Commerce and Industry support a proposal to allow foreign airlines to pick up domestic passengers from their airports, not only to encourage more tourists, but as a way of lowering regional airfares to capitals such as Perth.[419] This issue of cabotage is explored in more detail in Chapter 8.

Finding 37

Local communities have innovated to improve the attractiveness of their tourism product (with differing degrees of success) and have experienced varying levels of engagement with airlines.

416 Mr Sam Mastrolembo, CEO, Shire of Broome, *Transcript of Evidence*, 22 August 2017, p5.
417 Mr Simon Kot, Director, Strategic Projects and Infrastructure Services, City of Karratha, *Transcript of Evidence*, 23 August 2017, p4.
418 Ibid.
419 Mr Vaughan Corps, Vice-President, Karratha and Districts Chamber of Commerce and Industry, *Transcript of Evidence*, 23 August 2017, p11.

Chapter 8

Governments At All Levels Can Help Lower Airfares

"...the Minister and the Government have the capacity to place conditions on licences of RPT airlines to give us whatever price or fare data we require."[420]

The Committee received a range of suggestions concerning actions that can be taken – at all levels of government – to assist to reduce the cost of regional airfares.

8.1 Local Governments Are Helping To Drive Change

Chapter 7 outlined local community initiatives to trial new flights and develop local tourism industries. The communities hope that these actions will increase passenger demand, flights and – hopefully – produce lower airfares. A number of regional airports owned by local governments have also supported initiatives that directly lower the airport fees paid by airlines.

Lower Landing Charges

As part of Qantas' 12-month Residents' Discount Fare trial, the City of Kalgoorlie-Boulder has agreed to rebate the $25.95 per passenger landing fees for those passengers who use the fares each month. The City expects that approximately 10,000 fares will be purchased annually by residents using the scheme, making its contribution about $250,000 per annum.[421] The City said that it tried to discuss similar proposals with Virgin Airways, but "[w]e have been totally ignored by Virgin. They have not even acknowledged the letter".[422] On the other hand, they said Qantas had been very generous in initially meeting with the Mayor, and had subsequently arranged four conference meetings by telephone about the scheme.[423]

As discussed above in Chapter 6, the City of Albany supports Rex in lowering the cost of their flights in three ways. Firstly, it has contracted with Rex that it will limit landing charge increases to CPI over the next three years.[424] Secondly, and even though the

420 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 9 August 2017, p4.
421 Mr John Walker, CEO, City of Kalgoorlie–Boulder, *Transcript of Evidence, Closed Hearing*, 31 August 2017, p1. Publically disclosed with the permission of the witness.
422 Ibid, p2.
423 Mr John Walker, CEO, City of Kalgoorlie–Boulder, *Transcript of Evidence,* 31 August 2017, p4.
424 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p3.

City is making an accounting loss at its airport, it has agreed in its contract to fix Rex's total airport charges at their current level, even if passenger numbers exceed the current level of 50,000. This gives Rex an incentive to grow their passenger numbers as they will not pay any more than they are now paying.[425] If the passenger numbers increase by 10% per annum, or about 5,000 passengers, then the City of Albany will forgo over $300,000 in landing charges.[426] This arrangement for capped landing charges has also been negotiated by Rex with the Shire of Esperance.[427]

Finally, the City of Albany is trying to grow its tourism market in the sector of tourists that flies to the Great Southern region. Of the 900,000 tourists visiting Albany each year, over 90% currently do so by car.[428] The City is supporting a $99 one-way airfare from Perth, as long as a person purchases two nights' accommodation in Albany and books through a travel agent. The City will not charge Rex any landing fees for these passengers.[429]

The City of Geraldton has frozen its airport passenger service fees and landing fees for the past three years.[430] It defended its approach to fees in light of the criticism from airlines, especially Qantas, which:

> *…were being very, very aggressive with regional airports all over Australia, …threatening to withdraw services if we did not reduce fees and all of this sort of stuff—Qantas was kind enough subsequent to that to apologise.*[431]

The City believes its airport is critical to not just Geraldton but to the wider region, and that it has been:

> *…progressive in developing the airport. We have been progressive in planning it. We have been progressive in terms of protecting aviation services into Geraldton, and that serves also with Geraldton as a hub, the smaller charter carriers that operate out of Geraldton and do business throughout the Midwest. We have two resident at Geraldton: we have Geraldton Air Charter and Shine Aviation.*[432]

425 Councillor Dennis Wellington, Mayor, City of Albany, *Transcript of Evidence*, 29 August 2017, p2.
426 Mr Andrew Sharpe, CEO, City of Albany, Email, 22 September 2017.
427 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p3.
428 Councillor Dennis Wellington, Mayor, City of Albany, *Transcript of Evidence*, 29 August 2017, p3.
429 Ibid, p2.
430 Mr Bob Davis, Director, Corporate and Commercial Services, City of Greater Geraldton, *Transcript of Evidence*, 18 September 2017, p2.
431 Ibid, p3.
432 Ibid, p2.

While not freezing charges, the Shire of Wyndham–East Kimberley is "very aware of the cost and is trying to keep things as low as possible", and will look at a rise in landing charges for the Kununurra Airport of just 1%, which "is probably as low as we can go, I would imagine, in terms of fees and charges, and that applies to rates as well."[433]

The Board of the privately-owned Port Hedland International Airport, although not consulted by Qantas before the launch of its resident's airfare scheme, has subsequently agreed to match the discounts offered by Qantas, and will discount its landing charges for local residents using the scheme.[434]

At its November council meeting, the City of Karratha voted to reduce its airport charges to match the Qantas discount for those residents using the trial scheme.[435]

Finding 38

Many regional local governments have taken direct action to reduce or freeze airport passenger and landing charges, to decrease fares and stimulate higher passenger numbers.

Collaboration And Information Sharing

The Committee was presented with evidence that Pilbara airport operators (the City of Karratha, the Shire of East Pilbara, and AMP Capital as owners of Port Hedland Airport) take a very proactive approach to share operational information and improve efficiency. While each airport is owned and operated independently, "there are regular communications that occur and forums that occur between the airport management groups. We have good evidence where we found some efficiencies."[436]

The airport owners had also previously collectively tendered for security equipment and for services and had rolled them out regionally, as well as negotiating contracts on a regional basis. Unlike ticket prices controlled by an airline's yield management system, the airport management costs are "fairly transparent":

> *...people are well aware of what is happening within each other's backyard. There is sharing of information around compliance. There is sharing of information around standards of infrastructure and support that is provided on various projects. ...particularly within the Pilbara,*

433 Mr Carl Askew, CEO, Shire of Wyndham–East Kimberley, *Transcript of Evidence*, 21 August 2017, p13.

434 Mr Rod Evans, General Manager, PHIA Operating Company Pty Ltd, Letter, 12 October 2017, p3.

435 *The West Australian*, "Karratha council set to vote on airport fee reduction", 3 November 2017. Available at: https://thewest.com.au/news/north-west-telegraph/hedland-agrees-to-airport-cost-relief-ng-b88640006z. Accessed on 3 November 2017.

436 Mr Simon Kot, Director, Strategic Projects and Infrastructure Services, City of Karratha, *Transcript of Evidence*, 23 August 2017, p12.

> *there is a good level of dialogue and support that is afforded between each.*[437]

Finding 39

Airport operators in the Pilbara have developed operational efficiencies and cost savings by sharing knowledge and collaborating on tenders.

The model used by the Pilbara airport operators is a good one for operators in other regions, such as the Kimberley, to consider adopting. Such collaboration and information sharing could be assisted by either the Department of Transport or industry organisations, such as the Australian Airports Association.

8.2 State Government Initiatives To Address Market Issues

As outlined in Chapter 2, the State Government has three primary functions with respect to the intra-state aviation industry: policy making, licencing and regulation. There is scope in all of these activity areas for the State Government to influence regional airfare pricing outcomes.

At the highest level, the State Government should clearly articulate its transport policy objectives as they impact the regional aviation sector and ensure that its agencies are equipped, both in terms of resourcing and information, to develop specific programs and initiatives.

Based on the evidence presented to it, the Committee has also identified a range of specific initiatives – particularly with respect to the licencing and regulatory functions – that Government should consider as part of its policy development process, that could place downward pressure on prices.

8.3 Transport Policy

Updating the *State Aviation Strategy* and Enhancing DoT's Policy Function

This Report has discussed above the considerable changes in the intrastate aviation market since the structural adjustment in 2012-13 in the R&E sector. It has also observed that much of the information upon which the 2015 *State Aviation Strategy* was based, is now outdated.

DoT observed that the contraction in the resources sector had changed the environment for aviation in WA, and that it might:

> *…need to go back to that exercise across-government because it is not just a Department of Transport issue, as others have acknowledged,*

437 Ibid.

> *including the other Departments … we need to take this holistic view of the complex system…*[438]

In its final hearing before the Committee, DoT agreed that the economic environment has changed:

> *…from when we were doing the* State Aviation Strategy *– it came out several years ago, but the work had preceded that by one or two years – yes, the world has changed… We acknowledge that the circumstances change, the Government has to respond to that.*[439]

In addition to the changes in the market, there has also been a change in Government, which may hold a different set of policy priorities and objectives to the previous administration. DoT acknowledged this issue and stated:

> *…we had a previous Government up until 11 March. That Government said it wanted the Department of Transport to take a light-handed approach to regulation… we cannot take a contrary position to a previous Government.*[440]

In light of the changed circumstances, the Committee considers it is timely for the Government to initiate a review of the *State Aviation Strategy*, to ensure that the approaches of the various government departments are consistent with changed market conditions and the policy priorities of the new Government. A clear enunciation of the Government's priorities would also provide clarity and certainty for industry.

As in other Australian jurisdictions, the State's Department of Transport (DoT) is the lead agency providing advice to the Government on all forms of public transport, not just the aviation sector. The Committee was told that DoT's aviation policy section was "a good team" but "tiny", with a staff of just three.[441] According to the City of Greater Geraldton, it had a good relationship with the DoT aviation section:

> *They are very helpful and very supportive of us and they are prepared to talk about all sorts of things, but my view would be, in the current downsizing of the State public sector, to protect that team.*[442]

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438 Mr Brett Hughes, Executive Director, Transport Strategy and Reform, Department of Transport, *Transcript of Evidence*, 1 November 2017, p6.

439 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, *Transcript of Evidence*, 1 November 2017, pp4-5.

440 Ibid, p6.

441 Mr Bob Davis, Director, Corporate and Commercial Services, City of Greater Geraldton, *Transcript of Evidence*, 18 September 2017, p12.

442 Ibid.

However, the Tourism Council was more critical of this section and thought it did not have "the policy grunt or the understanding of how aviation works":

> *There needs to be a skill upgrade, I would say, and a recognition from the Department of Transport that they have a degree of responsibility, in the same way that they would certainly assume they have got a degree of responsibility over roads and rail. I do not know why it suddenly disappears when it comes to aviation, particularly in a State of our geographic nature.*[443]

DoT said that its Aviation Policy and Programs branch "currently operates with 6.4 Full-Time Equivalent (FTE) staff" but had been larger for specific tasks, for example "during the *State Aviation Strategy* development an additional three FTEs (including full-time consultants) worked in the section."[444] It acknowledged that any government decision that it take a "more active role in the marketplace" may have "resourcing implications":

> *As the team currently stands, we would need more capacity in the team if we were to take on a greater market focus in terms of particularly trying to glean and process lots of information.*[445]

Recommendation 1

The Minister for Transport initiate an immediate review to update the *State Aviation Strategy,* to reflect current market conditions and the Government's intrastate aviation policy objectives. The review should consider the adequacy of the Department of Transport's resources, in light of any proposed changes to its policies or functions.

At a Government-wide level, the Committee received evidence to suggest that, following the introduction of the newly-elected McGowan Government's 'Machinery of Government' changes, there is scope to improve collaboration between the three primary agencies now responsible for major aspects of the State's aviation policy: DoT, Department of Primary Industries and Regional Development (PIRD) and Tourism WA.

PIRD informed the Committee that, under the previous Liberal-National Government, "cross agency work was done for the *State Aviation Strategy*"[446], but that although the new agencies do still work together, collaboration currently occurs mainly on a case-by-case basis on route tender proposals and "in response to particular critical places or

443 Mr Evan Hall, CEO, Tourism Council WA, *Transcript of Evidence*, 18 September 2017, p11.
444 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, Letter, 14 November 2017, pp1-2.
445 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, *Transcript of Evidence*, 1 November 2017, p5.
446 Mr Ralph Addis, Acting Director General, Department of Primary Industries and Regional Development, *Transcript of Evidence*, 16 August 2017, p6.

flare-ups."[447] The Acting Director General said PIRD's interaction with Transport was good "but broadly ad hoc … That is probably an opportunity for improvement."[448]

DoT agreed that they worked more closely with Tourism WA than PIRD.[449] Tourism WA said it worked with DoT mainly on tourism routes:

> *With* [PIRD], *we have been working previously on the development of a regional tourism framework to try and look at what are the things that drive tourism in certain regions, and what are the enablers, because in different regions, it will be different. So, while that was not specifically related to aviation, it is about trying to understand what we need in each of those regions.*[450]

The Kimberley Development Commission suggested that the three agencies working together in "an integrated approach" was "a key starting work", particularly in ensuring better data collection.[451]

When questioned by the Committee on this issue, all three agencies agreed that there was a need for them to work together in a more purposeful way, such as on an interdepartmental working group.[452] DoT responded that it:

> *…understands the benefits of a more formal structure in relation to the collaboration with key stakeholders including other State Government agencies and will consider and assess the role of such a working group as part of the response to the outcome to the Inquiry.*[453]

Finding 40

The Departments of Transport, Primary Industries and Regional Development and Tourism WA currently work together in an *ad hoc* fashion on specific aviation-related tasks.

447 Ibid, p4.
448 Ibid, p2.
449 Mr Brett Hughes, Executive Director, Transport Strategy and Reform, Department of Transport, *Transcript of Evidence*, 9 August 2017, p12.
450 Ms Derryn Belford, Executive Director, Destination Development, Tourism WA, *Transcript of Evidence*, 6 September 2017, p3.
451 Mr Jeff Gooding, CEO, Kimberley Development Commission, *Transcript of Evidence*, 21 August 2017, p6.
452 Mr Ralph Addis, Acting Director General, Department of Primary Industries and Regional Development, *Transcript of Evidence*, 16 August 2017, p4.
453 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, Letter, 14 November 2017, p3.

Recommendation 2

The Ministers for Transport, Tourism, and Regional Development establish an interdepartmental working group by 1 February 2018 to assist the review of the *State Aviation Strategy* and undertake a more coordinated approach to aviation policy implementation.

The Committee heard that in a previous State Government, Premier Gallop chaired an Aviation Ministerial Council which consisted of senior ministers of government who would jointly decide matters in relation to the aviation sector.[454]

Recommendation 3

The Premier consider re-establishing an Aviation Ministerial Council, to provide oversight for the recommended review of the *State Aviation Strategy* and ensure an ongoing whole-of-Government approach to the implementation State aviation policy.

8.4 Licensing

Sound policy depends on good quality information. As noted above, the aviation industry is renowned for its remarkable complexity and secrecy. Access to information can therefore be highly problematic.

In addition to a number of powers regarding aircraft operations (which are not within the scope of this Inquiry), the State's licencing powers provide a mechanism through which it can access the information required to undertake a more forensic approach to policy formation and the exercise of ministerial powers (particularly with respect to route regulation, which is discussed in more detail below). Enhanced transparency and operational information may also, in itself, work to place downward pressure on prices.

Improving Aviation Data Collection

After its initial hearing with DoT, the Committee requested answers to questions on notice on a range of matters with respect to intrastate aviation and was surprised to learn that the Department was unable to provide important, and basic, information about the industry:

> *DoT currently does not have any information regarding how many West Australians are employed in the State's aviation industry or what proportion of Gross State Product it represents.*[455]

454 Mr Shayne Flanagan, CEO, Goldfields–Esperance Development Commission, *Transcript of Evidence*, 31 August 2017, p8.

455 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, Letter, 24 August 2017.

A number of witnesses provided evidence with respect to DoT's inability to gather the relevant and detailed information needed to develop future aviation policy, particularly in deciding on questions of route regulation. For example, the Goldfields–Esperance Development Commission said it "would be helpful if the Department of Transport actually utilised the mechanisms available to it to at least secure the empirical data related to fares, scheduling and on-time performance" as the Commission was presently having to rely on anecdotal information for this data.[456]

In its submission to this Inquiry, the Department of Transport acknowledged this weakness when it submitted that "DoT does not have sufficient, quantifiable flight data and other information to determine whether any or all of the RPT air routes in the State are under or overpriced."[457] DoT recommended that the Committee:

> *...seek detailed and specific information from airlines about the key factors that drive airfares within the regions. Furthermore, DoT recommends that the Committee seek independent technical advice to provide guidance to the Committee.*[458]

In its 2015-16 Annual Report, DoT said it had begun collecting further data to improve its forecasting for intrastate passenger numbers with the assistance of Federal agencies, the Bureau of Infrastructure and Department of Transport and Regional Economics; Perth Airport; and the Chamber of Minerals and Energy.[459]

The City of Greater Geraldton stated that another source of this type of information were the local governments operating regional airports. These airports already collect such data as they have a commercial relationship with the airlines and issue them monthly with invoices for fees. The City offered:

> *Now, the smarter thing, I think, for DoT would have been, "Could we share the data?" We give it to BITRE anyway—... So the information is available; it is just that nobody currently is obliged to give it to DOT...*[460]

Recommendation 4

The Department of Transport develop memorandums of understanding by July 2018 with regional airport operators that service unregulated RPT flights for the provision of

456 Mr Shayne Flanagan, CEO, Goldfields–Esperance Development Commission, *Transcript of Evidence*, 31 August 2017, p3.
457 Submission No. 94 from the Department of Transport, 28 July 2017, p3.
458 Ibid.
459 Department of Transport, *Annual report 2016*, 18 October 2017, p46. Available at: www.transport.wa.gov.au/mediaFiles/about-us/AR_P_Annual_Report_2015_16_full_report_revised_29Sept.pdf. Accessed on 3 November 2017.
460 Mr Bob Davis, Director, Corporate and Commercial Services, City of Greater Geraldton, *Transcript of Evidence*, 18 September 2017, p14.

relevant flight and passenger data. As a minimum, the operators should provide the data that they disclose to the Bureau of Infrastructure, Transport and Regional Economics.

The Committee considers it reasonable to expect that the primary agency charged with developing and implementing aviation policy would both collect and analyse information with respect to the aviation industry, as part of its core function of providing advice to Government. As one witness observed, "if within that Department [DoT] there is a deeper understanding of how airlines work, then you can really start to get a picture of what is real and what is not."[461]

In addition to the information that the State Government could access in conjunction with local governments, the Committee notes that there are a broad range of powers available to DoT to compel the production of certain classes of information, under the licensing provisions of the *Transport Coordination Act 1966*.

Licensing Conditions and Information Disclosure Differs Markedly Between Regulated and Unregulated Routes

DoT confirmed to the Committee that "the Minister and the Government have the capacity to place conditions on licences of RPT airlines to give us whatever price or fare data we require."[462] Section 47 of the *Transport Coordination Act 1966* allows the Minister to attach conditions to licences:

> ***47. Minister may attach conditions to licences***
>
> *(1) The Minister may, in his discretion, attach to an aircraft licence all or any of the following conditions, namely, a condition that —*
>
> *(a) the aircraft be operated only upon specified routes or in a specified area; and*
>
> *(b) specified timetables be observed; and*
>
> *(c) specified fares and freight rates be charged; and*
>
> *(d) prescribed records and statistics be kept and be supplied to the Director General,*

461 Ms Johanna Ramsay, Independent Aviation Consultant, *Transcript of Evidence*, 13 September 2017, p6.

462 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 9 August 2017, p4.

> ***and may attach such other conditions as he thinks fit to impose, in the public interest***.[463] *(emphasis added)*

At its final hearing, the DoT provided supplementary information to the Committee clarifying the classes of information under the *Transport Co-ordination Regulations 1985* that are designated as 'prescribed records' (see Appendix Seven):

> • *For each calendar month, each route flown by the aircraft in the month and each class of fare (as determined by the licensee) sold in the month- the number of seats sold in the class, the average price and (where relevant) the average discount (as a percentage) applied to calculate the price;*
>
> • *For each calendar month and each route flown by the aircraft in the month- the total net passenger revenue from, and the total operating costs of, operating the aircraft;*
>
> • *For each calendar month and each destination to which the aircraft carried freight in the month- the weight of freight carried and the net freight revenue from carrying that freight;* [and]
>
> • *For each calendar month and each route flown by the aircraft in the month- the number of flying hours.*[464]

Licences for regulated RPT routes impose significant reporting requirements. Under its Deed of Agreement for the 5-year licence to operate the Albany and Esperance RPT routes, Rex is required to regularly provide fare data to DoT, which is then made public every six months at community meetings held in Albany and Esperance. Rex said that the measures within the current regulatory process meant it:

> *...actually transparently reports every single fare sold to the Department of Transport. The average ticket price is monitored. Our fare structure is part of the deed. We can only increase our fares by CPI under that deed of agreement.*[465]

Rex stated, however, that it did not consider its reporting obligations to be onerous, nor did it incur high compliance costs, as it already gathered data for its own management purposes.[466] It said in its experience:

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463 AustLII, *Transport Co-Ordination Act 1966 - Sect 47*, nd. Available at: www.austlii.edu.au/cgi-bin/viewdoc/au/legis/wa/consol_act/tca1966278/s47.html . Accessed on 31 October 2017.

464 Submission No. 94A from Department of Transport, 1 November 2017, pp1-2.

465 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p8.

466 Ibid.

Chapter 8

> *…the current regulatory process is efficient and does not impose a heavy cost burden. However, the regulatory policies may need to be reviewed if the State is serious about achieving lower regional airfares.*[467]

Qantas and Virgin's current licences on unregulated RPT routes in WA do not generally require either company to report their passenger loads and fare classes. The Department of Transport (DoT) explained that it had:

> *…fundamentally adopted a policy position that outside of routes that are essentially regulated to a monopoly operator or licensed just for a single monopoly operator like to Exmouth and Onslow, the rest of the market—…—have competition, and the policy position of the* State Aviation Strategy *is that market forces will prevail. …So we have simply said let us leave it to the market to work out how they best can respond rather than us trying to compel them to provide information and make sense of that information from our own point of view.*[468]

On the Perth-Exmouth (Learmonth) route, where Qantas provides a monopoly RPT service, DoT has placed a requirement to provide fare data:

> *We engaged with the community and said, "Let's look at options." The final agreed position of the State was to say that the licence … would have specific conditions, and those specific conditions require Qantas to report to us and give us average airfare information and we report that back to the community so the community can see what is going on through the key stakeholder groups. I suppose from that point of view the community gets some confidence that there is transparency from the airline around what they are doing.*[469]

The Acting Director General of PIRD agreed that facilitating greater transparency of "what is happening, how prices are being set, what prices are set, what volumes are being carried" would assist Government policy making.[470]

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467 Submission No. 57 from Regional Express, 28 July 2017, p9.

468 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, *Transcript of Evidence*, 9 August 2017, p5.

469 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 9 August 2017, p4.

470 Mr Ralph Addis, Acting Director General, Department of Primary Industries and Regional Development, *Transcript of Evidence*, 16 August 2017, p2.

Similarly, DoT stated that the acquisition of better quality data is "essential to understand what is going on in those routes. You cannot give good policy guidance to the Government of the day without that fundamental data. That is step one."[471]

The Committee has observed in its Chapter 7 findings, that it is open to industry to be more transparent and engaged with regional communities, and that a more proactive approach to stakeholder engagement and a clear explanation of flight costs and fare components may considerably reduce community outrage. DoT noted:

> *It is interesting to say, but the average airfare with Rex is not lower than it was with Virgin, but what it has done, I think, is just to be really upfront about what the story is as far as it, as a company, is concerned. It needs to make a commercial return, yes, but it also wants to be upfront with the community that it is trying to serve… I think the community has recognised that and there has been a positive response to that.*[472]

Commercial Confidentiality Considerations in the Unregulated Environment

The Committee understands and is sympathetic to both Qantas and Virgins' concerns with respect to preserving the confidentiality of commercially sensitive information. Qantas stated that "there are ACCC obligations, in terms of what we disclose. There are also competitive pressures, and there are also commercial arrangements in place we have with corporate customers."[473]

In terms of its ability to be transparent with the Committee in this inquiry, Qantas cited "there are obviously both competitive and regulatory rules that limit how much we can be transparent."[474] The Committee offered to receive commercially sensitive information on a confidential basis, and received a limited amount of additional information from both major airlines.

It is not appropriate in the unregulated environment (where competitive pressures theoretically apply at all times) for airlines to publicly reveal all commercially sensitive information concerning price structures. However, as noted in Chapter 7, there is considerable scope for more proactive community engagement. There is also scope for industry to be more open and transparent with Government. Industry could provide information to Government on a confidential basis, enabling Government to assess market performance, based on the best possible information.

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471 Mr Peter Ryan, Director, Aviation, Department of Transport *Transcript of Evidence,* 1 November 2017, p9.

472 Ibid.

473 Mr Andrew Parker, Group Executive, Government, industry and International Affairs, Qantas Airways Ltd, *Transcript of Evidence,* 11 September 2017, p4.

474 Ibid, p5.

In these circumstances, where 'confidentiality' clauses apply in commercial instruments, it is open to airlines to seek to negotiate the disclosure of confidential information with their counterparties. Most commercial instruments also provide specific exemptions for the provision of commercially sensitive information to government agencies, where such disclosure is mandatory, or provide 'change in law' mechanisms to reflect changes in regulatory obligations around information disclosure.

Finding 41

Subject to regulatory or contractual constraints, airlines could provide classes of information under the *Transport Coordination Act 1966* and *Transport Coordination Regulations 1985* to Government on a voluntary and confidential basis.

Broadening Information Disclosure Obligations On Unregulated Routes

If the voluntary disclosure of information is not adopted by airlines, or other regulatory or contractual constraints prevent voluntary action, a more interventionist approach from Government may be warranted, to enable Government to strengthen the exercise of its policy function. Moreover, compelling the disclosure of information may, in itself, place downward pressure on the price of airfares.

A number of witnesses observed to the Committee that the mere fact of disclosure places a natural restraint on gouging or unfair pricing. In the context of DoT's ability to require information disclosure from Qantas on the Exmouth route, DoT observed that "with that transparency Qantas is very mindful of what it does in terms of pricing."[475] Similarly, the Broome Chamber of Commerce observed that, despite its default position being that competition rather than regulation will provide the best outcomes for prices, "sunlight is often the best disinfectant and certainly with public gaze in these areas and government gaze in these areas, it can produce change."[476]

A requirement to provide greater information on unregulated routes represents an intermediate step between the current 'light handed' policy approach, and full route re-regulation (outlined below). It provides the State Government with the ability to conduct its policy function more effectively, observe the operation of the aviation market, consider whether the market is operating to produce fair pricing outcomes on regional unregulated routes and consider whether more interventionist market steps are warranted.

Based on the evidence presented to this inquiry, the Committee is unable to find that market forces are placing sufficient pressure on unregulated route prices. The

475 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 9 August 2017, p4.

476 Mr Peter Taylor, President, Broome Chamber of Commerce and Industry, *Transcript of Evidence*, 22 August 2017, p6.

possibility of market failure or anti-competitive conduct is of significant concern to the Committee. It is important that the State Government secure access to sufficient information to enable it to form a view – and on an ongoing basis, rather than at a particular point in time.

Recommendation 5

The Minister for Transport utilise existing licensing powers under the *Transport Coordination Act 1966* and *Transport Co-Ordination Regulations 1985* to require that airlines operating on unregulated RPT routes provide the 'prescribed records' listed in Appendix Seven to the Department of Transport. Strict confidentiality protocols need to be observed around commercially sensitive information.

Recommendation 6

The Minister for Transport direct the Department of Transport to produce a biannual report assessing prevailing market dynamics and airfares on WA's unregulated RPT routes.

8.5 Is There A Case For More Route Regulation?

As outlined in Appendix Eight, increased reporting requirements represent a mid-point on a continuum of potential policy interventions the State Government might take. Route regulation represents a greater form of market intervention than currently operates.

Better quality information would enable the State Government to assess whether circumstances justify a more interventionist approach on particular routes. As outlined in Chapter 2, 'regulation' in the WA aviation context entails the award of a monopoly right over a route for a specific period of time, after a competitive tender process. Whereas competitive market forces are assumed to apply at all times in an unregulated environment, on a regulated route, market forces operate during the periodic tender process, with ongoing oversight by DoT through the course of the licence period.

Varying Views On Whether The State Government Should Regulate Additional Routes

The Committee received conflicting opinions regarding the benefits of regulating air services on specific RPT routes. DoT agreed that the State Government does already regulate routes:

> *...but with a very what we call a light-handed approach; in other words, those that are very marginal and that require some level of certainty for*

> *the community and hence some control of the marketplace in terms of who is providing those services.*[477]

The previous Government's position was to seek to deregulate RPT routes "wherever feasible as a means of stimulating competition, increasing choice, introducing more flights, and lowering airfares."[478] Given the structural adjustment in the R&E sector since 2012-13, it is highly questionable whether these goals have materialised.

The City of Kalgoorlie-Boulder generally supports the policy of deregulating routes:

> *It is our philosophic view that doing business this way is generally a better way of doing things, however, the City's faith is tested when the airlines operate as they do.*
>
> *In the absence of action by the airlines to change and curtail the excessive pricing policies they practise, the City would join the many calls that exist to place some regulation into the market on routes and pricing.*[479]

The differences in opinion on the question of regulating air routes is exemplified by the City of Kalgoorlie-Boulder. While the CEO supported deregulation and "that the market should determine [prices]. We believe in supply and demand"[480], the Mayor thought that all air routes should be put to tender, such as the City does with its other services, and resource companies do for their FIFO tickets:

> *…everything in local government—every new purchase, every new contract—we do it through tender. We believe that that structure and that system gives the ratepayers the best value for money. A regulated* [air] *route would give that. You seek tenders. All the airlines would then tender for a one-year, two, three or four-year contract and you would pick the best tender. …The trouble is that we do have thin markets and it is really only a duopoly. We see with just Coles and Woolworths, duopolies do not really work that well.*[481]

In their submission, Qantas argued that there was no need for further regulation of routes in WA:

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477 Mr Steve Bayer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, *Transcript of Evidence*, 9 August 2017, p1.

478 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p79.

479 Submission No. 119 from the City of Kalgoorlie-Boulder, 31 August 2017, p10.

480 Mr John Walker, CEO, City of Kalgoorlie–Boulder, *Transcript of Evidence*, 31 August 2017, p6.

481 Councillor John Bowler, Mayor, City of Kalgoorlie–Boulder, *Transcript of Evidence*, 31 August 2017, p6.

> *The current State regulatory regime is not an inhibitor to regional Western Australia and the Group recommends no additional regulation be put in place due to the unintended consequences this may have on the West Australian regional economy.*[482]

The previous State Government did not specify the set number of passengers on a route that would trigger regulation, but the *State Aviation Strategy* stated that a route will be regulated if it was "too thin to sustain direct competition."[483] The State Government's *Review of Regulated Regular Public Transport Air Routes in Western Australia* in 2015 did note, however, that "[e]xperience in other States across Australia indicates that routes with fewer than 100,000 passengers per year are unlikely to have two operators."[484]

Broome International Airport gave evidence that "[t]he models have typically shown that any route that carries more than 50,000 [passengers] does not suffer regulation well."[485] However, Regional Express (Rex) told the Committee that the State Government could lower airfares by 25% by regulating routes of up to 200,000 passengers per annum:

> *...and placing these routes out to tender under a similar process that we undertook for the Esperance and Albany routes. We estimate that airfares could fall by around 25% if it was tendered out correctly with the right safeguards in place.*[486]

Skippers Aviation told the Committee it supported a proposal to put to tender in one package all of the State's currently regulated routes, as it would reduce its costs:

> *...you can fix costs and you get utilisation out of your planes. ... Ours would be lucky to do 700 or 800 hours a year, so you are not getting the utilisation but you have still got the same time maintenance. So, more utilisation makes it easier.*[487]

The Parliamentary National Party of WA (PNP) claimed the current 'piecemeal' approach to regulation has failed:

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482 Submission No. 95 from Qantas Airways Ltd, 31 July 2017, p7.

483 Department of Transport, *Western Australian State Aviation Strategy*, Perth, Western Australia, 2015, p60.

484 Department of Transport, *Review of Regulated Regular Public Transport Air Routes in Western Australia- Final Public Report*, Perth, Western Australia, 2015, p28.

485 Mr Paul McSweeney, CEO, Broome International Airport, *Transcript of Evidence*, 22 August 2017, p6.

486 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p2.

487 Mr Stan Quinlivan, CEO, Skippers Aviation Pty Ltd, *Transcript of Evidence*, 18 September 2017, p4.

Chapter 8

> *There are not enough travellers on RPT routes to enable proper competition, and separating the State into different routes means airlines cannot subsidise more expensive routes with more profitable routes, leading to higher operating costs and therefore higher fares.*[488]

The PNP told the Committee that the State Government:

> *...should accept that air services are essential services and it should manage access to those routes in the same way as other essential services. Do not leave it to the airlines, unchecked, to decide what we will pay and when we will fly... that it is very important to the economic prosperity and social wellbeing in regional WA that Government must take a tough approach to regulate those services.*[489]

The PNP recommended in its submission that the State Government should offer by tender a whole-of-State regulated monopoly RPT route package (including airports) through a competitive process with specific service and price requirements. The contract for the successful tenderer should be reviewed every five years.[490] In its hearing, however, the PNP slightly modified its position and stated that it supported a thorough examination, based on detailed economic analysis, of various forms of regulatory intervention, to produce recommendations as to the appropriate form in the WA market.[491]

Finding 42

There are differing views on whether the State Government should re-regulate additional RPT air routes in Western Australia, and at what level of passenger numbers regulation should apply.

University Study Confirms Current Regulated RPT Airfares In WA Are Lower And Less Volatile Than Unregulated Ones

Qantas was concerned that the unhappiness with the current level of airfares in regional WA might lead the State Government to propose to regulate additional routes. It claimed, "[w]hat concerns us if we were to see regulation—what we would worry about—is that our fares for residents could well go up in a regulated market."[492]

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488 Submission No. 96 from the Parliamentary National Party of Australia (WA), 1 August 2017, p6.
489 Mr Vincent Catania MLA, Member for North West Central, *Transcript of Evidence*, 13 September 2017, p2.
490 Submission No. 96 from the Parliamentary National Party of Australia (WA), 1 August 2017, p6.
491 Ms Johanna Ramsay, Independent Aviation Consultant, *Transcript of Evidence,* 13 September 2017, pp11-12.
492 Mr Andrew David, CEO, Qantas Domestic, Qantas Airways Ltd, *Transcript of Evidence*, 11 September 2017, p7.

Associate Professor Jianhong Xia from Curtin University presented data prepared especially for this Inquiry which showed that regulated routes in WA have lower airfares than unregulated routes.[493] Associate Professor Xia explained that for her study:

> *...we used publicly available real-time flight data to build gravity models and we applied statistical analysis to forecast total available RPT—regular public transport—air passenger seats and airfares between airports in regional WA.*[494]

Associate Professor Xia stated that the study confirms that "competition alone does not necessarily result in lower airfares" and that tourist airfares "were relatively cheaper than those flight routes mainly for mining and business purposes."[495]

The Major Airlines Are Opposed To Regulation Of Air Routes, But Recent Experience In WA Confirms Lower Fares When A Route Is Regulated

Both major airlines are opposed to any further regulation of air routes in WA. Virgin gave evidence that "where the characteristics of the route are such that it can support more than one operator, then we do think that a competitive market delivers the best outcomes not just for travellers, but taxpayers as well."[496] Qantas claimed that "[i]n a regulated market, what is most likely to happen is that you will reduce the range [of fares], but the average fare will go up for residents."[497]

The actual experience in WA in the recent re-regulation of the Albany and Esperance routes to allow Rex to fly them is that the minimum fare has reduced. Rex told the Committee that their fares were 25% lower than those previously offered by Virgin, who had previously flown that route.[498] The City of Albany confirmed that the lowest fare when Rex took over the route was $172 one-way to Perth, while the Rex 'community fare' is now offered for a price of $129 one-way (a 28% reduction).[499]

493 Submission No. 45 from Associate Professor Jianhong Xia, Department of Spatial Sciences, Curtin University, 27 July 2017, p1.

494 Associate Professor Jianhong Xia, Department of Spatial Sciences, Curtin University, *Transcript of Evidence*, 6 September 2017, p1.

495 Ibid.

496 Ms Jane McKeon, Group Executive, Government Relations, Virgin Australia, *Transcript of Evidence*, 11 September 2017, p8.

497 Mr Andrew David, CEO, Qantas Domestic, Qantas Airways Ltd, *Transcript of Evidence*, 11 September 2017, p13.

498 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p8.

499 Councillor Dennis Wellington, Mayor, City of Albany, *Transcript of Evidence*, 29 August 2017, p3.

Chapter 8

Finding 43

The drop in fares for the regulated Rex RPT routes to Albany and Esperance support the academic evidence provided to the Committee that regulated routes in WA have lower and less volatile airfares than unregulated routes.

In its submission, Rex claimed that "competition in regional aviation can be particularly detrimental for all the smaller routes of less than 100,000 passengers a year."[500] Rex compared its WA regulated routes with the Adelaide to Port Lincoln route. Rex originally were the sole operator on this route and carried 175,000 people per annum on 10 return flights a day prior to QantasLink entering the route. It is now "struggling to achieve a 50% load factor and Qantas and Rex [were] having to push up the average ticket price to try and make those services viable."[501]

Rex claims that the airfare to Port Lincoln is now 30% higher than it was before QantasLink entered the route and this experience confirmed its view that:

> *Competition does not ultimately result in lowering prices as Rex's vast experience has shown and in fact can destroy efficiencies and result in higher airfares and lower profits (or bigger losses) for all concerned.*[502]

The Committee notes that, of all the unregulated destinations in WA, a disproportionately large volume of submissions to this inquiry came from Kununurra. Sentiment at the Committee's public forum was negative and considerable unease was presented in public hearings. The unregulated RPT routes to Kununurra carry about 75,000 passengers per annum.[503] Over 45,000 of these passengers are carried by Airnorth on its flights between Darwin and Broome.[504] This means that Virgin Australia's direct flight between Perth-Kununurra carries less than 30,000 passengers per annum.

DoT confirmed that the following seven routes have less than 100,000 passengers per year but are not currently regulated:

1. Broome – Fitzroy Crossing – Halls Creek
2. Kununurra – Halls Creek
3. Broome – Kununurra
4. Kununurra – Kalumburu

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500 Submission No. 57 from Regional Express, 28 July 2017, p6.
501 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p7.
502 Submission No. 57 from Regional Express, 28 July 2017, p6.
503 Submission No. 94 from Department of Transport, 28 July 2017, pp30-31.
504 Mr Paul Bawden, East Kimberley Regional Airport Manager, Email, 1 October 2017, p1.

5. Perth – Ravensthorpe

6. Perth – Kununurra

7. Perth – Onslow

DoT said that these routes are not regulated in a manner consistent with the other regulated air routes as they "have not been regulated historically, the Government has not looked to add them to the list of regulated air routes even though they are under 100,000 passengers per annum."[505]

The Committee has stated in Finding 22 that the evidence to this Inquiry suggests that market forces may not operate to place sufficient downward pressure on airfares to some unregulated regional destinations. As discussed above, decisions with respect to route regulation should be based on the best available information, and this has perhaps also not been provided to the Committee. This information would, however, be available to the Department of Transport, if Recommendation 5 is implemented.

Given the complex policy environment, extensive economic analysis and community consultation required to determine appropriate forms of market intervention, the Committee considers that it cannot recommend the re-regulation of particular routes. However, given recent changes in market conditions, the degree of community outrage in certain regional centres and its recommendation that Government undertake a review of the *State Aviation Strategy*, the Committee considers that it would be appropriate for the Government to consider whether any existing WA routes should be re-regulated, as part of the development of its future aviation policy priorities.

The Committee notes that it may be prudent to observe the market's response to the introduction of stronger information reporting obligations, prior to initiating a review of route regulation.

Recommendation 7

The Minister for Transport direct the Department of Transport to undertake a discrete, detailed economic analysis and community consultation to determine whether any additional RPT routes in WA should be subject to regulation, with priority placed on the Perth-Kununurra service.

8.6 Tendering On Regulated Routes And Market Engagement

As outlined previously, on regulated routes market forces are applied at the point of competition for a tender. The Committee received evidence both to the conduct of the tender process and the 'packaging up' of discreet regional routes.

505 Ibid.

Chapter 8

The Existing Route Tender Process

DoT use a tender process to regulate RPT air routes with a low patronage, but which are critical for regional communities. DoT provided the Committee with information on the current tender process, which is included in Appendix Six. At the conclusion of a tender, it awards a monopoly right to a single airline to operate on a regulated route, usually for a period of up to five years.[506] DoT said it collaborates with the PIRD during tender processes "in order to understand and include and respond positively to the different needs of different sectors in the market."[507]

The Committee received little evidence about the efficiency of the current tender process. DoT could not discuss with the Committee the current processes it was conducting for the Carnarvon–Monkey Mia and the northern Goldfields regulated routes.[508]

DoT confirmed that as part of its tender process, airlines are required to indicate a range of information in respect of their proposed airfares. This information includes "a maximum airfare. It also includes an indicative average airfare and what we call 'buckets', if you like, of different airfares."[509]

The Department said the current process was flexible as it allowed airlines to propose a non-conforming tender.[510] Once the tender has been awarded, it monitors the actual airfares charged to make sure they match those proposed in the tender.[511]

The CEO of Skippers Aviation told the Committee that he thought the process "is run correctly", but:

> *...I do not know who is on the committee that assesses it. I would expect them to be someone with some aviation knowledge and knowledge of aircraft and costs of aircraft and stuff like that. I do not think that could have been in place. That is my view of it.*[512]

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506 Mr Peter Ryan, Director, Aviation, Policy, Planning and Investment, Department of Transport, *Transcript of Evidence*, 9 August 2017, p3.

507 Mr Brett Hughes, Executive Director, Transport Strategy and Reform, Department of Transport, *Transcript of Evidence*, 9 August 2017, p12.

508 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, *Transcript of Evidence*, 9 August 2017, p2.

509 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 9 August 2017, p3.

510 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, *Transcript of Evidence*, 9 August 2017, p9.

511 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 9 August 2017, p3.

512 Mr Stan Quinlivan, CEO, Skippers Aviation Pty Ltd, *Transcript of Evidence*, 18 September 2017, p5.

Skippers Aviation participated in the tenders for the Albany and Esperance regulated routes, but was not successful for either. DoT provided Skippers with the reasons why they had been unsuccessful, some of which Skippers found confusing:

> *Part of the criteria is you get so many points for this, that and the other. I did not tell them what the captain did, what the first officer did, what the cabin crew did and how many toilets are on the plane. My view was I thought the committee assessing these things would have an idea of what an aircraft looked like and what sort of aircraft* [it was].[513]

The issues raised with the Committee by witnesses mainly related to the pre-tender process. Rex thought the competitive tender submission process:

> *...it puts a call out to the marketplace to put your best foot forward. Even under a single operator like Rex in Albany and Esperance, we are able to do some things because we know what the market size is, we know what our frequency is...*[514]

Rex, however, told the Committee it had been difficult for them to talk to the City of Albany and the Shire of Esperance about their airport charges before the tenders closed, as "[t]hey are more likely to say, 'These are our airport charges; you either put in a tender or you don't.'"[515]

On the other hand, the Shire of Esperance was unhappy it had not been consulted or involved in the tender process for their route:

> *We were basically told, "This is the airline that is coming to Esperance. You need to now work with them in regards to your airport fees." I suppose that put the Shire a little bit offside initially, because how do people in Perth determine what the service is required for in Esperance.*[516]

DoT countered this criticism by referring to the process in 2015 when all of the State's regulated routes had been put out to tender. It said it used the Community Consultation Groups (CCG) that were operating on each route before 2015 "to set out with them what the key criteria for the air routes were intended to be" in the tender document. The CCGs included the key representative organisations from each town, such as the local council, the chamber of commerce, local tourism groups, health

513 Ibid.

514 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p3.

515 Ibid, p13.

516 Mr Matthew Scott, CEO, Shire of Esperance, *Transcript of Evidence*, 30 August 2017, p5.

organisations and Development Commissions. Its approach in communicating with the CCGs was:

> *We were, I think, quite upfront with saying to the community, "Look, you obviously want the best outcome for your community, we want the best outcome for your community, part of getting that best outcome is designing the tender process appropriately."*[517]

In terms of the post-tender process, Rex is happy with the transparency arrangements in the Deed of Agreement in regard to the fares it has received and its load factors over the previous reporting period. It said that these requirements weren't onerous and there were not high costs of compliance, as this was data it gathered for its own management purposes anyway.[518] It was also the type of data it provides to the Queensland Government for the five regulated routes it operates there:

> *We felt that it was a fairly simple reporting structure and a fairly practical regime to work within under the licensing arrangements. We simply report all our reporting to the Department of Transport once a year. ...That data is just forwarded to the Department of Transport within 10 days of the end of the month.*[519]

Finding 44

There is a difference of view between some local councils and the Department of Transport as to the level of consultation undertaken in the current tender process for regulated routes.

Recommendation 8

The Department of Transport review its current tender design process for regulated RPT routes. The review should consult with the market regarding alternative packaging arrangements to optimise service efficiencies for 'like' routes.

8.7 Combining Regional Routes: Reintroducing A 'Milk Run'

Beyond the conduct of tender processes, the Committee also explored with a number of witnesses whether there was scope for the re-introduction of a regulated coastal 'milk run'.

A 'milk run' service previously operated up the coast of Western Australia, servicing a number of regional communities. The City of Greater Geraldton explained the

517 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 1 November 2017, p18.

518 Mr Warrick Lodge, General Manager, Network Strategy and Sales, Regional Express, *Transcript of Evidence*, 13 September 2017, p8.

519 Ibid.

advantages of the previous 'milk run' operated by SkyWest, "Carnarvon and Shark Bay and all those little places were subsidised by the services that went through Geraldton and the Pilbara ports. Meekatharra and Wiluna had servicing with larger aircraft."[520]

The reasons why the 'milk run' did not continue included that the route to Geraldton was deregulated and the Commonwealth Government had introduced mandatory security screening for the jets servicing Geraldton, hence increasing the costs to passengers.[521]

The City of Greater Geraldton submitted that when current licences for regulated routes next expire, "wider opportunities for network development and multi-leg intraregional services should be explored by the State, inviting competitive bids from the regional carriers."[522]

The Shire of Ashburton told the Committee about a specific proposal they considered for a new 'milk-run' route:

> *We recently considered a proposition by Aviair on behalf of a number of local governments, not just in the Pilbara, but linking the Gascoyne and Kimberley. The Council are considering whether they can work with Aviair as one operator only to provide a re-continuation of what you might class as the 'milk run' up the State from Carnarvon to Learmonth to Onslow to Paraburdoo to Exmouth to Broome to Kununurra.*[523]

The Shire could not divulge to the Committee the exact amount the council was requested to provide, but said that it was about $300,000 per year, "in the order of $250,000 per annum for a set term to try to get the service operating—... plus reduced or waived landing fees".[524] At this stage the Shire was not supportive of the proposal because at ticket prices of about $450 per passenger it was of the view that it "would not be viable in the long term with the subsidy providing that indicative level of fare."[525]

The Town of Port Hedland observed that the previous Government's 2015 *Review of Regulated Regular Public Transport Air Routes in Western Australia* had only considered existing routes, and had not considered whether there was a 'public interest' in establishing new inter-regional routes.[526] Moreover, the Town was critical of the lack of

520 Mr Bob Davis, Director, Corporate and Commercial Services, City of Greater Geraldton, *Transcript of Evidence*, 18 September 2017, p4.
521 Ibid, p10.
522 Submission No. 3 from the City of Greater Geraldton, 10 July 2017, p13.
523 Mr Dale Stewart, Acting CEO, Shire of Ashburton, *Transcript of Evidence*, 11 September 2017, p2.
524 Ibid, p5.
525 Ibid, p6.
526 Mr Owen Hightower, Representative, Town of Port Hedland, *Transcript of Evidence,* 23 August 2017, p7.

a process through which the viability of a route could be ascertained or the market tested:

> *What is the framework for the State Government to consider establishing new regulated routes in the public interest? How does a community organisation or how does a business…go to the State Government and say "we think there is a potential market; it is not quite there, but there is an option to work with the government to create new inter-regional regulated routes that could enhance productivity."*[527]

The Town considered that a 'milk run' might facilitate improved access to the health and education services throughout the region, and suggested that the State and/or Federal Governments could support or underwrite such a service.[528] It also noted the recent interest Aviair has expressed in a milk run regional service and also noted in its submission that the Federal Government had established the Airservices Australia *Enroute Charges Rebate Scheme*, with the objective to:

> *…provide regional and remote communities with access to essential air services that can in turn connect these smaller communities with the rest of Australia. The scheme supports regional commercial airlines operating low-volume and new routes to remote communities; as well as aeromedical providers. The* [Federal] *Government's policy for aviation encourages … the expansion of the current network by giving impetus for operators to test whether a new route can be commercially viable in time.*[529]

The Committee considers that, given recent developments in the State aviation market and the interest from some destinations in potential participation, the State Government should consider the reintroduction of a coastal 'milk run' as part of its broader review of the *State Aviation Strategy*.

Recommendation 9

As part of the review of the *State Aviation Strategy*, the Department of Transport engage with industry and local communities to examine the market opportunities for additional inter-regional routes within Western Australia.

8.8 Other Policy Initiatives

Successive WA Governments have typically regulated routes with 'thin' loads serving small communities. The next section of this Chapter examines various viewpoints as to

527 Ibid.
528 Ibid, p8.
529 Submission No. 117 from the Town of Port Hedland, 15 September 2017, p4.

when routes should be subsidised. On some routes, loads may be so low that there is a need for the State Government to subsidise the route to ensure the survival of the RPT service.

As an example of other governments subsidising airfares, section 8.10 below provides an outline of the Queensland Government's $10 million *Attracting Aviation Investment Fund* and its recent decision to allocate an additional $2 million to expand the *Local Fare Scheme* on a trial basis to allow flights in far northern Queensland to Doomadgee, Mornington Island and Weipa.[530]

Traditionally, Western Australia has not subsidised regional RPT routes, especially to the level that Queensland has undertaken. The State Government currently subsidises only one RPT route, the Halls Creek-Kununurra route, on a trial basis. Under the trial, Aviair Pty Ltd provides three return air services per week with a 9-seater aircraft. The Commonwealth Government also provides a separate subsidy for this route. Aviair commenced RPT operations on this route on 1 July 2016, and the trial was recently extended until 30 June 2018. The State Government's subsidy in 2016-17 for this route was $433,550 (ex GST).[531]

Recommendation 10

As part of the review of the *State Aviation Strategy*, the Department of Transport consider whether any current RPT routes require subsidisation to secure their viability.

Online Solutions To Make Regional Airfares More Transparent

The Department of Primary Industries and Regional Development (PIRD) told the Committee that the State's FuelWatch process might be a useful model for improving airfare transparency, as its aim was to reduce petrol prices by increasing information about the prices offered by individual petrol stations.[532]

The FuelWatch process was established in 2001 to assist WA drivers understand the weekly petrol price cycle, which can see prices increase by 30% within 24 hours. FuelWatch requires petrol stations to report their prices for the following day by 2pm each day. It now collects data from the metropolitan area and 52 regional locations.

530 Hon J.A Trad, Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning, Queensland, Assembly, *Parliamentary Debates* (Hansard), 19 July 2017, p45. Available at: www.parliament.qld.gov.au/documents/hansard/2017/2017_07_19_EstimatesIPC.pdf. Accessed on 31 October 2017.

531 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, Letter, 24 August 2017.

532 Mr Martin Clifford, Manager, Policy and Strategy, Department of Primary Industries and Regional Development, *Transcript of Evidence*, 16 August 2017, p3.

The prices are aggregated and published on the FuelWatch web site, distributed to social media platforms and aired on TV stations.[533]

The Broome Chamber of Commerce and Industry made a suggestion for a similar new app that would collect the cheapest airfares offered by airlines and publish the data by route in a similar fashion to the Skyscanner web site.[534] The Chamber's CEO offered a personal example of where this would have been useful:

> *You can get the $200 airfares, but good luck if you can find them; it is like looking for a needle in a haystack. An example of that is when I saw that Qantas was on sale—great, I was going to go home to Brisbane; …—but I could not find those* [particular] *fares.*[535]

The usefulness of such an app to improve the transparency of airfares displayed on airlines' web sites was also suggested by the Broome Tourism Leadership Group. Both the Qantas and Virgin web sites offer comparative fares for a period of seven days around the departure date, but presently the consumer:

> *…has to wade through a lot of information to try to find out what the reality of prices to the destination of Broome are, … Regularly, you would not be able to see past the point of where the airfare drops off. If Broome and other destinations were able to establish some type of flight scanner … that was able to easily portray that information to our database and to our market…*[536]

WALGA also supported such a system, "our members are saying to us that they need some kind of a FuelWatch-type model, consumer protection–type model, which is really more about information and transparency than anything else."[537]

Recommendation 11

The Department of Transport report to the Minister of Transport on the viability and utility of providing a web-based tool for regional airfares similar to FuelWatch.

533 Department of Mines, Industry Regulation and Safety, *Background to FuelWatch*, 2011. Available at: fuelwatch.wa.gov.au/fuelwatch/pages/public/contentholder.jspx?key=background.html. Accessed on 10 October 2017.

534 Skyscanner Ltd, *Skyscanner*, 2002-2017. Available at: skyscanner.com.au/. Accessed on 11 October 2017.

535 Ms Jael Napper, CEO, Broome Chamber of Commerce and Industry, *Transcript of Evidence*, 22 August 2017, p3.

536 Mr James Brown, Chair, Broome Tourism Leadership Group, *Transcript of Evidence*, 22 August 2017, p4.

537 Mr Ian Duncan, Executive Manager, Infrastructure, Western Australian Local Government Association, *Transcript of Evidence*, 18 September 2017, p5.

Can Government Leverage Its Purchasing Power?

The Committee was told on a number of occasions that the Government might be able to lower airfares for public servants by purchasing fares in a coordinated way:

> *It strikes me that Government must procure a very large share of air services in the key regional centres. We do not, …use that in a particularly purposeful way. I do not know how we might do that, but that is certainly worth exploring. I would be surprised if Government's share of some of those routes is not 30 to 40%.*[538]

The Department of Finance confirmed that it has a Common Use Arrangement (CUA) for travel by public servants. The use of the CUA is mandatory for domestic travel by Government agencies, but is not for Government Trading Enterprises (GTEs), although GTEs can access it if they choose to. Under the CUA, agencies are required to book domestic travel through a specified contractor which is then required to provide regular data to the Department.[539]

The Department said it:

> *…regularly negotiates discounts with the major airlines to leverage aggregated expenditure on travel across government. These discounts vary according to the fare type chosen by agencies and range from* [8]*% to 34%. In 2016, discounts negotiated with Qantas and Virgin Australia realised savings of $3.8 million for intrastate, national and international travel booked under the CUA...*[540]

A Premier's Circular was issued in 2016 which sets out the *Guidelines for Official Air Travel by Ministers, Parliamentary Secretaries and Government Officers*. The Guidelines require agencies to ensure the most economical travel arrangements possible and apply the principle of 'Best Fare of the Day', provided that it also meets the business requirements of the traveller.[541]

The data provided by the CUA contractor to the Department doesn't include charter flights nor the number of passengers on each flight. However, the Department was able to provide the Committee with the total fare expense for each agency and GTE for the period 1 July 2016 to 30 June 2017. The total expense for this period was $30.5 million and the 10 agencies with the highest fare expense for this period are shown in Table 8.1 below.

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538 Mr Ralph Addis, Acting Director General, Department of Primary Industries and Regional Development, *Transcript of Evidence*, 16 August 2017, p3.

539 Submission No. 122 from the Department of Finance, 1 November 2017, p1.

540 Ibid, p2.

541 Ibid, p1.

Chapter 8

Table 8.1- Airfare expense for State agencies and GTEs- 2016-17[542]

Agency/GTE	Airfare expense ($)
Department of Health	13,883,623
Department of Education - Head Office	2,988,131
Water Corporation	2,001,249
Department for Child Protection and Family Support	1,399,854
Western Australia Police Force	1,113,626
Department of Corrective Services	808,596
South Metropolitan TAFE	673, 737
Department of Housing	620,028
Department of the Attorney General	617,973
Department of Mines and Petroleum	546,111

The Department of Finance also provided the top five regional route destinations for each State agency for travel from Perth for 2016-17. This confirms that these agencies, in the main, travel to the larger regional centres of Broome, Kalgoorlie, Karratha, Port Hedland, Albany and Kununurra.[543]

Finding 45

The Government has procedures in place to use its purchasing power to produce savings from its annual budget of over $30 million in airfares for State agencies and Government Trading Enterprises.

The data above confirms that the Department of Health is by far the largest user of air travel. In addition to these Departmental flights, the WA Country Health Service (WACHS) manages the Patient Assisted Travel Scheme (PATS). The WACHS budget for this scheme in 2017-18 is $32.9 million to assist 36,505 patients.[544] The cost for airfares in 2016-17 was $14.9 million.[545]

In their submission, DoT said that in 2013, "in the case of Albany, air travel for medical purposes represents 14.4% of all trips. High airfares can therefore impact on the capacity of community members to access medical services in Perth."[546]

The Committee requested data from WACHS on the use of PATS across the State. WACHS provided annual data for flights and the cost of flights made to over 37 communities for the past four years. The cost of the 40,092 flights in 2016-17 was

542 Ibid, Attachment 1.
543 Ibid, Attachment 2.
544 Government of Western Australia, *Summary Of State Government Social Concessions*, nd, p283. Available at: http://static.ourstatebudget.wa.gov.au/17-18/2017-18-wa-state-budget-bp3.pdf. Accessed on 13 November 2017.
545 Dr Neal Fong, Board Chair, WA Country Health Services, Letter, 23 November 2017.
546 Submission No. 94 from the Department of Transport, 28 July 2017, p16.

$14.9 million compared to $14.7 million for 40,128 flights in 2013-14.[547] The breakdown of the 2016-17 flights by route type is shown in Table 8.2. About 80% of the flights are on unregulated RPT routes.

Table 8.3 outlines the number of flights and airfare costs for the top ten routes for 2016-17 and compares them to the number of flights to these destinations in 2013-14.

Table 8.2- PATS flights by route type- 2016-17[548]

Route type	Total cost of fares	Proportion of costs
Unregulated RPT routes	$11,705,020	78.8%
Regulated RPT routes	$1,950,589	13.1%
Charter flights	$617,197	4.1%
Interstate flights	$91,431	0.6%
Other flights	$494,408	3.3%

Table 8.3- Top 10 destinations for PATS flights - 2016-17 and 2013-14[549]

Destination	No. of flights - 2016-17	Cost of 2016-17 flights	No. of flights - 2013-14
Broome	8,113	$3,226,758	5,791
Karratha	7,783	$2,621,744	7,963
Port Hedland	5,301	$1,833,150	5,161
Learmonth/Exmouth#	2,306	$529,534	1,753
Newman	2,111	$696,572	2,215
Kununurra	2,063	$1,405,896	2,005
Paraburdoo	2,048	$680,912	2,043
Albany#	1,952	$522,071	1,354
Geraldton	1,855	$630,597	2,043
Kalgoorlie	1,481	$590,858	2,711

#Regulated RPT route.

Recommendation 12

As part of the review of the *State Aviation Strategy*, the Department of Transport consider opportunities to leverage the State's purchasing power to encourage initiatives such as compassionate and/or community airfares for residents.

Limiting Airstrips Near Existing RPT Airports

Chapter Five above outlined the problems existing at some RPT airports, such as Karratha, where resource companies have built their own airstrips close to existing RPT airports. This reduces the number of passengers using the RPT airport. The reduced

547 Dr Neal Fong, Board Chair, WA Country Health Services, Letter, 23 November 2017.
548 Ibid.
549 Ibid.

number of passengers using the airport means that the airport's fees and charges are then higher for the remaining flights.

DoT has reported that it had initiated a project with the Department of Mines, Industry Regulation and Safety (MIRS) that has led MIRS to now include a step in its Mining Licence Application requiring applicants to notify it and the Commonwealth whenever the construction of a new airstrip is proposed at a mine site.[550]

These airstrips are often approved as part of a State Agreement for a new mine, and the Agreements take precedence over DoT's regulatory powers. The Minister for Mines and Petroleum, and not the Minister for Transport, approves proposals for new mining airstrips.[551]

Recommendation 13

All proposals for new mining airstrips within 100km of existing RPT airports to be considered at Cabinet level and be accompanied by a recommendation from the Aviation Ministerial Council.

Tourism Initiatives

A number of initiatives were suggested with respect to the tourism industry, some of which were beyond the scope of this current inquiry. The Committee notes the volume of information provided by a range of tourism organisations, acknowledges the efforts of regional communities to stimulate growth in their own markets, and agrees that Tourism WA can play a vital role to promote collaboration between local communities, tourism providers and the airlines, particularly with respect to tourism packaging. It also agrees that initiatives to focus on route development and targeted investments into regional destinations are likely to grow the tourism industry, increase the scale of the regional airfare market and thereby place downward pressure on price.

Finding 46

Growth in the State's tourism industry will increase the scale of the regional airfare market, thereby placing downward pressure on airfares to regional destinations.

8.9 The Federal Government Also Has A (Smaller) Role

As noted in Chapter 2, the Commonwealth maintains responsibility for the majority of aviation-related matters in Australia, particularly safety. However, there are very few

550 Department of Transport, *Annual report 2016*, 18 October 2017, p21. Available at: www.transport.wa.gov.au/mediaFiles/about-us/AR_P_Annual_Report_2015_16_full_report_revised_29Sept.pdf. Accessed on 3 November 2017.

551 Mr Peter Ryan, Director, Aviation, Department of Transport, *Transcript of Evidence*, 1 November 2017, p17.

mechanisms that the Australian Government can implement to lower actual airfares in regional WA, as the Federal Department of Infrastructure and Regional Development confirmed in its submission:

> *...the Australian Government does not regulate domestic airline routes. Airlines in Australia are privately owned and operated, and commercial decisions, including decisions about which routes to fly and what to charge, are operational matters for airlines.*[552]

Since the reintroduction in 2014 of the Airservices Australia *Enroute Charges Payment Scheme*, the Federal Government has supported regional commercial air operators to provide low-volume, or new routes, to small and remote communities. The Scheme provides financial assistance to regional airlines operating RPT services in small aircraft weighing no more than 15,000kg on routes that have been "shown to have an economic and/or social impact on the community."[553]

The final level of financial assistance paid depends on an airline's claims and the number of eligible sectors they've actually flown.[554] In WA, a total of just $36,000 per annum has been provided to the following routes:

- Perth to Shark Bay;
- Shark Bay to Carnarvon;
- Perth to Onslow;
- Perth to Wiluna;
- Perth to Meekatharra;
- Perth to Laverton;
- Perth to Leonora;
- Laverton to Leonora;
- Perth to Mount Magnet; and
- Mount Magnet to Meekatharra.[555]

Section 5.4 described the campaign by the Pilbara Regional Councils to have the Federal Government limit the FBT exemptions that resource companies use to claim their FIFO airfares as a tax deduction. The Committee has separately noted in section 6.4 the negative impact that Federal Government's security screening requirements have on the cost of regional airfares.

552 Submission No. 120 from the Department of Infrastructure and Regional Development, 29 September 2017, p3.

553 Department of Infrastructure and Regional Development, *The Airservices Australia Enroute Charges Payment Scheme*, 24 April, 2017. Available at: https://infrastructure.gov.au/aviation/regional/payment_scheme/index.aspx. Accessed on 13 November 2017.

554 Submission No. 120 from the Department of Infrastructure and Regional Development, 29 September 2017, p4.

555 Ibid.

Chapter 8

Removing Cabotage Restrictions For Northern Air Routes

Several witnesses and submissions to the Inquiry suggested that the Federal Government should remove existing air cabotage restrictions on international flights to Broome and Karratha, to boost their tourism industries.

Cabotage is the right for foreign carriers to operate on domestic routes. It is one of the International Civil Aviation Organization's nine 'Freedoms of the Air'[556] and this barrier to foreign carriers carrying domestic passengers in Australia is controlled by the Commonwealth. It is a right that "is rarely granted or exchanged between countries."[557]

The Harper *Competition Policy Review* in March 2015 saw "considerable benefits flowing from removing air cabotage restrictions for remote and poorly served domestic routes and regards the current blanket air cabotage restrictions on foreign-flagged carriers as inefficient."[558] It noted that air cabotage restrictions in Australia are stricter than those applied to shipping, where generally foreign-flagged ships can apply for permits to engage in coastal shipping in Australia when there is no Australian-flagged vessel to undertake the task.[559]

The Harper Review quoted a submission from Lateral Economics that said "[b]anning foreign [air] carriers everywhere [in Australia] is a blunt instrument for assisting domestic operators who care mainly about protecting their east coast custom."[560]

The Shire of Broome recommended to the Committee that cabotage be allowed between regional airports, such as Broome, and four primary Australian international airports. It was seeking to encourage a Singaporean airline to stop at Broome on its way to the eastern States:

> *If Singapore passengers were to stop in Broome for a week or whatever it is, we would be able to put Broome residents or residents of the Kimberley onto that flight onto Melbourne* [or] *to Sydney onto that international flight. At the moment that is not allowed in Australia.*[561]

556 International Civil Aviation Organization, *Freedoms of the Air,* nd. Available at: www.icao.int/Pages/freedomsAir.aspx. Accessed on 26 October 2017.

557 *The Conversation*, "Explainer: cabotage and why foreign airlines don't fly domestic", 2 June 2015. Available at: https://theconversation.com/explainer-cabotage-and-why-foreign-airlines-dont-fly-domestic-42350. Accessed on 26 October 2017.

558 The Treasury, *Competition Policy Review- Final Report,* March 2015, p209. Available at: http://competitionpolicyreview.gov.au/files/2015/03/Competition-policy-review-report_online.pdf. Accessed on 26 October 2017.

559 Ibid.

560 Ibid.

561 Councillor Harold Tracey, Deputy Shire President, Shire of Broome, Shire of Broome, *Transcript of Evidence*, 24 August 2017, p3.

The proposal to allow foreign airlines to pick up domestic passengers was also supported by the Karratha and Districts Chamber of Commerce and Industry, not only to encourage more tourists to visit the Pilbara, but as a way of lowering regional airfares to capitals such as Perth.[562]

Both Virgin and Qantas are strongly opposed to lifting the current restrictions. According to Qantas:

> *We think it has huge implications for the unwinding of Australia's air travel market. We would immediately have to take steps to respond, which we believe would be harmful not only to our business, but, importantly, communities and, for example, the Western Australian economy. To give you some detail on that, we would be competing then with labour costs from presumably South-East Asia. ... We would be dealing with safety standards that would come out of Indonesia. So, Australia would be outsourcing its entire regulatory safety regime to a third country for the first time.*[563]

Virgin Australia responded similarly:

> *...we would not support the introduction of cabotage, even on a limited basis. ...but our view is that over the longer term, it would likely have a detrimental impact on both the Australian aviation and tourism industries. What you would have is a situation where a foreign carrier would operate on the route...and it would be able to offer capacity at a marginal pricing level that would be lower than the cost faced by the domestic operators. So, over time, what you would likely see is the domestic carriers withdrawing capacity from that route and redeploying the aircraft on to higher yielding routes.*[564]

Virgin linked its opposition to the proposal to the likely impact on regional tourism:

> *...the domestic airlines that put the bulk of the investment into marketing and tourism promotion activity in the regions, and you would not see that happening with foreign carriers. I think it is important to remember that three-quarters of tourism activity in this country is domestic, not international. If that was withdrawn from particular*

562 Mr Vaughan Corps, Vice-President, Karratha and Districts Chamber of Commerce and Industry, *Transcript of Evidence*, 23 August 2017, p11.

563 Mr Andrew Parker, Group Executive, Government, Industry and International Affairs, Qantas Airways Ltd, *Transcript of Evidence*, 11 September 2017, p14.

564 Ms Jane McKeon, Group Executive, Government Relations, Virgin Australia, *Transcript of Evidence*, 11 September 2017, p13.

> *regions and you just had domestic carriers operating on the trunk routes, that would really be to the detriment of regional tourism.*[565]

Qantas told the Committee that "China and Albania have a relationship along these lines— I could not find another country that does this, so it would be unprecedented."[566] It said that if international airlines wanted to carry domestic passengers then they could set up as a domestic airline and compete against Qantas and Virgin Australia, as had been done by Tigerair.[567]

At the last Federal election, the Federal ALP's policy was that it opposed "allowing international airlines to fly domestic legs of flights in Australia. This would create an uneven playing field for Australian aviation employees and operators."[568]

The Federal Coalition Government's Expenditure Review Committee (ERC) in 2015 considered lifting cabotage exemptions for air routes in northern Australia, as part of its *White Paper on Developing Northern Australia*. According to one news report, the ERC was "deeply divided on the issue" with some members, such as Trade and Tourism Minister Andrew Robb and Treasurer Joe Hockey, supporting the proposal while the National Party Leader, Deputy Prime Minister Warren Truss, was opposed to it.[569] The proposal to lift cabotage exemptions for northern Australian airports has not been implemented since the ERC debate in 2015.

Finding 47

The proposal to lift cabotage restrictions in Australia is supported by two major regional centres in Western Australia as a way of boosting tourism and lowering airfares for residents, but is strongly opposed by the two largest airlines serving the State.

8.10 Initiatives From Other Australian Jurisdictions

The Department of Transport (DoT) told the Committee that several years ago it had engaged with all other Australian jurisdictions in a collaborative forum on aviation

565 Ibid.

566 Mr Andrew David, CEO, Qantas Domestic, Qantas Airways Ltd, *Transcript of Evidence*, 11 September 2017, p15.

567 Ibid.

568 Australian Labor Party, *Labor's Plan For Aviation & Airports*, 2016, p4. Available at: http://anthonyalbanese.com.au/albo_wpbird/wp-content/uploads/2016/12/Labors_Positive_Plan_For_Aviation.pdf. Accessed on 26 October 2017.

569 News.com.au, *Cheap airfares and foreign airlines on 'Northern Australia' agenda*, 8 May 2015. Available at: www.news.com.au/finance/business/travel/cheap-airfares-and-foreign-airlines-on-northern-australia-agenda/news-story/78d67b71d50cb15f5b2a663f05ef5255 . Accessed on 26 October 2017.

services. It found this forum very useful and that it had heard that most jurisdictions had deregulated their regional air services.[570]

New South Wales

Under the *Air Transport Act 1964 (NSW),* Transport for NSW offers a standard five-year term to airlines running regulated routes, which are those routes carrying 50,000 or less passengers per annum. These routes are operated by a single airline that requires a licence for each regulated route.[571]

Higher-volume routes are deregulated, competitive and airlines do not require a licence. The Minister for Transport has declared as deregulated all intrastate routes not using Sydney Kingsford Smith Airport, and the routes between Sydney Kingsford Smith Airport and 16 larger towns, such as Albury.[572]

Transport for NSW is currently considering expressions of interest for the Sydney-Lord Howe Island route. This existence of this air route is seen as 'critical' as tourism is the Island's major industry and income source for residents, and allows them to remain connected to the mainland. The Department is considering increasing its standard 5-year contract for the successful bidder of this route.[573]

Northern Territory

The passing of the *Northern Territory Aviation Act* in January 1992 deregulated the intra-Territory aviation industry, which meant that aircraft operators offering scheduled, charter or aerial work services no longer require a licence to operate. However, the Northern Territory Government continues to assist with maintaining airside infrastructure at 70 strategic remote aerodromes, mainly to support medical services and aeromedical evacuations. It also assists with funding Airport Reporting Officers at 18 aerodromes to assist operators meet CASA's regulatory requirements.[574]

Unusually for a deregulated jurisdiction, the NT Government is providing funding to support a three-year trial of a RPT 'milk run' service from Darwin to Alice Springs, through the major regional townships of Katherine and Tennant Creek. The aim is to try

570 Mr Brett Hughes, Executive Director, Transport Strategy and Reform, Department of Transport, *Transcript of Evidence*, 9 August 2017, p17.

571 Transport for NSW, *Regulated routes*, 2017. Available at: www.transport.nsw.gov.au/operations/regional-air-operators#Regulated_routes. Accessed on 26 October 2017.

572 Transport for NSW, *Deregulated routes*, 2017. Available at: www.transport.nsw.gov.au/operations/regional-air-operators#Deregulated_routes. Accessed on 26 October 2017.

573 Transport for NSW, *Air Services between Lord Howe Island and Sydney*, 2017. Available at: www.transport.nsw.gov.au/operators/regional-air/air-services-between-lord-howe-island-and-sydney. Accessed on 26 October 2017.

574 Mr Andrew Kirkman, Chief Executive, Department of Infrastructure, Planning and Logistics (NT), Letter, 18 September 2017, p1.

and ensure that the service becomes commercially sustainable.[575] The trial is operated by Airnorth until October 2018 and offers flights three times a week on a 30-seat Embraer E120 aircraft. Airfares for this route range from $149 to $249 one-way.[576]

Queensland

Following a review of long distance air, coach and rail services during 2013, the Queensland Government announced in early 2015 that it would deregulate three routes from Cairns and Townsville while maintaining seven regulated routes. Two of these routes were awarded to QantasLink and five to Rex. All of the regulated routes are not direct ones and involve at least one intermediate stop. The Gulf route 'milk run' includes six airports and the Western 2 route, nine airports. Both of these services are operated by Rex.[577]

Given the criticism made to the Committee in some communities that airline schedules in regional WA were primarily based on the needs of resource companies, in Queensland Qantas announced that it would upgrade its two regulated routes to 50 or 75 seat Dash 8 aircraft and "[w]e have also timed the services in consultation with the local communities, to ensure that our flights are best suited to their needs."[578]

The Committee was told that the Queensland Government has put a lot of effort into subsidising their regional air routes. DoT said it did not have clear information about the size of the Queensland budget for subsidies, "but they have indicated that it is a lot of money" compared to what is spent in Western Australia.[579]

The recent Queensland 2017-18 Budget papers do not clearly indicate the total subsidy provided by that Government to the regulated routes. However, the Budget does report that the target subsidy of $33.40 per passenger for the 2016-17 period actually finished as $51.10 per passenger, due to:

> *...reduced patronage related to the decline in the resource sector and a decline in overall economic conditions. The reduction in passenger numbers has led to the flight schedules being reduced ..., resulting in less*

575 Ibid.

576 Airnorth, *Airnorth to operate Darwin-Katherine-Tennant Creek-Alice Springs route*, 10 September 2015, p1. Available at: www.airnorth.com.au/sites/default/files/Media%20Release%20-%20Airnorth%20to%20operate%20Centre%20Run.pdf. Accessed on 26 October 2017.

577 Department of Transport and Main Roads, *Long distance air services*, 12 September 2017. Available at: www.tmr.qld.gov.au/regionalconnect. Accessed on 31 October 2017.

578 Qantas Airways, *QantasLink welcomes Queensland regulated route decision*, 15 October 2014. Available at: www.qantasnewsroom.com.au/media-releases/qantaslink-welcomes-queensland-regulated-route-decision/. Accessed on 31 October 2017.

579 Mr Brett Hughes, Executive Director, Transport Strategy and Reform, Department of Transport, *Transcript of Evidence*, 9 August 2017, p17.

> *revenue to the State, which increases the average subsidy per passenger.*[580]

The Budget papers also report that "[p]assenger numbers failed to reach expected targets across all air routes" and the expected patronage in 2016-17 on these routes of 200,000 passengers ended as only 160,000.[581] This would indicate that the Government subsidy in 2016-17 for these air routes was over $8 million.

Local Fare Scheme

The *Local Fare Scheme* for residents was established by the Palaszczuk Government in July 2015 after it had been axed by the former Newman Government. An airfare subsidy is available to local residents who have lived in communities in the Torres Strait, Cape York and the Gulf of Carpentaria for more than three years. Residents may receive a discount of up to $400 for return airfare bookings.[582] The Scheme received an additional $2 million in the 2017-18 Budget to expand it to the Gulf route 'milk run' operated by Rex. The 12 month trial will allow the collection of data to determine if the Scheme is a viable solution to improving the cost of travel to the communities of Doomadgee, Mornington Island and Weipa.[583]

Attracting Aviation Investment Fund

Queensland's *Attracting Aviation Investment Fund* (AAIF) aims to attract new international airline routes to Queensland and expand existing routes. The fund was established with an initial investment of $8 million in 2013 by the Newman Government.[584] In 2015-16, the Palaszczuk Government committed $10 million over three years to the AAIF which Premier Palaszczuk said "has secured new partnerships with SilkAir, Qantas, Jetstar, Hong Kong Airlines and Air Canada over the past 12 months."[585]

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580 Queensland Government, *Service Delivery Statements- Department of Transport and Main Roads*, 13 June 2017, pp16-17. Available at: https://s3.budget.qld.gov.au/budget/papers/5/bp5-dtmr-2017-18.pdf. Accessed on 31 October 2017.

581 Ibid, p 15.

582 Department of Transport and Main Roads, *Local Fare Scheme – Airfare subsidy for regional and remote Queensland*, 31 August 2017. Available at: www.tmr.qld.gov.au/Travel-and-transport/Local-Fare-Scheme-Far-North-Queensland.aspx . Accessed on 31 October 2017.

583 Hon JA Trad, Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning, Queensland, Assembly, *Parliamentary Debates* (Hansard), 19 July 2017, p45. Available at: www.parliament.qld.gov.au/documents/hansard/2017/2017_07_19_EstimatesIPC.pdf. Accessed on 31 October 2017.

584 Department of State Development, Infrastructure and Planning (QLD), *Aviation and Aerospace-Opportunities in Queensland*, May 2013, p8. Available at: www.dilgp.qld.gov.au/resources/brochure/invest-queensland-aviation.pdf . Accessed on 26 October 2017.

585 Queensland Government, *Extra international flights help tourism soar*, 18 May, 2016. Available at: www.thepremier.qld.gov.au/newsroom/international-flights.aspx. Accessed on 26 October 2017.

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In the past year alone, it claimed that the AAIF has "delivered an extra 436,000 seats on air routes into the State and secured two new international air routes as well as a new domestic route."[586] The Minister for Tourism, Major Events and the Commonwealth Games announced in March this year that the AAIF:

> *...has helped secure ... around 200,000 seats per year. These additional seats have the potential to bring an extra $440 million in tourism expenditure for our economy.*[587]

In June this year Tigerair launched a new low-cost route between Melbourne and Townsville, providing four weekly return direct services with more than 1,400 additional visitor seats in an Airbus A320. The new service is supported by the AAIF, in partnership with the Townsville City Council and Queensland Airports Limited, who manage the Townsville Airport.[588]

Townsville's population of approximately 187,000 people[589] supports the claim made by the CEO of Broome International Airport that low-cost carriers need to serve a population centre with a minimum population of over 100,000 people at each end of the route, or an airport at each end servicing a million passengers a year.[590] In 2016-17, the privately owned Townsville Airport had 1.53 million passenger movements and was served by seven airlines- Qantas, Jetstar, Virgin Australia, Rex, Alliance, Jetgo and Tigerair. Flights are offered by these airlines on both domestic and international routes.[591]

CASE STUDY- Townsville versus Kununurra tourist routes

The new Tigerair low-cost service will add approximately 75,000 passenger seats to Townsville Airport annually.[592] Flights for a date two months ahead of October 2017 on

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586 Queensland Government, *State Budget delivers continued support for Queensland's tourism industry*, 13 June 2017. Available at: http://statements.qld.gov.au/Statement/2017/6/13/state-budget-delivers-continued-support-for-queenslands-tourism-industry. Accessed on 26 October 2017.

587 Queensland Government, *Queensland set to welcome more Chinese visitors*, 20 March 2017. Available at: http://statements.qld.gov.au/Statement/2017/3/20/queensland-set-to-welcome-more-chinese-visitors. Accessed on 26 October 2017.

588 Townsville Airport, *Tigerair Australia launches direct daytime services between Townsville and Melbourne*, nd. Available at: www.townsvilleairport.com.au/tigerair-australia-launches-direct-daytime-services-between-townsville-and-melbourne/. Accessed on 26 October 2017.

589 Population Australia, *Townsville Population 2017*, 2017. Available at: www.population.net.au/townsville-population/. Accessed on 26 October 2017.

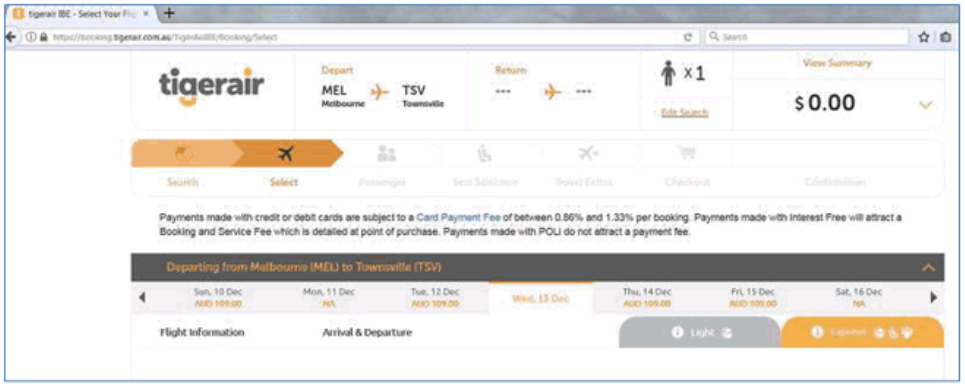
590 Mr Paul McSweeney, CEO, Broome International Airport, *Transcript of Evidence*, 22 August 2017, p2.

591 Townsville Airport, *About Townsville Airport*, nd. Available at: www.townsvilleairport.com.au/corporate/about-townsville-airport/. Accessed on 26 October 2017.

592 Tigerair, *Tigerair Australia Commences Only Direct Daytime Low Cost Services Between Melbourne And Townsville*, 22 June 2017, p1. Available at: https://s3-ap-southeast-

Tigerair on 10 December 2017 could be booked for as low as $109 one-way, with flights in the following fortnight up to $299 (see Figure 7.1).

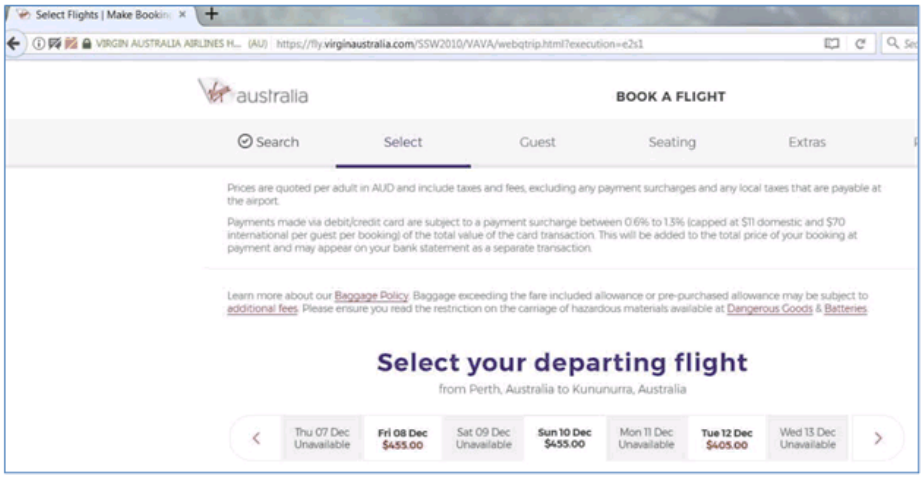
Figure 7.1- $109 airfares from Melbourne to Townsville



The distance of Melbourne to Townsville is approximately 2,060km, slightly less than Perth to Kununurra (2,217km). Kununurra is served by Virgin Australia and Airnorth and in 2016-17 it served 71,000 passengers. Of these about two-thirds were carried by Airnorth on its Broome-Kununurra-Darwin services.

Flights for a date two months ahead of October 2017 on Virgin Australia for the direct Perth-Kununurra route on 10 December 2017 cost $455 one-way, with the cheapest flights in the following month priced at $405 (see Figure 7.2), a figure nearly four times that of the Melbourne-Townsville service. This comparison indicates the impact on market competition on tourist route airfares provided by low-cost carriers.

Figure 7.2- $405 airfares from Perth to Kununurra



2.amazonaws.com/media.tigerair.com.au/newsroom/mel_tsv_final.pdf. Accessed on 26 October 2017.

Chapter 8

Advance Queensland: Connecting with Asia Strategy

A separate *Advance Queensland: Connecting with Asia Strategy* fund of $33.5 million matches tourist industry contributions dollar-for-dollar to pursue opportunities and implement initiatives to boost visitor growth from across Asia.[593]

South Australia

Like other jurisdictions, the South Australian Government provides joint contributions to the Commonwealth's Remote Airstrip Upgrade Project. Similarly to Queensland, it has also established its own *Supporting Regional Aviation* initiative, with initial funding of $1 million. It does not provide funding or subsidies to airlines though.[594]

The *Air Transport (Route Licencing-Passenger Services) Act 2002 (SA)* allows a Minister to 'declare' a route between two airports to encourage an air services operator to establish or improve scheduled services on that route. SA has one declared route between Adelaide and Port Augusta. The SA Government can also provide a 'sole route' service licence under its *Air Transport Act* to establish a stable schedule of services and fares.[595] A sole route licence was recently awarded to Sharp Airlines to operate the Adelaide to Port Augusta route. The licence is similar to WA's Deed of Agreement for a regulated route in that it outlines the schedules to be run and the fare structure to be provided by the successful airline. Under the licence, Sharp Airlines must meet with departmental officials quarterly to discuss the route.[596]

Tasmania

Air travel is not regulated in Tasmania, so airlines do not need a state-based licence for either aircraft operation or for access to specific routes. There is also no state-based requirement for airlines to submit pricing plans to a regulator. Tourism Tasmania works on a project-by-project basis with airport operators with regard to their infrastructure. It also has direct airline partnerships that include agreed cooperative marketing funding linked to specific routes.[597]

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593 Ibid.

594 Mr Michael Deegan, Chief Executive, Department of Planning, Transport and Infrastructure (SA), Letter, 19 October 2017, p1.

595 Ibid, p2.

596 Parliament of SA, Legislative Assembly Tabled Paper, *New Route Service Licence*, 14 February 2017, p2. Available at: www.parliament.sa.gov.au/HOUSEOFASSEMBLY/BUSINESSOFTHEASSEMBLY/RECORDSANDPAPERS/TABLEDPAPERSANDPETITIONS/Pages/TabledPapersandPetitions.aspx?TPLoadDoc=true&TPDocType=0&TPP=53&TPS=2&TPItemID=996&TPDocName=Report%2B-%2BAdelaide%2Bto%2BPt%2BAugusta%2BAir%2BService%2BLicence%2B-%2BSharp%2BAirlines.pdf. Accessed on 26 October 2017.

597 Mr Kim Evans, Secretary, Department of State Growth (TAS), Letter, 25 September 2017, p1.

The Tasmanian Department of State Growth has two concessional arrangements available to Bass Strait Islands' residents to support their use of RPT flights to access essential services. These are available to:

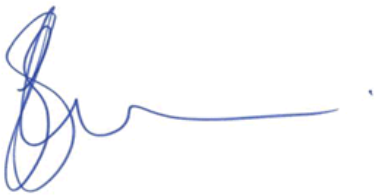
- age pensioners who are able to claim reimbursement of 50% of one return ticket per financial year from/to the Island; and
- school-age children, particularly those attending years 11 and 12, or attending an educationally appropriate school that is unavailable on the Islands, are entitled to up to nine return flights per year, including airport transfers on the Tasmanian mainland.[598]

Victoria

The WA Department of Transport told the Committee that the Victorian Government aviation activity was focused on skills development and economic development of aviation-related industries, and it had deregulated its aviation sector and "is not interested in aviation as an operation. They are interested in aviation as a business."[599]

Finding 48

Most other Australian jurisdictions regulate at least one economically marginal air route. The Queensland Government has a specific fund to support regional air services, particularly those focused on increasing their tourist sector and providing essential air services in remote areas in northern Queensland.



Ms J.J. Shaw, MLA
CHAIR

598 Ibid.

599 Mr Brett Hughes, Executive Director, Transport Strategy and Reform, Department of Transport, *Transcript of Evidence*, 9 August 2017, p17.

Appendix One

Inquiry Terms Of Reference

The Economics and Industry Standing Committee resolved to inquire into and report on matters relating to airfare prices on regular public transport (RPT) air routes in regional Western Australia. In particular, the Committee evaluated the:

a. factors contributing to the current high cost of regional airfares;

b. impacts that high-cost regional airfares have on regional centres- from a business, tourism and social perspective;

c. impact of State Government regulatory processes on the cost and efficiency of regional air services;

d. actions that the State and local government authorities can take to limit increases to airfares without undermining the commercial viability of RPT services;

e. actions that airlines can take to limit increases to airfares without undermining the commercial viability of RPT services; and

f. recent actions taken by other Australian governments to limit regional RPT airfare increases.

Appendix Two

Submissions Received

No.	Name	Position	Organisation
1	Confidential		
2	Mr Colin Scott		
3	Mr Bob Davis	Director Corporate & Commercial Services	City of Greater Geraldton
4	Mr Chris Adams	Chief Executive Officer	City of Karratha
5	Mr Price Grey		
6	Mr Matthew Scott	Chief Executive Officer	Shire of Esperance
7	Ms Dorothy Radisich		
8	Cr Peter Foster JP	Councillor- Tom Price Ward	Shire of Ashburton
9	Ms Rosalia Scacchia		
10	Mr Carl Askew	Chief Executive Officer	Shire of Wyndham-East Kimberley
11	Mr Vince Catania MLA	Member for North West Central	National Party of Australia (WA)
12	Mr Neil Smithson	Managing Director	Smithson Planning
13	Ms Tegan Simmonds		
14	Ms Sonja Mitchell	Sales and Marketing Manager	HeliSpirit
15	Ms Kerry Jones		Shark Bay Hotel
16	Mr Gareth Thomas	Chief Operating Officer	Seashells Hospitality Group
17	Neil and Allison Portas		
18	Ms Hanneke Schoe		
19	Ms Sarah Roots		
20	Ms Emma-lee Jane		
21	Mr Troy Thompson		
22	Ms Kaylene Somerville	Accounts Manager	Kununurra Engineering
23	Mr Grant Smart		
24	Ms Cally Dupe		
25	Ms Ann Hobbs	Independent Travel Consultant	Travel Partners North West
26	Ms Bronwen Thomas		
27	Mr Stephen Wood	Acting Director General	Department of Jobs, Tourism, Science and Innovation
28	Mr Paul Anderson	Chief Executive Officer	Shire of Shark Bay
29	Ms Cheryl & Mr Peter Muir		

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30	Ms Mandy Dietrich		
31	Ms Kitty Prodonovich	Chief Executive Officer	Regional Chambers of Commerce and Industry of Western Australia
32	Hon Robin Scott MLC	Member for Mining and Pastoral	Pauline Hanson's One Nation
33	Mr Paul McSweeney	Chief Executive Officer	Broome International Airport
34	Ms Chantelle King	Chief Executive Officer	Onslow Chamber of Commerce and Industry
35	Mr Allen Cooper	Chief Executive Officer	Shire of East Pilbara
36	Ms Bridget Parish		
37	Mr David Riddell-Robertson		
38	Ms Karley Allen		
39	Ms Claire English		
40	Mr Simon Hopkin		
41	Ms Tanya Cox		
42	Ms Leearna Alexander		
43	Mr Mike Garstone		
44	Mr Troy Sweeney		
45 & 45A	Associate Professor Jianhong Xia		Curtin University
46	Ms Tricia Hebbard	Secretary	WA Labor- South Hedland Branch
47	Mr Andrew Wood		
48	Ms Keda Bond		
49	Mr Brodie Neilson		
50	Ms Marian Carpenter		
51	Mr Graeme Hutton		
52	Ms Lea Vesic	Membership & Technical Officer	Regional Aviation Association of Australia
53	Mr Laurie Graham MLC	Member for the Agricultural Region	Australian Labor Party
54	Ms Joanne Pavlinovich		
55	Ms Jael Napper	Chief Executive Officer	Broome Chamber of Commerce & Industry
56 & 56A	Ms Nicole Roocke	Deputy Chief Executive	Chamber of Minerals and Energy of WA
57	Mr Warrick Lodge	General Manager Network Strategy & Sales	Regional Express (REX)
58	Ms Lee-Anne Tomkins	Head of Government and International Relations	Virgin Australia

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59	Mr Peter Long	Chairman	Western Australian Regional Capitals Alliance
60	Ms Laine Ellis		
61	Ms Janelle Atwell		
62	Ms Kellie Jackson		
63	Ms Amy McKenna	Media and Government Relations Manager Advocacy and Members	Royal Automobile Club of WA (Inc)
64	Mr Gavin Robins	Chief Executive Officer	Gascoyne Development Commission
65	Mr Alan Bradley	Executive Officer	Regional Development Australia - Mid West Gascoyne
66	Ms Tahn Donovan	Chair	WA Indigenous Tourism Council
67	Hon Darren West MLC	Member for the Agricultural Region	Australian Labor Party
68	Mr Glen Chidlow	Chief Executive Officer	Australia's North West Tourism
69	Mr Michael McConachy	Chair	East Kimberley Marketing Group
70,70A & 70B	Ms Caroline Wilkie	Chief Executive Officer	Australian Airports Association
71	Ms Jacinta Middleton		
72	Ms Amanda Harding		
73	Ms Deb Williams	General Manager	Seashells Broome
74	Mr Scott Stirling	Project Officer	Pilbara Regional Council
75	Mr Jeffrey Cannon		
76	Ms Wendy Jones		
77	Ms Laura Camilleri		
78	Ms Morag Lowe		
79 & 79A	Mr Sam Mastrolembo	Chief Executive Officer	Shire of Broome
80	Ms Maria Magnay		
81	Hon Kyle McGinn MLC	Member for the Mining and Pastoral Region	Australian Labor Party
82	Mr Stephen Gash	Chief Executive Officer	Shire of Derby/West Kimberley
83	Ms Lenore Batt		
84	Mr Jim Williams		
85	Ms Belinda Brown		
86	Mr Evan Hall	Chief Executive Officer	Tourism Council WA
87	Ms Sue Knowles		

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88	Mr Stephen Gash	Secretariat Kimberley Regional Group	Kimberley Zone of WALGA
89	Mr Simon Bennison	Chief Executive Officer	Association of Mining and Exploration Companies Inc
90	Mr Michael Leake		
91	Ms Joanne Sadler		
92	Mr Kevin Ring	Committeeman	WA Jockey's Association
93	Mr Warren Olsen	Acting Deputy Chief Executive Officer	Shire of Wiluna
94 & 94A	Mr Richard Sellers	Director General	Department of Transport
95 & 95A	Mr Andrew Parker	Group Executive, Government, Industry and International Affairs	Qantas Airways
96	Hon Mia Davies MLA	Leader	Parliamentary National Party of Australia (WA)
97	Mr Ian Duncan	Executive Manager, Infrastructure	WALGA
98	Mr Ralph Addis	Director General	Depart of Primary Industries & Regional Development
99	Ms Erin Gellie		
100	Mr Bill Townsend	General Manager External Affairs and Joint Ventures	INPEX
101	Mr Bradley Woods	Chief Executive Officer	Australian Hotels Association WA
102	Mr John Lally	Chief Executive Officer	Karratha Districts Chamber of Commerce & Industry
103	Mr Terry Hill	Chief Executive Officer	Pilbara Development Commission
104	Mr Sam Mastrolembo	Chief Executive Officer	Shire of Broome
105	Mr Rod Evans	General Manager	PHIA Operating Company Pty Ltd
106	Mr Jeff Gooding	Chief Executive Officer	Kimberley Development Commission
107	Ms Dianne Moar		
108	Ms Paula Fletcher		
109	Ms Samantha Duddy		
110	Ms Allison Bruce		
111	Mr Hugh Gallagher	Chief Executive Officer	Kalgoorlie-Boulder Chamber of Commerce & Industry
112	Mr Charlie Sharpe		

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113	Ms Marcia Bryce		
114	Ms Anne McCall		
115	Ms Gina Yorke		
116	Ms Jacqui Smith	Manager	Goldfields Women's Refuge
117 & 117A	Mr David Pentz	Chief Executive Officer	Town of Port Hedland
118	Ms Kate Clarke	Chief Executive Officer	Puntukurnu Aboriginal Medical Service
119	Mr John Walker	Chief Executive Officer	City of Kalgoorlie-Boulder
120	Mr Stephen Borthwick	Acting Executive Director, Aviation and Airports	Department of Infrastructure and Regional Development
121	Mr Michael Deegan	Chief Executive	Department of Planning, Transport and Infrastructure (SA)
122	Ms Anne Nolan	Director General	Department of Finance

Appendix Three

Hearings Held

Date	Name	Position	Organisation
9 August 2017	Mr Steve Beyer	Acting Managing Director, Policy, Planning and Investment	Department of Transport
	Mr Brett Hughes	Executive Director, Transport Strategy and Reform	
	Mr Peter Ryan	Director, Aviation	
16 August 2017	Mr Ralph Addis	Acting Director General	Department of Primary Industries and Regional Development
	Mr Martin Clifford	Manager, Policy and Strategy (Regional Development Division)	
Kununurra 21 August 2017	Mr Carl Askew	Chief Executive Officer	Shire of Wyndham-East Kimberley
	Mr Paul Bawden	Manager, East Kimberley Regional Airport	
	Mr Jeff Gooding	Chief Executive Officer	Kimberley Development Commission
	Ms Jill Williams	Chairperson	East Kimberley Chamber of Commerce and Industry
	Ms Michele Pucci	Vice Chairperson	
Broome 22 August 2017	Cr Harold Tracey	Acting Shire President	Shire of Broome
	Mr Sam Mastrolembo	Chief Executive Officer	
	Ms Aletta Nugent	Director, Development and Community	
	Mr Mark Davis	Manager, Community and Economic Development	
	Mr Paul McSweeney	Chief Executive Officer	

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	Ms Kimberley Krenz	Commercial Manager	Broome International Airport
	Mr Robert Menzies	Executive Manager Infrastructure	
	Mr Peter Taylor	President	Broome Chamber of Commerce and Industry
	Ms Jael Napper	Chief Executive Officer	
	Mrs Elsia Archer	Shire President	Shire of Derby-West Kimberley
	Mr Stephen Gash	Chief Executive Officer	
	Mr Paul Bickerton	President	Derby Chamber of Commerce and Industry
	Mr Stewart Milne	Vice President	
	Mr Michael Leake	Manager	Habitat Resort
	Mr James Brown	Chair	Broome Tourism Leadership Group
	Mr William Reed AM	Director	Allure South Sea Pearls
Karratha 23 August 2017	Mr Simon Kot	Director, Strategic Projects and Infrastructure Services	City of Karratha
	Mr John Lally	Chief Executive Officer	Karratha and Districts Chamber of Commerce and Industry
	Mr Vaughan Corps	Vice President	
	Mrs Cassie Perry	Board Member	
	Mr Terry Hill	Chief Executive Officer	Pilbara Development Commission
	Mr Armando de la Flor Olavide	Senior Partnerships and Engagement Officer	Town of Port Hedland
	Mr Owen Hightower	Consultant	
Albany 29 August 2017	Mr Dennis Wellington	Mayor	City of Albany
	Mr Andrew Sharpe	Chief Executive Officer	
	Mr Michael Cole	Executive Director of Corporate Services	
	Mr Paul Rosair	Executive Officer	WA Regional Capitals Alliance
	Ms Caroline Hayes	President	Albany Chamber of Commerce and Industry
	Mr Russell Clarke	Chief Executive Officer	
	Ms Elise van Gorp	General Manager	Discovery Bay

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	Ms Cathy Glen		Skal International
Esperance 30 August 2017	Cr Victoria Brown	President	Shire of Esperance
	Cr Natalie Bowman	Deputy President	
	Mr Matthew Scott	Chief Executive Officer	
	Ms Kylie Ryan	Chief Executive Officer	Esperance Chamber of Commerce and Industry
	Mr Wayne Halliday	Chairperson	Tourism Esperance
Kalgoorlie 31 August 2017	Mr John Bowler	Mayor	City of Kalgoorlie-Boulder
	Mr John Walker	Chief Executive Officer	
	Ms Jessica Biddle	President	Kalgoorlie-Boulder Chamber of Commerce and Industry
	Mr Hugh Gallagher	Chief Executive Officer	
	Mr Ronald Mosby	President	Regional Chambers of Commerce and Industry of WA
	Mr Shayne Flanagan	Chief Executive Officer	Goldfields-Esperance Development Commission
6 September 2017	Associate Professor Jianhong Xia	Lecturer, Department of Spatial Sciences	Curtin University
	Ms Derryn Belford	Executive Director, Destination Development	Tourism WA
	Ms Claire Werkmeister	Director, Aviation Development and Policy	
	Mrs Louise Scott	Executive Director, Strategy, Brand and Marketing Services	
11 September 2017	Ms Chantelle King	Chief Executive Officer	Onslow Chamber of Commerce and Industry
	Ms Hayley Brett	Vice President	
	Mr Andrew David	Chief Executive Officer, Qantas Domestic	Qantas Airways Ltd

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	Mr Andrew Parker	Group Executive, Government, Industry and International Affairs	
	Mr Guy Waddell	Head of Domestic Revenue Management	
	Mr Guy Thompson	President	Australian Airports Association
	Ms Caroline Wilkie	Chief Executive Officer	
	Mr Dale Stewart	Acting Chief Executive Officer	Shire of Ashburton
	Mr Troy Davis	Director, Infrastructure Services	
	Ms Jane McKeon	Group Executive, Government Relations	Virgin Australia
	Mr Anthony Stokes	General Manager, Finance	
	Mr Richard George	Head of Corporate Sales	
	Mr William Townsend	General Manager, External Affairs and Joint Venture	INPEX
	Mr John Williams	Manager, External Affairs	
	Mr Nicholas Wirtz	Senior External Affairs Officer	
13 September 2017	Hon Colin de Grussa, MLC	Member for the Agricultural Region	Parliamentary National Party of Australia (WA)
	Mr Vincent Catania, MLA	Member for North West Central	
	Ms Johanna Ramsay	Aviation Consultant	
	Mr Warrick Lodge	General Manager, Network Strategy and Sales	Regional Express (Rex)
18 September 2017	Mr Evan Hall	Chief Executive Officer	Tourism Council WA
	Ms Tania Donovan	Chairperson	Western Australian Aboriginal Tourism Operators Council
	Mr Robert Taylor	Chief Executive Officer	

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	Mrs Caroline Cherry	Manager, Economic Competitiveness	Chamber of Minerals and Energy Western Australian
	Ms Lisa-Maree Campbell	Policy Advisor	
	Mr Neil van Drunen	Policy Advisor	Association of Mining and Exploration Companies
	Mr Paul Cmrlec	Managing Director	Pantoro Ltd
	Mr Bob Davis	Director, Corporate and Commercial Services	City of Greater Geraldton
	Mrs Lynette Craigie	President	WA Local Government Association
	Mr Ian Duncan	Executive Manager, Infrastructure	
	Mr Anthony Friday	Chief Executive Officer	Pilbara Regional Council
	Mr Bradley Woods	Chief Executive Officer	Australian Hotels Association (WA)
	Ms Victoria Jackson	Government Relations Manager	
	Mr Stan Quinlivan	Chief Executive Officer	Skippers Aviation Pty Ltd
1 November 2017	Mr Steve Beyer	Acting Managing Director, Policy Planning and Investment	Department of Transport
	Mr Brett Hughes	Executive Director, Transport Strategy and Reform	
	Mr Peter Ryan	Director, Aviation	
	Mr Claude Scivolo		

Appendix Four

Significant WA Airports- Landing Charges Per Passenger (*return flight*)

Location	Owned By	Screening Fee (per departing passenger)	Terminal Fee (per passenger departing and arriving)	Landing Fee (per tonne MTOW)[600]	TOTAL FEE (Return per passenger)
Perth International Airport[601]	Perth Airport Development Group Pty Ltd	$2.36 to $6.08 (depending on terminal)	$14.35 to $19.41 (depending on terminal)	$5.06 (per passenger- $247.26 minimum per aircraft)	**$20.55** maximum
Albany Airport[602]	City of Albany	N/a	$27.71 per passenger	$26.09	**$55.42** plus % of landing fee
Broome International Airport[603]	Pearl Coastal Properties Pty Ltd	$13.24	$20.37	$23.65	**$53.98** plus % of landing fee
Derby[604]	Shire of Derby/ West Kimberley	$11.86	$12.92	$18.70	**$37.70** plus % of landing fee
Esperance Airport[605]	Shire of Esperance	N/a	$25.00	$36.50	**$50.00** plus % of landing fee

600 B737-800 MTOW is 70.535 tonnes or about $6 per passenger at 85% load factor. Submission No. 33 from Broome International Airport, 27 July 2017, p2.
601 Perth Airport, *Schedule of Aeronautical Charges- Effective 01 July 2017 to 31 December 2017*, 2017, p1. Available at: www.perthairport.com.au/-/media/Files/CORPORATE/Work-with-us/Airport-charges/Schedule-of-Aeronautical-Charges-01-July-2017-1.pdf?la=en . Accessed on 13 November 2017.
602 Mr Andrew Sharpe, CEO, City of Albany, Email, 22 September 2017.
603 Submission No. 33 from Broome International Airport, 27 July 2017, p2.
604 Submission No. 106 from Kimberley Development Commission, 24 August 2017, p8.
605 Shire of Esperance, *Statutory Budget 2017-2018: chedule of Fees and Charges 2017/2018*, 2017, p105. Available at: www.esperance.wa.gov.au/sites/default/files/publication/files/2017-18_statutory_budget_final_website.pdf. Accessed on 14 November 2017.

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Geraldton Airport[606]	City of Geraldton	$17.27	$20.45	$16.36	**$58.17** plus % of landing fee
Kalgoorlie Airport[607]	City of Kalgoorlie	$9.05	$23.45	$11.73	**$55.95** plus % of landing fee
Karratha Airport[608]	City of Karratha	$15.50	$13.10	$62.00	**$61.70** plus % of landing fee
Kununurra Airport[609]	Shire of Wyndham–East Kimberley	$21.60	$20.90	$29.00	**$63.40** plus % of landing fee
Learmonth Airport (Onslow)[610]	Shire of Ashburton	$19.00	$36.00	$33.00	**$91.00** plus % of landing fee
Newman Airport[611]	Shire of East Pilbara	$13.68	$22.68	$21.31	**$56.00** plus % of landing fee
Port Hedland International Airport[612]	AMP Capital and Infrastructure Capital Group	$10.45 + $1.56 check-in fee	$24.24	$24.56	**$60.49** plus % of landing fee
Wiluna Airport[613]	Shire of Wiluna	N/a	**RPT**- $17.00 **Charter**- $25.00	$17.50 (6am-6pm) $45.00 (6pm- 6am)	**RPT- $34.00** plus % of landing fee

606 Submission No. 119 from City of Kalgoorlie–Boulder, 31 August 2017, p18.
607 Ibid.
608 Mr Simon Kot, Director, Strategic Projects and Infrastructure Services, City of Karratha, *Transcript of Evidence*, 23 August 2017, pp5-6.
609 Submission No. 106 from Kimberley Development Commission, 24 August 2017, p8.
610 Shire of Ashburton, *Schedule of Fees and Charges 2016/17*, nd, p1. Available at: www.ashburton.wa.gov.au/library/file/Airport/1617%20PDF.pdf. Accessed on 10 November 2017.
611 Submission No. 119 from City of Kalgoorlie–Boulder, 31 August 2017, p18.
612 Port Hedland International Airport, *Schedule of Aviation Charges*, July 2017. Available at: www.porthedlandairport.com.au/corporate.html. Accessed on 21 September 2017.
613 Mr Warren Olsen, Acting Deputy CEO, Shire of Wiluna, Electronic Mail, 5 October 2017, p1.

Appendix Five

Total Passenger Movements At Selected WA Regional Airports (1985-2017)[614]

Figure A5.1- Albany

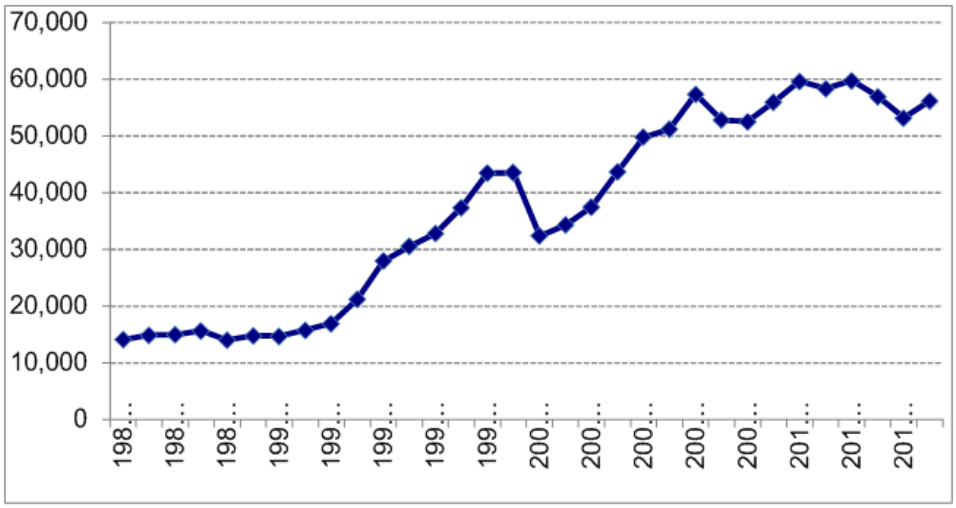
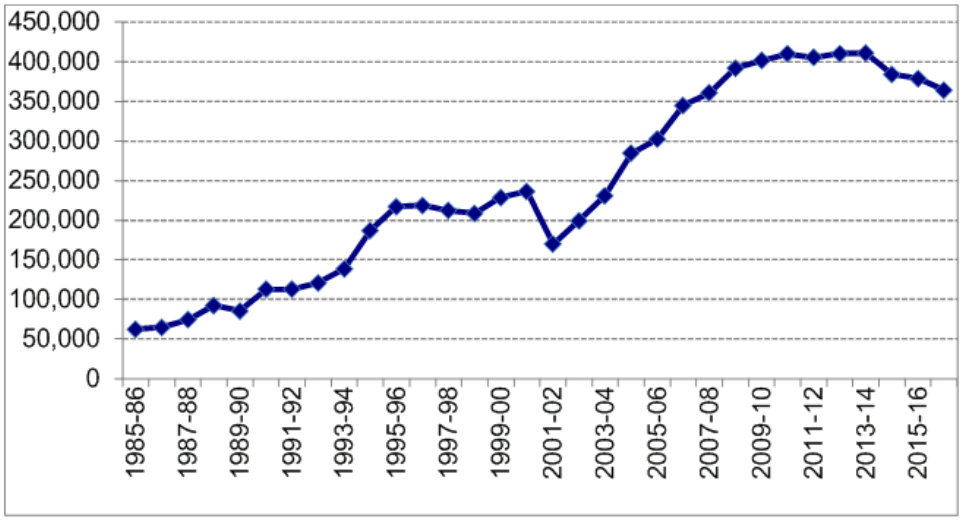


Figure A5.2- Broome



614 Department of Infrastructure and Regional Development, *Aviation Statistics*, 17 February 2015. Available at: https://bitre.gov.au/publications/ongoing/airport_traffic_data.aspx. Accessed on 19 October 2017.

Appendix Five

Figure A5.3- Carnarvon

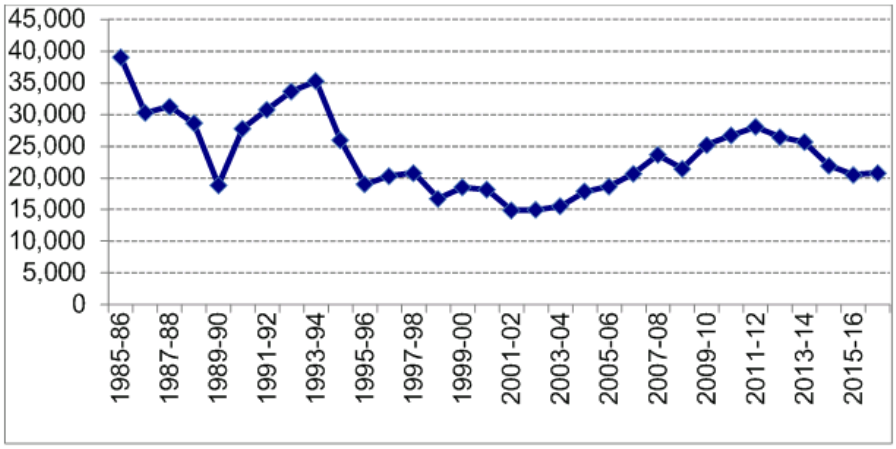


Figure A5.4- Esperance

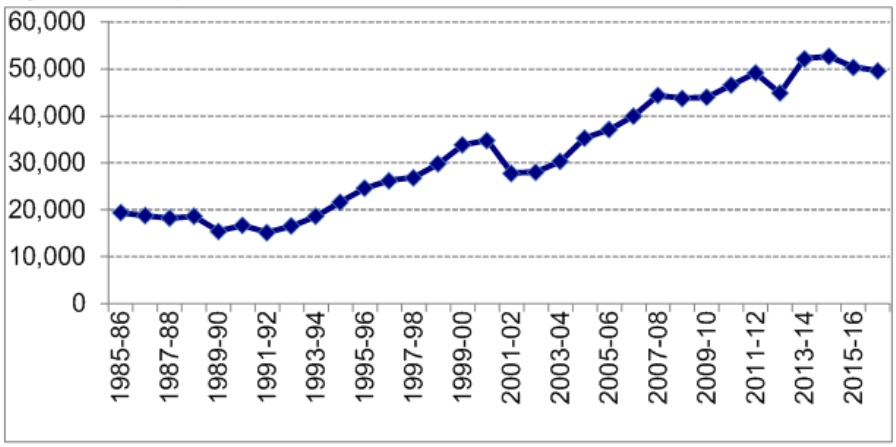
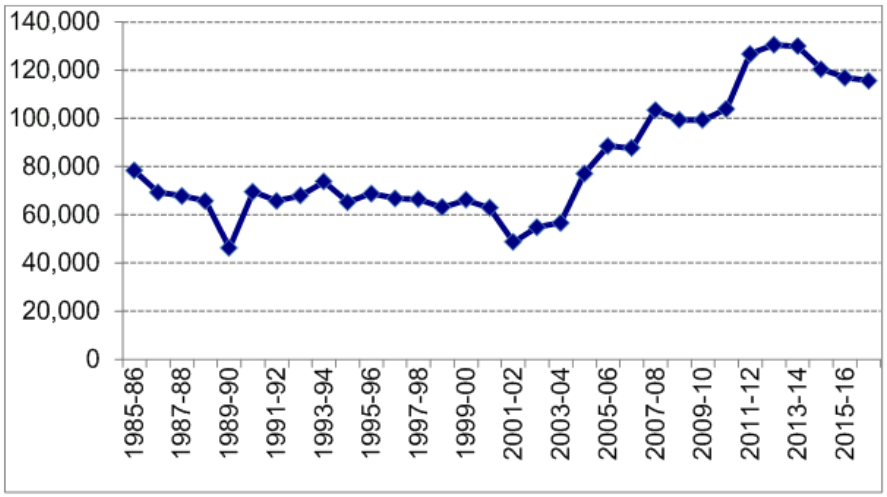


Figure A5.5- Geraldton



Appendix Five

Figure A5.6- Kalgoorlie

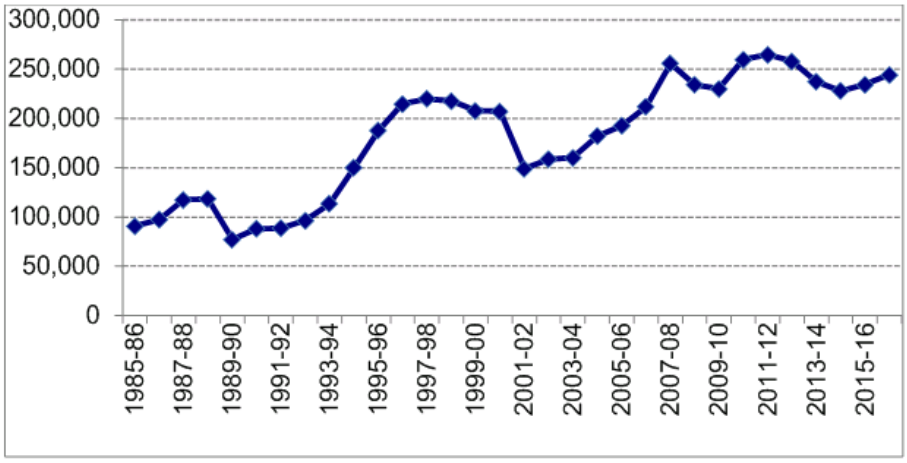


Figure A5.7- Karratha

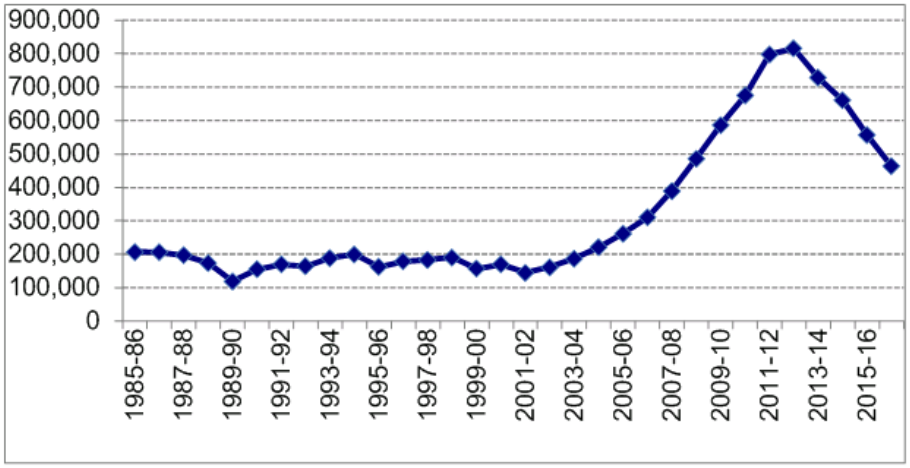


Figure A5.8- Kununurra



Appendix Five

Figure A5.9- Learmonth/Onslow

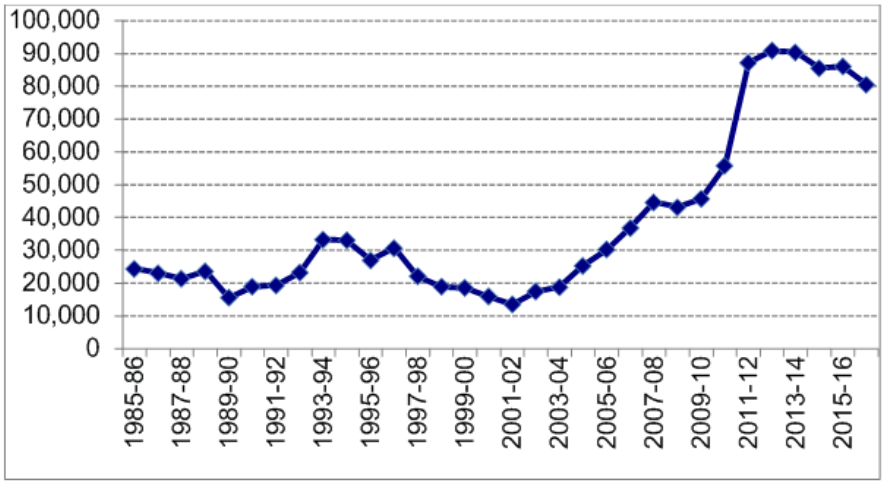


Figure A5.10- Newman

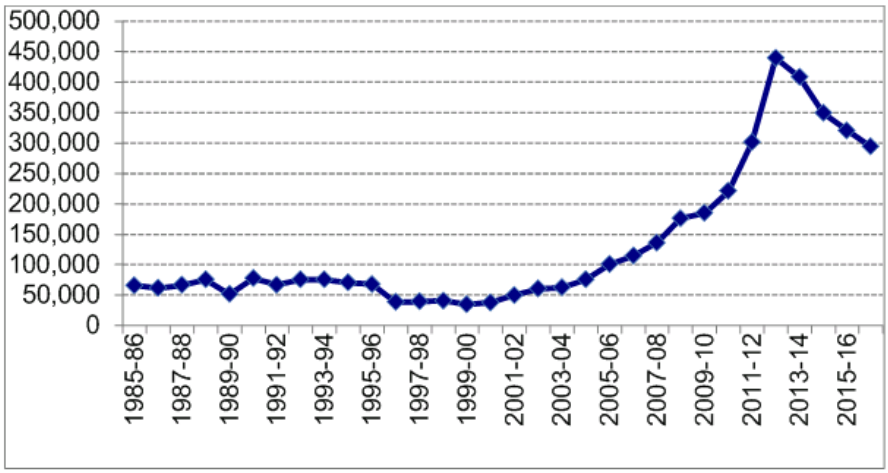
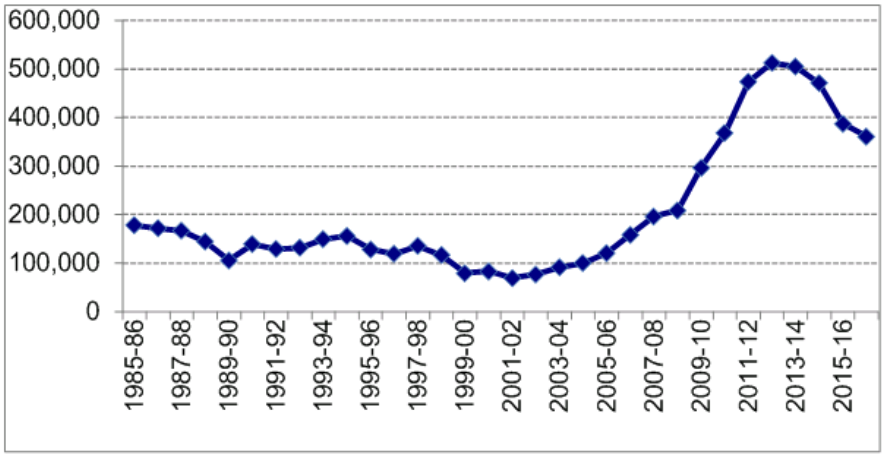
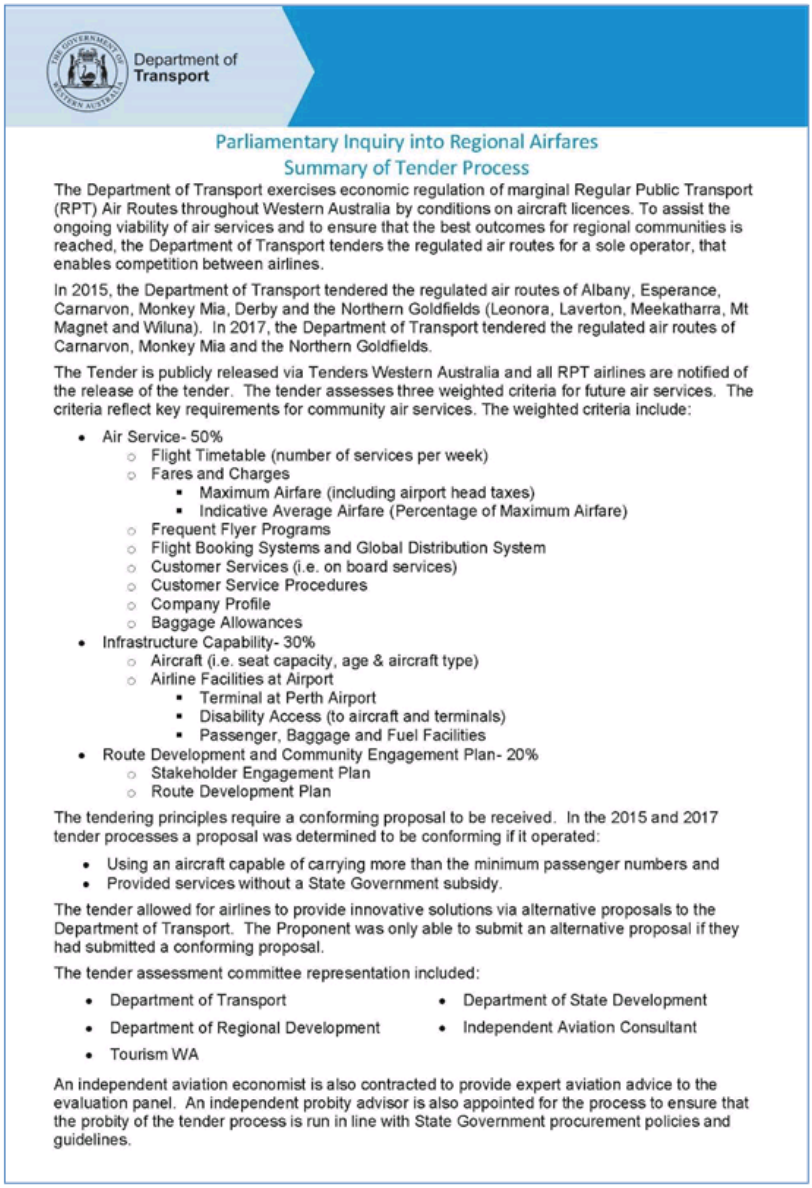


Figure A5.11- Port Hedland



Appendix Six

Department Of Transport Tender Process For Regulated Routes[615]



Department of Transport

Parliamentary Inquiry into Regional Airfares
Summary of Tender Process

The Department of Transport exercises economic regulation of marginal Regular Public Transport (RPT) Air Routes throughout Western Australia by conditions on aircraft licences. To assist the ongoing viability of air services and to ensure that the best outcomes for regional communities is reached, the Department of Transport tenders the regulated air routes for a sole operator, that enables competition between airlines.

In 2015, the Department of Transport tendered the regulated air routes of Albany, Esperance, Carnarvon, Monkey Mia, Derby and the Northern Goldfields (Leonora, Laverton, Meekatharra, Mt Magnet and Wiluna). In 2017, the Department of Transport tendered the regulated air routes of Carnarvon, Monkey Mia and the Northern Goldfields.

The Tender is publicly released via Tenders Western Australia and all RPT airlines are notified of the release of the tender. The tender assesses three weighted criteria for future air services. The criteria reflect key requirements for community air services. The weighted criteria include:

- Air Service- 50%
  - Flight Timetable (number of services per week)
  - Fares and Charges
    - Maximum Airfare (including airport head taxes)
    - Indicative Average Airfare (Percentage of Maximum Airfare)
  - Frequent Flyer Programs
  - Flight Booking Systems and Global Distribution System
  - Customer Services (i.e. on board services)
  - Customer Service Procedures
  - Company Profile
  - Baggage Allowances
- Infrastructure Capability- 30%
  - Aircraft (i.e. seat capacity, age & aircraft type)
  - Airline Facilities at Airport
    - Terminal at Perth Airport
    - Disability Access (to aircraft and terminals)
    - Passenger, Baggage and Fuel Facilities
- Route Development and Community Engagement Plan- 20%
  - Stakeholder Engagement Plan
  - Route Development Plan

The tendering principles require a conforming proposal to be received. In the 2015 and 2017 tender processes a proposal was determined to be conforming if it operated:

- Using an aircraft capable of carrying more than the minimum passenger numbers and
- Provided services without a State Government subsidy.

The tender allowed for airlines to provide innovative solutions via alternative proposals to the Department of Transport. The Proponent was only able to submit an alternative proposal if they had submitted a conforming proposal.

The tender assessment committee representation included:

- Department of Transport
- Department of Regional Development
- Tourism WA
- Department of State Development
- Independent Aviation Consultant

An independent aviation economist is also contracted to provide expert aviation advice to the evaluation panel. An independent probity advisor is also appointed for the process to ensure that the probity of the tender process is run in line with State Government procurement policies and guidelines.

615 Submission No. 94A from Department of Transport, 1 November 2017, pp1-2.

Appendix Seven

Summary Of Scope Of Minister For Transport Regulatory Powers[616]

Department of Transport

Parliamentary Inquiry into Regional Airfares
Summary of scope of Minister for Transport regulatory powers

Under the *Transport Coordination Act 1966*, the Minister for Transport has the ability to licence aircraft and place conditions on a licence.

An aircraft licence is required for all flights to or from the airports listed below:

Albany Airport	Halls Creek Airport	Meekatharra Airport
Broome International Airport	Kalbarri Airport	Mount Magnet Airport
Busselton Regional Airport	Kalgoorlie-Boulder Airport	Newman Airport
Carnarvon Airport	Kambalda Airport	Onslow Airport
Curtin Airport/ RAAF Airport	Karratha Airport	Paraburdoo Airport
Derby Airport	Kununurra Airport	Port Hedland International Airport
Esperance Airport	Laverton Airport	Ravensthorpe Airport
Fitzroy Crossing Airport	Learmonth Airport	Shark Bay Airport
Geraldton Airport	Leonora Airport	Wiluna Airport

The Minister for Transport, may in her discretion, attach to an aircraft licence all or any of the following conditions:

a) The aircraft be operated only upon specified routes or in a specified area;
b) Specified timetables be observed;
c) Specified fares and freight rates be charged; and
d) Prescribed records and statistics be kept and be supplied to the Director General of the Department of Transport;
e) Such other conditions as she thinks fit to impose, in the public interest.

Under the *Transport Co-ordination Regulations 1985* the prescribed records include:

- For each calendar month, each route flown by the aircraft in the month and each class of fare (as determined by the licensee) sold in the month- the number of seats sold in the class, the average price and (where relevant) the average discount (as a percentage) applied to calculate the price;
- For each calendar month and each route flown by the aircraft in the month- the total net passenger revenue from, and the total operating costs of, operating the aircraft;
- For each calendar month and each destination to which the aircraft carried freight in the month- the weight of freight carried and the net freight revenue from carrying that freight;
- For each calendar month and each route flown by the aircraft in the month- the number of flying hours;

616 Submission No. 94A from Department of Transport, 1 November 2017, pp1-2.

Appendix Eight

Levels Of Regulatory Intervention Available To The State Government[617]

Option	Objective	Description	Comments
Current (Hybrid) Model	Aims to ensure ongoing access for regional communities without unnecessary costs being imposed.	Uses a mix of all the options described in 1-4.	Limits regulation to 'thin markets' and single-operator routes. All others are duopoly routes.
1: No Regulation	Enable market competition without intervention and associated costs to Government and industry.	Applies to 10 RPT routes. Airlines have free access to any air route.	Enables airlines to respond to the market in a dynamic manner without constraints.
2: Low Regulation	Oversight of regional services through a requirement on airlines to provide operational data as a condition of licence.	Currently applies to Exmouth RPT route. Examples of data that could be required: average airfare, maximum airfare, fares paid in various fare classes, average load factors, on-time performance rates, flight schedules, luggage allowances, net passenger revenue and total operating costs.	The Government would have an increased understanding of operations on regional routes through improved transparency.

617 Mr Steve Beyer, Acting Managing Director, Policy, Planning and Investment, Department of Transport, Letter, 14 November 2017, Attachment 1.

Appendix Eight

3: Medium/ High Regulation	This approach would include an additional requirement for airlines to provide operational data as a condition of their licence.	Currently applies to 4 RPT routes. Regulation of routes through Deeds of Agreement following a competitive tender process. Two operators could be placed on a route with separate Deed Agreements. Operational data provided to DoT.	Imposes additional costs on airlines and additional Government resources are required to administer additional 10 routes. Resources companies may undertake their transport requirements through charter flights impacting the RPT services for regional community.
4: High Regulation	RPT air routes, where necessary, are provided with a Government subsidy to provide a given level of service and pricing.	Currently applies to Kununurra to Halls Creek and Perth to Derby RPT routes. All RPT air routes are regulated through Deed Agreements.	The cost to Government could be substantial. Queensland Government cost of subsidising air routes was $7.7million (for 2016-17). DoT resources would significantly increase. The responsibility of meeting community/ customer expectations moves from the airline to the Government.

Appendix Nine

Committee's Functions And Powers

The functions of the Committee are to review and report to the Assembly on: -

a) the outcomes and administration of the departments within the Committee's portfolio responsibilities;

b) annual reports of government departments laid on the Table of the House;

c) the adequacy of legislation and regulations within its jurisdiction; and

d) any matters referred to it by the Assembly including a bill, motion, petition, vote or expenditure, other financial matter, report or paper.

At the commencement of each Parliament and as often thereafter as the Speaker considers necessary, the Speaker will determine and table a schedule showing the portfolio responsibilities for each committee. Annual reports of government departments and authorities tabled in the Assembly will stand referred to the relevant committee for any inquiry the committee may make.

Whenever a committee receives or determines for itself fresh or amended terms of reference, the committee will forward them to each standing and select committee of the Assembly and Joint Committee of the Assembly and Council. The Speaker will announce them to the Assembly at the next opportunity and arrange for them to be placed on the notice boards of the Assembly.

INQUIRY INTO THE OPERATION, REGULATION AND FUNDING OF AIR ROUTE SERVICE DELIVERY TO RURAL, REGIONAL AND REMOTE COMMUNITIES

SHIRE OF BROOME SUBMISSION

14 DECEMBER 2017

The Shire of Broome welcomes any Federal Government assistance in maintaining and developing the community and economic sustainability of Broome, and other regional centres across northern Australia. The Shire seeks support in the development and facilitation of international linkages, addressing the high costs of air services to and from Broome and calling for greater transparency from airlines when setting airfares.

With support from all stakeholders, Broome is well positioned to make rapid progress as a result of the economic opportunities in the region. There is a strong willingness from local leadership to drive growth and development, and support from the Federal Government is welcomed.

The Broome Context

The context for Broome in relation to air route services and pricing can be summarised as follows:

- Airfares are now high to and from Broome.
- Average airfares have been higher to and from Broome for five years to end March 2017.
- Tourism to Broome has lost out due to high average airfares.
- Fall in number of seats offered on Perth-Broome are much larger than domestic airline averages – a key reason for high airfares.
- Growth in air travel is shown to be on the back of growth in the region's off-shore liquefied natural gas industry rather than tourism.

Response to Terms of Reference

The Shire's response, and recommendations to the inquiry's terms of reference are as follows:

a. social and economic impacts of air route supply and airfare pricing;

The Shire believes that current air route supply and pricing are having significant social and economic impacts on Broome. Among other impacts, the current cost of air travel has been shown to be inhibitive to potential visitors and increases the isolation for residents. A fall in total overnight holiday visitors to Broome of 7%, compared to growth of 27% to WA as a whole in the last five years compared to the five years previous is a major concern for the Broome economy given its traditional reliance on tourism.

Social (community) impacts

- The cost of living in the north west is increased dramatically by the price of airfares.

- The geographical remoteness of Broome in comparison to the remainder of the State is exacerbated by accessibility of flights at affordable prices.
- Last minute, unexpected or peak season flights are regularly unaffordable for the majority of residents. Flights during the tourist season (April – October), around public holidays (Christmas, Easter etc) or during school holidays are not accessible for the community.
- Increased isolation for residents who have distant family or other requirements to travel elsewhere in the state.
- Prohibitive for residents to access the specialist health, education, commercial and recreational facilities that are not available where they normally reside.
- Increased costs for residents requiring travel to access medical services outside of Broome – especially where the Patient Assisted Travel Scheme (PATS) does not fully cover costs or is unable to be accessed.
- Increased costs of boarding school or remote schooling, especially when children return home during school holidays.

Business impacts

- Increased costs of operating businesses in the north west, and additional impediments to new businesses.
- Provides challenges for businesses looking to relocate to a regional area with access to good air services.
- Limited ability for local businesses and organisations to cost effectively access professional development, training, conferences, meetings etc where travel is required.
- Contributes to greater isolation with regards to access to staff, customers and services elsewhere.
- Limits the pool of prospective employees based on cost of living/travel, remoteness and related pay scales/living allowances are required to commensurate.
- Increases costs of goods and services to the community to reflect business costs.
- Challenges to current and future economic development - impacting the ability to establish, strengthen and accelerate trade and social connections across the state, country and abroad.
- Contributes to stifling stronger productivity performance and economic growth.

Tourism impacts

- The high cost of flights do not assist in the promotion of Broome as an affordable or accessible tourist destination.
- International and interstate travel is often more affordable – making it challenging for the Kimberley tourism sector to compete and providing little encouragement for domestic tourism in Broome based on cost alone.
- Concerns regarding impact on pricing and availability of airfares for tourism/residents where resource companies are utilising a fly in – fly out workforce.
- The tourism sector employs the most people in Broome. Reductions and impacts on numbers of tourists have a broader economic flow on effect throughout the community.

b. different legal, regulatory, policy and pricing frameworks and practices across the Commonwealth, states and territories;

Local Pricing

- The Shire notes the benefits of local pricing schemes (eg. in regional Queensland) and regulated routes (eg. in southern Western Australia).
- Destinations such as Roma in Western Queensland benefit from local pricing, and this is a practical measure for the airlines to demonstrate a long-term service commitment to the region.

Cabotage Restrictions

- The Shire also believes further analysis of the benefits of lifting cabotage restrictions (with limitations) is warranted.
- In the recent WA State enquiry, further investigation into the lifting of cabotage was also supported by one other international airport in the north west – however the Shire is aware of opposition from the airlines.
- The Shire believes that there is an opportunity to investigate the impact on ticket pricing and visitation through limited allowance of cabotage to attract international airline services from South East Asia and Hong Kong through to Broome to Perth and the Eastern States' capitals.

c. how airlines determine fare pricing;

The Shire understands the use of yield management systems, but is not clear on the process used by airlines to determine fare pricing. There currently seems to be limited clarity on this process from airlines in the public forum - which is seen as one of the factors causing community outrage.

For example, the average airfares paid by Sydney and Melbourne residents to Broome is around 25% higher than the average of routes from Sydney and Melbourne to Darwin and Perth on a cents per kilometre basis over the five years ended March 2017.

d. the determination of airport charges for landing and security fees, aircraft type and customer demand;

The Broome International Airport is privately run, and the Shire does not have involvement or oversight in relation to airport charges. The Shire notes that these costs constitute a small part of an airfare, but are a set fee and do not increase as the ticket price rises.

e. pricing determination, subsidisation and equity of airfares;

Equity of Airfares – East vs West

By the Shire's understanding, the difference in pricing on the west vs east coast cannot be justified by operating costs. Furthermore:

- There is an apparent lower level of service (older aircraft) for a higher price on west coast routes.
- There are significantly higher costs per kilometre for west coast routes when compared to similar distances on the east coast.
- The average airfares paid on the Broome-Perth route (when Broome is the only stopover) is over 50% higher than the average of four east coast medium haul routes from Sydney and Melbourne to regional tourist centres on a cents per kilometre basis over the five years ended March 2017. This comparison excludes low cost carriers.
- The average airfares paid by Sydney and Melbourne residents to Broome is around 25% higher than the average of routes from Sydney and Melbourne to Darwin and Perth on a cents per kilometre basis over the five years ended March 2017.

f. determination of regulated routes and distribution of residents' fares across regulated routes;

The Shire does not have a position on regulated routes, but understands that regulated routes in Western Australia have led to greater transparency and engagement between airlines and the community with regards to airfares and services.

g. airline competition within rural and regional routes;

The key air route to Broome is serviced by two airlines. The resultant degree of competition as a result could be seen as negligible.

h. consistency of aircraft supply and retrieval of passengers by airlines during aircraft maintenance and breakdown;

The Shire does not have a position on this matter, but is concerned about the numbers of seats available on flights to Broome.

Official data from the Commonwealth Government (BITRE) provides monthly data on the number of seats available and passengers carried for major airline routes in Australia, including Perth-Broome.

In the year ended May 2017 the number of seats available on the Perth-Broome route fell by 5.3% compared to the previous year ended May 2016. In contrast, domestic seats across the network (available seat kilometres) fell by 0.6%.

In the year ended May 2017 the number of seats available on the Perth-Broome route fell by 13.6% compared to three years earlier, the year ended May 2014. In contrast, domestic seats across the network (available seat kilometres) fell by 0.9% compared to year ending May 2014 data.

i. all related costs and charges imposed by the Civil Aviation Safety Authority; and

The Shire does not have a position.

j. any related matters.

Nil.

<u>Recommendations</u>

Recommendation 1: Support investigations into the development of an international route from Melbourne/Sydney to Broome and on to South East Asia.

It is expected that if this international route is flown even two times per week, it would lead to a significant reduction in airfares on current routes to Broome, and have additional flow on effects in relation to opening direct international access to Broome and the Kimberley.

Recommendation 2: Investigate opportunities for cabotage to be allowed (only) between Australian regional international airports (including Broome, Darwin and Cairns) and the four primary international airports in Australia (being Perth, Brisbane, Melbourne and Sydney)

A potential policy change may also benefit the other major tourist centres in Northern Australia of Darwin and Cairns and be a practical measure to increase tourist and economic development in Northern Australia.

9.2.11 DRAFT CHINATOWN PUBLIC ART AND INTERPRETATION STRATEGY

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	PLA94
AUTHOR:	Manager Community and Economic Development
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Development and Community
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	7 December 2017

SUMMARY: The draft Chinatown Public Art and Interpretation Strategy has been developed to catalogue existing public art within Chinatown, and identify opportunities for further works to be developed as part of the upcoming detailed design process for the Chinatown Revitalisation Project. Officers are seeking Council's endorsement of the plan for this purpose.

It is also proposed that the Shire's Public Art Reserve is utilised to deliver projects within the plan as part of the Chinatown Revitalisation Project.

Council is requested to consider endorsing the release of the strategy for public comment during 2018 with the view of future adoption as an informing strategy of Council.

BACKGROUND

Previous Considerations

ACHAC 16 November 2016 Item 5.1
OMC 24 November 2016 Item 10.3

The Chinatown Revitalisation Project aims to deliver much needed upgrades and enhancements within the Broome central business and retail district. This will see the delivery of key activities aimed at boosting economic activity along with preserving and enhancing Chinatown's role as the social, cultural and economic hub of Broome.

The draft Chinatown Public Art and Interpretation Strategy (**Strategy**) (**Attachment 1**) is part of the Public Realm Architecture brief for the project, overseen by specialist consultancy UDLA.

At the Ordinary Meeting of Council (**OMC**) on 24 November 2016, Council endorsed the meeting minutes of the Arts Culture and Heritage Advisory Committee (**ACHAC**) as follows:

COUNCIL RESOLUTION:
(REPORT RECOMMENDATION)

Moved: Cr C Mitchell ***Seconded: Cr B Rudeforth***

That Council;

1. ***Receives the Minutes of the Arts Culture and Heritage Advisory Committee meeting held on 16 November 2016 and endorses the recommendations of the Committee (as contained in the Minutes attached) enbloc: and***

2. Adopts a budget amendment to the 2016/17 Annual Budget as follows:

- ***Transfers $5,000 from the Public Art Reserve; and***
- ***Increases Account 116120 Public Art Masterplan Op Exp by $5,000 towards installing concrete pads for display of public art.***

CARRIED UNANIMOUSLY BY ABSOLUTE MAJORITY 7/0

Council's endorsment related to the following resolution of the ACHAC. Recommendations 2, 3 and 4 are pertinent to this report, and have informed the development of the Strategy.

COMMITTEE RESOLUTION:

Moved: Ms R Middleton Seconded: Ms V Margetts

That the Arts, Culture and Heritage Committee recommends that Council:

1. Requests the Chief Executive Officer to investigate an annual Public Art expression of interest or grants program and funding options to be presented back to the Arts, Culture and Heritage Advisory Committee for their consideration and recommendation to Council.

2. Request the Chinatown Revitalisation Steering Committee consider the Shire of Broome Public Art Masterplan and Yawuru Cultural Management Plan and consult with the Arts, Culture and Heritage Advisory Committee with regard to Chinatown Revitalisation and in particular the following projects:

(a) Streetscape upgrades to Dampier Terrace and Carnarvon Street

(b) Development of pocket parks

(c) Laneway enhancements.

3. Requests the Chief Executive Officer to review the scope of the Sam Su Lane Mural Project and Chinatown Entry Statement to ensure they complement the Chinatown Revitalisation project.

4. Endorses the following short-term priorities for the location and type of public artworks in Broome:

(a) Chinatown

(b) Iconic locations

(c) Discovery

(d) Functional interactive

CARRIED UNANIMOUSLY 7/0

The Committee's input was obtained in accordance with recommendation 2 above through the development of the Strategy. A workshop was held with the ACHAC on 22 June 2017 and was attended by two members - Councillor Fairborn and Anthony Simmons. Following this workshop, a working draft of the Strategy and workshop minutes (**Attachment 2**) were distributed to all Committee members for further comment. No additional feedback was received from Committee members.

A further workshop was held with the ACHAC on 8 November 2017 to present the draft Strategy and seek in principle support. The documents for review were circulated in the calendar invite to all members. It was attended by Anthony Simmons, Sarah Yu and Rani

Middleton. Aside from a small number of minor revisions, the attendees indicated broad support for the Strategy.

Recommendation 3 was addressed through the development of the Strategy, with the specialist consultant being provided with the existing proposals and background. During the consultation and subsequent drafting of the Strategy, it emerged that there were a number of other opportunities to incorporate public art throughout the precinct in addition to Sam Su Lane and the Chinatown Entry Statement.

COMMENT

The development of the Strategy reflects the previous direction provided by the ACHAC and Council in relation to the incorporation of public art, heritage values and multiculturalism into the Chinatown Revitalisation Project. The opportunities and themes articulated by the Strategy also take into account a number of previous documents, plans and proposals, in addition to the feedback gathered from key stakeholders.

Planning for the detailed design of streetscape upgrades within Chinatown (to be undertaken following the public comment period) will incorporate further costings, consideration and prioritisation of public art and interpretative projects in order to achieve the best outcomes in parallel with the balance of works.

As detailed within the financial implications section below, it is proposed by officers to allocate the entirety of the Public Art Reserve towards implementing public art and interpretative works as defined in the detailed design. There is currently $158,662.00 in the Shire's Public Art Reserve.

Of this total, $5,000 has been allocated towards the installation of concrete pads to display public art following a proposal from Shinju Matsuri who also proposed to curate the exhibit. Officers met with Shinju Matsuri and made a formal request via written correspondence dated 8 June 2017 seeking confirmation that the group was still willing to curate. To date no reply has been received.

Taking this into account, and the object for the Public Art Reserve to deliver tangible public art outcomes, Officers are recommending that the money be reallocated to the Chinatown public art works.

Projects from the Strategy to be delivered through the Chinatown Revitalisation Project will be deliberated on by the Steering Committee. Those which draw upon Council funding will be presented at a future OMC for endorsement at the point of concept design.

Strategy

Key elements of the Strategy are summarised below:

<u>Existing public art and interpretation</u>

An integral part of the Revitalisation Project is to curate a cohesive interpretation and public art strategy that pays respects to the Traditional Owners and other cultural groups that established Chinatown and capture the key historical and cultural stories of the town. Where possible, existing art and interpretation pieces will remain in–situ. Alternatively, in consultation with the original artists they will be relocated and integrated into the streetscape improvement works.

Existing elements include:

- WWII Air Raid memorial plaque (2004)
- Statues of Hiroshi Iwaki, Tokuchi Kuribayashi and Keith Dureau (1977) originally part of the Sam Male Memorial on Male Oval
- Hard Hat Driver (1999) by Joan Walsh-Smith and Charles Smith
- 'Our Indigenous Pearl Divers' Plaque (2001)
- Mural on Oasis Wall (Roebuck Bay Hotel)
- Chinese Gate (Broome Chinese Community)

Public art opportunities and themes within Chinatown

Within Chinatown there is an opportunity for multiple types of public artworks, with varying themes and locations. All works will need to be developed further in collaboration with key stakeholders, Yawuru, the relevant families and the Broome Historic Society. The processes for selecting artists, developing art briefs and funding the works will develop as the Chinatown Revitalisation Project progresses.

Some themes that will be explored through the development of the design may include:

Welcome to Yawuru Country

Theme: Paying respect to the Traditional Owners and welcoming visitors to Chinatown.
Description: Work to be developed with Yawuru. Final location(s) to be determined. This work may teach people about aspects of Yawuru Country and people.

Chinatown Entry Statement

Theme: An iconic welcome to Chinatown.
Description: Working with a well-known artist, the community would produce an artwork that is unique to Broome and represents all the cultures that make up Chinatown.

Huabiao

Theme: A formal Chinese welcome.
Description: There has been a suggestion that a Chinese huabiao (marble pillar) at the Short St roundabout would be an appropriate welcome symbol.

Broome Portrait Gallery

Theme: The People of Broome Past and Present.
Description: Large portrait style photos of influential Broome people attached to the Sam Sue Lane fence, this would be very visual as you enter Chinatown.

The Shop Keepers

Theme: The celebration of the old shop keepers and their stores.
Description: An artwork that represents the unique selection of shops and the people who ran them. This might be a sculptural work inspired by an item commonly used by shop keepers such as an abacus.

The Sounds of Chinatown

Theme: The development of a unique Broome sound.
Description: An artwork inspired by the characters and sounds that shaped the Broome music, theatre and film scene. This may include history of Sun Pictures, Bran Nue Dae and local musicians, play writes and actors.

The Chinese in Broome

Theme: Celebrating and acknowledging the Chinese community.
Description: An artwork undertaken by the Chinese community to celebrate the Chinese contribution to Chinatown. This may include the numerous festivals held in Chinatown and reference the decorations, colours, lanterns, sounds, food, music, traditions etc associated with the festivals.

Johnny Chi Lane

Theme: John Chi Lane was a bustle of activity with many little shops including a pearling cleaning shop, boarding houses, long soup shop, a barber, billiard rooms, a carpenter, a diving boot maker, general stores, and a hotel. During festivals it was decorated with paper flowers, paper lanterns, flags, banners, cherry blossoms, ornamental arches.
Description: Art work depicting the cultures that made up the town and activities that took place in the lane.

The Pearling Story (timeline)

Theme: A time-line that depicts the history of pearling including traditional uses of pearl shell, the button industry, the hardships of diving, indentured labour and black birding, cultured pearls etc.
Description: To align with the time-line work outlined as part of the integrated works a bronze sculpture shall be created that represents the traditional owners involvement in the pearling industry and the original uses of pearl shell.

The Tram

Theme: The tram from the 'Old Jetty' bringing goods into Chinatown.
Description: An artwork inspired by the tram line controllers for switching the line which were located near the corner of Napier Tce and Carnarvon St.

<u>Stories that may be integrated into Chinatown landscape architecture</u>

The descriptions below indicate what stories might be integrated into the design of the streetscape works. This may include integration into paving, shade shelters, seats etc. Again, all works will require approvals and input from relevant stakeholders. Some themes that will be explored through the development of the design may include:

Jila

Theme: Identifying the location of some of the permanent fresh water soaks.
Type of work: Art work/patterns integrated in to the paving.
Description: Work to be developed with Nyamba Buru Yawuru. Final location(s) to be determined.

Chinatown food shops

Theme: Food was a major part of Chinatown. These works would celebrate and identify some of the key historic food shops and vendors around town.
Type of work: Functional art such as benches (various locations).
Description: The work may take the form of bowl/vessel shaped benches or text about the different shops may be integrated into the benches or on the ground. This piece would need to be developed with the Historic Society and the old Broome families.

The Colourful Community Events

Theme: Festivals.
Type of work: Shade structures (various locations).
Description: Integrate symbols and items from key historic and cultural events and festivals such as the Merdeka festival, Mooncake Festival, Shinju Matsuri Festival of the Pearl, Hung Seng Festival, Chinese New Year, Japanese Bon Festival.

The Pearling Story (time-line)

Theme: A time-line that depicts the history of pearling including traditional uses of pearl shell, the button industry, the hardships of diving, indentured labour and black birding, cultured pearls etc.
Type of work: Interpretation / discovery / sculptural / ground.
Description: A linear series of panels or inserts in the paving displaying text and photos. This would run the length of Dampier Terrace on the Bay side. It is proposed that the three existing bronze sculptures are relocation to be part of the time-line with an additional bronze sculpture installed to represents the Traditional Owners involvement in the pearling industry and the original uses of pearl shell (refer to the public art plan for details of sculpture).

Multi-cultural Chinatown

Theme: The different languages of Chinatown.
Type of work: Signage (various locations).
Description: Multi-lingual signage on all signs. Locations to be determined.

Interpretation

Interpretation is about communicating factual accounts and stories relevant to a place. It is intended that the existing interpretation plaques and signs be retained and supplemented with additional interpretive elements. It is envisaged that a network of stories will become a series of interpretive trails throughout Chinatown.

Summary

Officers recommend that Council endorses the Strategy as shown in **Attachment 1**, based on the broad consultation that has been undertaken with key stakeholders including Committee members. Council's endorsement will allow the Strategy to be used to inform the detailed design of the Chinatown Revitalisation works. It is further recommended that the draft Strategy be subject to public consultation in early 2018 so that it can stand alone as an informing strategy of Council.

CONSULTATION

Consultation has been conducted by UDLA and sub-consultants with key stakeholders including:

- Nyamba Buru Yawuru Ltd
- Broome Chinese Community Committee
- Broome Historic Society
- Shinju Matsuri
- Arts Culture Heritage Advisory Committee
- Youth Advisory Council
- Chinatown Revitalisation Consultant team
- Chinatown Revitalisation Community Stakeholder and Reference Group
- Chinatown Traders and Landowners
- Chinatown Revitalisation Project Control Group and Steering Committee

As part of community engagement through the Chinatown Revitalisation Project, the draft Strategy was presented to the Chinatown Stakeholder Reference Group (**CSRG**) on 14 November 2017, and circulated via email to all members on 21 November 2017.

A query was raised from a CSRG member regarding the Shire's Chinatown Development Strategy (2013) – which indicated a possible location for an entry statement to Chinatown adjacent to the Old Broome Road and Short Street roundabout. This was considered during the Strategy development, and a preferred location identified on Male Oval (adjacent to the Carnarvon Street and Napier Terrace roundabout). This location provides greater opportunities for safe and accessible pedestrian interaction with an entry statement, and is the recommended location within the Strategy.

No further queries were raised from this group, and the Strategy has subsequently progressed through the Chinatown Revitalisation Project governance structure, with endorsement from the Project Control Group and Steering Committee.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

5.1.6 Public Art Policy
8.20 Provision of Public Art

FINANCIAL IMPLICATIONS

Endorsement of the Strategy will not have any direct financial implications. Financial implications will be dependent on the outcome of the final detailed design process for the Chinatown Revitalisation Project.

It is proposed to utilise the Shire's Public Art Reserve to fund public art projects identified in the Strategy, given the alignment of the Strategy with previous resolutions of the ACHAC and Council. To date, there is $158,662 of funding available in GL #100010320 Public Art Reserve.

RISK

Risk	Type	Rank	Mitigation

Project delays due to Strategy not being endorsed.	Reputational Financial	Medium	Endorse officer's recommendation to allow the Strategy to inform detailed design.
Negative community feedback.	Reputational	Low	Broad stakeholder consultation and engagement has been completed as part of this project. Further feedback will be garnered through a public consultation process prior to the final version being endorsed as an informing strategy for the Shire of Broome.
Degree that new public art or interpretive projects are delivered in the detailed design.	Reputational	Medium	The draft strategy is intended to be a guiding document for further detailed design and should not be taken as a commitment to deliver all of the identified opportunities or themes. The detailed design will take into account a range of factors when considering which opportunities to progress, including available budget and overarching Chinatown Revitalisation Project priorities.
Developer and community criticism regarding lack of tangible outcomes to date from the Public Art Reserve.	Reputational	Medium	Allocate funding to deliver public art pieces as per Report Recommendation.

STRATEGIC IMPLICATIONS

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

A built environment that reflects arid tropical climate design principles and historical built form

A preserved, unique and significant historical and cultural heritage of Broome

Retention and expansion of Broome's iconic tourism assets and reputation

VOTING REQUIREMENTS

Absolute Majority

REPORT RECOMMENDATION 1:

That Council:

1. *Endorses the draft Chinatown Public Art and Interpretation Strategy as shown in Attachment 1 for the purposes of informing the detailed design stage of the Chinatown Revitalisation works.*

2. *Endorses the draft Chinatown Public Art and Interpretation Strategy in Attachment 1 for public comment for a period of 21 days.*

(SIMPLE MAJORITY REQUIRED)

REPORT RECOMMENDATION 2:

That Council, pursuant to section 6.8(1)(a) of the Local Government Act 1995, authorises amendments to the 2017/18 Budget to allocate the balance of funding ($158,662.00) in GL #100010320 Public Art Reserve towards the construction of public art and interpretation works as part of the Chinatown Revitalisation Project, with this amount to be transferred to income Account Number 1367506, with a corresponding allocation in expense Account Number 1367412.

(ABSOLUTE MAJORITY REQUIRED)

Attachments

1. Draft Chinatown Public Art and Interpretation Strategy
2. Minutes of the Arts Culture and Heritage Advisory Committee Workshop held on 22 July 2017



Chinatown Public Art and Interpretation Strategy

DRAFT

Rev K | 15th November 2017 | Produced as part if the Chinatown Revitalisation Project | Informed by NBY's *Town by the Bay* & community engagement

Produced by:

MudMap STUDIO

Vision:
To pay respect to the Traditional Owners and other cultural groups that established Chinatown and to capture the key historical and cultural stories

Objectives:
- celebrate the existing public art
- expand the public art collection
- support local artists

Who has been involved/Stakeholders?

- Nyamba Buru Yawuru Staff and Cultural Reference Group
- Broome Chinese Community Committee
- Broome Historical Society
- Shinju Matsuri
- Goolarri Media
- Chamber of Commerce
- Broome Walking Tours
- Old Chinatown residents
- Shire of Broome Arts Culture and Heritage Advisory Committee (ACHAC)
- Youth Advisory Council (YAC)
- Shire of Broome (officers & Council)
- Chinatown Stakeholder and Community Reference Group
- Chinatown Traders
- Chinatown Steering Committee

Note: Details of meeting including dates and attendance can be provided upon request.

How do we tell our stories?



1. Interpretation

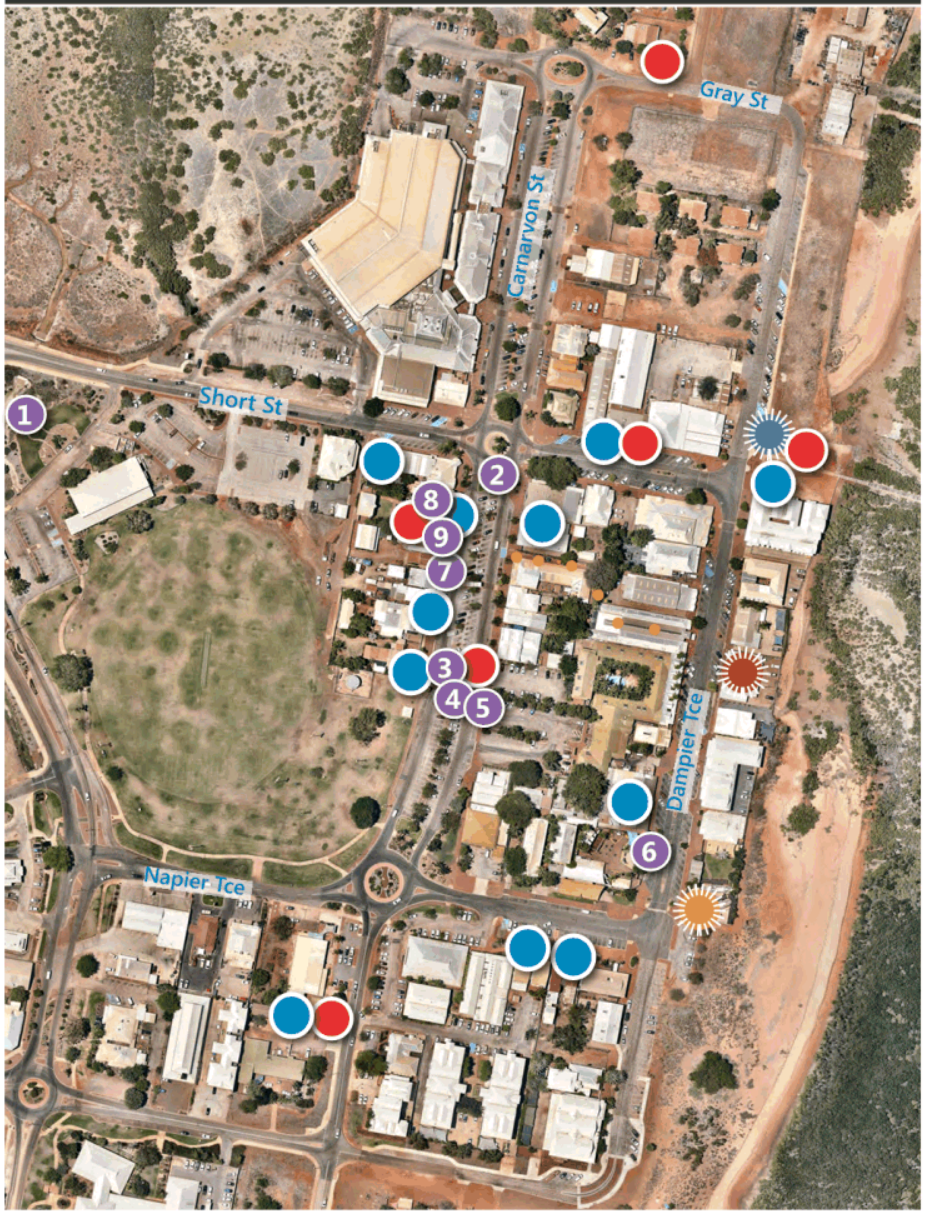


2. Public art



3. Integration into the landscape

Existing Public Art and Interpretation in Chinatown



DRAFT

Existing Heritage Trails & Interpretation

- Jetty to Jetty Trail Sites (Nyamba Buru Yawuru + Shire of Broome)
- Johnny Chi Lane's Free Self Guided Historical Walk (Tenants of Johnny Chi Lane)
- Broome Heritage Trail (Broome Historical Society)
- Streeter's Jetty Interpretation shelter (Shire of Broome)
- Story of the Australian Pearl (Cygnet Bay Pearls)
- Pearl Luggers (Willie Creek Pearls)

Existing Public Art & Memorials

1. Reconciliation Mosaic
2. WWII Air Raid memorial plaque (2004)
3. Statues of Hiroshi Iwaki, Tokuchi Kuribayashi, and Keith Dureau (1977) originally part of the Sam Male Memorial on Male Oval
4. Hard Hat Driver (1999) by Joan Walsh Smith and Charles Smith
5. 'Our Indigenous Pearl Divers' Plaque (2001)
6. Mural on Oasis wall (Roebuck Bay Hotel)
7. Chinese Gate (Broome Chinese Community)
8. Sun Pictures Plaques
9. Shekki Interpretation Plaques











Relevant Documents and Current Proposals

- Public Art Master Plan for Broome Town Site 2015
- *Town By the Bay*, Nyamba Buru Yawuru DRAFT 2017
- Shire of Brome Public Art Guidelines 2014
- Shire of Broome Guidelines for Developers Provision of Public Art - LPP 8.20 2013
- Draft EOI process for procuring public art funded by the Public Art Reserve 2017
- Municipal Inventory of Heritage Places
- Yawuru Gateway Project (NBY)
- Sam Su Lane Mural Project (SoB)
- Shinju Matsuri Chinatown Entry Statement Proposal (Dragon) (Shinju)
- Kimberley Centre for Culture, Art and Story



Interpretation Trail

DRAFT

This plan indicates the potential locations of a Chinatown Interpretation Trail, these locations would be finalised throughout the development phase of the project.

The project would be undertaken by the Broome Historical Society as part of an upgrade to their existing Heritage Trail.

It would be undertaken in close collaboration with key stakeholders, community groups and local families.

The trail may include signage including text and images/ maps/historic photos, creative lighting, sound, an app and/or a brochure.

The purpose of the trail is to explain the old uses of the buildings, highlight interesting historical and cultural facts and introduce the key Broome characters.



Proposed interpretation trail locations

Public Art Opportunities & Themes DRAFT

This plan outlines possible types of public artworks, their themes and locations. All the work would need to be further developed in collaboration with key Chinatown stakeholders. The processes for selecting artist, developing art briefs and funding the works will develop as the Chinatown Revitalisation Project progresses.

1 Welcome to Yawuru Country
Theme: Paying respect to the Traditional Owners and welcoming visitors to Chinatown.

Type of work: Large iconic sculptural work

Description: Work to be developed with Yawuru. Final location(s) to be determined. This work may teach people about aspects of Yawuru Country and people.

2 Chinatown Entry Statement
Theme: An iconic welcome to Chinatown

Type of work: Large iconic sculptural work

Description: Working with a well-known artist, the community would produce an artwork that is unique to Broome and represents all the cultures that make up Chinatown.

3 Huabiao
Theme: A formal Chinese welcome

Type of work: Sculptural

Description: There has been a suggestion that a Chinese huabiao (marble pillar) at the Short St roundabout would be an appropriate welcome symbol.

4 Broome Portrait Gallery
Theme: The People of Broome Past and Present

Type of work: Mural/artwork on walls

Description: Large portrait style photos of influential Broome people attached to the Sam Sue Lane fence, this would be very visual as you enter Chinatown.

5 The Shop Keepers
Theme: The celebration of the old shop keepers and their stores

Type of work: Sculptural

Description: An artwork that represents the unique selection of shops and the people who ran them. This might be a sculptural work inspired by an item commonly used by shop keepers such as an abacus.

6 The Sounds of Chinatown
Theme: The development of a unique Broome sound

Type of work: Mural on Roebuck Bay wall

Description: An artwork inspired by the characters and sounds that shaped the Broome music, theatre and film scene. This may include history of Sun Pictures, Bran Nue Dae and local musicians, play writes and actors.

7 The Chinese in Broome
Theme: Celebrating and acknowledging the Chinese community

Type of work: Mural/artwork on walls

Description: An artwork undertaken by the Chinese community to celebrate the Chinese contribution to Chinatown. This may include the numerous festivals held in Chinatown and reference the decorations, colours, lanterns, sounds, food, music, traditions etc associated with the festivals.



8 John Chi Lane
Theme: John Chi Lane was a bustle of activity with many little shops including a pearling cleaning shop, boarding houses, long soup shop, a barber, billiard rooms, a carpenter, a diving boot maker, general stores, and a hotel. During festivals it was decorated with paper flowers, paper lanterns, flags, banners, cherry blossoms, ornamental arches.

Type of work: Mural/artwork on walls/sound

Description: Art work depicting the cultures that made up the town and activities that took place in the lane.

9 Sam Male
Theme: Statue of Sam Male

Type of work: sculpture

Description: The Male family has proposed to donate a sculpture of Sam Male to the Shire to acknowledge the contribution Sam made to the town.

10 Diver's Quarters & the Boat Building Industry
Theme: The Malay and Japanese divers' quarters, boat-building shed and shell sorting sheds used to line this area of the Bay and was the home and workplace of many quintessential Broome characters.

Type of work: sculptural

Description: a sculptural work that might represent the boat building industry or the iconic Japanese Diver's Club entry archway. Final location to be determined.

11 The Pearling Story (timeline)
Theme: A time-line that depicts the history of pearling including traditional uses of pearl shell, the button industry, the hardships of diving, indentured labour and black birding, cultured pearls etc.

Type of work: Interpretation/sculptural

Description: To align with the time-line work outlined as part of the integrated works (point G page 4) a bronze sculpture shall be created that represents the traditional owners involvement in the pearling industry and the original uses of pearl shell.

12 The Tram
Theme: The tram from the 'Old Jetty' bringing goods into Chinatown.

Type of work: Sculptural/Discovery

Description: An artwork inspired by the tram line controllers for switching the line which were located near the corner of Napier Tce and Carnarvon St.

13 he Bay
Theme: The bay as the life source

Type of work: sculpture/interpretation/kinetic

Description: An artwork explaining the importance of the Bay past present and future, this maybe a series of works or a large iconic work in the Bay. Sound and movement may be an interesting way to represent Broome's diverse climate and tides.
This may be located anywhere along the foreshore or Bay.

Stories to be integrated into the landscape architecture

DRAFT

The purpose of this plan is to indicate what stories might be integrated into the landscape architectural works. The plan outlines possible methods for integrating the stories into the built form. All the work would need to be further developed in collaboration with key Chinatown Stakeholders.

New surfaces and materials to be influenced by textures and surfaces of the past. For example bottles turned upside were used as footpaths, shell-grit and black sand formed the surface on the tram tracks and lane way and buildings were built from corrugated iron.



A The Common Gate
Theme: acknowledging the existence of the Common Gate and the racial divide in Chinatown

Type of work: Lighting

Description: Light the location of the fence and Morgan's camp area (lighting will need to comply with airport regulations).

B + B Jila
Theme: Identifying the location of some of the permanent fresh water soaks

Type of work: Art work/patterns integrated in to the paving

Description: Work to be developed with Nyamba Buru Yawuru. Final location(s) to be determined.

C Chinatown food shops
Theme: Food was a major part of Chinatown. This works would celebrate and identify some of the key historic food shops and vendors around town.

Type of work: Functional art such as benches (various locations)

Description: The work may take the form of bowl/vessel shaped benches or text about the different shops may be text integrated into the benches or on the ground. This piece would need to be developed with the Historical Society and the old Broome families.

D The Playground
Theme: Circus / Boat building / Mangroves / Growing up in Chinatown

Type of work: Playground

Description: A playground inspired by the history and culture of Chinatown. Several themes have been presented to allow the playground designers opportunities to pick a theme that would suit their intent. The stories of growing up in Chinatown could be a sound or written interpretative elements linked to the playground.

E The Colourful Community Events
Theme: Festivals

Type of work: Shade structures (various locations)

Description: Integrate symbols and items from key historic and cultural events and festivals such as the Merdeka festival, Mooncake Festival, Shinju Matsuri Festival of the Pearl, Hung Seng Festival, Chinese New Year, Japanese Bon Festival.

F The Japanese in Broome
Theme: Highlighting the important role the Japanese community had in Chinatown and to emphasise the beauty and colour they brought to town

Type of work: Mosaic or colourful paving patterns integrated into the paving

Description: An artwork inspired by the colourful patterns of the Japanese kimonos

G The Pearling Story (time-line)
Theme: A time-line that depicts the history of pearling including traditional uses of pearl shell, the button industry, the hardships of diving, indentured labour and black birding, cultured pearls etc.

Type of work: Interpretation / discovery / sculptural / ground

Description: A linear series of panels or inserts in the paving displaying text and photos. This would running the length of Dampier Tce on the Bay side. It is proposed that the three existing bronze sculptures are relocated to be part of the time-line with an additional bronze sculpture installed to represents the Traditional Owners involvement in the pearling industry and the original uses of pearl shell. (refer to the public art plan for details of sculpture)

H Chinatown Now and Then (The Look-out)
Theme: Chinatown now and then / reflection point / waiting place

Type of work: Look out / interpretation / discovery

Description: A raised look out with reference photos/maps so people get a sense of how the town has changed and imagine what it would have been like when the bay was full of boats and town full of activity.
The form of the look out my be inspired by Sammy the Dragon or another iconic Chinatown form.
This was the site where there was the first passage through the mangroves and the first landing site.

I The Mangroves
Theme: The mangroves

Type of work: functional - seating and structure / interpretation

Description: Descriptive work that explains the ecology of the mangroves, their traditional and current uses, and how they have changed.

J Multi-cultural Chinatown
Theme: The different languages of Chinatown

Type of work: signage

Description: multi-lingual signage on all signs. Locations to be determined.

22nd June 2017

Chinatown Revitalisation | Arts Culture & Heritage Advisory Committee | Meeting Notes

Attendance:

- Councilor Mala Fairborn (ACHAC member)
- Anthony Simmons (ACHAC member)
- Vanessa Margetts (MudMap Studio)

Introduction

Vanessa Margetts talked the group through the Chinatown Revitalisation Public Art and Interpretation Strategy document. Below is a summary of the discussion and the key comments made.

Key Discussion Points

The group was generally very positive about the plan the following comments:

- The group recommended that the Broome Gallery Project be undertaken as a priority and funded by the art reserve.
- The group would like to see an iconic Chinatown entry statement positioned somewhere close to the corner of Carnarvon St and Napier Tce. The concept for the piece would need to be developed with the whole community to ensure it represents all the past and present contributors to Chinatown. The process for developing the work needs to promote ownership by the whole community.
- Consider placing the Yawuru welcome piece close to Reconciliation Park as a way of promoting the existing mosaic artwork and the original intent of that space.
- The group was very supportive of the relocation of the Bronze sculptures to give them more purpose. The additional Yawuru sculpture to represent the start of the pearl shell story was also well supported and seen as a priority project which may be funded (or partly funded) from the art reserve.
- The group suggested the additional of an artwork that reflected the boat building industry in Chinatown. This could be located at or near Streeter's Jetty.
- The group was very supportive of the items that are functional and can be incorporated into the landscape architecture works such as the Long Soup Seats or Jila ground works.
- The use of lights and projections was discussed as a means of activating the area at night as well as highlighting the key historical buildings. Vanessa mentioned she would look into what lighting has been allowed for with in the build work projects and how the lighting might be achieved.
- The group discussed that there should be investigation into the promotion of the existing artwork in Chinatown, this may be through the created/revamp of an arts and heritage trail through town and/or a brochure.

9.2.12 CHINATOWN REVITALISATION GOVERNANCE - TERMS OF REFERENCE

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	PLA94
AUTHOR:	Manager Community and Economic Development
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Development and Community
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	1 December 2017

SUMMARY: Amendments have been proposed to the Terms of Reference document for the Kimberley Cultural and Interpretative Centre Working Group to reduce complexity within the project framework. Council is requested to consider and endorse the proposed changes to this element of the Chinatown Revitalisation Project.

BACKGROUND

Previous Considerations

OMC 26 June 2014	Item 9.3.1
OMC 30 April 2015	Item 9.2.7
OMC 2 June 2015	Item 9.2.5
OMC 27 August 2015	Item 9.3.1
OMC 26 November 2015	Item 9.4.5
SMC 17 June 2016	Item 6.2.1
OMC 25 August 2016	Item 9.1.6
OMC 27 October 2016	Item 10.2
OMC 15 December 2016	Item 9.3.1
OMC 23 February 2017	Item 9.1.2
OMC 7 May 2017	Item 9.3.1

At the Ordinary Meeting of Council (**OMC**) on 7 May 2017, Council endorsed changes to the working title of the feasibility study a Broome Cultural Centre in Chinatown to the "Kimberley Centre for Culture, Art & Story" (**Kimberley Centre**). At this time, minor amendments were made to membership of the working group for the project and a Councillor representative was appointed (Councillor Matsumoto).

COMMENT

A Project Review Meeting for the Kimberley Centre was held on 10 October 2017. The purpose of the meeting was to reduce governance complexity and establish role clarity for operational participants and project team members.

One of the key points of discussion was the effectiveness of the governance structure for the study, and opportunities for streamlining. A new structure was endorsed and provides greater clarity, and separation of decision making processes from feedback and stakeholder engagement.

This will be achieved through the creation of a sub-group of the Steering Committee for the Kimberley Centre Sub-Project, for the specific purpose of oversight of the Kimberley

Centre project. This will involve attendance at Chinatown Steering Committee Meetings by Nyamba Buru Yawuru Ltd (**NBY**) (recognising the role of Peter Yu as chair of the project working group to this point) and Tourism WA. As additional members on the Chinatown Steering Committee, these Kimberley Centre Sub-Project representatives do not have voting rights.

The administrative and governance aspects of the Kimberley Centre feasibility study (e.g. funding agreement deliverables, budgets and timing) will be managed by the Steering Committee (including expanded membership for the Kimberley Centre sub-project).

The balance of the membership structure of the Kimberley Centre Working Group will continue, minus the representatives who will now join the Steering Committee as above. A representative from NBY will continue to chair the working group.

Appropriate representatives from each member organisation on the working group will be agreed by the Steering Committee, including any changes to a representative from a member organisation if required from time to time. In presenting the revised model to Council, consideration of the appointment of a Councillor to the working group is also requested.

Following the Project Review Meeting on 10 October 2017, the terms of reference for the Chinatown Revitalisation Project were revised accordingly and are included as **Attachment 1** to this report. Revisions have been made to the following sections to reflect the summary above:

- The Chinatown Steering Committee (Page 5)
- The Kimberley Centre Working Group (page 10)

CONSULTATION

The following project partners were involved in the review of the governance structure at the Project Review Meeting on 10 October 2017:

- Shire of Broome
- Kimberley Development Commission
- LandCorp
- NBY
- Tourism WA

The revised structure was subsequently endorsed at the Chinatown Revitalisation Project Steering Committee Meeting on 16 November 2017.

STATUTORY ENVIRONMENT

Working Groups are not intended to be constrained by procedural requirements of the *Local Government Act 1995* and Regulations, however many best practice meeting procedures utilised under the *Local Government Act 1995* can be practised for Working Group meetings (see S5.8-S5.25 LGA 1995).

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

RISK

The proposed amendments to the governance structure for the Kimberley Centre sub-project have been workshopped and endorsed by the Chinatown Revitalisation Steering Committee. The revised structure has been developed to improve efficiencies and decision making processes in regards to the project, hence reducing risk of the project being falling behind the current schedule.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Effective communication

Affordable services and initiatives to satisfy community need

Accessible and safe community spaces

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

A built environment that reflects arid tropical climate design principles and historical built form

A preserved, unique and significant historical and cultural heritage of Broome

Retention and expansion of Broome's iconic tourism assets and reputation

Core asset management to optimise Shire's infrastructure whilst minimising life cycle costs.

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

Effective community engagement

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council:

1. *Endorses the revised Chinatown Revitalisation Governance Terms of Reference as shown in Attachment 1.*

2. *Appoints Councillor _____ as the Elected Member Representative on the Kimberley Centre for Culture, Arts and Story Working Group.*

Attachments

1. Chinatown Revitalisation Governance Terms of Reference.

KIMBERLEY DEVELOPMENT COMMISSION

LANDCORP

Shire of Broome
people • place • prosperity



Chinatown Revitalisation - Governance Terms of Reference – October 2017 (revised)

Chinatown Revitalisation Governance Terms of Reference

Contents

Background and Introduction 3

The Governance Model 4

The Chinatown Steering Committee 5

The Project Control Group 7

The Kimberley Centre Working Group 9

The Chinatown Stakeholder and Community Reference Group 11

Background and Introduction

The Shire of Broome, Kimberley Development Commission and LandCorp have entered into a Memorandum of Understanding (MOU) to undertake joint projects together.

The first such significant capital project is the revitalisation of Chinatown.

This document outlines the agreed governance model for this joint project and the terms of reference for the governance bodies established.

This document builds on the Business Case and preliminary project planning which has been prepared to unlock the State Government funding for this project.

Below is an extract of from the Business Case (section 3.3 Project Governance) providing reference to the Project Governance:

BUSINESS CASE SECTION 3.3. Project Governance

The ultimate purpose of the application of $10m to Chinatown is to act as a stimulus for the reinvigoration of the area and as an attractor for other investors to participate in its future. To ensure that the initial funding is appropriately managed and that other investors are continually lured into the project, a "Governance Structure" has been agreed. This builds on an existing MoU between the three parties. In summary, the structure proposed is:

• **A Project Steering Committee** (comprising CEO's of Shire of Broome, Kimberley Development Commission and LandCorp's Regional Manager Northern and Goldfields Regions) with final authority and responsibility for all aspects of the program. The Shire of Broome will report to the Department of Regional Development on behalf of the three organisations.

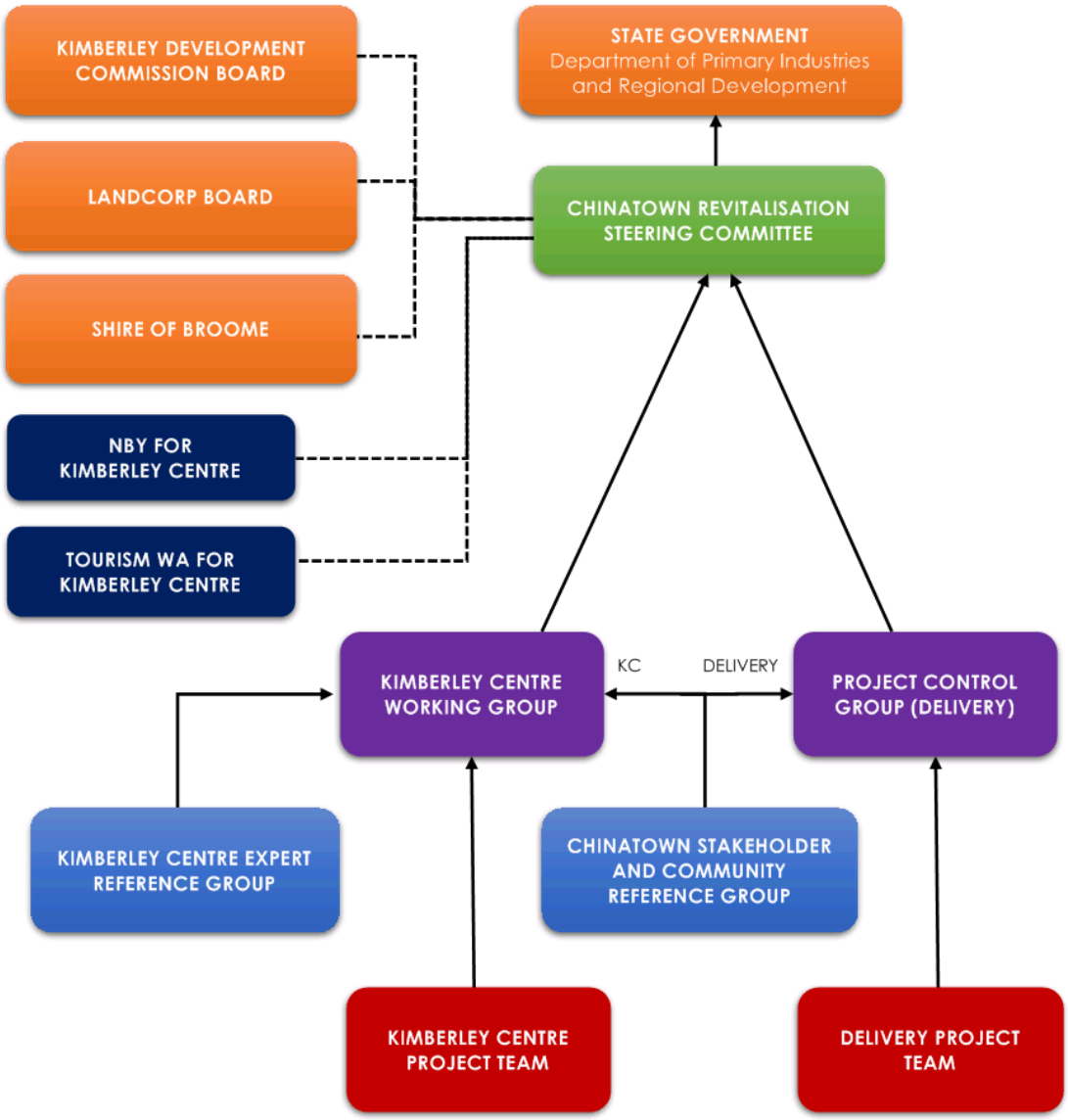
• **A Project Control Group** comprising one senior staff member from each of the same three organisations, reporting to the Project Steering Committee. This group will have responsibility for managing implementation of the overall program and the individual projects that comprise the revitalisation business case.

• **Project Leads** (Manager) for each individual project. Each individual project will have a nominated Lead. The project lead will be the first contact point, oversee each project and report to the Project Control Group. The project leads will be divided between LandCorp who will undertake the feasibility projects and the Shire of Broome for the construction and place based projects.

• **A Stakeholder and Community Reference Group** has been established with community members appointed to provide input and community feedback into each project.

The Governance Model

The following diagram represents the governance model:



The Chinatown Steering Committee

Membership	-	Chief Executive Officer – Shire of Broome Chief Executive Officer – Kimberley Development Commission Regional Manager Northern and Goldfields Regions– LandCorp
Proxies	-	Each member may delegate a proxy to attend in their place providing the Chairperson is advised in writing or by email.
Chairperson	-	Chief Executive Officer - Shire of Broome.

Kimberley Centre Sub-Project
For the Kimberley Centre agenda items, the following representatives will be invited to the Steering Committee Meeting:

Additional Members	-	*Chief Executive Officer - Nyamba Buru Yawuru* *Director Destination Development and Projects – Tourism WA*
Proxies		*Each member may delegate a proxy to attend in their place providing the Chairperson is advised in writing or by email.*
Chairperson		*Chief Executive Officer - Nyamba Buru Yawuru*

Meeting Schedule	-	Monthly or more frequently as required.
Meeting Location	-	Meetings will normally be held at the Shire of Broome. Meetings may be held at other locations by mutual agreement. Members may participate by tele or video conference.
Secretariat	-	The Secretariat functions will be provided by the consultant Project Director or LandCorp.
Quorum	-	Three Members
Purpose		The Steering Committee's role and responsibility is: - To ensure the effective and efficient implementation of the approved projects; - To approve and manage the individual project plans as they are developed by the Project Director and Project Control Group, identifying any required milestones, dependencies or gateway reviews tied to funding; - To provide governance oversight and approval of milestone reporting to the Department of Regional Development as specified in the funding agreement. - To approve and manage the release of funds in accordance with agreed budget, process, timelines and milestones within each project and within standard government accountability guidelines; - Should any project fail to proceed for any reason or be deemed to have encountered a fatal flaw, to act as the approving authority to

redistribute funds between existing projects and/or to elevate the next most appropriate project into the funded process;

- To determine the optimal method of delivery in relation to the projects within the Business Case in recognition of the skills and resources of each project partner
- To actively foster the involvement of other leveraged funds and private investment into the Chinatown project;
- To incorporate into the project additional funds as they are activated and prioritise the use of such funds;
- To ensure that the key stakeholders of Chinatown are informed of the progress of the overall project, specific approved projects and engage them in the economic and social activation of Chinatown ;and
- To approve the community engagement plans and communication plans and protocols.

The Project Control Group

Membership	-	Director of Infrastructure – Shire of Broome Director Regional Planning and Project Delivery – Kimberley Development Commission Senior Development Manager– LandCorp Representatives from member organisations or consultants can attend as required.
Proxies	-	Each member may delegate a proxy to attend in their place providing the Chairperson is advised.
Chairperson	-	Senior Development Manager – LandCorp The Chairperson is to ensure that Minutes of the Meeting are kept of the meetings proceedings. The minutes will be prepared by the consultant Project Director.
Meeting Schedule	-	Monthly or more frequently as required.
Meeting Location	-	Meetings will normally be held at the Shire of Broome. Meetings may be held at other locations by mutual agreement. Members may participate by tele or video.
Secretariat	-	The Secretariat functions will be provided by the consultant Project Director or LandCorp.
Quorum	-	Three Members
Purpose	-	The Project Control Group's role and responsibility is to address and direct all elements of the delivery of the project, including: - Ensure the agreed projects and actions of the Steering Committee are implemented on time and budget and monitoring of all associated project parameters. - Stakeholder Engagement with input from Project Director / Director, project team consultants (as required) and Chinatown Community Reference Group - Provide input and recommendations to the Project Steering Committee regarding Project structuring and resourcing and recommend approval of appointments (such as consultants). - Establish detailed project plans in consultation with the Project Director and Project consultants to initiate and direct the approved projects, and provide recommendations to the Project Steering Committee for expenditure against an approved budget and cash flow. - Direct and support the Project Director and project consultants within the approved project packages. - To review detailed project activities, programme status, status of key deliverables against milestones and project costs, etc.

- Provide updates on project status and discuss critical issues and critical decisions to be made to provide qualified recommendations to the Project Steering Committee.
- Provide recommendations to Steering Committee for approval of material variations (time and or cost) that may arise as recommended by the Project Director and project team consultants
- Receive and analyse reports and draft milestone progress reports to DRD from the Project Director and make recommendations on decisions to the Project Steering Committee as required to meet the programme and project objectives.
- Keep relevant major Stakeholders informed on project status, potential risks and enact remedial strategies to any problematic matters.
- Operate in an open and transparent manner with all direct project stakeholders.
- Provide recommendation to Project Steering Committee and agree on communications protocols and plans and the community engagement plan for each project.

Delegated Authority

- The Chinatown Steering Committee has delegated to LandCorp the authority to pay consultancy invoices on the following basis:

1. The invoices are in accordance with the consultant's contract and agreed milestones.
2. The PCG/KCWG has not raised concern about the quality or timeliness of the work undertaken by the consultant. If concern has been raised then the invoice is to be referred to the PCG who may approve or not payment of the invoice.

The Kimberley Centre Working Group

Membership	-	Nyamba Buru Yawuru Shire of Brome Kimberley Development Commission LandCorp Tourism WA WA Museum Other members as appointed by the Chinatown Steering Committee Appropriate representatives from each member organisation will be agreed by the Steering Committee, including any changes to a representative from a member organisation if required from time to time.
Proxies	-	Representatives from member organisations and consultants can attend as required.
Chair	-	Representative of Nyamba Buru Yawuru
Meeting Schedule	-	Monthly or more frequently as required.
Meeting Location	-	Meetings will normally be held at the Shire of Broome. Meetings may be held at other locations by mutual agreement. Members may participate by tele or video conference.
Secretariat	-	The Secretariat functions will be provided by the Project Director.
Quorum	-	Three Members
Purpose	-	The Kimberley Centre Working Group's role and responsibility is to guide the consultant project team on factors that will impact the development the concept, financial modelling and the final business case: - Provide recommendations to the Steering Committee on all aspects of the Kimberley Centre feasibility study including (not necessarily limited to: o Stakeholder identification and engagement. o Concept development. o Market research. o Benchmarking. o Site location. o Financial modelling including assumptions. - Implement the agreed directions of the Steering Committee. - Review, interrogate and provide feedback on reports and studies tabled by the project consultant team.

- Provide direction to the project consultant team on key factors influencing the feasibility study, including endorsement of any key assumptions which inform the feasibility study.
- Have regard to overall programme, financial parameters and deliverables required by the respective funding agreements.
- Provide updates on status of the feasibility study and discuss critical issues and critical decisions to be made by providing recommendations to the Steering Committee.
- Operate in a collaborative, open and transparent manner.

The administrative and governance aspects of the Kimberley Centre feasibility study (e.g. funding agreement deliverables, budgets and timing) will be managed by the Steering Committee (including expanded membership for the Kimberley Centre). The Working Group must work within parameters directed by the Steering Committee.

The Chinatown Stakeholder and Community Reference Group

The establishment of the Chinatown Stakeholder and Community Reference Group was resolved by Council on 27 August 2015. Nominations for membership were subsequently advertised and appointments to the group were considered and made by Council in November 2015.

Membership	-	1 x Councillors (1 x Deputy) Shire of Broome 1 x Representatives Yawuru 1 x Representative Broome Chamber of Commerce and Industry 1 x Representative Chinatown Traders 2 x Representatives of Landowners in Chinatown 4 x Community Representatives
Observers		Members of the Steering Committee, Project Control Group and appointed project consultants may attend and participate in meetings.
Proxies		Each member may delegate a proxy to attend in their place providing it is done in writing or by email to the Chairperson.
Chairperson		Councillor of the Shire of Broome to be Chairperson. Chairperson is to be elected at the first meeting.
Minutes		The person presiding is to ensure that Minutes of the Meeting are kept of the meeting's proceedings.
Responsible Officer	-	Chief Executive Officer, Shire of Broome or nominated alternative.
Meeting Schedule	-	Bi - Monthly or more frequently as required.
Meeting Location	-	Function or Committee Room, Shire of Broome
Secretariat	-	The Secretariat functions will be provided by the Shire of Broome.
Quorum	-	Six members (including one Councilor of the Shire of Broome)
Delegated Authority	-	Nil
Purpose	-	The purpose of the Community Reference Group is as follows:
		- Provide input and feedback to the Project Control Group and Council on the Revitalisation of Chinatown. - Ensure the community and key stakeholders are appropriately engaged in the design and delivery of projects as part of the Chinatown Revitalisation. - Act as a conduit between the Project Control Group and the community and traders and landowners in Chinatown.

9.3

OUR PROSPERITY



PRIORITY STATEMENT

Our region has grown significantly over the past years in terms of population, economy and industry – this will continue! Balancing ecological sustainability with economic growth and retaining the 'look and feel' of Broome and its environs are an ongoing challenge for the region. Encouraging appropriate investment and business development opportunities to ensure a strong, diverse economic base is essential for community prosperity and the success of our future generations.

Focusing on developing clear pathways linking education with employment for our youth and the community at large is essential as we aim to retain our local people and continue to build a skilled and highly motivated workforce.

Business and Industry partnerships must be fostered to ensure sustainable economic growth is achieved, along with the provision of affordable and equitable services and infrastructure. Ensuring development meets community needs and legislative requirements whilst creating close community relationships and enhancing our understanding of local heritage and cultural issues will continue to be a major focus. The built environment must contribute to the economy, long term viability of the region and provide a quality lifestyle for all.

9.3.1 CHINATOWN REVITALISATION PROJECT - COMMUNITY CONSULTATION ON DRAFT CHINATOWN REVITALISATION MASTERPLAN

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	PLA94
AUTHOR:	Special Projects Coordinator
CONTRIBUTOR/S:	Strategic Planning Coordinator
RESPONSIBLE OFFICER:	Manager Planning & Building Services
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	9 November 2017

SUMMARY: At the Ordinary Meeting of Council on 28 September 2017, Council resolved to endorse the Draft Chinatown Revitalisation Masterplan (**the Masterplan**) for purposes of public consultation.

The draft Masterplan aims to re-establish Chinatown as the 'heart and soul' of Broome with proposed improvements to draw the community and visitors to the precinct and stimulate economic activity.

The draft Masterplan was advertised between 9 October 2017 and 30 October 2017. During this time a total of 67 submissions were received.

This report recommends that Council adopt the Masterplan with some minor modifications.

BACKGROUND

Previous Considerations

OMC 26 June 2014	Item 9.3.1
OMC 30 April 2015	Item 9.2.7
OMC 2 June 2015	Item 9.2.5
OMC 27 August 2015	Item 9.3.1
OMC 26 November 2015	Item 9.4.5
SMC 17 June 2016	Item 6.2.1
OMC 25 August 2016	Item 9.1.6
OMC 27 October 2016	Item 10.2
OMC 15 December 2016	Item 9.3.1
OMC 23 February 2017	Item 9.1.2
OMC 25 May 2017	Item 9.3.1
OMC 28 September 2017	Item 9.1.1

At the Special Meeting of Council held 28 September 2017, Council resolved as follows;

REPORT RECOMMENDATION:

That Council:

1. ***Notes the progress achieved to date in the delivery of the Chinatown Revitalisation Project as outlined in this report;***

2. Notes the minutes of the Chinatown Stakeholder and Reference Group meetings as attached; and

3. Endorses the attached Concept Design Plans for community consultation in accordance with the adopted Stakeholder and Community Consultation Plan.

CARRIED UNANIMOUSLY 5/0

COMMENT

The draft Masterplan was developed following extensive consultation with Chinatown traders, landowners and other key stakeholders. It was advertised for public comment for 21 days following the Ordinary Meeting of Council on 28 September 2017.

The draft Masterplan aims to re-establish Chinatown as the 'heart and soul' of Broome with proposed improvements to draw the community and visitors to the precinct, and stimulate economic activity.

The proposed improvements include:

- A major renovation of Carnarvon Street that will provide expansive, shaded, engaging pedestrian areas and event spaces, with less bitumen and wider footpaths resulting in amended parking and improved cross-street access. The upgrades will improve amenities such as signage, lighting, street furniture and public art, and WiFi will be available across Chinatown.

- Upgrades to Dampier Terrace including widening footpaths to create space for alfresco dining. Much-needed shade would be provided by additional tree planting and structures to create a welcoming space for pedestrians.

- A new Tourist Rest Facility on the eastern edge of Male Oval on Carnarvon St. This would include replacing current toilet facilities, adding shade structures, street furniture, bus parking, power and lighting and a significant landscape upgrade acting as an arrival point for visitors.

The 21day advertising period closed on 30 October 2017. During this time, a total of 67 submissions were received which are set out in the Schedule of Submissions (refer to **Attachment 1**). A late submission was received from the Roebuck Hotel which is included in **Attachment No 2**. Submissions were received from:

- Local residents
- Local Traders
- Local Landowners
- Broome Chamber of Commerce and Industry
- Cruise Broome

Attachment No 3 details the key themes that were raised in the submissions and sets out the design team's response and recommended actions. This was considered by the Steering Committee on the 6 December 2017 and has been updated to reflect the Chinatown Revitalisation Steering Committee's agreed position.

In summary, the main issues raised during the submission period are outlined below:

Car Parking

Car parking was a common theme amongst the responses, and whilst it is widely acknowledged that the amount of bitumen will need to be reduced to improve the public realm; there remain concerns relating to the impact that this could have on car parking availability for visitors and traders alike. Other car parking concerns were also raised, including a lack of long term parking options for local workers, as well as the equity of removing bays paid for by developers as part of a 'cash in lieu' car parking agreement.

In response, it is acknowledged that some sections of Chinatown will see a reduction in car parking bays. Further detailed investigations have been undertaken with regards to the number of parking bays that will be lost to implement the draft Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace, however, these bays can be reinstated throughout Chinatown to allow for long-term/employee parking in the fringe areas and short-term parking in the central locations.

To address the concerns raised regarding previous collection of cash-in-lieu funds and also in recognition that the availability of car parking does have an impact on the viability of a town centre (particularly in Broome where there is minimal provision of public transport); it is recommended that the reinstatement of the bays lost through the implementation of the Masterplan form part of the project costs. A design has been prepared that confirms that the land between Sam Su Lane and the Broome Visitors Centre Car Park can accommodate up to 40 parking bays.

Subject to the reinstatement of the parking bays being delivered through the project, it is considered that the draft Masterplan delivers a balanced view of delivering public realm improvements to revitalise the precinct without compromising the viability and usability of the town centre through the removal of car parking bays and access.

Disruption to business during construction

There were concerns raised regarding the timing of construction, particularly if construction were to be undertaken over the high tourist season. Submissions highlighted that this would be the most disruptive to traders.

Like any redevelopment proposal, there is a need to be cognisant of the potential impacts that construction and works could have on local businesses and events whilst also considering the towns tropical location and susceptibility to extreme weather conditions.

It is considered that the implementation of the works will require intricate planning to mitigate disruption, however, there will be some disruption during construction.
Broome's constraints are:

- High tourist season – when works can be carried out most efficiently.
- The summer season – when it is elevated risk to carry out works due to inclement weather.

Measures are being put in place as a part of the management of the civil works to minimise the amount of disruption that may occur. No amendment to the Masterplan is required in this regard.

Recognition of Culture and Public Art

There were several submissions that identified the need to incorporated the unique cultural aspects of Broome within the project.

The Masterplan provides high level guidance and visioning for the key infrastructure changes proposed. A key objective for the development of new infrastructure, public realm and revitalisation of Chinatown is around capturing the unique natural and cultural history of the place, which will be expressed through public art and materiality. Ephemeral aspects reflecting this history may be captured in a future Place Activation Management Plan.

Water Feature

The opportunity to incorporate water features into the CRMP were identified by several submissions. Suggestions ranged from water fountains, flowing water features, misters to still water features.

It is acknowledged that water features could provide an aesthetically pleasing landscape feature, however they are not recommended by the design team due to the restrictive guidelines and high maintenance costs. There are, however, opportunities to include drinking fountains. The viability and potential location of these would be assessed through the detailed design phase.

Landscaping and Tree Species

A range of tree species were suggested through the consultation period with an emphasis on shade and how the species would interact with the historic built form.

The establishment of trees for the long-term shading needs of Chinatown is the intent of the current Masterplan. It is envisaged that canopy cover will not only provide shade, but also improve the visual aesthetic of the town by screening undesirable areas and framing the historic built form. The specific landscaping selection will be determined as part of the detailed design phase, taking into consideration whether the trees are native to region; ability to cope with the climate and underlying soil salinity; shade coverage and visual appearance.

Drainage

Some submissions raised questions about the underlying drainage issues associated with Chinatown, noting the regular flooding of Short Street, and longer term risk of inundation from storm surge, taking into account sea level rise.

A hydrological review has been undertaken which shows areas requiring attention at the intersection of Carnarvon and Short Street. A design solution will be confirmed as part of the detailed design. Further considerations by Council will be required with regard to how any drainage improvements will be funded as this is currently outside of the indicative project budget.

Tourist Rest Area/ Bus Drop Off Point

Concerns were raised in response to the location and size of the proposed bus drop off/ tourist rest area adjacent to Male Oval. Submissions identified that the current location would not be able to accommodate for the increased number of buses that are required to service larger cruise ships.

Accommodation of cruise ship drop-off is important to activate Chinatown. The Shire has had further discussions with Paspaley and Cruise Broome and its is likely that a bus-drop off area of sufficient size can be accommodated on Paspaley land on Dampier Terrace (Lot

3067 Dampier Terrace). This location is considered preferable over the Male Oval location because:

- sufficient area is available;
- it would have minimal impact on existing parking and would avoid the need for road closures/traffic management plans;
- may assist to achieve activation of the whole precinct as people would be inclined to travel along other streets, as opposed to being concentrated on Carnarvon Street.
- Paspaley are open to lease agreement.

At this point, the cruise ship drop-off point is currently occurring in Dampier Terrace near the entrance to Johnny Chi Lane, which is currently meeting needs. However as the numbers of visitors increase an alternative location will be required. As the exact number of buses to be accommodated and design of this facility requires further consideration, it is recommended that Steeters Jetty, which is currently a 'Priority 3 – Medium Term Project' be changed to a 'Priority 2 – Light Touch Project' in the Masterplan. Further consultation will be undertaken between Cruise Broome and the landowner to ensure that requirements are met as more detail becomes available.

The Male Oval Tourist Rest Facilities are currently shown as a 'Priority 1 – Short Term Project', however given the above and concerns around anti-social behaviour, it is recommended that this be changed to a 'Priority 3 – Medium Term Project' which will mean that this will not be funded through the revitalisation project, with the exception of some low-cost improvements.

Roebuck Bay Lookout

The submissions raised questions regarding the location of the proposed lookout, noting that it was originally proposed to be located adjacent to the corner of Frederick Street and Dampier Terrace but is now proposed at the end of Napier Terrace.

The design intent of the lookout on Napier Terrace was to deliver an iconic structure that spans vertical height and allows a view over the mangroves into Roebuck Bay, of a similar view than that at the top end of Dampier Terrace. However given the potential financial and practical implications of positioning a lookout at the end of Napier Terrace, it is recommended that this concept be removed from the Masterplan.

It is recommended that moderate scale lookout structure be developed at the Dampier Street/ Frederick Street location. The detailed design of this lookout is currently being progressed and this will be constructed prior to the 30 June 2018.

Alfresco Dining at the Roebuck Hotel

Some submissions received raised concerns over the scale and finish of the proposed alfresco dining area. Concerns were also raised over the management of this area, how the potential for anti-social behaviour would be addressed and whether the landowners would utilise this area. A late submission was received from the manager of the Roebuck Bay Hotel (refer to Attachment No 2), which also raises issues over the removal of these parking bays, issues over maintenance over these areas and who is responsible for security and cleaning.

It is recommended that prior to the detailed design progressing for this area, the owners are approached to determine whether there is an appetite to use this area and establish

the likely management arrangements that could be implemented. This may result in a redesign of the size and location of the proposed alfresco dining areas.

Summary

Overall the Masterplan was well received during the public consultation period. It is considered that the Masterplan will provide guidance to deliver positive public realm improvements, and lay the foundations for projects to move from the theoretical to practical implementation.

The number of submissions received demonstrate the high community interest in the project and highlight the willingness of residents and traders alike to help shape the future of Broome's iconic town centre. There were a number of comments/suggestions that have been tabled for consideration in the preparation of the detailed design, however do not trigger the need to amend the Masterplan.

In response to submissions received, it is recommended that the following amendments be made to the Masterplan:

1. Remove the lookout shown on Napier Terrace.
2. Remove the northern laneway link shown in Section 8 of the Masterplan.
3. Amend section 2.2 and 2.3 to show Streeters Jetty Plaza being a 'Priority 2 – Light Touch Project' and the Male Oval Tourist Rest Facilities being a 'Priority 3 – Medium Term Project'.

Further it should be noted, that pending the outcomes from the discussions with the owners of the Roebuck Bay Hotel, that alterations may be made to the layout and position of the alfresco dining options in Dampier Terrace.

CONSULTATION

The 21day advertising period closed on 30 October 2017. During this time, a total of 67 submissions were received which are set out in the Schedule of Submissions (refer to **Attachment 1**). A late submission was received from the Roebuck Hotel which is included in **Attachment No 2**. Submissions were received from:

- Local residents
- Local Traders
- Local Landowners
- Broome Chamber of Commerce and Industry
- Cruise Broome

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Local Planning Policy 8.21 – Design Guidelines – Town Centre Zones

FINANCIAL IMPLICATIONS

The implementation of the Masterplan will have financial implications for the Shire. As the road reserves are under the care and control of the Shire, the Shire will be required to

maintain any improvements that will be implemented as a part of the project. The detailed designs will be required and materials selected will be robust to reduce future maintenance costs to the Shire.

RISK

Without a clear strategic direction from Council there is a risk that the Shire will not be able to transform the high-level objectives of the project into 'on-the-ground' public realm improvements.

The draft Masterplan aims to re-establish Chinatown as the 'heart and soul' of Broome with proposed improvements to draw the community and visitors to the precinct and stimulate economic activity. Without an endorsed Masterplan, there is a high risk that transformational change will not take place. The adoption of the Masterplan will provide a guiding plan that the Shire and its partners can use to progress into detailed design and deliver results on the ground.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Effective communication

Affordable services and initiatives to satisfy community need

Accessible and safe community spaces

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

A preserved, unique and significant historical and cultural heritage of Broome

Retention and expansion of Broome's iconic tourism assets and reputation

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

Sustainable and integrated strategic and operational plans

Responsible resource allocation

Effective community engagement

Improved systems, processes and compliance

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council:

1. *Remove the lookout shown on Napier Terrace.*
2. *Remove the northern laneway link shown in Section 8 of the Masterplan.*
3. *Amend section 2.2 and 2.3 to show Streeters Jetty Plaza being a 'Priority 2 – Light Touch Project' and the Male Oval Tourist Rest Facilities being a 'Priority 3 – Medium Term Project'.*

Attachments

1. Schedule of Submissions
2. Roebuck Bay Hotel Submission
3. Summary of Submission Key Themes and Responses
4. Masterplan

SCHEDULE OF SUBMISSIONS – CHINATOWN REVITALISATION

#	Name	Date	Submission	Officer Comment	Recommendation
1.	NA	9/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Nothing **What do you think could be improved / is anything missing?:** not enough parking now **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Waste of time, leave it as it is and get the boulevard going. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** move the Post office **Do you have any suggestion about how business and community activity in**	Noted. Noted. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown. Noted. Relocation of the Post Office is beyond the scope of the project. Noted.	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.

			Chinatown could be increased?: no **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** does nothing	Noted.	
2.	NA	9/10/17	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** It may be modern however you lose the China town it is and was how very sad 😭	Noted. Noted. A key objective for the development of new infrastructure, public realm and revitalisation of Chinatown is around capturing the unique natural and cultural history of the place. While the implementation of the Masterplan will result in some notable changes, the key elements and history of Chinatown will be promoted.	That the submission be noted.
3.	NA	9/10/17	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** I think it is a great idea to have better featured walkways and alfresco dining. **What do you think could be improved / is anything missing?:** I work on Dampier Terrace and as it is we struggle for parking for long term. If you decrease parking spaces it will force more people to use our limited car parking past Streeter's jetty. We actually need more long term parking (not 2hr) for local businesses employees who use them all year round. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** As above.	Noted. Noted. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.

				Chinatown.	
4.	NA	09/10/17	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** The fact that it maintains car access and parking, it would die if it didn't, the fact markets and sunset activities can be catered for. **What do you think could be improved / is anything missing?:** I didn't read anything about music or ability to have atmospheric Broome music, which could be used for events as well. I think the proposed shades are unimaginative, boring and not in keeping with the 'shanty, China town, theme' nothing unique in design to create an attraction. No theme I could see for the Street of Pearls, Lighting should have a" Pearl" look about them, CCTV? To attract tourism it has to be totally unique, themed, red white and green. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** It is only a beautification and falls well short as an attraction for tourism, it fails uniqueness, atmosphere, history, attractions, sense of arrival, entry statement, music, fails sense of Broome. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Shift the Markets into the precinct from the Courthouse **Do you have any suggestion about how**	Noted. Noted. Agreed that detailed design will be an important aspect of deliver Broome character. It is acknowledged that to attract tourist the improvements undertaken need to be unique. It is considered that the Masterplan provides adequate guidance to deliver positive public improvement to revitalise the public spaces in Broome. The delivery of the Masterplan is only one element of the Chinatown Revitalisation project and focuses on improvements to the physical environment. Ephemeral aspects of reflecting this history are proposed to be captured in a future Place Activation Management Plan. Noted, however this is beyond the scope of the Masterplan. The Masterplan however does provide for markets to take place. Noted. The CIDC has been working	That the submission be noted and the following actions are undertaken: Detailed design (materials and design of structure) to focus on capturing the uniqueness of Broome. Develop a Place Activation Management Plan to help with programming of events in the public realm.

			business and community activity in Chinatown could be increased?: You need to know every tourist who comes to Broome visits and spends reasonable time in Chinatown and the Street of Pearls, Cafes need to have at least seating for 50 covers to break even, plenty of Alfresco dining, Broome music, hop on - hop off bus service, the business are all self centred and worried about competing against each other, they need to collaborate, they are unable to agree in forming a pro -active Traders Association, they are there own worst enemies, maybe more competition, so the weak ones disappear and they need to be OPEN **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** It is a beautification, there needs to be clear connection/corridor between Dampier and Carnarvon Streets, History needs to jump out and have a strong presence to attract more visitation. Broome music, entry statement, sense of arrival instead of a new toilet block.	with the Chinatown traders to develop ideas and trials to encourage collaboration. Agreed the function of moving people between Dampier and Carnarvon performed by the laneways is important. The Chinatown Laneways Enhancement Strategy is focused on facilitating comfortable movement and interesting spaces in the laneways, encouraging legible movement between Dampier Terrace and Carnarvon Street.	Implement the Chinatown Laneways Enhancement Strategy once endorsed.
5.	NA	10/10/17	**Please tick the most relevant to describe you::** Broome Resident, Business owner & trader in Chinatown **What do you like about the Master Plan?:** The plan looks great, although not to sure how it will go with taking out all the carparks as with peak season it does fill up very quickly and is normally hard to find a carpark.	Noted. The Masterplan does propose for removal of some of the central parking bays to create an improved pedestrian environment and a better public realm. Additional bays have been identified for construction so implementation of the improvements forming part of the Masterplan will not have an impact on the overall number of parking bays in the precinct.	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.

			What do you think could be improved / is anything missing?: I work at Artissimo on Dampier tce, and we always have people asking about some grass area with tablets etc to sit on while over near Streeters Jetty. The idea of having trees planted there is great, however I think putting some tables chairs and grass, maybe even a small playground for the kids would be perfect and draw some crowds down to our end as tourists always seem to stay on the other main sections of Chinatown. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** My partner is a local sculptor, Pascal Billiau he won the A View to Asia this year with 'The Fish Pirate. I know he would love to contribute to having some local art displayed throughout Chinatown as a local attraction to showcase his creations either on Dampier terrace or over near Streeters Jetty.	Detailed design will consider the viability and practicality of inclusion of grassed areas in the design. A separate public art strategy is being finalised and a separate process will be developed for incorporation of public art into Chinatown.	
6.	NA	10/10/17	**Please tick the most relevant to describe you::** Business owner or trader in Chinatown **What do you like about the Master Plan?:** Amazing how much work and time spent on it, in another universe this is a master plan, meaning in a cooler climate, but it is a tad flawed. Locals do not do pedestrian only in air-conditioned buildings. **What do you think could be improved / is anything missing?:** Target market-pedestrians ie visitors avg time spent 3 myths, icing on the cake/ Locals support businesses 12 mths of the year, meat in the sandwich. Our winter is hotter than our visitors summer a few water features	Noted. There is no way to change the climate, however the Masterplan does endeavour to deliver a public realm to make it more accommodating. Activation initiatives will also go some way to demonstrate the benefits of alternate trading times to avoid the hottest part of the day. See comments above.	That the submission be noted.

			may help. Locals do not do pedestrian in the wet season they jump out of their airconditioned 4WD into the nearest airconditioned building and lack of parking means going somewhere with the path of least resistance, it is 40 deg in the shade all day every day, that is why the boulevard is more popular during the wet. What is missing is common sense. This is also a working town, people drive in from all around the Kimberley for supplies and are on limited timetable, bad enough during the visitor season where Chinatown traffic came to a standstill a few times, ban caravans. We have also lost parking behind Coles secret local parking diminished. If you want to tell locals that there parking is not important, in the early days Cable Beach club was abandoned, most recently the Mangrove came in from the cold shoulder after 10 years, locals will show you their tailgate .Was any of this mentioned during the consultation. No amount of shade is going to stop humidity which will be great for the dry season. We have 2 seasons hot and f$%@ing hot.		
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: rope off all the areas with designated master plan and invite Broome drivers and pedestrians to drive thru Chinatown on a designated day and gauge response by asking drivers to not honk their horns if they disapprove. Put your money where your master plan is.	Noted, however this suggestion would be difficult to deliver as existing infrastructure would need to be altered.	
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: Late night Friday night during the season June July August ,businesses agree to run their business later on Saturday maybe 2-3, maybe opening up later in the morning since most people are at the markets. Sunday may be a stretch since the weather is amazing but	Late night trading trials have been undertaken with more planned in 2018. The CIDC will continue to work with traders to assist with the delivery of new trials and late night trading.	

			short-term pain for long term gain and if you are a business owner you are still paying the rent if you open or closed. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Kmart or Big W **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** Time to think inside the box, that is what Chinatown is, how do we open it up, clear the mangroves [only a little bit] to allow better access to Streeters Jetty to allow boats to use it [maybe from the ships] and ask Paspaley to deliver on its promise when they demolished the Malay quarters, to build a replacement structure. Temporarily cordon off areas that can be utilised for alfresco, permanent structures for shade that do the job, westerly sun is horrific. I have been told no convenient parking no business and that was no idle threat in this modern age of convenience, quick fixes and I want it now. Its amazing how we use outsiders to tell us what is good for us and than ignoring what we ask for than tell us this is what we asked for, consultation is a loose term like the shelters that don't shelter and has no practical use we have a history of being ignored and lucky us here we go again. We already know this will be forced upon us so this submission will be copied in the event my business is no longer viable.	This is beyond the Scope of the Masterplan. The Masterplan provides for the installation of appropriate shade (structure and trees) to help protect people in Chinatown from the western sun. The return of Chinatown to a viable economic climate is unlikely to be achieved via a 'quick fix'. The Chinatown Revitalisation does not confess to be the silver bullet but to hopefully act as a catalyst for expansion and development.	
7.	NA	11/10/17	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** I like the idea of activating Male Oval as a tourist rest stop area, with facilities visitors and locals could use. Tree planting is also always	Noted. Noted.	That the submission be noted and the following actions are undertaken:

			desirable. **What do you think could be improved / is anything missing?:** The biggest problem with Chinatown is that it is all designed around accessibility for cars. Chinatown is constricted, ugly and crowded, and very pedestrian unfriendly. I would like to see Carnarvon St and Dampier Terrace turned into one way streets so that cars do a loop in one direction (clockwise) around Chinatown, with Short Street between Dampier Tce and Carnarvon Street also one way. Businesses requiring street access such as Mitre 10 and the Roey drive-through bottle shop would not be affected. This would allow nearly half of the width of these streets to be turned into pedestrian malls and use-able open space. It would also activate the existing shade structures that were built on traffic islands in the middle of these streets, If parking is an issue, you could have angle parking on both sides of the one-way street if needed. However, while some parking may be lost, Chinatown is not so big that people can not park at the edge of the precinct and walk in. The proposed Grey St extension could also be adapted to provide extra parking on top of that slated for Male Oval. Better promotion of the upstairs parking at Paspaley Plaza would also help. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Increasing the open space and use-ability of the precinct instead of just cramming in more cosmetic features. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** One way traffic is the single biggest-ticket item.	The project team in the development of the Masterplan has considered many design responses to improve the pedestrian environment and reduce the dominance of cars on the streetscape. While this concept has merit, to have a viable town centre, the availability of parking is also a significant consideration. It is considered that the current Masterplan delivers a balanced view of improving the pedestrian environment without compromising the viability and usability of the town centre. One-way streets are not recommended as they facilitate constantly flowing traffic cycling through, which could compete with the pedestrian focus that that public realm in Masterplan is aiming for. It can also cause confusion for navigating the town centre, restricting traffic movement to one direction only. Noted. Comment noted, see response above.	

			Do you have any suggestion about how business and community activity in Chinatown could be increased?: Given the expensive leases, seasonality of the town and high vacancy rates of shops, I believe any commercial in-fill in lanes etc should be geared toward pop-up shops and short-term market stalls, providing little more than shade, power and tables. Pop-up or short term market stalls and designated places for hawkers selling their art, carved boab nuts, whatever, could also be located near the visitor center and the proposed tourist rest stop area on Male Oval. Market stall style commercial spaces would be in demand, affordable and accessible for people, and very much go with the theme of a traditional Chinatown-style precinct. These areas may also offer another retail outlet for existing commercial operators in Chinatown. A fee for their use would cover costs to the Shire.	Agreed, more flexible use of space could add to the activation and interest within Chinatown but needs to be carefully programmed so it is not to the detriment of existing retail. The Chinatown Laneways Enhancement Strategy is considering possible activation opportunities for the laneways in a coordinated manner. These types of activation would ultimately be considered by a Place Activation Management Plan.	Develop a Place Activation Management Plan to help with programming of events in the public realm. Implement the Chinatown Laneways Enhancement Strategy once endorsed.
8.	NA	11/10/17	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** More pedestrian focused spaces. After just holidaying in Exmouth this week where allof the shops are linked with vehicle free malls where people wander through shops that spill onto the outer and sit and eat takeaway and dining food and just hang out and watch and enjoy the atmosphere. As a resident I rarely cross Dampier Tce and look in the other shops because of the traffic which is too hard with my young family and time consuming to just pop in for a look. I think the shops will really benefit from a pedestrian focused area. **What do you think could be improved / is anything missing?:** As above **Tell us anything else which you think is important to be considered in developing**	Noted. The Masterplan provides for an increase level of pedestrian focus and will create new spaces to facilitate events and gathering spaces. While malls can work successfully and was considered by the design team, in the context of Chinatown it was not considered desirable. Consideration in the detailed design will be given to treatment of the roadway to further slow traffic and create a more pedestrian friendly environment. See comments above. Agree flexible and informal spaces for resting will contribute to	That the submission be noted and the following actions are undertaken: Detailed design to consider informal seating and rest spaces.

			and implementing the Master Plan?: Lots of informal seating - bricks retainer walls to perch on, benches, etc to have a quick stop at or to eat a quick takeaway etc. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** More outside displays from shops and more outside seating from restaurants so you don't have to physically go in the shop to see what's for sale.	activation and ability of people to utilise space. The Masterplan provides for spaces to be created and this will be clarified in the detailed design. Noted, the Masterplan will deliver these spaces.	
9.	NA	15/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Looks great **What do you think could be improved / is anything missing?:** Undercover car parking on Carnarvon street & lighting. Will provide car shade for drivers during the day & can be used as night Markets stalls at night bringing more tourists & foot traffic to the heart of town. Markets = people they will overflow into restaurants & stores & give people a place to go on selected nights. I would also close the street for cruise ship days & have Centre markets. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Shade, Light, Trees, Street cafes, water fountain. A giant peal Lugger playground in town centre, front of visitors Centre.	Noted. Noted. Provision of shade will focus on pedestrians (rather than cars). Lighting improvements will form part of detailed design. Strategy for markets in Carnarvon and Dampier Tce will be facilitated in the detailed design. Agreed that additional shade and lighting is required and this has been provided for in the Masterplan. Opportunity for a playground has been considered in the masterplan on the corner of Male oval, albeit will be a future scope as it is not funded in the current works. Water features are not recommended given the restrictive guidelines and subsequent extensive cost and maintenance in WA.	That the submission be noted.

			Do you have any suggestion about how business and community activity in Chinatown could be increased?: MARKETS bring foot traffic Chinatown needs foot traffic give them a reason to go to Chinatown a park Beach is not going to make me visit Chinatown or stay any longer in Chinatown.	Noted. The design of Carnarvon Street has taken into consideration the ability to host markets (spacing and infrastructure), which will be further built into the detailed design stage.	
10.	NA		**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** More trees - excellent Less asphalt - excellent Pedestrian crossings - hopefully upon which pedestrians will have right of way over cars, like the rest of Australia. Public art - can't have enough IMO. What about that mirror sculpture thing near the Museum in Perth that celebrates the Pigrams? **What do you think could be improved / is anything missing?:** Doesn't go far enough to get rid of cars altogether. Why can't all the cars just park on the roof or around the back in the Short St car park? Those two carparks are never completely full now. How can you dine al fresco with lungs full of car exhaust? More embracing of Broome's history - why can't the multilingual street signs be brought back, with more of a visual identity recognising the old "quarters" - Malay, Chinese, Japanese, Phillipine, Indian? Celebrating our multicultural identity and all the things that made/make Broome different to the rest of the country - rather than homogenising so you could be downtown in any suburban shopping street in Australia. More public toilets are always welcome. Local people busking Broome-style music. Celebrating the Old Broome Families.	Noted. Noted. A Chinatown Public Art Strategy is being developed to guide how public art will be delivered in the precinct. The detailed design will aim to use materials to provide cue's to drivers that crossings are pedestrian prioritized. The project team in the development of the Masterplan has considered many design responses to improve the pedestrian environment and reduce the dominance of cars on the streetscape. The availability of parking must be considered to deliver a viable town centre. It is considered that the current Masterplan achieves a balanced view of improving the pedestrian environment without compromising the viability and usability of the town centre.	That the submission be noted and the following actions are undertaken: Implement the Chinatown Public Art Strategy once endorsed.

			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: The Shire already re-designed the area near the entrance to Paspaley Plaza, removing the low wall around the tree to stop Aboriginal residents sitting there. They also moved the taxi rank for the same reason - to impose a kind of apartheid regime on Aboriginal people in their own town on their own country. It was a disgraceful action. The new design may (horror of horrors) provide places for Aboriginal people to meet each other, sit and chat, and carve and sell boab nuts. What are they going to do - employ armed guards with attack dogs to make sure "whites only" is enforced on the new seating? It would not surprise me. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Cheaper rents and more pop up shops for sure. Fewer cars. I think the existing red paving is SO ugly - so dated - so much of it - so dominates the visual image of Chinatown - it just swamps the little weatherboard buildings so you don't even really see their age and unique quaintness. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Cheaper rents and more pop up shops for sure. What about imposing a "made in Broome" rule - each business ahs to sell a certain percentage of items which are made here. Even if it is only 5%. Make it so that Aboriginal people are valued and treasured, not chased away. Get rid of the bottleshops! That ugly ugly BWS could be such a nice indoor / outdoor street cafe / restaurant area, or a place where permanent food vans could park in one spot	The treatment and design of the public signage in Chinatown will be considered as a part of the detailed design. Relocation of the Taxi rank was an action attempted at addressing anti-social issues within that immediate area. The revitalisation project cannot control rents in Chinatown. Selection of materials and design of structures will need to consider Chinatowns character. The Revitalisation Project has no control over the products that shops choose to sell. Shops cater to the needs and wants of the patrons.	Detailed design to consider how the unique multicultural and eclectic nature of Broome can be reflected. Detailed design to consider passive surveillance and lighting to discourage anti-social behaviour.

			with outdoor seating, potted trees and shade sails - beautiful!		
11.	James Carpenter	18/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** I like the move away from cars . **What do you think could be improved / is anything missing?:** I say pedestrianize Carnarvon st: turn it into a mall. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** some people will not like it because its change. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Thursday night markets there rather than town beach locals card with businesses that support it. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** a late night bar for adults.	Noted. Noted. The project team in the development of the Masterplan has considered many design responses to improve the pedestrian environment. The need to maintain access and provide parking must be considered to ensure a viable town centre. The Masterplan delivers a balanced view of improving the pedestrian environment without compromising the viability and usability of the town centre. The Masterplan will deliver slower speed traffic environments provide increased passive surveillance with the intent to make the precinct safer. Noted. Noted. The design of Carnarvon Street has taken into consideration the ability to host markets (spacing and infrastructure), which will be further built into the detailed design stage. Noted.	That the submission be noted.

12.	John Silver	19/10/2017	**Please tick the most relevant to describe you::** Broome Resident	Noted.	That the submission be noted and the following actions are undertaken:
			What do you like about the Master Plan?: Shade trees, people orientated, people friendly.	Noted.	
			What do you think could be improved / is anything missing?: Parking. People will not walk to Chinatown. Where do we park? Coles? Less concrete, radiates heat - more shade. It's only going to get hotter.	Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown.	That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: Although I agree there needs to be less cars, the reality is we live in a very hot climate for most of the year. Maybe a one way traffic-loop encompassing Dampier Tce, Napier Tce and Grey St would be a pragmatic compromise.	The project team in the development of the Masterplan has considered many design responses to improve the pedestrian environment and reduce the dominance of cars on the streetscape. Implementation of a one way loop would result in the loss of parking bays and the availability of parking must be considered to have a viable town centre. The current Masterplan delivers a balanced view of improving the pedestrian environment without compromising the viability and usability of the town centre.	
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: See the "Fremantle Green Plan"	Noted.	

			for more ideas, some may be appropriate? **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Increased night time activity would be cool, literally. Northbridge has some trendy bars and cafes, reinvented itself nicely. Night markets in Napier Tce only, otherwise it's too spread out and empty when you include Dampier Tce. Start with a hub and work out from there. The street activities/performers were great!! ALL the shops need to be open when the night markets are on.	Noted. Part of the Chinatown Revitalisation Project looks at other activation initiates which could active the space. The Masterplan deals with the physical realm, but much of the usability of Chinatown resides in the way people interact with the space.	
13.	Chris Nisbet	20/10/2017	**Please tick the most relevant to describe you::** Broome Resident, Business owner or trader in Chinatown **What do you like about the Master Plan?:** Not much!! Nice trees, could be anywhere, looks like a Perth Mall. **What do you think could be improved / is anything missing?:** I've been living in Broome since 1994 and seen the demise and bastardisation of Chinatown ever since. Improvement are simple, make it look like a proper Chinatown, ie. sweeping (red/green) Chinese roof line similar to the Telstra phone box that use to be on the corner of Short st & Carnarvon, bring back the signage that we use to have on the corner of Short and Carnarvon sts, I think you'll find the in the Museum (reproduce them); introduce a Tori gate at the entrance of Carnarvon st for that matter at the entrance of Broome instead of whats there now! Get rid of those walk way shelters obviously designed by a builder or someone from the Pilbara, NOT very Broome replace with Chinese sweeping roofing, pretty sure Stratco can roll it here. Relocate the post office that should give you more parking and relocate to a more	Noted. Noted. Noted. The design of the shade shelters will be finalised as part of design development stage. Chinatown in Broome has a much broader cultural and historical storey to tell than that of its namesake. The masterplan will look to be representative of all of these. Comments on buskers and public trading noted. Noted. Establishment of trees for the long-term shading needs of Chinatown is the intent of the current Masterplan.	That the submission be noted and the following actions are undertaken: Detailed design to consider how the unique multicultural and eclectic nature of Broome can be reflected.

			conducive place. Loosen the laws on buskers and small stores on the foot paths. Have a look at a Chinatown that exist's ie. Melbourne Sydney anywhere but Broome. Let the trees grow this time instead of cutting them down because there wasn't enough parking 'stupid' open your 'eyes'. DO NOT use contract advisors who don't give a shit about Broome. This is a tourist town start making it look like one. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** As above **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** As above **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** As above **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** not much	Noted, see comments above. Noted, see comments above. Noted, see comments above. Noted.	
14.	Andrew Waters	21/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** The greening of the main areas; the promotion of active use (design for inclusion and pedestrian use). **What do you think could be improved / is anything missing?:** The plan appears silent on the future of the existing street crossing points which are confusing for visitors and tourists. Cars often stop suddenly to allow pedestrians to cross even though they are not designated	Noted. Noted. Pedestrian crossing points have been identified on the Masterplan for Carnarvon Street and Dampier Terrace. Communication and education on	That the submission be noted and the following actions are undertaken:

			pedestrian crossings, and pedestrians often assume they are designated pedestrian crossings and walk onto the roadway in front of approaching vehicles. Planning needs to address these hazards. The design for Carnarvon St and Dampier Tce needs to include measures that reduce the amenity for vehicle use, slow vehicle traffic to < 20kmh, support universal access and preserve adequate visibility for drivers. The upstairs car park needs to be promoted but the bays need to be widened (which will reduce parking numbers) as they are too narrow currently. this will reduce vehicle reliance on the streets for which increased pedestrian use is wanted.	the right-of-way within the precinct need to be developed and needs to be consistent. The narrowing of the road pavement and the increase in trees will act to reduce vehicle speed. Further consideration will be given to design features (such a pavement finishes) in the detailed design phase to further slow traffic speeds.	
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: Lighting to promote night time safety (with respect to not increasing 'light pollution'); wet season shelter for rain; stormwater run off including attention to the Short Street - Carnarvon Street challenge of water pooling associated with heavy rain. While the buildings and land are (I presume) privately owned, the area at the Dampier Tce end of Gray Street and along the stretch between Carnarvon Street and Dampier Tce is not attractive. Can the heritage value and amenity be facilitated? Can signage inform visitors of the history of (some of) those buildings?	Noted. Lighting will be addressed at the detailed design stage. The interpretation and representation of the history and culture will be delivered through the Chinatown Public Art Strategy.). A hydrological review has been undertaken which shows areas requiring attention at the intersection of Carnarvon and Short Street. A design solution will be confirmed as part of the detailed design. It is beyond the scope of the Masterplan to provide direction on improvements to public land referenced in the comments.	Implement the Chinatown Public Art Strategy once endorsed. A design solution for drainage is to be confirmed as part of the detailed design. Implementation of the solution to be negotiated.
			Are there initiatives which you feel would contribute to the revitalisation of	Water features have not been recommended given the restrictive	

			Chinatown?: Consider the use of water (misters, flowing water features, still water) but incorporate safety in design. With Horizon Power consider solar panel use for energy use in redevelopment **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Consider new residential accommodation opportunities in/near Chinatown to promote extended use of the area (night time human presence/occupation etc.; which in turn supports social spaces and diversified social uses and activity. Provide amenity for social enterprise such as community fruit and vegetable swap, and small scale 'pop up' trading (food, produce, art, craft, etc; chess and other games (for example), busking and other social enterprise etc)	guidelines and subsequent extensive cost and maintenance in WA. Noted and while these concepts have merit, they are beyond the scope to deliver as a part of the Masterplan and the Chinatown Revitalisation project. Local Planning Scheme No 6 and the Chinatown Development Strategy all provide for and encourage residential accommodation in Chinatown. Further the Shire has recently reviewed its parking ratios for residential development in Chinatown to promote development of residential accommodation within the precinct.	
15.	Paula Manning	21/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Overall concept ok **What do you think could be improved / is anything missing?:** More trees to provide shade and cooler temps during the day. Do not put cafe area coming off the Roebuck bay sports bar. Will not work Like the walkway through oval and seating plans in Chinatown. Hopefully it can be used by all and not itinerants. **Are there initiatives which you feel would**	Noted. Noted. Noted. The project has focused on interventions in the public realm given the scope of the revitalisation project funding. Increasing shade within the streetscape, and reducing the amount of asphalt have been key principles in helping to reduce the impact of humidity. The landowners of the Roebuck Bay Hotel will be closely engaged with during design development to finalise the design and management of the adjacent alfresco areas. Noted. The CIDC role has been	That the submission be noted and the following actions are undertaken: Develop a Place Activation Management

			contribute to the revitalisation of Chinatown?: Promote busking and more events in Chinatown. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Encourage rent or rate subsidies by the shire and landlords to help keep businesses in Chinatown	implementing trials which include music as cafes and late night trading. More initiatives have been identified for 2018 in this regard. It is also recommended that a Place Management Plan be developed to further build on such initiatives. Noted, however is outside the scope of this project.	Plan.
16.	Des Haynes	20/10/17	1. The proposal to remove 45 car parks in Carnarvon St (17) and Dampier Terrace (28) between Napier Terrace and Short Street is nothing short of vandalism. For decades the Council has aggressively applied the parking provisions of its town planning schemes in Chinatown for new developments and now to remove 45 car bays from the centre of the Chinatown precinct beggars belief. We were assessed to provide 8 car bays for our development at 3 Short Street which we completed in 2002. After an allowance of 3 car bays we were required to pay for 5 car bays cash-in-lieu of onsite parking which we did via a bank guarantee for $45,875 ($9,175 per bay). Council called on the guarantee in 2004. Should council persist with the removal of the majority of the 45 car bays, we would be prompted to seek a refund of $45,875 with interest. We cannot speak for the owners of Woody's Arcade of Mr Bill Reed regarding their developments but imagine they would be similarly aggrieved. If Council believes the consultants assertion (we don't) that approximately 30% of the car parking capacity in Chinatown is underutilised, what are the parking implications for future	1. Noted. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown.	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.

			developments?		
			2. The proposed treatment in front of the "Roey" to create a public/alfresco space suggests some new "romantic experience" will be created for visitors and local patrons. The proponents of this fantasy have failed or ignored to recognise they are dealing with Broome and that there are social implications that need to be addressed. The area is known for its unruly and anti-social behaviour and this proposed treatment is unlikely to change that no matter how hard the consultants and bureaucrats try to pull the wool over councillors eyes. A dose of reality is needed – this is not Cottesloe or Scarborough. Also has any consideration been given to: • Who will be responsible for the daily cleaning and maintenance of the alfresco area? • Does Council intent imposing a licence fee on the owners? • Are there any insurance or liquor licence ramifications? • How will operable umbrellas see out a 24 hour cycle?	2. Noted. The landowners of the Roebuck Bay Hotel will be closely engaged with during design development to finalise the design and management of the adjacent alfresco areas. The maintenance of the area, licence fee's and any furniture are all matters dealt with when the landowner lodges a future application under the Local Law and will be further discussed prior to finalisation of the detailed design.	
			3. The proposal to establish a laneway through our property, 3 Short Street as part of the laneway enhancement project will severely damage the value of our property,	3. Noted. This link has only been identified as a strategic long-term opportunity and would be subject to further negotiations with the landowner. However, it	That the Masterplan is amended to remove the potential laneway on 3 Short Street.

			diminish its lease potential and income by removing 4 car parks in the driveway utilised by our tenant PRD Nationwide and detrimentally affect the security of the building. A conversation with us prior to the draft plan being released would have been courteous and helpful. Furthermore recent written advice received from Council and we quote "Any creation of new laneway links will only be possible with a partnership between the Shire of Broome and property owners. There is no mechanism for Shire of Broome to resume land unless negotiated with landowners." We have no intention of entering into a partnership with the Shire of Broome and negotiating resumption of portion of our property to facilitate this proposal for the abovementioned reasons. Accordingly we request Council to remove the proposed laneway link through our property from the Chinatown Revitalisation Project. We trust common sense will prevail.	recommended to remove given the landowner is not supportive.	
17.	Broome Resident	12/10/17	**What do you like about the Master Plan?** Overall I like the look of the plan. I suspect the key & success of the project relies heavily in the tree species selected/planted/maintained. **What do you think could be improved? / is anything missing?** I am a little concerned about the reduction in parking spaces – they are very important to the retailers who also pay large rates!	Noted. Landscaping/planting/tree selection will be addressed as part of detailed design stage. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central

				where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown.	locations.
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: Perhaps time for 'pedestrian crossings' shade is the key.	Noted.	
			Are there any initiatives which you feel would contribute to the revitalisation of Chinatown? I think we need to be careful about having a competing retail section at Cable Beach	Noted. The focus is to create a compelling offer at Chinatown that is a different experience to Cable Beach.	
18.	Broome Resident/Business owner or trader in Chinatown	11/10/17	**What do you like about the Master Plan?** Very little as has mostly been suggested on any number of previous occasions. Does not take into consideration that expectations of all consumers is to shop in comfort (climate) all year round, not just the 7 months of the 'tourist' season. Hence the popularity of the Boulevard.	Noted. The project has focused on interventions in the public realm given the scope of the revitalisation project funding. Increasing shade within the streetscape, and reducing the amount of asphalt have been key principles in helping to reduce the impact of humidity.	That the submission be noted and the following actions are undertaken:
			What do you think could be improved? / is anything missing? The markets must be moved to Chinatown where they are at the very least compliment the tenants and owners who do pay the rates and taxes that have paid for the parking and facilities that have been provided to the Courthouse location. Example: The Rocks in Sydney move the 'sacred cow'.	The design of Carnarvon Street has taken into consideration the ability to host markets (spacing and infrastructure), which will be further built into the detailed design stage. Noted. The preference is to have markets within Carnarvon Street to create an active streetscape and support existing traders.	
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan? Develop part on Male Oval to provide paid for 'cash in lieu' parking and include power	At this point the development of parking on Male Oval is considered premature. It is recommended that the Parking Layout Plan is reviewed with the intent of improving the	As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe

			standards for market stalls and events, shade, wide islands and sealed surfaces for efficient cleaning and re converting to parking.	distribution of timed parking bays around Chinatown to provide for long-term parking in external locations and short-term in the more convenient locations.	areas and short-term parking in the central locations.
			Do you have any suggestion about how business and community activity in Chinatown could be increased? Open until 8:00pm in tourist season even if closing for a couple of hours during the day (tourism related products and service) example – Greek Islands.	Noted.	Explore potential markets in Chinatown as part of the Place Activation Management Plan.
			If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision? Consider our seasonal factors.	Noted.	
19.	Broome resident	11/10/17	**What do you like about the Master Plan?** What is the difference to what is already there? More trees? And what trees will grow that fast to create shade that one native to this region and suitable in this space?	Noted. Landscaping/planting/tree selection will be addressed as part of detailed design stage.	That the submission be noted.
			What do you think could be improved? / is anything missing? Japanese and Chinese gates, street signs in the original format with Chinese and Japanese language/characters.	Noted. This will be considered as a part of the detailed design and the Chinatown Public Art Strategy.	
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan? Plenty of suitable trees that are native to this region (not southern plants), the artist impression looks very city orientated, reconnecting the colours of the original Chinatown/Japtown so buildings are uniform	Noted, see comments above.	

			Are there any initiatives which you feel would contribute to the revitalisation of Chinatown? Positioning Japanese and Chinese gates to welcome into the precinct, more shade – not ugly steel structures, honour the history of Broome	Noted, see comments above.	
			Do you have any suggestion about how business and community activity in Chinatown could be increased? Put a cap on commercial rents to encourage prosperous business and sustainable business.	Commercial rents are set by the land owner and are independent of the scope of this project.	
20.	Broome Resident	11/10/17	**What do you like about the Master Plan?** It would cool the street down which would encourage people to stay longer. Keep tourists in the town later in to the season.	Noted.	That the submission be noted and the following actions are undertaken:
			What do you think could be improved? / is anything missing? Maybe a water feature.	Noted. Water features have not been recommended given the restrictive guidelines and subsequent extensive cost and maintenance in WA.	
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan? Bring the old tram line back.	Noted. The interpretation and representation of the historic features will be considered as a part of the Chinatown Public Art Strategy.	Implement the Chinatown Public Art Strategy once endorsed.
			Are there any initiatives which you feel would contribute to the revitalisation of Chinatown? Activities such as tables set up with chess sets, activity rooms, community involvement – volunteers to help planting and looking after the areas.	Noted. The initiatives are currently being trailed by the CIDC and can be further refined and reinforced through the development of a Place Activation Management Plan.	Develop a Place Activation Management Plan.
			Do you have any suggestion about how business and community activity in Chinatown could be increased? Night markets, open on Sundays, more events	The design of Carnarvon Street has taken into consideration the ability to host markets (spacing and infrastructure), which will be further	

			in town.	built into the detailed design stage.	
21.	Broome Resident	11/10/17	**What do you like about the Master Plan?** I like the focus on green and shaded spaces – there really re no places just to spend time in Chinatown, other than a few unshaded park benches. I think more interesting and artistic shade spaces would encourage people to spend more time in town. **What do you think could be improved? / is anything missing?** I think more signage on a lot of shops could be made much much better. Old signage like Wings, Betty's & Bobs is still stylish and fits Chinatown despite their age. However many places have kind of 1980's looking signage that really affects the aesthetics of the street. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?** Maintain importance of creative lighting, green and shady spaces and public art. **Are there any initiatives which you feel would contribute to the revitalisation of Chinatown?** Perhaps pop up spaces like Adelaide has done – temporary spaces in carparks with giant board games and umbrellas. **Do you have any suggestion about how business and community activity in Chinatown could be increased?** As above – more creative, green, shaded spaces.	Noted. Noted. The signage on private premises falls outside the scope of the revitalisation project. The Chinatown Laneways Enhancement Plan includes initiative to have consistent signage in the laneways. Noted. These will be considered as apart of the detailed design. Noted. The Masterplan provides for the creation of larger public spaces where such initiatives could be implemented. Noted, see comments above.	That the submission be noted.
22.	Broome resident	9/10/17	**What do you like about the Master Plan?** Looks good **What do you think could be improved? / is anything missing?** Visitors have told me that Chinatown was disappointing, doesn't look very Chinese.	Noted. Noted. Chinatown has a much broader cultural and historical storey to tell than that of its namesake. The masterplan will look to identify the	That the submission be noted.

				breadth and depth of the area.	
23	Robert Poole	25/10/2017	**What do you like about the Master Plan?:** OVERALL THE VISION IS VERY IMPRESSIVE, I HOPE IT CAN COME TO FRUITION!!	Noted.	That the submission be noted and the following actions are undertaken:
			What do you think could be improved / is anything missing?: PAGES 18 & 19 AS THE SHIRE HAS OPENED UP FREDERICK STREET TO DAMPIER TCE, WHY NOT UTILISE THE ADVATAGE OF PARKING & VIEWS FROM THE TOP END OF DAMPIER TCE OVER LOOKING CHINATOWN BY HAVING THE VIEWING PLATFORM AT THE HIGHEST & BEST VANTAGE POINT.(TOP END OF DAMPIER TCE?).	Noted. The design intent of the lookout was to deliver an iconic structure that spans vertical height and allows a view over the mangroves into Roebuck Bay, of a similar view than that at the top end of Dampier Terrace. However given the potential financial and practical implications of positioning a lookout at the end of Napier Terrace, it is recommended that this concept be removed from the Masterplan.	The Masterplan is amended to remove the lookout at the end of Napier Terrace.
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: THE BEST POSTION & VANTAGE POINT FOR THE NEW LOOKOUT (PAGE 6 BCMR)SHOULD BE AT THE TOP END OF DAMPIER TCE, IT HAS A NATURAL ALVEATION OF 5 METERS, BY FAR THE BEST VIEW OF THE ROEBUCK BAY.IF THE LOOKOUT ENCROACHES INTO THE AIRSPACE OF THE YAWURU LAND,SURELY THE OBVIOUS SOULTION WOULD BE TO REARRANGE TO KEEP IT WITHIN THE OLD ROAD RESERVE.	See comment above.	
			If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?: IF THE LOOKOUT WAS TO BE PLACED AT NAPIER TCE IMAGEN THE VIEWS FROM THE BACK OF THE PREMISES IN DAMPIER TCE, IT IS A EMBARRASSMENT TO THE SHIRE & PEOPLE OF BROOME, TAKING TOURIST FRIENDS DOWN TO THE	Comment noted, see above.	

			"PEARL LUGGERS" & SEEN ALL THE RUBBISH THAT IS THERE, NOT TO MENTION THE RUBBISH THAT COMES WITH THE HIGH TIDES. WHY BUILD STEPS & RAMPS FOR THE LOOKOUT IF BUILT AT NAPIER TCE, WHEN DAMPIER TCE ALREADY HAS THE NATURAL HEIGHT, THE MONEY COULD BE USED TO BENFIT SOMEWHERE ELSE.		Consider restricting view lines into neighbouring properties as part of the design of the lookout at Napier Terrace.
24	Helen Simons	26/10/2017	**Please tick the most relevant to describe you::** Visitor (tourist) – within WA / interstate / international **What do you like about the Master Plan?:** Everything so far! **What do you think could be improved / is anything missing?:** As a regular visitor who uses the Town Bus, I would LOVE some kind of fan, preferably overhead, in the bus shelter outside the Souvenir Shop. It's the main bus shelter in Dampier Terrace, and you see people hovering inside the arcade - where there's aircon and bit of a breeze (but you can't see the bus coming from in there!). Sitting in the shelter is ghastly, a small sauna wherein you get stuck to the seat..... Arghhhhh! I know you don't want people camping there in comfort...but put a timer on it from 12-5 the hottest time of the day.	Noted. Noted. Noted. This can be considered as part of detailed design.	That the submission be noted and the following actions are undertaken: Consider cooling mechanisms (fan or otherwise) as part of the detailed design of the bus shelter on Dampier Terrace.
25	Richard Barlett	26/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Trees! Mimusops elengi would be good; a bit slow growing but beautiful and shady when mature. Shade will be the greatest improvement to Chinatown. Areas with street furniture for people to hang out, in shade. Prioritising pedestrians over cars. Focus on and extension	Noted. Noted. Landscaping/planting/tree selection will be addressed as part of detailed design stage.	That the submission be noted.

			of laneways is great. Alfresco dining areas. I like it! **What do you think could be improved / is anything missing?:** Boardwalk on Dampier Creek side of Dampier Tce buildings. Outlook to mangroves for pedestrians and alfresco diners would be good (don't forget the Aeroguard). Encourage use of bicycles by providing lockup structures close to high use areas.	Noted. This option was considered as part of the feasibility study, and it is considered better to invest in the existing streets of Chinatown. Consideration of this sits outside the timeframe for the current project but should be considered in the future as part of a combined response to sea-level rise/storm surge inundation and a realignment of Dampier towards the Bay.	
26	Avrel Ford	26/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** It will make the town look nice and clean for a while. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** I feel that basically everything that you are doing is superficial, which is fine but basically people just wander, eat, drink and look at the shops **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** I have felt for years that Broome needs an Art Centre, not just a Civic Centre, or a Cultural Centre or a Convention Centre, most towns in Australia have a dedicated Art Centre for all of the Visual and Performing Artists both visitors and locals. The key purpose of having an Art Centre is to develop the creative capacity of the region and focus on supporting the practice of art-making,	Noted. Noted. Activation and the way people interact with the space is key, the project is looking to address the physical space through the Masterplan. Other initiatives look to help activate it. Ultimately people using Chinatown will ensure its vitality. Agree. Investigation into an arts/civic/cultural/convention centre is a separate project subject to this revitalisation. Although construction is not funded at this point in time.	That the submission be noted.

			through delivering a diverse and engaging artistic program that empowers the community and the cultural sector. Ideally there would be facilities available to hire by individuals and groups for cultural activity.		
27	Philip Cox	26/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Unfortunately it does not achieve anything Chinatown requires for revitalisation **What do you think could be improved / is anything missing?:** This will not increase visitation, length of time or increase business, its is a paving and shady tree exercise. Emphasis on connecting the 2 streets, design that will accompany the unique style, architecture, uniqueness that is Chinatown, attract tourists and immediately be recognised as Broome Chinatown, Street of Pearls, in fact on completion photos will not portray a unique tourist destination. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Connection of Dampier and Carnarvon, Street of Pearls, shanty type design complimenting the current architecture, soul, hustle and bustle, markets, unique lighting, music. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** It must portray an immediate tourism recognition, uniqueness that is only Broome. The current proposal is just a pretty makeover and will not increase visitation, length of stay and lead visitors or locals through the precinct, in fact the opposite only providing little enclaves for loiterers.	Noted. Noted. It is considered that the Masterplan has a number of elements to improve the public realm which would improve the space and activation of the area. Noted. See comment above.	That the submission be noted.

			Do you have any suggestion about how business and community activity in Chinatown could be increased?: Provide a unique Broome instantly recognisable precinct, shanty corrugated features, music, unique lighting increase in footpath alfresco, market stalls, smells, history.	Noted.	
28	INA Mather	27/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** I like the amount of trees planned for Chinatown and the alfresco dining. **What do you think could be improved / is anything missing?:** Parking & Parking **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Parking is of utmost importance, already in the tourist season it is near impossible to get a parking spot in Chinatown, the post office parking is totally insufficient, this year we lost over 20 bays in the car park behind the post office to make way for the water tanks. I have to go to the post office during working hours on most occasions and parking is always a problem in	Noted. Noted. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown. Parking surveys undertaken show that the parking in Chinatown is not fully utilised. It is recommended that as a part of the detailed design the Parking Layout Plan is reviewed to reassign short-term and long-term parking throughout the precinct to improve the availability of bays to visitors and customers.	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.

			the season. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** I think Chinatown should actually have some Chinese decorations, lanterns and banners etc to identify it, I am often asked by tourists in Chinatown - Where is Chinatown and I have to tell them they are in it. There is nothing to define it like in other places around Australia and the world. I think money should be spent to plant trees but the rest should be put into the proposed Cable Beach Precinct, I think a lot more money would be generated from tourism from that area. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Chinatown needs to be cleaned up, the amount of street drinking and antisocial behavior detracts from the area, I will not go out in Chinatown at night because of unpleasant experiences in the past. I have lived in Broome for 25 years and I can tolerate a lot but tourists are often scared and will not go into Chinatown.	Noted. Chinatown has a much broader cultural and historical storey to tell than that of its namesake. The masterplan will look to identify the breadth and depth of the area. Money from the Chinatown Revitalisation Project is not transferable to other locations. Noted. CPTED and CCTV will aim to address some of these issues. Ultimately a lively and active precinct will do the most to curb antisocial behaviour in the area.	
29	Julia Cox	27/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** I like the emphasis on creating more shade and places to sit and enjoy the area. The images suggest there will be a bit of a buffer between the footpath and traffic. Right now cars take centre stage in Chinatown and creating more gardens, wider footpaths will definitely make it a nice place to be. Dampier terrace in particular right now is absolutely desolate so anything will be an improvement. Activating the laneways properly will be important to creating a special feel about the town centre and create more balance	Noted. Noted.	That the submission be noted.

			between Carnarvon Street and Dampier Terrace. From what I can see in the masterplan I am very supportive - however its the finer details, such as the type of paving used and street furniture etc that will make the difference between Chinatown feeling like an identifiably unique town centre or a bit generic. Choosing timeless designs that have some relevance to 'broomestyle' over the years will be key to getting the right feel. **What do you think could be improved / is anything missing?:** In my experience, locals in particular are very attached to being able to park close to where they want to shop etc. As much as I like the idea of less cars in chinatown I do think its important to keep parking availability as a priority. With more shade and interesting walkways I would hope people will be tempted to park further away and walk and perhaps visit other shops on the way. If Chinatown gets a reputation of 'I can never get a park!!' it will not be good. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** If there are proposals for more residential projects close to or even in the chinatown precinct they should be encouraged. Broome needs more variety in living styles and it would bring in people who will be in chinatown all year round who would support coffee shops, food outlets etc. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Creating a better regulatory environment for people who want to try new things, put on an event, etc will be the biggest contributor to increasing business activity. This is probably the	Noted. The project team in the development of the Masterplan has considered many design responses to improve the pedestrian environment. The need to provide parking must be considered to have a viable town centre. The current Masterplan delivers a balanced view of improving the pedestrian environment without compromising the viability and usability of the town centre. Local Planning Scheme No 6 and the Chinatown Development Strategy all provide for and encourage residential accommodation in Chinatown. Further the Shire has recently reviewed its parking ratios for residential development in Chinatown to promote development of residential accommodation within the precinct. Noted. The CDIC has been working with traders to trial initiatives to increase patronage to Chinatown.	

			responsibility of the Shire. If people have a reason to be there they are likely to spend money whilst there too. Wifi in certain areas which is linked to promotions or advertisements in nearby businesses could help. Establishing a few iconic places in Chinatown that are popular places to take photos for instagram etc will also draw people in - maybe getting a variety of high profile social media type people to feature Chinatown on their feeds, blogs etc will raise awareness and create a sense of 'must visit and get a photo' for people who visitors who might be tempted to just stay at their hotels. This normally comes at a cost and I'm not sure what the ongoing funding arrangements for this project are but it is a tactic used by shopping precincts such as Westfield to encourage certain demographics to visit.		
30	Alan Gray	27/10/2017	**AdPlease tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** **What do you think could be improved / is anything missing?:** Don't spend money on structures, like those bizarre jagged red 'shade' areas. See my suggestion below please. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Shade, shade, shade. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** If the whole of Chinatown were planted out with Malay almonds (Terminalia catappa) on every footpath and down the centre strip, then within four years their branch tips would touch, thus shading the entire precinct all year round. The tops can be pruned out each Build Up to keep them compact and no higher than any building. The result would be shady sidewalk cafes and increased trade and	Noted. Noted. Noted. Landscaping/planting/tree selection will be addressed as part of detailed design stage. See comment above.	That the submission be noted.

			community interaction as people spent more time and money in Chinatown instead of running to their cars to escape fierce sun and heat. It would also make Chinatown the most distinctive shopping precinct in northern Australia and cost very little apart from sweeping up leaves and nuts.		
31	Valnea Lindberg	27/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** I like the shade ideas. **What do you think could be improved / is anything missing?:** Water fountains- European style where people can fill up their water bottles http://www.treehugger.com/clean-water/globaltap-hits-san-francisco-with-free-water-bottle-refill-program.html **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Section for food vans with shade and seating Outside amphitheatre for seating and concerts in the round Trams from town beach to Chinatown Free city bus open air double decker Better bike lanes from town beach to China town **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Water taxis - from port to streeters jetty	Noted. Noted. Noted. Water features have not been recommended given the restrictive guidelines and subsequent extensive cost and maintenance in WA. Noted. The Masterplan has made provision for the creation of larger public spaces which in the future could facilitate such activities. This is beyond the scope of the Masterplan and the revitalisation project.	That the submission be noted.
32	Gareth Jenkins	29/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Aims to provide night time revitalisation and activities. Provision of trees and shade. **What do you think could be improved / is**	Noted. Noted.	That the submission be noted and the following actions are undertaken:

			anything missing?: a. Zebra crossings or specified pedestrian shared zones should be incorporated along Carnarvon street to ensure pedestrians have right of way. b. Carnarvon Street North is unsafe with vehicle carparking in the centre of the road with no footpath, crossings and at the current alignment angles, particular for uses for children, the elderly etc. This is made worse by removing the parallel bays in front of subway as these are the safest bays for this user group. Has a road safety audit determined that the central angled parking is the most suitable and safest configuration? c. Use of permeable paving in roads or paths with Pindan subbase is very risky and I do not recommend this. Spend the money fixing the drainage and get it out of Chinatown as efficiently as possible. Allowing water to seep into the Pindan will cause long term issues with roads, footpaths, buildings, services etc and shows the lack of local knowledge and experience in the consultant team. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** d. Drainage - in particular Short St. The area floods every time it rains and should be upgraded as part of these works (as it was included in the design brief). This is clearly identified in the District Stormwater Management Plan and should be addressed prior to streetscape works.	a. Noted. The Masterplan identified pedestrian crossing points on both Carnarvon Street and Dampier Terrace aligned with Laneway entry points. b. A road safety audit is being undertaken. Further, the detailed design will ensure that the Australian Standards and relevant guidelines are achieved. c. Noted. The treatment of pavement surfaces will be resolved through the detailed design, however the practicalities around the use of permeable paving in Broome are noted. d. Noted. A hydrological review has been undertaken which shows areas requiring attention at the intersection of Carnarvon and Short Street. A design solution will be confirmed as part of the detailed design.	A broader education strategy/campaign will need to be developed in line with introducing the new pedestrian crossings to ensure pedestrians are prioritised. A road safety audit is undertaken. A design solution for drainage is to be confirmed as part of the detailed design. Implementation of the solution to be negotiated.

			e. The engineering plans and studies for the seawall and Grey St extension should be made publicly available, not only as they are funded by rate and tax payers, but also to provide certainty to land owners and developers on the requirements and plans for future development. At the moment the area cannot be redeveloped due to the issues of coastal vulnerability. If the shire is not going to protect the area there is no point spending any money in the area and we should walk away from it. Otherwise if they have a report that indicates when the seawall is required, this should be publicly planned for to ensure all land owners, insurers etc are aware of the proposal.	e. This is beyond the scope of the Masterplan, however comments are noted and will be pursued with the submitter separately.	
			f. Alternative car bays should be developed prior to removal of existing bays.	f. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown.	That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.
			g. Works must be scheduled to avoid impact on businesses during the tourist season. There is plenty of opportunity to undertake these works in the shoulder or summer seasons.	g. Noted. While there will be a level of distribution, the implementation of the works package will aim to keep disruptions to a minimum and avoid the busiest periods of the tourist season.	
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: Shire of Broome and Landcorp supporting local businesses so rate payers can continue to live and work in Broome and spend	Noted, however not relevant to the Masterplan. Procurement for the development and design was undertaken via competitive	

			money in Chinatown. Using Perth based consultants for projects ensures it is all spent elsewhere (except maybe Cable Beach Resort when they come to town for the occasional meeting). **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Improvements and more contemporary/collaborative Shire of Broome policies with regards to markets, temporary closures, signage, alfresco dining and event policies. The current policies and officer implementation of these prevent most good ideas from coming to a reality. **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** Address drainage and coastal vulnerability issues.	quotation. Contracted consultants were engaged based on merit. Measures to improve events and markets in Chinatown are being investigated as a part of the Masterplan and detailed designs. Further it is recommended that a Place Activation Plan be developed to further investigate this. Noted. The Shire of Broome has a CVS and CHRMP which assesses and forecasts flooding and coastal vulnerability risks and identified mechanisms to give immunity to such processes.	Place Activation Management Plan could consider (collaboratively with the Shire) opportunities for de-regulation of activation.
33	David Galwey	29/10/2017	**Please tick the most relevant to describe you::** Broome Resident, Business owner or trader in Chinatown **What do you think could be improved / is anything missing?:** A vegetation plan would have been appropriate as this appears to be the main source of shade. Seating/relaxation options - the plan that has been submitted for public comment is very short on detail **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** a. Dampier Terrace - Make this one way, and	Noted. Noted. The Masterplan is a higher level document to provide a vision of the overall improvements proposed as a part of the revitalisation works. Landscaping/planting/tree selection and furniture will be addressed as part of detailed design stage. a. One-way streets are not	That the submission be noted and the following actions are undertaken:

			improve the width of the verge to facilitate activity. The side to widen would be the western side as this would offer some shade from the buildings during the afternoon.	recommended as they facilitate constantly flowing traffic cycling through, and can compete with the pedestrian focus that that public realm in Masterplan is aiming for. It can also cause confusion for navigating the town centre, restricting traffic movement to one direction only.	
			b. I have my doubts about the alfresco area outside the Roey, as I have expressed during meetings, and I do not believe, from my conversations, that the owners and management are in accord with this plan.	b. The Masterplan identifies opportunity for alfresco dining in front of the Roebuck Bay Hotel. In finalizing the detailed design this will be further discussed with the owners and if not ideal at this location can be redesigned for an alternative location on Dampier Terrace.	Discussion management opportunities and intentions to utilize the Alfresco dining area with Hotel owners prior to detailed design.
			c. This street is responsible for millions of dollars in retail sales during the year and deserves better treatment than this plan. Dampier Terrace has been overlooked from day one of this process, another thing that I have continually pointed out during the process. Currently in Dampier Terrace most retailers provide seating outside their shop fronts for customers. Trees may provide shade, but nothing is being done about providing seating for shopper in the street The alfresco areas are away from the retail shops, in effect bookending the street. The area outside the Roey has traditionally been a working bar, and not conducive to attracting tourists who wish to relax.	c. The Masterplan does make provision for additional breakout/seating areas on Dampier Terrace. Improvements to seating in Dampier Terrace with will further considered in the detailed design development.	Detailed design to consider informal seating and rest spaces.
			d. The idea of activation has to include making areas where events can be carried out with market stalls etc. without necessitating Shire	d. Noted. Provision has been made for locations for market stalls without the need for road	

			involvement in street closures etc.	closures. This detail will be further refined at the detailed design stage.	
			e. With the advent of more and larger cruise ships calling in to Broome, and with an increase in usage of Chinatown to take advantage of the revitalisation, there will be a real need for the construction of modern public bathrooms to cater for the increased foot traffic in Chinatown. Male Oval Bus Stop - The plan does not offer sufficient room for bus movements during cruise ship days. It is highly possible, that with larger cruise ships coming into Broome that we will be seeing some 25 buses operating on passenger pickup and set downs. A minimum of 5-6 bus bays would be required. The current location is not big enough, and given the number of bus movements during cruise ship days, the close proximity to the roundabout poses considerable risk to traffic movement and safety A loop should be considered from Napier Terrace into the corner of Male oval, (there is already a plan for additional car parking in this area, which could still be utilised except for cruise ship days) with an exit into Carnavon Street. This would enable a sufficient area for bus movements, and alleviate any traffic and safety issues With this dedicated area for passenger movements a raised platform could be constructed to make passenger movements easier and safer as has been previously recommended by the Cruise Ship Committee in meetings with the planners, KDC, and	e. Noted. Further consideration has been given to the practicalities for Male Oval being used for Tourist Rest Facilities and coach parking. The design team has commenced investigations into alternative locations and configurations to accommodate for the growth of the cruise ship market. The Shire has also held discussion with landowner about accommodating for adequate drop-off facilities closer to Streeters Jetty. It is recommended that Cruise Broome are to be further consulted to ensure that requirements are met as more detail becomes available.	Consider options for cruise ship bus parking in Chinatown as a part of the detailed design.

			Landcorp. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Events, the plan should be about activation, events to attract crowds to generate confidence with the retailers to stay open and exploit the potential of the revitalisation. It should be possible to hold events without requiring street closures etc. so that spontaneous events can be held without the necessity of filling out 70 odd forms to get Council approval. The Council need to buy into the fact that they are part of the solution, reduce the amount of red tape, and get involved as a partner of the retail community to foster the atmosphere to make this become a vibrant hub of activity. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** See above **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** It does not cater for events - The plan should have taken into account the fact that to attract participation, some organisation is required to provide trigger points to effect buy-in from the public. The cruise ship industry has all but been ignored in terms of what it can bring or does for Chinatown. No attempt has been made to investigate the incorporation into the plan of permanent outdoor kiosks in Dampier Terrace in particular, (that the Shire could lease), to provide a much needed resource in this street.	Noted. The Masterplan focuses on public realm improvements to deliver on activation. In the detailed design, consideration is being given to facilitating options to hold events and activity spaces to avoid the need to close roads. Noted. Noted, see comments above.	Place Activation Management Plan could consider opportunities for de-regulation of activation.
34	Marisa Ferraz – Sun Pictures	29/10/2017	**Please tick the most relevant to describe you::** Broome Resident, Business owner or trader in Chinatown	Noted.	That the submission be noted and the following actions are undertaken:

			What do you like about the Master Plan?: The master plan has great merit, it embraces the essence of Chinatown. Hoping the entry statement will also reflect the multiculturalism. Also consideration should be taken into account regarding the lighting through the streets. i.e Chinese/Japanese lanterns would be more applicable.	Noted.	
			What do you think could be improved / is anything missing?: :Has there been any consideration to Sam Su lane - could the budget be extended to create a bypass road rear of the existing parking behind the visitors centre, it has become quite an issue with service vehicle and residents. Due to the a ever growing anti social behaviour - have funds been set aside to combat vandalism.	Noted. Sam Su Lane is currently not being considered as a bypass road, but as a potential space to facilitate additional parking in Chinatown. Increases in vehicle movements to reduce the friction of service vehicles in Sam Su Lane could be incorporated in the carparking plans for that area.	
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: Discussions with Chinatown owners & traders In regard to "sun plaza" (love this idea !!!) what impact will the lighting/ performance space have on the nightly trading of the movies ?	Noted. Any future lighting will be designed to illuminate the street as opposed to adjacent properties. Noise generated in public places is likely to be minimal.	Detailed design to consider lighting and potential for light spill.
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: I would be happy to assist in anyway possible to achieve these goals.	Noted.	
			Do you have any suggestion about how business and community activity in Chinatown could be increased?: We all need to work in unison to create and maintain the "heart & soul of broome" more trader/community input is required.	Noted.	

			If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?: If we can achieve the goals set out it would put Chinatown back on the map for tourists & locals alike.	Noted.	
35	Broome Chamber of Commerce and Industry		1. The Masterplan draws a lovely vision for the affected sections of Carnarvon Street and Dampier Terrace, and has considered shading and street furniture to create comfortable and interesting spaces. The Masterplan also encourages business opportunities through the provision of alfresco dining and lighting to encourage night time activation. The Chinatown business community has often expressed concern over anti social behaviour, and we are pleased to see the plans adhere to Crime Prevention through Environmental Design (CPTED). 2. While we're excited about the activation of Laneways, we are keen to understand in much more detail about how the masterplan encourages greater activity in these spaces. 3. Staying true to the unique cultural history of Broome's pioneering days and Aboriginal heritage, we're pleased to see that new public art is being considered to complement the re-integration of existing pieces, however we're keen to understand how this history was considered in the actual major design elements – a design which distinguishes Broome's Chinatown to any other urban centre in the world?	1. Noted. 2. The Masterplan provides high level direction on improvements to the public realm. The detail on the activation of the laneways is established in the Chinatown Laneways Enhancement Strategy. 3. A key objective for the development of new infrastructure, public realm and revitalisation of Chinatown is around capturing the unique natural and cultural history of the place, which will be expressed through public art and materiality. Ephemeral aspects of reflecting this history may be captured in a future	That the submission be noted and the following actions are undertaken: Implement the Chinatown Laneways Enhancement Strategy once adopted. Develop a Place Activation Management Plan.

				Place Activation Management Plan.	
			What do you think could be improved / is anything missing? **Timing of construction**		
			4. *Construction of the first portions of work expected to commence in 2018. This will be subject to close ongoing engagement with retailers and the wider Broome community.* It's the Chamber's understanding that construction works are intended to start before March with works to continue right through the high tourist season which would be extremely disruptive and likely to impact businesses. The response from the Revitalisation on this matter to 'minimise impact' is not satisfactory. RECOMMENDATION: Shire to conduct another round of consultation with Chamber and Chinatown traders about the critical path of construction works. Emphasise with contractors to keep time schedules, and only undertake minimal impact works over the high season.	4. The Masterplan provides high level guidance and visioning for the key infrastructure changes proposed as opposed to providing detailed implementation and timing of delivery of works. Further engagement will be held with regard to the critical path of construction works and emphasis will be placed on keeping impacts to a minimum, especially during the peak tourist season.	As a part of the procurement of the contractor to undertaken the works, the methodology proposed to avoid disruption to business is a key factor in determining the successful contractor. Prepare a clear Communications and Stakeholder Management Strategy to inform the construction program.
			5. **Parking -** It's our understanding that 47 parking bays will be lost as part of the new design, and businesses have expressed their concern of a strategy to mitigate the impact of this to trading. In anticipation of the parking shortage, the Roey Hotel will need to fence off their carpark to ensure patrons are still able to access parking. RECOMMENDATION: Find alternative bays within close proximity to Chinatown to replace the 47 lost bays as part of this project. Consider Paspaley's vacant block	5. **Parking** - Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where	That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.

			opposite Australia Post, sign posting and promoting where long term parking is available rather than restricted areas. It is also recommended that the role of public transport could play in replacing car traffic and a strategy to promote that.	these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown.	
			6. **Trucks on Dampier Tce | Gray Street roundabout** Delivery trucks to Coles are 2.4m wide x 4.2m high and must use Dampier Terrace to access the loading bay via Gray Street. RECOMMENDATION: Consider the size of trucks with regard to the narrowing of Dampier and trees on either side should be considered so they wont be damaged by traffic. Furthermore, it's noted that the Revitalisation doesn't venture to the end of the street where the trucks already have a lot of issues getting past the Gray/Carnarvon roundabout into the Coles loading area. RECOMMENDATION:. It's been suggested that this roundabout be removed to save ongoing damage of this roundabout and better cater for the entering trucks. The traffic that would otherwise conduct a roundabout at the end of Carnarvon would then be encouraged to turn right at Gray and then into Dampier Terrace broadening the flow throughout town.	6. **Trucks on Dampier** – Dampier Terrace is not proposed to be narrowed.	
			7. **Trees -** Deciduous or evergreen? How mature at planting? How many years will it take for them to provide shade? How much money is being spent on trees? Quick growing, flowering for wildlife, deep rooted?	7. **Trees** – Noted. The tree species selected will form part of the detailed design.	

			RECOMMENDATION: liaise with a local arborist and bird sanctuary about suitable trees – consider the Gubinge tree as an option.		
			8. **Rats & cats** It's been noted by a Member that the wildlife once prolific in Chinatown has been seriously affected by the proliferation of rats and feral cats. The tata lizard and blue tongues were offered as an example, once a popular attraction to tourists to the area. RECOMMENDATION: Extermination and animal control measures to be implemented on completion of the works and ongoing. Deploy rangers into Chinatown to encourage wildlife.	8. **Rats and Cats** – Noted, however this is beyond the scope of the Masterplan.	
			9. **Alternative gathering shade on Male Oval -** The large tree on Male Oval (corner Napier & Carnarvon) is a favourite rest facility for locals and as such there should be alternative options offered to the community to make way for the planned tourist rest facility on Male Oval. RECOMMENDATION: Shaded plant area for people to congregate behind Sam Su Lane on the oval as an alternative with access to fresh drinking water. Make this a cultural place for Aboriginals to feel welcome to enjoy Broome's public spaces.	9. **Alternative Gathering Shade on Male Oval** – noted. It is recommended that consideration be given to repositioning the tourist rest facility.	
			10. **Drainage and flood protection -** Willie Creek's showroom easily floods during the wet season – the Revitalisation's plans for Dampier Terrace offers a great opportunity to address the drainage issues in this part of town. RECOMMENDATION: Evaluate current drainage. Consider the use of mulch on the	10. **Drainage and Flood Protection** – measures have been implemented to prevent flooding of the Willie Creek Showroom. During design of the Alfresco of shaded areas, this could be considered to divert stormwater runoff along Dampier away from the shop	

			roundabout on Short St which washes into flood drains and blocks them.	frontage.	
			11. **Public transport -** The plans seem to have no consideration for existing public transport, nor increasing public transport? Where are the bus stops and how are they being designed to maximise passenger comfort? Is there a designated PediCab rank? We assume the taxi ranks remain in Short Street (Paspaley Plaza carpark) and Dampier Terrace (Roey Hotel)? RECOMMENDATION: Add measures that cater for existing services, and encourages further public transport growth such as pedicabs or tuk tuks. Evaluate the current taxi locations to ensure they are at the best possible location for local business traders.	11. **Public Transport** – existing public transport has been retained. The Masterplan will provide for adaptable locations, to accommodated other public transport options such as the pedicabs. As a part of the detailed design it is also recommended that the Parking Layout Plan is reviewed and tuk tuk/pedicab ranks could be allocated in normal car parking bays after business hours.	
			12. **Cruise Ship & travel coaches -** The current plan caters for 3 bus bays in the tourist rest facility on Male Oval which is proposed to be the main drop off point for cruise ship passengers in Broome. At our current volume of shuttle buses that cater for the cruise ships (12 buses for a 2000 pax ship), this is not enough to cater for growth in the sector. It's also important to note that the cruise ships will be arriving in Broome year-round, as such cyclone proof permanent shade structures are imperative for passenger rest areas. RECOMMENDATION: Re-design the Tourist Rest Facility to cater for a minimum of six (6) coach parking bays, with a raised pavement for safe passenger disembarking. Installation of permanent shade structures ample to seat up to 500 people at any given time, a permanent infrastructure to act as an arrival kiosk or small terminal where the Visitor Centre can	12. **Cruise ship & travel coaches** Noted. Further consideration has been given to the practicalities for Male Oval being used for Tourist Rest Facilities and coach parking. The design team has commenced investigations into alternative locations and configurations to accommodate for the growth of the cruise ship market. The Shire has also held discussion with landowner about accommodating adequate drop-off facilities closer to Streeters Jetty. It is recommended that Cruise Broome are to be further consulted to ensure that requirements are met as more detail becomes available.	Consider options for cruise ship bus parking in Chinatown as a part of the detailed design.

			facilitate guest information, and space to accommodate permanent market traders and enhance the welcoming experience.		
			13. **Provision of markets in town -** Encourage the hustle & bustle like that of the Courthouse Markets into Chinatown through the provision of permanent infrastructure which can be leased by local traders. Additionally to accommodate cruise ship days and special events, is there a missed opportunity to facilitate markets in between Male Oval and 'Sun Square', or on Dampier Terrace? RECOMMENDATION: Undercover parking bay spanning Dragonfly to Roey – acts as shaded parking during the days with potential to operate as markets on demand. RECOMMENDATION: Revitalisation to host a trader workshop to come to conduct a SWOT analysis of opening the town to market traders, and determine an ongoing consensus for the future.	13. **Provision of markets in town** - The design of Carnarvon Street has taken into consideration the ability to host markets (spacing and infrastructure), which will be further built into the detailed design stage. The preference is to have markets within Carnarvon Street to create an active streetscape and support existing traders.	
			14. **Entry statement -** There doesn't seem to be a location determined for a grand entry statement, or signposting for the commercial boundaries of Chinatown. RECOMMENDATION: Consider the entry statement location within the Masterplan to	14. **Entry Statement** – A Chinatown Public Art Strategy is being prepared to inform the positioning and location of entry statements.	Implement the Chinatown Public Art Strategy once endorsed.

			ensure it has synergy with the overall planning of design & construction works. 15. **Outdoor entertainment -** The words 'buskers', 'performers' or 'entertainment' are missing from the Masterplan. What is the vision to accommodate live entertainment in the streets? RECOMMENDATION: Consider a specified shaded area and/or permanent stage infrastructure to encourage live entertainment through busking, and to feed into street events. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?** **WiFi** 16. The words 'WiFi', 'Internet' and 'digital' are not included in the Masterplan which raises concerns about considerations of future relevance of these public areas. WiFi is a standard and essential offering to key public spaces and while we assume this is included in the budget, we are keen to understand the exact plans of installation and whose responsibility it will be to maintain the infrastructure and manage the service. Furthermore, the management of the WiFi opens an opportunity for a resource to market Chinatown as a destination in it's own right – this resource could be used to promote ongoing festivals, events and facilities. (refer James St Brisbane as an example). RECOMMENDATION: Plans for WiFi should be included in the Masterplan. The considerations should be to use this	15. **Outdoor entertainment** - the Masterplan provides for the creation of a number of adaptable spaces for such activities. This can be further enhanced through the preparation of a Place Activation Management Plan. 16. **WiFi** – Noted. WiFi will be included as a part of the works to be undertaken and locations will be settled as a part of the detailed design.	

			platform to generate an income which employs a Chinatown marketing resource to establish a profitable platform, with money re-deployed into that position to create and coordinate events and marketing activity. RECOMMENDATION: Develop a Chinatown app. (Refer Sorrento in Perth)		
			17. **Outdoor events -** RECOMMENDATION: Consult with major event managers in Broome to ensure all considerations for cost efficiency and effectiveness in facilitating future events is done.	17. **Outdoor events** – agree, more consultation needs to be undertaken with event managers for activation initiatives. This is recommended to form part of the Place Activation Management Plan.	
			18. **Ongoing Management and administration of Chinatown as a shopping precinct -** While the plans are inviting, the business community doesn't subscribe to 'build it and they will come'. To truly revitalise Chinatown there needs to be a coordinated effort to reconnect the entire community with the destination, and encourage its use for daily activity.	18. Noted. This is the reason why the revitalisation project included the CIDC position to support such initiatives.	
			19. **Local Procurement -** All works should be done by local contractors and all purchasing through local suppliers. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?**	19. Noted and engagement of local contractors will be undertaken where possible. Procurement will be undertaken via a competitive quotation and will be engaged on merit of which regional price preference forms part of the consideration.	
			20. **Electric Car recharge bays -** Future thinking! Electric cars are coming yet there is no infrastructure in Broome to accommodate them. Broome could establish itself as forward thinking should it use the funds within Revitalisation to install recharge bays in Chinatown. It's been	20. **Electric Car Charging Bays** – Noted. Provision has not been made for charging stations at this point, however this could be accommodated in the future if the need arises.	

			suggested that these could be housed in an Asian themed shelter running along the centre parking strip – also used as sheltered and powered sites for market stalls on a regular occasion. **Do you have any suggestion about how business and community activity in Chinatown could be increased?** **Chinatown Investment & Development Coordinator** 21. The Chinatown Coordinator is a valuable position however on a limited timeframe with limited resource. The framework for this position was poorly considered alongside the implementation poorly timed. The key point for encouraging activation and business investment should have been established toward the delivery of final construction works, where projects could be complementary to the overarching design. Why ask businesses to start investing now when the focus will be on outdoor activation which relies on the spaces and amenities created by the Masterplan? (refer grant funding below) The establishment of music in town through music mornings and late night trading trials will be lost by the time Chinatown is ready to relaunch, with the activation budgets expended too early. Furthermore there seems to be no synergies between this position and the Masterplan where there has not been mention of infrastructure to cater for events and live entertainment, with market stalls only in sun square and on male oval. The excitement and motivation of the local businesses and community should be harnessed and leveraged post-construction with the lead-in period (i.e. now) focused on business	21. Streetscapes will be upgraded through capital works projects- any works to the private realm should take place now. Activities and events- these require time to grow and to be adopted. Any initiatives that kick off now, will have time to grow into the new space. Consideration will be given for post construction activation, through a Place Management Strategy that will be developed by CIDC. Event infrastructure will be built into the public realm and is a key factor for consideration by the design team. HQ has been set up to act as a 'project front door', retail incubator, event space, gallery or community space. Uptake as a retail space has been slower than anticipated. The CIDC role is essentially a sub project so was conceived to	

			development and workshops to broaden the perspectives of existing traders and sell opportunities for future potential businesses. The Revitalisation HQ should have been set up as a retail incubator to bring local artisans and micro businesses who are seeking long term retail opportunities, into a space where they can collaborate and learn in a low risk environment. In essence the Chamber believes that the Chinatown Coordinator should have been created within the initial plans to be a legacy asset to ensure ongoing investment into the town centre which trades off the new opportunities and is complementary to the masterplan.	sit within the same timeframes as the other projects. Consideration for legacy items will be considered through 2018.	
			22. As a standing member of the Chinatown Reference Group, the Chamber also wishes to refer to the CIDC Activity Plan which '*has been developed to provide a framework for staff operations, workload and implementation of events and activation initiatives throughout the two year tenure of the role. A separate Project Management Plan has also been developed to provide day to day project management planning for this role.'* Within the 31-page document, the Activity Plan states many great ideas including preliminary activation initiatives, such as: • Infrastructure - privately owned by a trader or owner such as shop signage, bespoke street alfresco area furniture. We are aware of at least one Member who was declined a $500 application for signage in their newly located charity shop – this has returned a poor sentiment to the nature of the funding • Temporary installations or start up items	22. See comments below. • not aware of this application. • Not clear what this comment	The Public Art Masterplan is to be formally endorsed. Prepare Place Activation Management Plan

			for Chinatown owners and traders to administer. We are aware of further member/s who have been discouraged by their plans due to the bureaucracy surrounding footpath trading and provisions for off site food vans as well as frustrations over the broader vision for supporting private investment.	relates to. Any initiative would require Shire Policies and approvals are undertaken.	
			• Events/festivals – Chinatown events and festivals will aim to tie in with existing and creation of new art, design, cultural, sport, entertainment and hospitality focused events with a broad range of demographics in mind (locals, tourists, cruise ship attendants, families, youth and adult). The Chamber ourselves were disappointed by the lack of support offered toward cruise ship activations including a Dampier Terrace street market, and then red tape hurdles for the Roey carpark market.	• Cruise ship days are CruiseBroome responsibility, however CIDC would be open to coordinating to create a more collaborative cruise ship day offering.	
			• The activity plan suggests some fantastic event and festival ideas (20 in total) and one year into the position has not seen any initiated.	• Events in 2017 were rolled into other festivals and other initiatives such as Late Night Trading. 2018 will see more stand-alone Chinatown Events. BCCI and members have opportunity to input into this.	
			• Business After Hours has been articulated as an opportunity to provide project updates and run an event with the business community – the Chamber would very much welcome this opportunity.	• Noted, a 2018 BAH will be pursue.	
			• Tours – initiatives will garner support to develop content and tour operators in a range of guided and self guided products that showcase the fine grain history, rich culture and food of Chinatown past and present. o Great idea! When / how can we get this to happen?	• As with most initiatives of this nature, this requires tour operators to drive.	
			• Small scale - Art Start – BizSpace for artists that may include a studio, exhibition and gallery space. Sounds a lot	• This is outside of the scope of the Masterplan.	

			like Broome Makers Gallery which was created by the Chamber as an opportunity to support the revitalisation, and denied Revitalisation support from the Shire CEO. • Shire Staff Charrettes – an opportunity to have Q&A and ideas workshops with Shire Staff to assist in the development of individual projects… break down the walls between community and Shire staff and collaborate towards a common goal. Great idea! When / how can we get this to happen? • Retail development Space – half way house for small retailers who want to test their retail idea. Once again sounds a lot like Broome Makers gallery and could have been delivered at the HQ IMPORTANT NOTE: The Chamber is in no way critical of the value of work currently undertaken in this role, rather the confinements of the position and its structure. 23. **Chinatown grants -** The Chamber was disappointed to see that only one business entity was awarded a grant in the initial round from $200,000 made available. As stipulated by the strict guidelines, all applications must be dollar-for-dollar matched, applied for within a short period and expended within the following six months to the end 2017 (Applications were open from 1 May 2017 and close 30 June 2017 for projects occurring between July and December 2017). While there's reason to believe that the local businesses will be more prepared for next year's grant round, we wish to articulate the below identified flaws in the process: • The grants are restrictive to those who already have money to invest in their	• Consider developing this in 2018.Shire staff are available to meet with applicants both in the office and on site and this has occurred on numerous occasions. • Noted. 23. **Chinatown grants** - Grants will be modified in round two based on feedback given through round 1. However in response: The grants are designed to leverage a small amount of project money with private investment. Criteria will be reviewed to make grants more accessible. Grants do look at making partnerships with community groups to 'reconnect Chinatown with broader Broome'. Grant timelines will be similar,	

			business • The grants do not take into consideration community initiative to reconnect Chinatown with broader Broome • The grant timeline is restrictive • The approvals panel is restrictive needing a unanimous decision among the committee RECOMMENDATION: Consider an ongoing community chest fund which can be accessed by anyone currently (or seeking to) do business in Chinatown and flexible on initial capital investment.	requiring projects to be delivered within a set period. 2018 grants will look at extending timescales for projects. The Project Governance <u>for all decisions</u> requires unanimous decision by PCG members. This has not proved to cause an issue in round one and will not change for round 2. The community chest fund is a positive suggestion that will be considered for 2018. As above, grants will be modified in round two based on feedback given through round 1	
			24. **Structure of governing body -** If the Shire, Landcorp and KDC seek to jointly manage a similar project in the future that they use the blueprint of the Chinatown Revitalisation as a guide as what not to do next time. Clearly the management "structure" has not added value and has been an impediment to more effective project control, engagement, communication, timeliness and outcomes. RECOMMENDATION: Establish for the future, a project management strategy for projects to ensure more effective and transparent project control, reference/stakeholder engagement, appropriate timelines and outcomes coupled with key performance indicators rather than just milestones.	24. **Structure of governing body** – This is beyond the scope of the Masterplan. However the governance structure will be reviewed at the conclusion of the project.	
			25. **Work with the Chamber -** The Chamber has not been appropriately engaged by the Revitalisation to assist with the process. Its	25. **Work with the Chamber** – the Chamber was until recently a contracted consultant involved	

			membership, on a poorly structured and managed reference group, does not represent engagement. Our ability to work alongside the business community is second to none and should be utilised.	in the communications of the Chinatown Revitalisation Project and has membership within the Community Stakeholder and Reference Group. Comments are noted.	
36	Cruise Broome	12.10.17	We refer to the recently released Chinatown Revitalisation Masterplan with relation to Chinatown remaining the key passenger drop off location for cruise ships. Cruise Broome has consulted with the Revitalisation through meetings with the Shire, TPG and KDC (refer appendix I) to request the below considerations were met in the planning draft: • To avoid traffic congestion & ensure safety of coach drivers – a simple pull in/pull out drop off area for up to **6 coaches**. This drop off area can also be utilised by other coach companies. • **Coach rest area/facilities to keep this area free** for coaches to drop off passengers and free up town parking and congestion. • **Raised pavement**/landing along drop off area to ensure safety for passengers disembarking coaches - raised pavement/landing will also serve as deterrent for passengers to walk in between coaches and encourage flow of human traffic along footpath. • **Permanent shade structures** required for area to be utilised 12 months of the year. • **Arrival kiosk/small terminal** which can utilised by Visitor Centre and serve as storage for additional seating and/or equipment required for arrivals. • Seating and bathroom facilities. • Space to allow for welcoming volunteer team and market stalls to	Noted. The current version of the Masterplan incorporated the wishes of Cruise Broome at the time of previous consultation. Recent movement in funding for deepening of the shipping channel has resulted in the potential increase of tourist vessels. Concerns over the capacity of the area of Male Oval to accommodate potential increase is noted. As a result, ffurther discussions have been held with a landowner to investigate opportunities to accommodate bus-drop off locations on Dampier Terrace. It is recommended that Cruise Broome is further consulted to ensure that requirements are met as more detail becomes available.	That the submission be noted and the following actions are undertaken: Consider options for cruise ship bus parking in Chinatown as a part of the detailed design.

			enhance passengers welcoming experience. On review of the Masterplan, we feel that some crucial considerations have not been met. • Space for 3 coaches is barely sufficient in the current demand, and with future planning in mind we feel it ideal to plan for up to **6 coaches at a minimum.** • There appears to be no plans for a coach rest area/facilities which was discussed to **keep this drop off area free** for coaches to drop off passengers and free up town parking and congestion. • Whilst not articulated in the new pavement area at the coach bays, we hope that raised pavement will be implemented into the planning. • A small terminal will help with facilitating passenger enquiries and allow an efficient flow of movement. The largest ship that Broome currently receives is circa 2,000 passengers (refer appendix II) and we ask the Steering Committee to consider that discussions are already under way for larger vessels with up to 4,000 passengers requiring 24 coaches for transfer (refer appendix III). The current space allocated does not allow for growth and would not meet the needs to accommodate these ships to the standard that they are seeking. With no designated coach rest area or facilities, this space could also be used as parking for the large number of coach and tour operators visiting during the tourist season, presenting further problems of congestion and availability of space for incoming cruise ship passengers. With this in mind we sincerely hope that you'll revisit the plans for the Tourist Rest Stop	Noted. See comments above.	

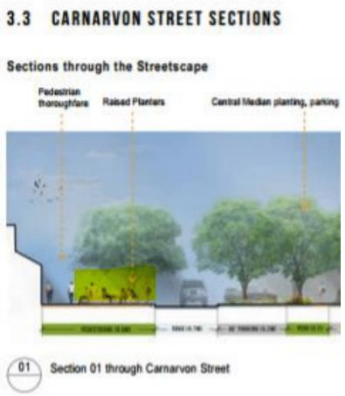
			Facilities on Male Oval accordingly.		
37	Paspaley	30/10/2017	**EXECUTIVE SUMMARY** Paspaley broadly welcomes the initiative to reinforce and re-establish Chinatown as the commercial centre and CBD for Broome. Detailed below are a wide collection of observations and suggestions in relation to the Broome Chinatown Masterplan Report. Many of the proposed initiatives include good intentions and sound design intent however it is important that any final scheme and its implementation acknowledges and responds to particular local characteristics and social issues that exist in Broome and northern Australia. With cooperation and commitment from Broome Shire, local authorities including police, local business and property owners and the public there is every opportunity that Chinatown can be re-established as the 'Heart and Soul' of Broome and region. Paspaley Pearls Group owns significant land in and around Chinatown. Paspaley has a long and prosperous relationship with Broome and is committed to the long term success and development of Broome. We trust that our submission provides valuable feedback for what is hoped to be a solution which reinforces an identity which is unique, desirable and successful for residents and visitors alike. **1. Urban & Technical Design Response** **Carparking Numbers & Sam Su Lane** • Page 47 refers to an expectation of net 57 car bays lost from within the Chinatown precinct. As a 10 - 15 year plan, the design should improve urban design outcomes (as demonstrated by the new streetscape designs) as well as increase total car bays available. • We identify Sam Su lane as an important	Noted. **Carparking Numbers & Sam Su Lane -** Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace.	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term

			priority in stage 1 works, further, this area should be linked to a re-designed area that is by the Male Oval to provide at least 60 bays. • The highlighted area (Fig. 1) can be another opportunity for the existing landowners to provide future retail opportunities in time. The parking and access should accommodate such future expansion. *Fig 1: Shows new retail shop opportunities for future development & intensification of Chinatown.* **II. Destination Playground Review** • Paspaley agrees this area can announce the arrival / drop-off for a tour bus experience. This does not in our opinion fit with a future use for child entertainment in this area. (The child entertainment area is better placed between Sam Su Lane and the Broome Visitor Centre). • In the area of Fig. 2 *(between Sam Su Lane and Carnarvon Street)*, we think a road extension to link Carnarvon should be made, which may possibly include additional bus parking and associated Community infrastructure (see below for item 2.1). • The use of such buildings should exclude F&B and retail, however could include an area for local businesses to meet and greet tourists undercover. It should be mostly open	The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown. As a part of the detailed design, the Shire's Parking Layout Plan will be reviewed to reassess the distribution of timed parking bays throughout Chinatown to allow for long-term/employee parking in the fringe areas and short-term parking in the central locations. **Destination Playground Review –** • the destination playground is a medium term project and therefore unlikely to form part of the current revitalisation project. The current position shown on the Mater Plan is considered adequate. • This option was investigated as a part of the concept plan, however as it would complicate the interaction between pedestrians and vehicles further it has not been incorporated into the Masterplan. Also given the interaction with established infrastructure, it is unlikely to be possible to deliver within the scope of the budget. • Noted.	parking/employee parking on the fringe areas and short-term parking in the central locations.

			air and attractive when not in use and also contain a permanent police presence and with internally accessible ablutions facilities. *Fig 2: Suggested extension of road and parking* • The Shire should direct the Consultant team to think more actively about the community role of the Sam Male Oval generally. We acknowledge the important place it has in the City centre and yet it feels like the town in an Urban Design setting has turned its back on it. **III. Landscape Direction & Selections** • It appears the images are being over ambitious in their landscaping ambitions and or matching with Southern climes rather than tropical ones. • We believe the brief should focus on, at grade landscaping (no raised garden beds – refer item VI below) to provide right water and shading for road in the future. • The goal of the Chinatown investment is to provide an engaging canvas for human activity; however, the design and use cannot be anticipated in a report today. This will evolve moving forward, with property owners working with tenants to promote activity. Therefore in a way, less is more! • Thus, our recommendation is to focus money and investment on supply of water, iconic trees, shading trellis and lighting. • We suggest Fig. 3 is decidedly the wrong direction. Fig. 4 may be the right direction, so long as the space can remain flexible in its use (supposing also the luscious greenery is maintained by the store holder).	• The Masterplan seeks to improve the amenities in this location. **Landscape Direction & Selections** • Landscaping/planting/tree selection will be addressed as part of detailed design stage. • Noted. • Noted. • Noted. • Noted. This and other design related comments will be considered in the preparation of detailed designs	Detailed design to consider landscaping treatments.

			 *Fig 3: the wrong Direction*  *Fig 4: perhaps the right direction* **IV. Lighting Direction, a Literal Interpretation** • The design intent shown in this literal example of 5 rows of fairy lights is a very compelling infrastructure improvement for town, see Fig. 4 *(image of Sun Square Night Time Mode from Master Plan)*. • This should be considered in an expanded form as an investment for the whole of Carnarvon St, particularly the western side. • We wish for this lighting to be incorporated at the front of the Carnarvon North intervention. After which, we would then extend such lighting within the Paspaley Plaza shopping area. • We think a design theme such as this simply executed could be do a number of things: a) encourage greater evening activation of retail activity throughout Chinatown, and b)	**Lighting Direction, a Literal Interpretation** • Noted. • Noted. • Noted. A lighting design is being prepared as a part of the detailed design. • Noted. • Noted.	Detailed design lighting design to be prepared.

			discourage anti-social behaviour, and c) become a talking point for visitors to our town, and d) mark the new opening of a new bright future for Chinatown. • Such lighting should be paid for and maintained by the Shire, to ensure a consistent high standard (we would pay for the lighting within our own precinct). **V. Priorities** • We recommend continuing the 'light touch' investment to the full extent of the North Western side of Carnarvon Street (Item 10 page 19). The importance of this investment is to change the atmosphere for visitors and residences and as this is a high use area, it will benefit many in the mood it creates for the whole of Chinatown. • We believe Gray St and the activation of the Sam Male land is also an opportunity for medium term revitalisation (Item 11 page 19); we wish to discuss this opportunity more with the Shire directly, see Paspaley land mentioned below. • Noting the Grey St extension has been shelved, we ask that it is acknowledged with endorsement by Shire for the longer-term masterplan of the Chinatown area. Paspaley believe the opening up of land to the NW is currently the only viable way to provide expansion opportunities for Chinatown and must be included if Chinatown is to be the long term CBD for Broome. **VI. Considering Breezes & the Practicality of Garden Planter Boxes** • Fig 5 *(section through Carnarvon Street)*, refers to the section through Dampier Terrace [Carnarvon Street] and relating to the planter box discussion critique of (III) above, these areas will prevent important breezes that cool an environment. We have practical experience of such heat prevention challenges from our Shopping Centre &	**Priorities** • The prioritisation of the projects has been selected based on budgetary considerations and with the aim of delivering the most positive activation/revitalisation outcomes. • See comment above. • While the Grey Street extension does not form part of the current revitalisation works, it does form part of the Chinatown Development Strategy and if other funding opportunities were made available this can be further investigated. **Considering Breezes & the Practicality of Garden Planter Boxes** • Noted, the movement of breezes will be factored into the detailed designs. • Noted, these areas will be further refined in the detailed design.	

			Showroom design. • Further, reviewing the design 'sections' such as the one illustrated below is needed. We believe the area highlighted in yellow may be sold, leased or licenced to adjoining landowners as an easement or similar type of tenure to encourage new retail offerings and investment. We see coffee / market stalls, limited hour operations that meet with a bare bones built form environment may appear and disappear as the demand of such items appears and disappears.  • Such investment and small retail opportunities is in keeping with the laneway and Old Broome culture of the town. **2. Planning & Supporting Social Investment** **I. Infrastructure Addressing Anti-social Behaviour With People As Well As Design.** • The theory that curated cared for spaces will help alleviate anti-social behaviour is only part of the solution. Programmed community activities such as children's sporting activities, senior social gatherings and or community use of the spaces needs to utilise such places year around as well. • Direct intervention by a dedicated service	• Noted. **Planning & Supporting Social Investment** • Noted. To deliver on the revitalisation objectives it is recommended that a Place Activation Management Plan is prepared. • Noted. • Antisocial behaviour is a complex to address, however CPTED	Develop a Place Activation Management Plan.

			provider to set standards is also required as an immediate response to anti-social behaviour. The infrastructure for such matters may be included in the plan, or alternatively solved by rental of an existing place. • The model to tackle drunk & disorderly behaviour should be seen as an opportunity for not-for-profit type service providers, the funding for which should be ultimately provided by the Shire. • Police and local community groups must actively engage in the social management responsibilities and law enforcement. **II. Lifecycle Maintenance - Land Tenure & Ownership of Improvements** • Our comments about the built space above (Item 1 (III) and 1 (VI)), encourage the Shire and WA government to approach a bare bones implementation. The goal of this design and investment is to put in a common language that is in keeping with the town's values and will be easily maintained. • Thereafter, the application for furniture and or life that give character to such places should be encouraged via activation grants that are targeted to landowners. With owner and operator input to such design (subject to established minimum standards), the town can benefit from multiple interpretations suited to the business. • Our belief is the stages for such activity should be prepared and offered over time (the next 24 – 36 months) for businesses to grow into them as the Town embraces this concept.	principles have been incorporated into the Masterplan. While the Shire is a key stakeholder, the Shire does not have the capacity to tackle drunk and disorderly behaviour in isolation. • Noted. **Lifecycle Maintenance - Land Tenure & Ownership of Improvements** • Noted. The themes of improvements will be further refined through the detailed design and maintenance will be a key consideration. • Noted. • Noted. It is recommended that a Place Activation Plan is developed to address implementation of place making initiatives. • Noted.	

			• Related to this is a clear demarcation as to who will therefore be responsible for maintaining the standards. If there are places that are not supported by landowners and tenants (such as in the medium strips), then an appropriate budgeting for keeping such infrastructure well kept should be assured by the Shire before the final design and implementation is confirmed. **III. Security Cameras & Recording & WIFI – Free & Fast** • A similar plan for security cameras to assist the community-policing group and or for landowner's crime prevention should be included as a priority of this work. • Today's technology can also readily provide free and fast internet service. In today's world, the speed of service is directly proportional to a person's perceptions of professionalism and service of a town. It is in Broome's long-term interest to provide such service in strategic areas around Chinatown. **IV. Communication Around Right of Way for Inner City Traffic.** • We agree and endorse the review of 'streets for everyone' and 'streets for safety'. This is a delicate balance however essential requirement within the Chinatown precinct. **V. Zoning of CBD & Chinatown Area** • The formal planning act is the surest way to confirm the long-term prosperity of the Town's CBD. We believe the Shire needs to ensure some important community uses (such as banking, fast foods or cinemas) are only permitted in and around the Broome CBD area. • Similarly, emerging 'anchors' such as the building of the Broome Cultural & Heritage Museum should be appropriately promoted in and around the Broome Chinatown.	**Security Cameras & Recording & WIFI – Free & Fast** • CCTV has already been implemented in Chinatown and will be maintained as a part of future works. • Noted. WiFi will be made available as a part of the revitalisation works. **Communication Around Right of Way for Inner City Traffic.** • Noted. **Zoning of CBD & Chinatown Area** • This is beyond the scope of the Masterplan. • Noted. **Community Engagement, Particularly Kids Sport, Education and Seniors** • Noted. It is recommended that an Activation Plan be prepared to encourage/facilitate such initiatives.	

			VI. Community Engagement, Particularly Kids Sport, Education and Seniors • Building opportunities for community engagement; bringing back for example the netball or basketball courts into Chinatown; introducing community gardens or 'honour' donations for harvested crops; artists retreat spaces or forums; and club houses for bicycle clubs are all examples of community type activities to support the use of Chinatown. • Such activities driven by locals will engage out of the usual Tourist 9am ~ 5pm window and are therefore extremely useful in feeding Chinatown's success. Such understanding needs to embraced by the current Councillors as this can provide the life after the stimulus has ended. ***3. Paspaley Land & Opportunity*** **I. Carnarvon Street North Parklet's Investment Welcomed** • We note the design & investment in the Parklet's adjoining the Paspaley Plaza Shopping Centre and welcome its introduction. We look forward to being involved through the design process of this initiative. **II. Jetty, Streeter & Male Excess Land** • We observe the proposed investment by Streeters Jetty is minor and consider this may also be due to the Shire's uncertain tenure over the land. Paspaley is willing to consider new models of engagement for longer term planning of community infrastructure (for example 10 years + 10 years) to activate the presently undeveloped land. We are open to recommendations of how to assist.	• See above comment. ***Paspaley Land & Opportunity*** • Noted. • Noted. The opportunities to discuss land tenure and activation of this important area in Chinatown are welcomed and discussion are underway with the owner. **Dampier Terrace North – Staff Parking Opportunity** • Noted. As a part of the detailed design, the Shire's Parking Layout Plan will be reviewed to reassess the distribution of timed parking bays throughout Chinatown to allow for long-term/employee parking in the fringe areas and	

			III. Dampier Terrace North – Staff Parking Opportunity • One constraint and opportunity identified to Paspaley through the Chinatown engagement process was staff parking. *Fig 6: Showing existing parking arrangement by Carnarvon St, which may be an arrangement suited for the north end of Dampier St.* We believe one way to address spaces for tourists and visitors is to introduce timed parking in areas around town, noting that some areas will have no time limit. It may be provided as 4 or 5 hrs (very long by any non-workers standards) so as only to encourage workers to park in the right space. This may encourage staff who work in Chinatown to park in fringe areas, thereby freeing up more convenient parking spaces for customers. • The land by Dampier Tce North and Grey St East may provide space for such parking (as would our undercover roof to the top of Chinatown centre), see Fig. 6 for example design application to increase car numbers. Paspaley are open to such planning discussions and wish to work with the Shire to promote a successful plan for all parties. **IV. Sight Lines to Carnarvon St North** • Our final comment is the sight lines through Carnarvon St and Short St roundabout. This issue should be considered for safety of road and pedestrians as well as promoting activity beyond them. • Interventions such as the fairy lights (Fig. 4) are also very important, along the North South road of Carnarvon & Dampier Tce. **V. Streeters Jetty, an Important Historical Place** • In terms of reinforcing history, the old MOP	short-term parking in the central locations. • The Shire's existing Carparking Layout Plan provides for construction of parking bays in this location. This has not been constructed at this point. **Sight Lines to Carnarvon St North** • Noted. • Noted. • Noted. ***Conclusion – Major Items*** • Noted.	

			shed accompanying the Streeter Jetty could reinforce the walk from the Lookout to Streeters Jetty and in hand improve any visitor's experience and progression around key points within town. *Fig 7: Streeters Jetty an opportunity for a more formal link to the Lookout visit.* ***4. Conclusion – Major Items*** • The key points for consideration in the continuing design development of this project are listed below. Paspaley welcomes the broader intent of the initiative however maintains that a successful project will be at risk of failure without a complete implementation commitment and ongoing management plan. I. Carparking Numbers & Sam Su Lane II. Paspaley's Jetty, Streeter & Male excess land III. Extension of Grey St IV. Dampier Terrace North (for extra car bays) V. Project Ownership and Upkeep Responsibilities VI. Law and Order to Encourage Safety and Utilisation We would welcome any opportunity to discuss our submission and look forward to hearing from you		
38	Sean Salmon	30/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Shade trees. Improved public spaces in Carnarvon Street. **What do you think could be improved / is anything missing?:** a. Carnarvon Street from Napier Terrace through to Short Street a 'one way'. This will provide more space for parking and shaded public spaces and will improve traffic flow	Noted. Noted. a. One-way streets are not recommended as they facilitate constantly flowing traffic cycling through, and can compete with	That the submission be noted and the following actions are undertaken:

			around Chinatown whilst reducing traffic in this space.	the pedestrian focus that that public realm in Masterplan is aiming for. It can also cause confusion for navigating the town center, restricting traffic movement to one direction only.	
			b. Remove the 'al fresco' area in front of the Roey front bar. This will ruin the view of the façade of the building and would not be in keeping with the heritage aspects of the building. The front verandah of the Roey is enjoyed by many and the alfresco area will impact this experience. Tourists often take photos of the front of the Roey, the verandah and front façade from out in the street. Under the masterplan their will be plenty of alfresco areas for people to sip their soy latte coffee etc. Leave the front of the Roey for the beer drinkers who like it how it is!	b. Masterplan identifies opportunity for alfresco dining in front of the Roebuck Bay Hotel. In finalizing the detailed design this will be further discussed with the owners and if not ideal at this location can be redesigned for an alternative location on Dampier Terrace.	Discuss management opportunities and intentions to utilize the Alfresco dining area with Hotel owners prior to detailed design.
			c. There is a total lack of detail on the 'medium term' projects. As such it would not be acceptable if there is not another opportunity to make public submissions on these aspects when/If there is sufficient detail.	c. Noted. The medium term projects are likely to be beyond the scope of projects delivered as a part of the revitalization project.	
			d. Page 7 has a 'Frederick Street Lookout'. Page 12 has the 'lookout and locals loungy spot' in a different location at the end of Napier Terrace and a 'local shade and rest spot' at Frederick Street. Then page 18 has a 'lookout subject to further investigation' at the end of Napier Terrace. This is all a bit confusing, and I have concerns about all these proposals, but what is the proposal, and how can we comment if there is no detail and confusion? In the update to the Shire in August 2017 there is $900,000 allocated for this, of which the Shire is providing $600,000. Why is such a large proportion of the total Shire funds being allocated to this proposal? This area of foreshore is best left without any	d. Noted. The design intent of the lookout was to deliver an iconic structure that spans vertical height and allows a view over the mangroves into Roebuck Bay, of a similar view than that at the top end of Dampier Terrace. However given the potential financial and practical implications of positioning a lookout at the end of Napier Terrace, it is recommended that this concept be removed from the Masterplan.	The Masterplan is amended to remove the lookout at the end of Napier Terrace.

			built structure to preserve it's amenity and as an example of the foreshore in it's historical context. There are other areas of Broome which already provide much better vista over the bay, why do we need another one, and why do we need another built structure on our foreshore? e. It would be preferable to allocate these funds to a large shaded structure at Streeters Jetty, where tourists already congregate, with an information centre focusing on the towns historic pearling industry and interpretation of the workings of the jetty. None of the proposals suggested in the revitalisation pay homage to the origins of Chinatown or to the pearling industry which founded it. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Heritage. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** See above about no lookout and improving tourist experience at Streeters Jetty. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Unfortunately it is nearly 4.00pm and I have run out of time!	e. The Project Team will be undergoing further discussions with the landowner of the lot in front of Streeters Jetty to understand their appetite for delivering interim and long-term activation in this space. Noted. The heritage significance of the place is understood and this is proposed to be enhanced and promoted as a part of the revitalisation works. See above comments. Noted.	
39	Peter H Hansen	30/10/2017	**Please tick the most relevant to describe you::** Business owner or trader in Chinatown **What do you like about the Master Plan?:** The concept of continuous shade along the full length of both Carnarvon street and Dampier	Noted. Noted. Landscaping/planting/tree selection will be addressed as part of detailed design stage.	That the submission be noted.

			Terrace is a MUST. In the Broome climate the canopy shade is critical all year round. **What do you think could be improved / is anything missing?:** More focus needs to be made of the canopy shade along both sides of the street and the middle. This shade can be in the form of natural vegetation and artificial structures. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Artificial shade should be installed upfront while the canopy trees grow to produce shade in the next 5 to 10 years **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** The story of the area needs to be delivered more boldly audio and video material ability for business operators to reflect the history in their building **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** This happens by having a diversity of businesses operating in the area to reintroduce the old style main street shopping concept and have differing businesses that operate at different times of the day and night to keep the place busy with people **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** I believe any work to enhance the amenity is beneficial. The key for	Noted, see comments above. It is considered that the Masterplan makes adequate provision for shade. It is noted that the full shade will not be realised until the trees are established, the installation of interim artificial shade is not considered economical. Noted. A Chinatown Public Art Strategy is being developed to capture these stories and public art opportunities. Noted. Noted.	

			me is really good shade area along the whole length of Carnarvon street and expanded range of shops that have a local as well as tourist flavour, because we need the area to be busy all year round not just the key tourist season		
40	Lesley Morris	30/10/2017	a. I am a Broome Resident. I have worked for a number of businesses in Chinatown and have been involved in a number of Chinatown Workshops over the years and it is great to see that something may finally come of this one after so many in the past. b. My first comment is that if this is a Chinatown Master Plan then it should encompass all of Chinatown. I realise that the main focus at the moment is the CBD part but it does say Chinatown Master Plan so it should be all inclusive all the way through. The most conspicuous omission in much of the Master Plan draft is Frederick Street. The Shire of Broome spent a substantial amount of money and had a lot of publicity on the Frederick Street, Dampier Terrace connection, which included a future lookout. The connection provided another entrance to Chinatown. Apart from appearing in the first few plans in the Master Plan it seems to have been forgotten. I realise that the Plan needs to be done in stages but that does not mean that part of Chinatown is left off overall maps. It was overwhelmingly noted at a workshop some years ago prior to Frederick Street being reconnected, that the reconnection of Frederick Street to Dampier Terrace with its natural elevation made for an extremely scenic entrance to Chinatown. It was also noted that it would help to alleviate the pressure on the other 2 main entrances during peak season. c. **LOOKOUT -** The lookout proposed by the Shire with the reconnection was a great idea. The height, view and position was a naturally suitable site. The Master Plan now	a. Noted. b. Frederick Street does form part of the Masterplan project area. As recent capital works and improvements have been implemented in this area, it did not need to be reviewed in detail. c. **LOOKOUT -** Points raised in relation to the lookout are noted and agreed. The design intent of the lookout	That the submission be noted and the following actions are undertaken: The Masterplan is amended to remove the lookout at the end of Napier Terrace.

			has a new proposed site being at the Dampier/Napier Terrace junction. I strongly object to this proposed new site. After speaking with business people and people on the Project's Advisory Group, the main push for the move seems to have come from the Planners/Consultants, not the Broome people. 1. The proposed site is some 5 metres lower than the original site. 2. I realise there is a deadline for decisions to be made and action to be taken, but to take an "easy" option just to hit a deadline is not a responsible decision. 3. The proposed site looks over the rear of business premises fronting Dampier Terrace. These areas are hidden from the public view on Dampier Terrace, which are the visible shop fronts, but would not be hidden from a lookout at Dampier/Napier Terrace. 4. A large amount of rubbish washes up with every tide which is extremely visible along those back boundaries. 5. A lookout it just that, a lookout, so why wouldn't you put it at the highest vantage point. Page 5 of the Master Plan refers to decreasing the number of parking bays in Chinatown for parklets. One reason given for moving the lookout was the distance it was from the CSD. If parking bays are decreased in Chinatown then more use will be made of parking bays further up Dampier Terrace, which means people would be closer to the lookout site where it was originally planned for. After speaking with a representative on the Revitalisation Advisory Group, it appears that this had not been considered. It is only common sense that if parking in the Chinatown CSD is reduced, then people will be making far more use of the Frederick Street end of	on Napier Terrace was to deliver an iconic structure that spans vertical height and allows a view over the mangroves into Roebuck Bay, of a similar view than that at the top end of Dampier Terrace. However given the potential financial and practical implications of positioning a lookout at the end of Napier Terrace, it is recommended that this concept be removed from the Masterplan.	

			Dampier Terrace, which means distance will not be an issue if the lookout is constructed at its original site. On Page 6 of the Master Plan reference is made to "best value for money for the precinct". This does not always mean best outcome. With respect to the lookout it should be best position/vantage point. I would think that people looking for a lookout would look for a high point, especially when it comes to views over the mangroves and bay. For the following reasons, I believe Frederick Street is the most advantageous point as: - suggested point at Napier Tce is some 5 metres lower than Frederick Street the gradient from CSD used as excuse. With more people parking at the Frederick Street end, walk and gradient not an issue. - Why construct steps and ramps to try and compensate when Frederick already has the height. Having to build steps, ramps and elevate a lookout at Napier Terrace may not work out as best value for money in the end. - Shop owners backing onto the mangroves in Dampier Terrace cannot be expected to improve the rear of their premises so as to be lookout friendly. Some form of screening would be required but at whose expense? - On the high tides, rubbish from within the mangroves washes up to the back of the premises in Dampier Terrace - will this be another ongoing expense by having to put in place measures to control the rubbish for the "ambience" of a lookout at Napier. - There does not seem to have been any consideration given to the angle that not everyone who comes to shop		

			wants to sightsee and not everyone who comes to sightsee wants to shop. Visitors who come to shop may likely walk up to the lookout. People who just come to sightsee may go to the lookout (if at Frederick). They would get a good view down over Chinatown and may be encouraged to go down into the CSD for lunch, coffee so a lookout slightly away from the CSD may encourage more people to the CSD. - There would be less parking issues for a lookout at Frederick than at Napier due to Napier being next to the CSD. To leave the lookout at the Frederick Street end could work very well at encouraging people into Chinatown which is what the Master Plan is about. - Frederick Street is an easy drop off point for people travelling by bus. Once they have finished at the lookout then it is a nice downhill walk into Chinatown. - An elevated view looking down over Chinatown would be interesting and a great way of helping with directions and identifying landmarks. On Page 9 of the Master Plan, reference is made to "better use of community space and streets". Once again, parking bays being reduced for more greening, shade and parklets will result in more use of parking bays up to Frederick Street hence people will be parking closer to a Frederick Street Lookout. From a lookout at Frederick Street, it is an easy downhill walk to vehicle/Chinatown. Page 9 also mentions that the project "requires a collaborative effort". Collaborate is inclusive so Frederick Street must be included. Pages 18 and 19 is supposedly an		

			overall vision with proposed priorities. Frederick Street does not rate a mention on these pages. As previously referred to, the Shire spent substantial monies connecting Frederick to Dampier. There are 2 access points to Chinatown from Frederick Street – 1 turning from Frederick on to Carnarvon and the second Frederick on to Dampier. This has been glossed over and completely left off the {(Overall Vision" and yet the other end of Dampier Terrace and Gray Street are shown. Page 20 & 21 shows the priorities plan and project phasing over time. This should show all of Chinatown. Once again Frederick Street not shown or referred to - Gary Street is. At one of the public information sessions I queried why the proposed lookout had been moved. At no stage was Yawuru mentioned but after speaking with other people with concerns about the moving of the lookout, they had been told by different officers that there were Yawuru considerations with respect to the Frederick Street site. I raised this again at one of your information displays and was shown a map where under an ILUA (Indigenous Land Use Agreement) done some years ago, 3 blocks on the bay side of Dampier Terrace were transferred to Yawuru. The original lookout was not on Yawuru land, but the platform encroached into the airspace above them therefore, as is usual with any development, a licence would be required for the area that the overhang encroaches over. They mentioned that to negotiate this it could take another 6 months. My thought on this is that according to the Master Plan, there is no rush for the lookout. The MasterPlan has the' lookout as a low priority (I think phase 3). I am sure that putting the lookout at Napier is just a way of		

			choosing the quick, easiest option - not the best option.		
			d. Aside from the lookout issue, there are some iconic, highly photographed buildings in Chinatown ie. Sun Pictures, the Dampier Terrace side of Roebuck Hotel. Any structures and trees need to be placed in such positions that do not obstruct these buildings. There is so much history in Chinatown but a lot of that history is no longer visible. There are many original buildings and sites that have been developed and a new building constructed. It would be fantastic if people could get an idea of what used to be on different sites ie. Woody's Arcade used to be a service station/bookshop so if there was a small plaque with a photo of Woody's Service Station and a small description, people could wander around finding out the history. This would not only provide an interesting trail, but would also attract people to Chinatown and encourage them to stay in Chinatown longer.	d. Noted, this will be considered in the detailed design.	
			e. Lastly, since drawing up the Master Plan I have heard that larger cruise ships may now be coming to Broome. At one of the information sessions I attended, comment was made that the Master Plan only accommodates 3 buses at the proposed bus drop off point proposed for Male Oval. There is an entrance point onto Male Oval from opposite Chicken Treat. Is it possible that a bus lane could be put across from there to come out on Carnarvon Street (for want of a better description it would be like a semi circular drive cutting the corner). The buffer between the bus lane and the road could be screened with trees/bushes and the proposed disembarkation would be in to the proposed shelter area. This would be a safe	e. Noted. The design team is refining the bus parking options to ensure that enough parking for buses is provided for in Chinatown.	Consider options for cruise ship bus parking in Chinatown as a part of the detailed design.

			drop off point as visitors would disembark on the park side of Carnarvon Street and be able to access the footpath without crossing in front of the buses. • Thank you for providing the opportunity to comment and I hope you will take my comments into consideration, especially with respect to the lookout.		
41	Kim Male	27.10.17	1. Thank you for the opportunity to comment. Revitalisation of Chinatown must be practical. Parking on north Carnarvon St particularly should not disappear and affect the Post Office - the biggest single draw into Chinatown for permanents and tourists which is a blessing to Chinatown. 2. Streetscaping of Dampier Tce between Napier Tce and Short St should not preclude prime movers with trailers from delivery – the supply route to Coles – the single most important anchor tenant in the precinct. 3. Parking should not be reduced, which in turn will reduce car visit numbers. Such reductions will affect trade turnovers. Examples of this in Perth western suburbs are Bay View Tce in Claremont and Napoleon St in Cottesloe. Understandably this has not occurred in Hay St west nor Rockerby Rd Subiaco.	1. Noted. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have a net impact on the availability of parking within Chinatown. 2. Noted. Continued access for delivery vehicles will be accommodated in the detailed design. 3. Noted, see comments under point 1 above.	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.

			In Darwin the creation of a mall in Smith St saw two banks and several commercial premises close and move out. The iconic Vic Hotel in Smith St closed.		
			4. Streeter and Male paid for 23 parking bays offsite to their hardware store extension planning approval two years ago and they have not been delivered. Perhaps these could be developed on the Gray St verges and later Chapple St.	4. Noted. This development made a cash-in-lieu contribution for the provision of 10 parking bays and these funds are held in reserve by the Shire. The Parking Layout Plan already provides for the construction of additional parking bays in the Gray Street road verge. At this point the Shire has not undertaken the works.	
			5. Grey St should be extended out westward to join the Broome Rd causeway to enclose land for further and replacement parking and to create lots for release to help funding the further development of Chinatown.	5. Noted. The investigation of the Grey Street extension was undertaken as a part of the revitalisation project, however given costs, it will not be delivered as part of the Chinatown revitalisation project.	
			6. In Queensland, South Port was mucked around like the Chinatown proposal and things commercially moved to Surfers Paradise. South Port has been 50 years recovering.	6. Noted.	
			7. Will street furniture in front of the Roebuck Bay Hotel in Dampier Tce and north Carnarvon St attract street drinking? Street drinking won't attract tourists. Who will provide the security in such areas and who will clean and maintain them?	7. The improvements to be implemented will be designed consistent with CPTED principles to avoid the potential for anti-social behaviour.	
			8. I hope these proposals will not affect Toomebridge Pty Ltd's tenant – the ANZ bank. We do hope parking will continue for	8. The Masterplan will result in changes to some of the public parking bays, it will not alter any	

			tenant's clientele in the "Ahoy" building – hairdresser/masseur etc. "Ahoy" are advertising to leave.	private parking.	
			9. A consultant of yours at a briefing session suggested that perhaps when the building on Lot 1Short St changed hands perhaps the onsite parking could revert to public use to a laneway to be created on PRD's driveway/parking. If the parking was not available onsite Lot 1 –there would not be today's tenants.	9. This relates to the Chinatown Laneway Revitalisation Strategy, this concept is recommended to be removed.	
			10. Street markets etc in Chinatown and late night trading are not possible in Short St for lack of street lighting – If it wasn't for Toomebridge Pty Ltd's and Streeter and Male Pty Ltd's security lighting the street would be a bigger security risk than it is now.	10. Noted.	
			11. I am associated with considerable rated land in Chinatown, yet your consultants inform me they have had held consultations out at the Boulevard but have never sought to inform myself for comment.	11. Early engagement was undertaken with landowners. Landowners were invited to attend workshops and opportunities for one-on-one sessions were also provided to owners who could not attend.	
			12. Tenants' at the Boulevard must be elated with these proposals. Were they asked would they favour a reduction in parking out there?	12. As set out in the comments above, implementation of the Masterplan will have a nil impact upon parking as additional locations have been identified.	
			13. Most permanent people shop in cars. These are the "bread & butter" clientele. Tourists who drive into town use their cars. Visitors that can afford to fly into town- because Broome is spread out, in the main rent cars. Some people come homeless and walk into Chinatown with limited focus on spending.	13. Noted, see comments above.	
			14. Please provide structures sympathetic to Chinatown – such as at the eastern end of Johnny Chi Lane on Dampier Tce. Perhaps Lloyd Pickwell could help you. Consider	14. Noted. These elements will be considered as a part of the detailed design.	

			reinstating the main street names in Chinese/Japanese/Malay. Recover the phone booths in something more in cultural keeping. Incorporate some name plates on the footpaths recording history of the area. Please think these matters through – don't leave it to the consultants alone that provided the last shade / sunbaking structures on Carnarvon St. We in Chinatown deserve better planning than this and should have been better consulted. I do hope that this is no fait accompli.		
42	NA	30.1.17	**Please tick the most relevant to describe you:** Business Owner or Trader in Chinatown **What do you like about the Master Plan?:** It looks interesting, but I see nothing about large entry arches to sign up that you are entering Chinatown, formerly Jap Town, at Short Street and Napier Terrace **What do you think could be improved / is anything missing?:** No detail about lighting Should be WiFi Car bays – to have 47 lost car bays would be a disaster	Noted. Noted. A Public Art Strategy is being developed for Chinatown which will considered possible entry features. Lighting is being addressed in the detailed design. WiFi is being accommodated. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have a net impact on the availability of parking within Chinatown.	That the submission be noted and the following actions are undertaken: Implement the Chinatown Public Art Strategy once endorsed. That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.

43	N/A	22/10/2017	**Please tick the most relevant to describe you:** Property Owner **What do you like about the Master Plan?:** Like the idea of tourist rest stop facilitation – particularly the long term outlook with perhaps more trees/shade and small park area. I believe any town centre needs a focused rest/relevant area. Obviously need to be carefully monitored for anti-social behaviour. **What do you think could be improved / is anything missing?:** Further focus on Streeter's Jetty area and pearling history. Get tourists down there, walking on the jetty and getting an informed view of how the Pearling Industry developed into what it is today. Perhaps some cues to go and visit the local museum which a lot of tourists miss because its 'out of town'…….for the "Luggers" **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Better lighting and security Plant/tree variety **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Refer to Question 2 **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** If lighting and security was improved perhaps some of the Cafes would stay open a little later in the evening. And obviously – if you can get more people to visit Broome – activity will pick up. So cheaper flights, cheaper accommodation and more	Noted. Noted. Noted. The Shire is currently in discussion with the owners of the land in front of Street Jetty. Noted. Lighting and tree selection forms part of the detailed design. Noted. Noted.	That the submission be noted.

			activation around town. **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** Will make my property more presentable although Woodies is on the periphery of the current Scope of work. Ultimately I believe there should be a walkway from Streeter's to Town Beach with maybe a café and a few stalls along the way/	Noted.	
44	N/A	12/10/2017	**What do you like about the Master Plan?:** I like how your putting more trees because then there will be more shade so people can walk around more. I also like how your making the roads smaller because I think it might make it easier for people to park. **What do you think could be improved / is anything missing?:** I think the roundabouts could be improved so it will make driving a lot easier. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** I think having the trees are good but you could put more seats down so then people could have places to sit if they need. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Having more places to sit and have shade, but at night you might need to have more lights so it's more safe.	Noted. It is not proposed to alter the roundabout as a part of the revitalisation. Noted. Seating areas will be provided within the street and this forms part of the detailed design. Noted, see comments above.	That the submission be noted and the following actions are undertaken:
45	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:**	Noted. Noted.	That the submission be noted.

			I think that the master plan looks great, it will definitely make Broome a better place. **What do you think could be improved / is anything missing?:** Nah the plan is great. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Because the masterplan will make Broome more popular maybe more car parks.	Noted. Noted. Locations for parking are being investigated by the design team.	
46	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** The amount of tree and shade being implemented. Also the amount of seats and available places to be with your family. **What do you think could be improved / is anything missing?:** The use of the oval. The oval can be used for events and playground type places. More trees around the oval. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** The cost and the constant changing of the road and shops. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** More family based activities and events to bring more families into town.	Noted. Noted. Noted. Noted. Noted. It is recommended that a Place Activation Plan is prepared to guide events and activities that can be delivered in the new spaces created.	That the submission be noted and the following actions are undertaken: Prepare Place Activation Management Plan
47	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** It'll make it more cooler and enjoyable to shop.	Noted. Noted. The inclusion of additional vegetation and shading will assist to	That the submission be noted.

			You'll be able to stay out shopping for more than an hour. More interaction with the community. **What do you think could be improved / is anything missing?:** Something for teenagers, teenage friendly. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Plenty of room so no big crowding. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** More shops for teenagers Night shopping **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** More money to pay for your business.	make the area more appealing and usable. Noted. Noted. The revitalisation project cannot alter the type of shops provided in Chinatown. Night shopping is currently being trailed by the CIDC and this will continue next year. Noted.	
48	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** I like the amount of trees for shade spaces, I think that's what Broome needs, I feel as like we need to keep Chinatown to have some of its old stuff in it. **What do you think could be improved / is anything missing?:** Something for teenagers (Teenage friendly) Change/make the roundabout on Carnarvon Street an actual roundabout. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:**	Noted. Noted. Noted. No changes are proposed to the roundabouts. Noted. Lighting will form part of the detailed designs.	That the submission be noted.

			Have good lighting at night so it's safer to walk.		
49	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** I like that it'll give people more reason to come to Chinatown, it'll give people more opportunities when it comes to going out in Broome. People will be more inclined to visit and to stay longer in town. **What do you think could be improved / is anything missing?:** Nothing, thought it was great. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Lots of tree and shade provided, enough space to just walk through and look at the shops.	Noted. Noted. Noted. Noted.	That the submission be noted.
50	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** The Chinatown Revitalisation Masterplan is a well composed chain of ideas that would absolutely meet the goals of restoring Chinatown's liveliness. The use of modern design in these plans would make visitors more comfortable to visit more often. More use of flora would encourage visitors to extend each visit and provide shade for incredibly hot days.	Noted. Noted.	That the submission be noted.
51	Shekara	12/10/2017	**What do you like about the Master Plan?:** I really like the idea, I looks different and a lot better. **What do you think could be improved / is anything missing?:** Nothing really. **Tell us anything else which you think is important to be considered in developing**	Noted. Noted. The revitalisation project cannot change the mix up of types of shops	That the submission be noted.

			and implementing the Master Plan?: More clothes shops, more toy shops.	in the precinct.	
53	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** The fact that it will bring more business to and potentially around Broome. It will make both residents and visitors feel more welcome whilst still possibly learning about Broome's rich culture. **What do you think could be improved / is anything missing?:** I honestly don't know enough about this project to judge if something is potentially missing from it. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Not to ruin the feel that Chinatown lets off, not to make it all about money, still consider residents, ask for more helpful and even critical feedback. Be as environmentally friendly as possible. (recycle materials use local businesses during the construction process). **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Make it a more interesting pace for youth, family activities are great but for teenagers living here we need other things to sustain our interests.	Noted. Noted. Noted. Noted. Noted. This is consistent with the objectivities of the Masterplan.	That the submission be noted and the following actions are undertaken:
54	N/A	12/10/2017	**What do you like about the Master Plan ?:** Shade, greenery, places to commune **What do you think could be improved / is anything missing?:** Opportunity for community groups to host exhibitions – pop-up style – in the street: something that could be transformed by day/night for limited time e.g. screening/artistic	Noted. Noted. It is recommended that a Place Activation Plan is prepared to guide events and activities that can be delivered in the new spaces created.	That the submission be noted and the following actions are undertaken: Develop a Place Activation Management Plan.

			and planters that could be repurposed. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Family/youth zones like WiFi hot spots that is outside in greenery with art sculptural objects from organic matter to sit/lean/climb. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Water – misty fountain feature that can cool and add interest – art project like MONA word wall or central Perth P.O Square. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Market and exhibitions and music events – a space in the centre that could bump in-out acoustic band and other performance/community exchange or rally point. **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** Limit car access to street altogether for both zones or have 1 lane only may only increase space for public zones.	Noted. Water features are not recommended given the restrictive guidelines and subsequent extensive cost and maintenance in WA. A Public Art Strategy is being developed to inform options to implement public art within the precinct. Noted, it is recommended that a Place Activation Plan is prepared to guide such initiatives. The design team has considered a number of options which seeks to improve pedestrian activity. Overall, it is considered that the current Masterplan delivers a balanced view of delivering public realm improvements to revitalise the precinct without compromising the viability and usability of the town centre through the removal of car parking bays and access.	Implement the Chinatown Public Art Strategy once endorsed.
55	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** More shady and green. It'll be more lively and pumping with more activities and attractions.	Noted. Noted.	That the submission be noted.

			What do you think could be improved / is anything missing?: More attractions for out youth. E.g. shops cafes. Utilising the area and space surrounding Chinatown. E.g. the water and mangroves making the surroundings look more appealing and accessible. I never knew you could walk on that small Jetty because I didn't know it was there. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Local Broome People and the indigenous people. Take into consideration that there is a small aboriginal community up the road and that there is an alcohol problem within the aboriginal community set up support/safe areas for them.	Noted. The revitalisation project has investigated opportunities to improve interaction with the mangroves and a walkway which seeks to increase public access. This work falls outside the current package of revitalisation projects. Noted.	
56	N/A	16/10/2017	**What do you like about the Master Plan?:** Waste of Money Open Library 7am-midnight Native wildflower plantings and car shade parks Better investment Quadruple arts grant funding. Provide power for free visitor hubs. **What do you think could be improved / is anything missing?:** Lower business footpath licence Lower glass insurance and septic More markets to Chinatown Provide Deep shade Provide shade trees en masse to Cable Beach Provide taps, lower sprinkler flow rate and cool water. Pay Librarians extra penalty rates including Sundays, provide couches and fun kids lounges. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Sensibility in expenditure to benefit consecutive	Operating hours does not form part of the Masterplan. Shade will be improved through the implementation of the Masterplan. The majority of the points raised are not relevant to the Chinatown Revitalisation project. Fees with alfresco dining can be reviewed by the Shire. Noted.	That the submission be noted.

			council finance officers. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Demolish Short St Gallery Build world class gallery and café	 Comments not supported.	
57	N/A	18/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** Good Vision Just need to implement all aspects **What do you think could be improved / is anything missing?:** More Shade More Seating Poor facilities – toilets for visitors.	Noted. Noted. Noted, shade will be improved and seating will be provided through the implementation of the Masterplan.	That the submission be noted.
58	N/A	17/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** Looks great, like the increased use of Male Oval, with family friendly playground. More shade is great and seating. **What do you think could be improved / is anything missing?:** More relaxed permit system for buskers be great. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Trying to get reasons for people to stay past 6pm. Lighting music, drinks and entertainment specials to lure people in at weekends and evenings. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** More buskers	Noted. Noted. Noted. It is recommended that a Place Activation Management Plan be prepared which can consider such initiatives. Noted, it is recommended that a Place Activation Management Plan be prepared. Noted, see comments above.	That the submission be noted and the following actions are undertaken: Develop a Place Activation Management Plan.

			1-off arts events and functions, e.g. salsa dancing, live music, art installations. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Better teamwork and cooperation between businesses.	 Noted.	
59	N/A	19/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** The design, it looks stunning Lots of trees (native life) This town needs a revamp, need to not focus on the past as much, go along with life and keep up with modern technology and modern design. **What do you think could be improved / is anything missing?:** Nothing that I can think of at the moment. Stop letting the past stop effect the future. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Consider the future consequences for this Masterplan. Such as: is the materials sustainable Environmentally safe not just for now but for the future generations. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Always have a backup plan if something goes wrong. Because life throws you obstacles that can't always be controlled. Be prepared. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Support more local businesses	Noted. Noted. Noted. Noted, these elements will be considered in the detailed design. Noted. The rental prices is beyond the scope of the revitalisation project.	That the submission be noted.

			Look after the people, the people will look after you. Fund more local charities. Change business rental prices, as it's hard for businesses to keep up financially if their businesses go dry.		
60	T. E Robinson J.P	20/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** If the shade shelters in Carnarvon St are duplicated they are a waste it does not matter the time of the day, they do not give shade.	Noted. Noted.	That the submission be noted.
61	N/A	23/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** That there actually is one – However it looks way too much like a Mall in any city or town. Broome is unique with Multicultural history, use it to create something to suit. **What do you think could be improved / is anything missing?:** Yes – Japanese and Chinese gates at each end of Carnarvon St renovations i.e. Napier St roundabout and Short Street Roundabout. Replace the Street Signs in various languages @ same locations as above. Shades to look more Japanese/Chinese rather than modern art – i.e existing shade.) **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Using or at least asking local artists/sculpturists to provide designs for furniture and shade before making final decisions or getting. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Adding parking to Sam Su Lane side of the oval	Noted. Noted. Noted, these elements have been incorporated into the Chinatown Public Art Strategy. Procurement of art will be undertaken consistent with the Shire's Guidelines. The design team is investigating the inclusion of additional parking bays on Sam Su Lane. The design team has considered a number of options	That the submission be noted.

			and making SSL one way thoroughfare from Short St to Carnarvon (@ Roey Junction) removing all vehicles from Carnarvon St. Removing the 2hr limit on any Chinatown Parking. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Not allowing any further commercial development at the moment. Working with shop-owners to get more pop-up rentals or lowering rents.	which seeks to improve pedestrian activity. Overall, it is considered that the current Masterplan delivers a balanced view of delivering public realm improvements to revitalise the precinct without compromising the viability and usability of the town centre through the removal of car parking bays and access. This is beyond the scope of the revitalisation project.	
62	N/A	30/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** More Greenery in Chinatown – would be great to use natives and decoration (smaller ones) Sitting areas scattered throughout. **What do you think could be improved / is anything missing?:** A mall from Short St to Roey (in Carnarvon) Free busking in the mall Quality water (to fill your bottle) fountains – at least 6 (filtered water) Public art work from various Broome artists representing the community. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Incorporating Yawuru concepts and information Incorporating info on the early pearling history to the present day. Incorporating history of various ethnic cultures in Chinatown i.e Chinese, Japanese, Malays, Filipinos, etc. Need to retain the feeling of old town, not make	Noted. Noted. A mall has not been proposed as access to properties needs to be maintained. A Public Art Strategy is being developed and public art will form part of the works to be delivered. Noted. The stakeholders referenced have informed the preparation of the Public Art Strategy.	That the submission be noted.

			it look like the Broome Boulevard. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** All of the buildings need interpretation boards with their history. A weekly pop-up can night, so people can enjoy market food in Chinatown at least one night a week. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Having buskers allowed anytime (for free) Allowing alfresco dining -where restaurants can increase their outdoor seating area. A free bus service from Cable Beach at night to encourage tourists to dine, drink and enjoy Chinatown, not having to worry about getting back to their accommodation at night.	Late night trading is already being trialled. Spaces for buskers and additional alfresco dining have been catered for in the Masterplan. Provision of a bus service is beyond the scope of the Masterplan.	
63	Anne Bloemen	30/10/2017	**Please tick the most relevant to describe you:** A long standing Broome Resident **What do you like about the Master Plan?:** The trees (also plant native trees from Port to Town); Chinese entry way; Car realignment in Carnarvon St; The Sun Picture front café area. **What do you think could be improved / is anything missing?:** Develop more the theme about Jap/Chinatown What about Japanese heritage – too bad the Shire destroyed the Japanese Pearling Quarters years ago Why not work with Paspaley – if still owners and create an old Broome town in Dampier Tce. What is happening to overpriced ugly "sun shades of corrugated metal? Will they be retained and better integrated or replaced? Will they go elsewhere so ratepayers $$ is not wasted yet again. **Tell us anything else which you think is**	Noted. Noted. Noted, the Public Art Masterplan includes capturing the history of all cultural groups. The relocation of the shade structures will be reviewed as a part of the detailed design. An extensive amount of community	That the submission be noted.

			important to be considered in developing and implementing the Master Plan?: Stop spending so much money on overpaid out of town consultants – involve long time residents and rate payers in key project planning from the beginning – not at the end when it is too late. Give the people who are committed to the town to be a part from the start collect key visions, ideas and then brief the experts more early.	engagement was undertaken leading up to the preparation of the Masterplan which included a Chinatown Stakeholder Reference Group.	
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: Make a real Chinatown and acknowledge Japanese history and contributions. Develop a "old time Broome" – reconstruct divers quarters and more historic last standing pearly shell shed by the Mercure. Set up a Bird Bay and Dinosaur discovery centre. Design a Japanese Club, could be a spa/Japanese restaurant – have story tellers in lay spots and good historic signage connect the story. Pearling, Streeter's Jetty and pearly shops there is a whole Broome experience in the Street. From natural history to pearling.	Noted. While some of the initiatives are beyond the scope of the revitalisation project it is recommended that a Place Activation Management Plan be prepared to incorporate concepts.	
			Do you have any suggestion about how business and community activity in Chinatown could be increased?: See above case of a walk through Broome's History. Like in Eucha NSW and other historic streets. Add the first people/indigenous cultural centre in cooperation with NBY – pre-planning underway so a site in or near Chinatown would compliment natural history and pearling story. Consult archives and photos of St John of God Heritage centre and Broome Historical society and NBY, incorporate some outside the common gate pearling displays (LUSTRE)	Noted. A feasibility for a cultural and arts centre forms part of the revitalisation project, however is beyond the scope of this Masterplan.	
			If you are a business owner, landowner or trader within Chinatown, what do you	Noted. A number of options were investigated by the design team to	

			believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?: Ideally eliminate cars on top half of Carnarvon St and make it a pedestrian mall that is safe. Street crossings should favour pedestrians -not cars – many of my European guests have had near misses. Design easy to read heritage signs - so easy to read in situ with the historical photos – of now and then – see signs we did in Port Hedland they have brought more business to the main street. People like to read stories about where they are. Only businesses in Johnny Chi Lane have done this – why not the SHIRE!! Work with local Bay and Dinosaur community groups for planning and historical society.	improve the pedestrian environment in Chinatown. The provision of a mall is not recommended. The prioritisation of pedestrians crossings will be reviewed as a part of the detailed design.	
64	N/A	31/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** The thing I like is the shady trees. More the marrier. Climate wise – whenever a tree – the shade – this is taken for the shade for cars etc. **What do you think could be improved / is anything missing?:** Well first of all you must have the theme for Broome, not the city theme. Broome has a great history. Plus water fountains, public seats, shade. On the front of older properties, details of the history of it (shop, homes) HISTORY! PS more ships in. how about putting gum trees all the way along Port Drive -making it more attractive – very boring as it is. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:**	Noted. Noted. The Masterplan provides high level guidance and visioning for the key infrastructure changes proposed. A key objective for the development of new infrastructure, public realm and revitalisation of Chinatown is around capturing the unique natural and cultural history of the place, which will be expressed through public art and materiality. Ephemeral aspects of reflecting this history may be captured in a future Place Activation Management Plan. Noted. These elements are being investigated as a part of the detailed designs.	That the submission be noted and the following actions are undertaken: Develop a Place Activation Management Plan.

			Rubbish bins not just one or two Bike racks; Kids things – like animals to find of the Kimberley, old pearling boat for kids to sit with adult tables. Again BROOME THEME – Chinatown – Pearling – Aboriginal – Beach – Plants. Lighting – not normal – creative. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Do not put another market @ cable beach Don't need it, degrade it. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Have more things celebrating there. Father Christmas come there @ night early on a Tractor and hay trailer. Plus the Easter bunny etc. Father Christmas in shorts, thongs, tshirt, beard, hat. **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** Have competitions for children and adults for inspiration for themes – Prize monies name on winner's design. Schools could get involved instead of paying $$$ to someone who doesn't know what Broome needs!! $800,000???? Wasting our money. I know things are a bit hard in Broome. Perhaps a bit more control in area.	This is beyond the scope of the Masterplan. Noted, it is proposed that a Place Activation Management Plan be developed to incorporate such initiatives. Noted.	
65	Dave Nolan	30 October 2017	1. It is all looking good. I like the idea of the carpark at sam su lane, the coach drop of area, the shade structures, trees, seats and generally everything. 2. Some of my ideas are: a parking bay / rest area before the turn off into town near the road house. This is so they doen't just fill up with fuel and continue elsewhere. You could	1. Noted. 2. Concept of parking bay is not relevant to the Masterplan. A review of the Parking Layout Plan is recommended, which can	That the submission be noted and the following actions are undertaken: Implement the Chinatown Public Art Strategy once endorsed.

			have things what you can do in town. You can have a large sign map showing where you could park your car and camper trailer safely in Chinatown area. This is so you are not driving around and around trying to find a parking spot eg; maybe a gps marking. This is so we might get a few more campers coming into town for the day, as the caravan parks are generally full. Most people like to be prepared. 3. I would like to see some more promotion of the dinosaur prints. Maybe an arch going over the road into town. You could have a sign at the new tourist rest facility/ coach drop off area, detailing a dinosaur trail walk. You could have dinosaur foot prints in the brick paving. You could have a few different trails. Maybe one type of dinosaur print leading from new carpark at sam su lane to sun pictures , another type of print leading to lane ways, another to the pearl shops and luggers. ect. 4. I would also like to see sign posts in different languages like we used to have. 5. Maybe you could have some temporary mist fans for the coach drop off area during the wet season ocean liner visits. 6. I would like to see all materials and structures supplied by local businesses. Even if they cost a little bit extra, because the locals know what would last longer and be more long term cost effective.	review the caravan parking options. 3. A Public Art Masterplan has been prepared to guide key art themes that can be implemented in the precinct. 4. Noted. 5. Noted. 6. Noted, the use of local businesses will be encouraged.	
66	Margaret Fong	30 October 2017	1. I apologise for the last minute arrival of this but have been snowed under with other tasks. I applaud the work that has gone into this project and the effort made to try to satisfy all concerned parties. Not an easy job! 2. So many facets of life in Chinatown had to be considered and some of these conflict with the consideration of others. Hopefully you have achieved a good mix. I have a few concerns but, on the whole am pleased, with the outcome.	1. Noted. 2. Noted.	That the submission be noted and the following actions are undertaken:

			3. The name Chinatown evolved post war when sensitivities were delicate. It was always an Asian precinct so "Chinatown" was the obvious way to replace Japtown. In those days there was a predominant number of Chinese in the precinct and most of the businesses were Chinese owned. Just the name is what lures people into the precinct today but unfortunately there is not much left to identify it as an Asian location. I have discussed this with people involved and a suggestion was made that possible re branding may be an idea. To me this would destroy so much of Broome's point of difference as it would then become just another shopping area. It's uniqueness is what keeps it alive. What is left of the Chinese population need to get involved to define character of appearance. It doesn't need to be "in your face" Chinese as in other Chinatown locations throughout the world but it does need a definitive Chinese character.	3. The Masterplan provides high level guidance and visioning for the key infrastructure changes proposed. A key objective for the development of new infrastructure, public realm and revitalisation of Chinatown is around capturing the unique natural and cultural history of the place, which will be expressed through public art and materiality.	Implement the Chinatown Public Art Strategy once endorsed. Detailed design to consider how the unique multicultural and eclectic nature of Broome can be reflected.
			4. The replacement of the old multi language road sign at the south end of Carnarvon St. This can be copied from the one held at the Museum.	4. Noted.	
			5. Something along the lines of the shape of the old telephone box on the corner near the Runway Cafe .... maybe an information/directory board.	5. Noted.	
			6. Paintwork and design of some of the existing shopfronts, especially the older ones, to reflect Chinese tradition.	6. The Masterplan does not incorporate improvements to private land.	
			7. Chinese lantern style lighting ... would probably need to be more robust than the silk or paper but a take off of these.	7. Noted, this it being addressed as a part of the detailed lighting designs.	
			8. A slight Chinese spin on the proposed garden design.	8. Noted.	
			9. Chinese Lettering over some areas ..... maybe other Asian language signs as well g. In places like Vietnam and Malacca a huge emphasis is placed on the old "shop houses" which is exactly what we have in Broome and	9. Noted.	

			don't realise it. This includes what is left of the old Napier Tce., the LL Tack building, Son Ming and others. 10. Well preserved photos, possibly framed in a pseudo Chinese style frame, along the way would highlight this. This could be done near each tree honouring the historic background of the shop nearest it. 11. Sam su Lane needs to be considered as a part of the revitalisation plan as it is becoming more and more used as a pathway across the oval and to parking near the Visitor Centre. I have included issues re drainage in Sam Su lane in a previous correspondence but there are many other issues that can be addressed as a secondary concern. 12. Parking will be an issue when the road design of Carnarvon st is changed. I personally think these decisions are wise ones as Carnarvon st almost presents itself as a Mall. It is a great place for public events, being wider than Dampier Tce. An alternative would be to encourage access and parking from the BVC Roundabout end leading to take over of a small part of the Sam su Lane end of the oval. Caravan/trailer parking is possible in the double bays at the back of the BVC and added parking could be established closer to Sam su Lane. It is a regrettable thing that, as private land, the large building on the corner of Sam su Lane was able to be built on the lane side without any verge space. This problem needs to be addressed as occupants and deliveries to this area are halted if any other traffic is in the narrow area. Once you turn into the lane it is a major traffic hazard to back out and wait for other traffic to exit. If deliveries are taking place it can be a long wait. Any emergency traffic such as ambulances have to come across the oval but small cars, such as the Bran Nu Dae cars that are daily visitors to infirm	10. Noted. A Public Art Strategy is being developed which include measures to interpret history. 11. Noted. Sam Su Lane forms part of the Masterplan. 12. Noted. The project team in the development of the Masterplan has considered many design responses to improve the pedestrian environment and reduce the dominance of cars on the streetscape. While this concept has merit, to have a viable town centre, the availability of parking is also a significant consideration. It is considered that the current Masterplan delivers a balanced view of improving the pedestrian environment without compromising the viability and usability of the town centre.	Detailed design to consider passive surveillance and lighting to discourage anti-social behaviour.

			people in that precinct, can not take the kerbing and therefore have a problem. An ideal answer would be to enter via the existing entry, widen the lane immediately after the fence on the BVC side, provide parking adjacent to it and an exit way via the other side of the fence. This could be workable with careful planning. Maybe not the perfect answer for parking but a solution for the congestion in the Lane. More trees, covering a labelled Kimberley or sub tropical botanic variety, could be planted around the oval perimeter.		
			13. Problem! As with everything, what can be the acceptable plan for monitoring and reducing the anti social behaviour. It will be a killer for the whole Chinatown design as people are cautious of sitting on grass where there have been people urinating and defaecating and on seating that has been damaged or has a sleeping person on it. Upkeep on all physical aspects of the Chinatown plan will need quite a yearly budget I What can be done re acceptable public toilets??? Possibly impossible???	13. Noted. CPTED and CCTV will aim to address some of these issues. Ultimately a lively and active precinct will do the most to curb antisocial behaviour in the area.	
			14. Streeter's Jetty is a vital link in all this. Maybe some good planting can make this site more encouraging to tourists. The actual jetty has been altered hugely from it's historic details and the excitement is not as great as the tide doesn't come over as much .... although preservation wise this is a good thing. Once more we are looking at cost of upkeep. We don't want any of this project to lapse into shabbiness in a few years' time. The issue of the overgrowth of the mangroves is an environmental one, I know, but given that the mangroves were kept well clear of the jetty and yet still grew to that extent in less than 10 years is testimony to their hardiness. Therefore clearing them back a boat's width at least would give more credibility to the jetty's history.	14. Noted, the Shire is currently in discussion with the landowner to investigate options to improve the amenity to this important area.	

			15. The old tree that once graced the jetty site was obviously not affected by the continual dosing of salt water so we need to be able to identify trees such as this for planting. Shade is needed there. 16. Whilst we need functional shop fronts and shade structures we need to remember that we are re creating history and we don't want Chinatown to look like every other community space. We do not need to introduce 21st century verandas and shelters because the beauty of Chinatown lies in it's history. It would be like modernising an old Tasmanian historic townsite ..... no longer a point of interest. 17. Congratulations to all on a well thought out plan and the time spent on it. I realise that it will have to be done via small steps but I hope that it will come to it's fruition in the not too distant future. Budgeting always poses a problem with all the other necessities that come to attention but, for the sake of the community, I do hope that this is able to go all the way. 18. May I suggest that budget from indigenous bodies is sought to educate and turn the tide on the respect given by incoming community members to this land, irrespective of who it belongs to. If it is going to be used by all groups then it needs to be respected by all groups and all groups need to understand how this is shown! This is for the benefit of Broome and it's visitors, irrespective of colour, creed, position or place of residence. Thank you for this opportunity and Doug and I wish you well with the development.	15.Noted. 16.Noted. 17.Noted.	

67	N/A	30.10.17	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** The master plan is excellent. BUT why is Frederick Street left out? Frederick street is the boarder of Chinatown and should be included. That southern end of the town includes the Lockup on Carnarvon Street and the Old Pearl Divers House on Dampier Terrace. **What do you think could be improved / is anything missing?:** There is a vacant clock next to the Pearl Divers House which could be cleaned up for a nominal cost and used as a part. Or alternatively, what about a Japanese Garden. Or why not buy it the prices are low. As for Napier Terrace lookout – WHAT? So much landfill would be needed to build it up to a good height for viewing. A better lookout would be located on Frederick and Dampier. The land is already high and the cost of landfill would be nominal. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Streeters Jetty area – not interesting. Bland landscape needs an injection of 'something'. I have been down there many times and the comments I hear are 'is that all there is'; 'I thought there would be more to see'. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Old Pearling Sheds – they need cleaning up to make it interesting to look at and at least walk past. Alternatively use it as an outdoor museum.	Noted. Noted. Frederick Street does form part of the Masterplan project area and includes some initiatives to deliver activation. As recent capital works and improvements have been implemented in this area, it did not need to be reviewed in detail. This is private land and beyond the scope of the Masterplan. Noted. The design intent of the lookout was to deliver an iconic structure that spans vertical height and allows a view over the mangroves into Roebuck Bay, of a similar view than that at the top end of Dampier Terrace. However given the potential financial and practical implications of positioning a lookout at the end of Napier Terrace, it is recommended that this concept be removed from the Masterplan. Noted. The Shire is currently in discussion with the landowner to investigate options for this important location. This is private land and beyond the scope of the Masterplan.	

			Do you have any suggestion about how business and community activity in Chinatown could be increased?: If they turn up to learn – get paid. Don't turn up – NO PAY. I know this is a long term picture BUT forward thinking please! Do something CONSTRUCTIVE.	Intent of the comment unclear.	

Kirsten Wood

From: Chinatown Broome <revitalisation@chinatownbroome.com.au>
Sent: Wednesday, 22 November 2017 8:08 AM
To: Kirsten Wood
Subject: Fw: submission

From: Stewart Burchell
Sent: Thursday, 2 November 2017 12:12 PM
To: Chinatown Broome
Cc: Ben Coppin; peterbcoppin@gmail.com; John Wilkins
Subject: submission

Good Morning, thank you to Jeremy for understanding our IT dramas in not get this in sooner.

A list of the Roebuck Bay Hotel concerns with the current revitalisation plans are as follows

1. With the removal of car parks on Carnarvon St – what impact will it have on our limited number of spaces for our patrons and house guests?
2. With any lane way extension how will it benefit or effect Skylla> – how do we maintain security if the back wall is removed? - What likely compensation are we to receive?
3. What are the costs of new operating areas? – Who maintains them- who cleans them? – who provides security?- are the costs tenable- will they be wet season useful?- what deterrence's are to be put in place to curb anti-social behaviour- what maintenance plan does the shire have in place for repair?- when does the shire plan to engage with the businesses and landowners to help us understand these processes?
4. Are there funds to help with beautification if we were to fence the carpark?
5. Are there likely to be fees per chair or table in the proposed alfresco areas?

Thank you for taking the time to read the above

Kind Regards

Stewart Burchell
General Manager
Roebuck Bay Hotel| A: PO Box 97 Broome WA 6725
http://www.roebuckbayhotel.com.au



1

SCHEDULE OF SUBMISSIONS – CHINATOWN REVITALISATION

#	Name	Date	Submission	Officer Comment	Recommendation
1.	NA	9/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Nothing **What do you think could be improved / is anything missing?:** not enough parking now **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Waste of time, leave it as it is and get the boulevard going. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** move the Post office **Do you have any suggestion about how**	Noted. Noted. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown. Noted. Relocation of the Post Office is beyond the scope of the project. Noted.	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.

			business and community activity in Chinatown could be increased?: no **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** does nothing	Noted.	
2.	NA	9/10/17	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** It may be modern however you lose the China town it is and was how very sad 😢	Noted. Noted. A key objective for the development of new infrastructure, public realm and revitalisation of Chinatown is around capturing the unique natural and cultural history of the place. While the implementation of the Masterplan will result in some notable changes, the key elements and history of Chinatown will be promoted.	That the submission be noted.
3.	NA	9/10/17	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** I think it is a great idea to have better featured walkways and alfresco dining. **What do you think could be improved / is anything missing?:** I work on Dampier Terrace and as it is we struggle for parking for long term. If you decrease parking spaces it will force more people to use our limited car parking past Streeter's jetty. We actually need more long term parking (not 2hr) for local businesses employees who use them all year round. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** As above.	Noted. Noted. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.

				will not have an impact on the availability of parking within Chinatown.	
4.	NA	09/10/17	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** The fact that it maintains car access and parking, it would die if it didn't, the fact markets and sunset activities can be catered for. **What do you think could be improved / is anything missing?:** I didn't read anything about music or ability to have atmospheric Broome music, which could be used for events as well. I think the proposed shades are unimaginative, boring and not in keeping with the 'shanty, China town, theme' nothing unique in design to create an attraction. No theme I could see for the Street of Pearls, Lighting should have a" Pearl" look about them, CCTV? To attract tourism it has to be totally unique, themed, red white and green. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** It is only a beautification and falls well short as an attraction for tourism, it fails uniqueness, atmosphere, history, attractions, sense of arrival, entry statement, music, fails sense of Broome. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Shift the Markets into the precinct	Noted. Noted. Agreed that detailed design will be an important aspect of deliver Broome character. It is acknowledged that to attract tourist the improvements undertaken need to be unique. It is considered that the Masterplan provides adequate guidance to deliver positive public improvement to revitalise the public spaces in Broome. The delivery of the Masterplan is only one element of the Chinatown Revitalisation project and focuses on improvements to the physical environment. Ephemeral aspects of reflecting this history are proposed to be captured in a future Place Activation Management Plan. Noted, however this is beyond the scope of the Masterplan. The Masterplan however does provide	That the submission be noted and the following actions are undertaken: Detailed design (materials and design of structure) to focus on capturing the uniqueness of Broome. Develop a Place Activation Management Plan to help with programming of events in the public realm.

			from the Courthouse **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** You need to know every tourist who comes to Broome visits and spends reasonable time in Chinatown and the Street of Pearls, Cafes need to have at least seating for 50 covers to break even, plenty of Alfresco dining, Broome music, hop on - hop off bus service, the business are all self centred and worried about competing against each other, they need to collaborate, they are unable to agree in forming a pro -active Traders Association, they are there own worst enemies, maybe more competition, so the weak ones disappear and they need to be OPEN **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** It is a beautification, there needs to be clear connection/corridor between Dampier and Carnarvon Streets, History needs to jump out and have a strong presence to attract more visitation. Broome music, entry statement, sense of arrival instead of a new toilet block.	for markets to take place. Noted. The CIDC has been working with the Chinatown traders to develop ideas and trials to encourage collaboration. Agreed the function of moving people between Dampier and Carnarvon performed by the laneways is important. The Chinatown Laneways Enhancement Strategy is focused on facilitating comfortable movement and interesting spaces in the laneways, encouraging legible movement between Dampier Terrace and Carnarvon Street.	Implement the Chinatown Laneways Enhancement Strategy once endorsed.
5.	NA	10/10/17	**Please tick the most relevant to describe you::** Broome Resident, Business owner & trader in Chinatown **What do you like about the Master Plan?:** The plan looks great, although not to sure how it will go with taking out all the carparks as with peak season it does fill up very quickly and is normally hard to find a carpark.	Noted. The Masterplan does propose for removal of some of the central parking bays to create an improved pedestrian environment and a better public realm. Additional bays have been identified for construction so implementation of the improvements forming part of the Masterplan will	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays

				not have an impact on the overall number of parking bays in the precinct. Detailed design will consider the viability and practicality of inclusion of grassed areas in the design. A separate public art strategy is being finalised and a separate process will be developed for incorporation of public art into Chinatown.	in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.
6.	NA	10/10/17	**Please tick the most relevant to describe you::** Business owner or trader in Chinatown **What do you like about the Master Plan?:** Amazing how much work and time spent on it, in another universe this is a master plan, meaning in a cooler climate, but it is a tad flawed. Locals do not do pedestrian only in air-conditioned buildings. **What do you think could be improved / is**	Noted. There is no way to change the climate, however the Masterplan does endeavour to deliver a public realm to make it more accommodating. Activation initiatives will also go some way to demonstrate the benefits of alternate trading times to avoid the hottest part of the day. See comments above.	That the submission be noted.

			anything missing?: Target market-pedestrians ie visitors avg time spent 3 myths, icing on the cake/ Locals support businesses 12 mths of the year, meat in the sandwich. Our winter is hotter than our visitors summer a few water features may help. Locals do not do pedestrian in the wet season they jump out of their airconditioned 4WD into the nearest airconditioned building and lack of parking means going somewhere with the path of least resistance, it is 40 deg in the shade all day every day, that is why the boulevard is more popular during the wet. What is missing is common sense. This is also a working town, people drive in from all around the Kimberley for supplies and are on limited timetable, bad enough during the visitor season where Chinatown traffic came to a standstill a few times, ban caravans. We have also lost parking behind Coles secret local parking diminished. If you want to tell locals that there parking is not important, in the early days Cable Beach club was abandoned, most recently the Mangrove came in from the cold shoulder after 10 years, locals will show you their tailgate .Was any of this mentioned during the consultation. No amount of shade is going to stop humidity which will be great for the dry season. We have 2 seasons hot and f$%@ing hot.		
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: rope off all the areas with designated master plan and invite Broome drivers and pedestrians to drive thru Chinatown on a designated day and gauge response by asking drivers to not honk their horns if they disapprove. Put your money where your master plan is.	Noted, however this suggestion would be difficult to deliver as existing infrastructure would need to be altered.	
			Are there initiatives which you feel would contribute to the revitalisation of	Late night trading trials have been undertaken with more planned in	

			Chinatown?: Late night Friday night during the season June July August ,businesses agree to run their business later on Saturday maybe 2-3, maybe opening up later in the morning since most people are at the markets. Sunday may be a stretch since the weather is amazing but short-term pain for long term gain and if you are a business owner you are still paying the rent if you open or closed.	2018. The CIDC will continue to work with traders to assist with the delivery of new trials and late night trading.	
			Do you have any suggestion about how business and community activity in Chinatown could be increased?: Kmart or Big W	This is beyond the Scope of the Masterplan.	
			If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?: Time to think inside the box, that is what Chinatown is, how do we open it up, clear the mangroves [only a little bit] to allow better access to Streeters Jetty to allow boats to use it [maybe from the ships] and ask Paspaley to deliver on its promise when they demolished the Malay quarters, to build a replacement structure. Temporarily cordon off areas that can be utilised for alfresco, permanent structures for shade that do the job, westerly sun is horrific. I have been told no convenient parking no business and that was no idle threat in this modern age of convenience, quick fixes and I want it now. Its amazing how we use outsiders to tell us what is good for us and than ignoring what we ask for than tell us this is what we asked for, consultation is a loose term like the shelters that don't shelter and has no practical use we have a history of being ignored and lucky us here we go again. We already know this will be forced upon us so this submission will be copied in the event my business is no longer viable.	The Masterplan provides for the installation of appropriate shade (structure and trees) to help protect people in Chinatown from the western sun. The return of Chinatown to a viable economic climate is unlikely to be achieved via a 'quick fix'. The Chinatown Revitalisation does not confess to be the silver bullet but to hopefully act as a catalyst for expansion and development.	

7.	NA	11/10/17	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** I like the idea of activating Male Oval as a tourist rest stop area, with facilities visitors and locals could use. Tree planting is also always desirable. **What do you think could be improved / is anything missing?:** The biggest problem with Chinatown is that it is all designed around accessibility for cars. Chinatown is constricted, ugly and crowded, and very pedestrian unfriendly. I would like to see Carnarvon St and Dampier Terrace turned into one way streets so that cars do a loop in one direction (clockwise) around Chinatown, with Short Street between Dampier Tce and Carnarvon Street also one way. Businesses requiring street access such as Mitre 10 and the Roey drive-through bottle shop would not be affected. This would allow nearly half of the width of these streets to be turned into pedestrian malls and use-able open space. It would also activate the existing shade structures that were built on traffic islands in the middle of these streets, If parking is an issue, you could have angle parking on both sides of the one-way street if needed. However, while some parking may be lost, Chinatown is not so big that people can not park at the edge of the precinct and walk in. The proposed Grey St extension could also be adapted to provide extra parking on top of that slated for Male Oval. Better promotion of the upstairs parking at Paspaley Plaza would also help. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:**	Noted. Noted. The project team in the development of the Masterplan has considered many design responses to improve the pedestrian environment and reduce the dominance of cars on the streetscape. While this concept has merit, to have a viable town centre, the availability of parking is also a significant consideration. It is considered that the current Masterplan delivers a balanced view of improving the pedestrian environment without compromising the viability and usability of the town centre. One-way streets are not recommended as they facilitate constantly flowing traffic cycling through, which could compete with the pedestrian focus that that public realm in Masterplan is aiming for. It can also cause confusion for navigating the town centre, restricting traffic movement to one direction only. Noted.	That the submission be noted and the following actions are undertaken:

			Increasing the open space and use-ability of the precinct instead of just cramming in more cosmetic features. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** One way traffic is the single biggest-ticket item. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Given the expensive leases, seasonality of the town and high vacancy rates of shops, I believe any commercial in-fill in lanes etc should be geared toward pop-up shops and short-term market stalls, providing little more than shade, power and tables. Pop-up or short term market stalls and designated places for hawkers selling their art, carved boab nuts, whatever, could also be located near the visitor center and the proposed tourist rest stop area on Male Oval. Market stall style commercial spaces would be in demand, affordable and accessible for people, and very much go with the theme of a traditional Chinatown-style precinct. These areas may also offer another retail outlet for existing commercial operators in Chinatown. A fee for their use would cover costs to the Shire.	Comment noted, see response above. Agreed, more flexible use of space could add to the activation and interest within Chinatown but needs to be carefully programmed so it is not to the detriment of existing retail. The Chinatown Laneways Enhancement Strategy is considering possible activation opportunities for the laneways in a coordinated manner. These types of activation would ultimately be considered by a Place Activation Management Plan.	Develop a Place Activation Management Plan to help with programming of events in the public realm. Implement the Chinatown Laneways Enhancement Strategy once endorsed.
8.	NA	11/10/17	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** More pedestrian focused spaces. After just holidaying in Exmouth this week where allof the shops are linked with vehicle free malls where people wander through shops that spill onto the outer and sit and eat takeaway and dining food and just hang out and watch and enjoy the atmosphere. As a resident I rarely cross Dampier Tce and look in the other shops because of the traffic which is too hard with my	Noted. The Masterplan provides for an increase level of pedestrian focus and will create new spaces to facilitate events and gathering spaces. While malls can work successfully and was considered by the design team, in the context of Chinatown it was not considered desirable. Consideration in the detailed design will be given to	That the submission be noted and the following actions are undertaken:

			young family and time consuming to just pop in for a look. I think the shops will really benefit from a pedestrian focused area. **What do you think could be improved / is anything missing?:** As above **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Lots of informal seating - bricks retainer walls to perch on, benches, etc to have a quick stop at or to eat a quick takeaway etc. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** More outside displays from shops and more outside seating from restaurants so you don't have to physically go in the shop to see what's for sale.	treatment of the roadway to further slow traffic and create a more pedestrian friendly environment. See comments above. Agree flexible and informal spaces for resting will contribute to activation and ability of people to utilise space. The Masterplan provides for spaces to be created and this will be clarified in the detailed design. Noted, the Masterplan will deliver these spaces.	Detailed design to consider informal seating and rest spaces.
9.	NA	15/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Looks great **What do you think could be improved / is anything missing?:** Undercover car parking on Carnarvon street & lighting. Will provide car shade for drivers during the day & can be used as night Markets stalls at night bringing more tourists & foot traffic to the heart of town. Markets = people they will overflow into restaurants & stores & give people a place to go on selected nights. I would also close the street for cruise ship days & have Centre markets. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Shade, Light, Trees, Street cafes, water fountain. A	Noted. Noted. Provision of shade will focus on pedestrians (rather than cars). Lighting improvements will form part of detailed design. Strategy for markets in Carnarvon and Dampier Tce will be facilitated in the detailed design. Agreed that additional shade and lighting is required and this has been provided for in the Masterplan. Opportunity for a playground has	That the submission be noted.

			giant peal Lugger playground in town centre, front of visitors Centre.	been considered in the masterplan on the corner of Male oval, albeit will be a future scope as it is not funded in the current works. Water features are not recommended given the restrictive guidelines and subsequent extensive cost and maintenance in WA.	
			Do you have any suggestion about how business and community activity in Chinatown could be increased?: MARKETS bring foot traffic Chinatown needs foot traffic give them a reason to go to Chinatown a park Beach is not going to make me visit Chinatown or stay any longer in Chinatown.	Noted. The design of Carnarvon Street has taken into consideration the ability to host markets (spacing and infrastructure), which will be further built into the detailed design stage.	
10.	NA		**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** More trees - excellent Less asphalt - excellent Pedestrian crossings - hopefully upon which pedestrians will have right of way over cars, like the rest of Australia. Public art - can't have enough IMO. What about that mirror sculpture thing near the Museum in Perth that celebrates the Pigrams? **What do you think could be improved / is anything missing?:** Doesn't go far enough to get rid of cars altogether. Why can't all the cars just park on the roof or around the back in the Short St car park? Those two carparks are never completely full now. How can you dine al fresco with lungs full of car exhaust? More embracing of Broome's history - why can't the multilingual street signs be brought back, with more of a visual identity recognising the old "quarters" - Malay, Chinese, Japanese,	Noted. Noted. A Chinatown Public Art Strategy is being developed to guide how public art will be delivered in the precinct. The detailed design will aim to use materials to provide cue's to drivers that crossings are pedestrian prioritized. The project team in the development of the Masterplan has considered many design responses to improve the pedestrian environment and reduce the dominance of cars on the streetscape. The availability of parking must be considered to deliver a viable town centre. It is considered that the current Masterplan achieves a balanced view of improving the pedestrian	That the submission be noted and the following actions are undertaken: Implement the Chinatown Public Art Strategy once endorsed.

			Phillipine, Indian? Celebrating our multicultural identity and all the things that made/make Broome different to the rest of the country - rather than homogenising so you could be downtown in any suburban shopping street in Australia. More public toilets are always welcome. Local people busking Broome-style music. Celebrating the Old Broome Families.	environment without compromising the viability and usability of the town centre.	
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: The Shire already re-designed the area near the entrance to Paspaley Plaza, removing the low wall around the tree to stop Aboriginal residents sitting there. They also moved the taxi rank for the same reason - to impose a kind of apartheid regime on Aboriginal people in their own town on their own country. It was a disgraceful action. The new design may (horror of horrors) provide places for Aboriginal people to meet each other, sit and chat, and carve and sell boab nuts. What are they going to do - employ armed guards with attack dogs to make sure "whites only" is enforced on the new seating? It would not surprise me.	The treatment and design of the public signage in Chinatown will be considered as a part of the detailed design. Relocation of the Taxi rank was an action attempted at addressing anti-social issues within that immediate area.	Detailed design to consider how the unique multicultural and eclectic nature of Broome can be reflected. Detailed design to consider passive surveillance and lighting to discourage anti-social behaviour.
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: Cheaper rents and more pop up shops for sure. Fewer cars. I think the existing red paving is SO ugly - so dated - so much of it - so dominates the visual image of Chinatown - it just swamps the little weatherboard buildings so you don't even really see their age and unique quaintness.	The revitalisation project cannot control rents in Chinatown. Selection of materials and design of structures will need to consider Chinatowns character.	
			Do you have any suggestion about how business and community activity in Chinatown could be increased?: Cheaper	The Revitalisation Project has no control over the products that shops choose to sell. Shops cater to the	

			rents and more pop up shops for sure. What about imposing a "made in Broome" rule - each business ahs to sell a certain percentage of items which are made here. Even if it is only 5%. Make it so that Aboriginal people are valued and treasured, not chased away. Get rid of the bottleshops! That ugly ugly BWS could be such a nice indoor / outdoor street cafe / restaurant area, or a place where permanent food vans could park in one spot with outdoor seating, potted trees and shade sails - beautiful!	needs and wants of the patrons.	
11.	James Carpenter	18/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** I like the move away from cars . **What do you think could be improved / is anything missing?:** I say pedestrianize Carnarvon st: turn it into a mall. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** some	Noted. Noted. The project team in the development of the Masterplan has considered many design responses to improve the pedestrian environment. The need to maintain access and provide parking must be considered to ensure a viable town centre. The Masterplan delivers a balanced view of improving the pedestrian environment without compromising the viability and usability of the town centre. The Masterplan will deliver slower speed traffic environments provide increased passive surveillance with the intent to make the precinct safer. Noted.	That the submission be noted.

			people will not like it because its change. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Thursday night markets there rather than town beach locals card with businesses that support it. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** a late night bar for adults.	Noted. The design of Carnarvon Street has taken into consideration the ability to host markets (spacing and infrastructure), which will be further built into the detailed design stage. Noted.	
12.	John Silver	19/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Shade trees, people orientated, people friendly. **What do you think could be improved / is anything missing?:** Parking. People will not walk to Chinatown. Where do we park? Coles? Less concrete, radiates heat - more shade. It's only going to get hotter. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Although I agree there needs to be less cars, the reality is we live in a very hot climate for	Noted. Noted. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown. The project team in the development of the Masterplan has considered many design responses to improve the pedestrian environment and reduce the dominance of cars on the	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.

			most of the year. Maybe a one way traffic-loop encompassing Dampier Tce, Napier Tce and Grey St would be a pragmatic compromise.	streetscape. Implementation of a one way loop would result in the loss of parking bays and the availability of parking must be considered to have a viable town centre. The current Masterplan delivers a balanced view of improving the pedestrian environment without compromising the viability and usability of the town centre.	
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: See the "Fremantle Green Plan" for more ideas, some may be appropriate?	Noted.	
			Do you have any suggestion about how business and community activity in Chinatown could be increased?: Increased night time activity would be cool, literally. Northbridge has some trendy bars and cafes, reinvented itself nicely. Night markets in Napier Tce only, otherwise it's too spread out and empty when you include Dampier Tce. Start with a hub and work out from there. The street activities/performers were great!! ALL the shops need to be open when the night markets are on.	Noted. Part of the Chinatown Revitalisation Project looks at other activation initiates which could active the space. The Masterplan deals with the physical realm, but much of the usability of Chinatown resides in the way people interact with the space.	
13.	Chris Nisbet	20/10/2017	**Please tick the most relevant to describe you::** Broome Resident, Business owner or trader in Chinatown	Noted.	That the submission be noted and the following actions are undertaken:
			What do you like about the Master Plan?: Not much!! Nice trees, could be anywhere, looks like a Perth Mall.	Noted.	
			What do you think could be improved / is anything missing?: I've been living in Broome since 1994 and seen the demise and bastardisation of Chinatown ever since. Improvement are simple, make it look like a	Noted. The design of the shade shelters will be finalised as part of design development stage. Chinatown in Broome has a much	Detailed design to consider how the unique multicultural and eclectic nature of Broome can be reflected.

			proper Chinatown, ie. sweeping (red/green) Chinese roof line similar to the Telstra phone box that use to be on the corner of Short st & Carnarvon, bring back the signage that we use to have on the corner of Short and Carnarvon sts, I think you'll find the in the Museum (reproduce them); introduce a Tori gate at the entrance of Carnarvon st for that matter at the entrance of Broome instead of whats there now! Get rid of those walk way shelters obviously designed by a builder or someone from the Pilbara, NOT very Broome replace with Chinese sweeping roofing, pretty sure Stratco can roll it here. Relocate the post office that should give you more parking and relocate to a more conducive place. Loosen the laws on buskers and small stores on the foot paths. Have a look at a Chinatown that exist's ie. Melbourne Sydney anywhere but Broome. Let the trees grow this time instead of cutting them down because there wasn't enough parking 'stupid' open your 'eyes'. DO NOT use contract advisors who don't give a shit about Broome. This is a tourist town start making it look like one.	broader cultural and historical storey to tell than that of its namesake. The masterplan will look to be representative of all of these. Comments on buskers and public trading noted. Noted. Establishment of trees for the long-term shading needs of Chinatown is the intent of the current Masterplan.	
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: As above	Noted, see comments above.	
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: As above	Noted, see comments above.	
			Do you have any suggestion about how business and community activity in Chinatown could be increased?: As above	Noted, see comments above.	
			If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to	Noted.	

			align with your short, medium or long-term needs or vision?: not much		
14.	Andrew Waters	21/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** The greening of the main areas; the promotion of active use (design for inclusion and pedestrian use). **What do you think could be improved / is anything missing?:** The plan appears silent on the future of the existing street crossing points which are confusing for visitors and tourists. Cars often stop suddenly to allow pedestrians to cross even though they are not designated pedestrian crossings, and pedestrians often assume they are designated pedestrian crossings and walk onto the roadway in front of approaching vehicles. Planning needs to address these hazards. The design for Carnarvon St and Dampier Tce needs to include measures that reduce the amenity for vehicle use, slow vehicle traffic to < 20kmh, support universal access and preserve adequate visibility for drivers. The upstairs car park needs to be promoted but the bays need to be widened (which will reduce parking numbers) as they are too narrow currently. this will reduce vehicle reliance on the streets for which increased pedestrian use is wanted. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Lighting to promote night time safety (with respect to not increasing 'light pollution'); wet season shelter for rain; stormwater run off including attention to the Short Street - Carnarvon Street challenge of water pooling associated with heavy rain. While the buildings and land are (I presume) privately	Noted. Noted. Pedestrian crossing points have been identified on the Masterplan for Carnarvon Street and Dampier Terrace. Communication and education on the right-of-way within the precinct need to be developed and needs to be consistent. The narrowing of the road pavement and the increase in trees will act to reduce vehicle speed. Further consideration will be given to design features (such a pavement finishes) in the detailed design phase to further slow traffic speeds. Noted. Lighting will be addressed at the detailed design stage. The interpretation and representation of the history and culture will be delivered through the Chinatown Public Art Strategy.). A hydrological review has been	That the submission be noted and the following actions are undertaken: Implement the Chinatown Public Art Strategy once endorsed. A design solution for drainage is to be confirmed as part of the detailed design. Implementation of the solution to be negotiated.

			owned, the area at the Dampier Tce end of Gray Street and along the stretch between Carnarvon Street and Dampier Tce is not attractive. Can the heritage value and amenity be facilitated? Can signage inform visitors of the history of (some of) those buildings?	undertaken which shows areas requiring attention at the intersection of Carnarvon and Short Street. A design solution will be confirmed as part of the detailed design. It is beyond the scope of the Masterplan to provide direction on improvements to public land referenced in the comments.	
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: Consider the use of water (misters, flowing water features, still water) but incorporate safety in design. With Horizon Power consider solar panel use for energy use in redevelopment	Water features have not been recommended given the restrictive guidelines and subsequent extensive cost and maintenance in WA.	
			Do you have any suggestion about how business and community activity in Chinatown could be increased?: Consider new residential accommodation opportunities in/near Chinatown to promote extended use of the area (night time human presence/occupation etc.; which in turn supports social spaces and diversified social uses and activity. Provide amenity for social enterprise such as community fruit and vegetable swap, and small scale 'pop up' trading (food, produce, art, craft, etc; chess and other games (for example), busking and other social enterprise etc)	Noted and while these concepts have merit, they are beyond the scope to deliver as a part of the Masterplan and the Chinatown Revitalisation project. Local Planning Scheme No 6 and the Chinatown Development Strategy all provide for and encourage residential accommodation in Chinatown. Further the Shire has recently reviewed its parking ratios for residential development in Chinatown to promote development of residential accommodation within the precinct.	
15.	Paula Manning	21/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:**	Noted. Noted.	That the submission be noted and the following actions are undertaken:

			Overall concept ok **What do you think could be improved / is anything missing?:** More trees to provide shade and cooler temps during the day. Do not put cafe area coming off the Roebuck bay sports bar. Will not work Like the walkway through oval and seating plans in Chinatown. Hopefully it can be used by all and not itinerants. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Promote busking and more events in Chinatown. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Encourage rent or rate subsidies by the shire and landlords to help keep businesses in Chinatown	Noted. The project has focused on interventions in the public realm given the scope of the revitalisation project funding. Increasing shade within the streetscape, and reducing the amount of asphalt have been key principles in helping to reduce the impact of humidity. The landowners of the Roebuck Bay Hotel will be closely engaged with during design development to finalise the design and management of the adjacent alfresco areas. Noted. The CIDC role has been implementing trials which include music as cafes and late night trading. More initiatives have been identified for 2018 in this regard. It is also recommended that a Place Management Plan be developed to further build on such initiatives. Noted, however is outside the scope of this project.	Develop a Place Activation Management Plan.
16.	Des Haynes	20/10/17	1. The proposal to remove 45 car parks in Carnarvon St (17) and Dampier Terrace (28) between Napier Terrace and Short Street is nothing short of vandalism. For decades the Council has aggressively applied the parking provisions of its town planning schemes in Chinatown for new developments and now to remove 45 car bays from the centre of the Chinatown precinct beggars belief. We were assessed	1. Noted. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace.	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project.

			to provide 8 car bays for our development at 3 Short Street which we completed in 2002. After an allowance of 3 car bays we were required to pay for 5 car bays cash-in-lieu of onsite parking which we did via a bank guarantee for $45,875 ($9,175 per bay). Council called on the guarantee in 2004. Should council persist with the removal of the majority of the 45 car bays, we would be prompted to seek a refund of $45,875 with interest. We cannot speak for the owners of Woody's Arcade of Mr Bill Reed regarding their developments but imagine they would be similarly aggrieved. If Council believes the consultants assertion (we don't) that approximately 30% of the car parking capacity in Chinatown is underutilised, what are the parking implications for future developments?	The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown.	As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.
			2. The proposed treatment in front of the "Roey" to create a public/alfresco space suggests some new "romantic experience" will be created for visitors and local patrons. The proponents of this fantasy have failed or ignored to recognise they are dealing with Broome and that there are social implications that need to be addressed. The area is known for its unruly and anti-social behaviour and this	2. Noted. The landowners of the Roebuck Bay Hotel will be closely engaged with during design development to finalise the design and management of the adjacent alfresco areas. The maintenance of the area, licence fee's and any furniture are all matters dealt with when the landowner lodges a future	

			proposed treatment is unlikely to change that no matter how hard the consultants and bureaucrats try to pull the wool over councillors eyes. A dose of reality is needed – this is not Cottesloe or Scarborough. Also has any consideration been given to: • Who will be responsible for the daily cleaning and maintenance of the alfresco area? • Does Council intent imposing a licence fee on the owners? • Are there any insurance or liquor licence ramifications? • How will operable umbrellas see out a 24 hour cycle? 3. The proposal to establish a laneway through our property, 3 Short Street as part of the laneway enhancement project will severely damage the value of our property, diminish its lease potential and income by removing 4 car parks in the driveway utilised by our tenant PRD Nationwide and detrimentally affect the security of the building. A conversation with us prior to the draft plan being released would have been courteous and helpful. Furthermore recent written advice received from Council and we quote "Any creation of new laneway links will only be possible with a partnership between the Shire of Broome and property owners. There is no mechanism for Shire of Broome to resume land unless negotiated with landowners." We have no intention of entering into a partnership with the Shire of Broome and negotiating resumption of portion of our property to facilitate this proposal for the abovementioned reasons. Accordingly we request Council to remove	application under the Local Law and will be further discussed prior to finalisation of the detailed design. 3. Noted. This link has only been identified as a strategic long-term opportunity and would be subject to further negotiations with the landowner. However, it recommended to remove given the landowner is not supportive.	That the Masterplan is amended to remove the potential laneway on 3 Short Street.

			the proposed laneway link through our property from the Chinatown Revitalisation Project. We trust common sense will prevail.		
17.	Broome Resident	12/10/17	**What do you like about the Master Plan?** Overall I like the look of the plan. I suspect the key & success of the project relies heavily in the tree species selected/planted/maintained. **What do you think could be improved? / is anything missing?** I am a little concerned about the reduction in parking spaces – they are very important to the retailers who also pay large rates! **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Perhaps time for 'pedestrian crossings' shade is the key. **Are there any initiatives which you feel would contribute to the revitalisation of Chinatown?** I think we need to be careful about having a competing retail section at Cable Beach	Noted. Landscaping/planting/tree selection will be addressed as part of detailed design stage. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown. Noted. Noted. The focus is to create a compelling offer at Chinatown that is a different experience to Cable Beach.	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.
18.	Broome Resident/Business owner or trader in	11/10/17	**What do you like about the Master Plan?** Very little as has mostly been suggested on any number of previous occasions. Does not take	Noted. The project has focused on interventions in the public realm given the scope of the revitalisation	That the submission be noted and the following actions are undertaken:

	Chinatown		into consideration that expectations of all consumers is to shop in comfort (climate) all year round, not just the 7 months of the 'tourist' season. Hence the popularity of the Boulevard.	project funding. Increasing shade within the streetscape, and reducing the amount of asphalt have been key principles in helping to reduce the impact of humidity.	
			What do you think could be improved? / is anything missing? The markets must be moved to Chinatown where they are at the very least compliment the tenants and owners who do pay the rates and taxes that have paid for the parking and facilities that have been provided to the Courthouse location. Example: The Rocks in Sydney move the 'sacred cow'.	The design of Carnarvon Street has taken into consideration the ability to host markets (spacing and infrastructure), which will be further built into the detailed design stage. Noted. The preference is to have markets within Carnarvon Street to create an active streetscape and support existing traders.	
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan? Develop part on Male Oval to provide paid for 'cash in lieu' parking and include power standards for market stalls and events, shade, wide islands and sealed surfaces for efficient cleaning and re converting to parking.	At this point the development of parking on Male Oval is considered premature. It is recommended that the Parking Layout Plan is reviewed with the intent of improving the distribution of timed parking bays around Chinatown to provide for long-term parking in external locations and short-term in the more convenient locations.	As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.
			Do you have any suggestion about how business and community activity in Chinatown could be increased? Open until 8:00pm in tourist season even if closing for a couple of hours during the day (tourism related products and service) example – Greek Islands.	Noted.	Explore potential markets in Chinatown as part of the Place Activation Management Plan.
			If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to	Noted.	

			align with your short, medium or long-term needs or vision? Consider our seasonal factors.		
19.	Broome resident	11/10/17	**What do you like about the Master Plan?** What is the difference to what is already there? More trees? And what trees will grow that fast to create shade that one native to this region and suitable in this space? **What do you think could be improved? / is anything missing?** Japanese and Chinese gates, street signs in the original format with Chinese and Japanese language/characters. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?** Plenty of suitable trees that are native to this region (not southern plants), the artist impression looks very city orientated, reconnecting the colours of the original Chinatown/Japtown so buildings are uniform **Are there any initiatives which you feel would contribute to the revitalisation of Chinatown?** Positioning Japanese and Chinese gates to welcome into the precinct, more shade – not ugly steel structures, honour the history of Broome **Do you have any suggestion about how business and community activity in Chinatown could be increased?** Put a cap on commercial rents to encourage prosperous business and sustainable business.	Noted. Landscaping/planting/tree selection will be addressed as part of detailed design stage. Noted. This will be considered as a part of the detailed design and the Chinatown Public Art Strategy. Noted, see comments above. Noted, see comments above. Commercial rents are set by the land owner and are independent of the scope of this project.	That the submission be noted.
20.	Broome Resident	11/10/17	**What do you like about the Master Plan?** It would cool the street down which would encourage people to stay longer. Keep tourists in the town later in to the season.	Noted.	That the submission be noted and the following actions are undertaken:

			What do you think could be improved? / is anything missing? Maybe a water feature. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?** Bring the old tram line back. **Are there any initiatives which you feel would contribute to the revitalisation of Chinatown?** Activities such as tables set up with chess sets, activity rooms, community involvement – volunteers to help planting and looking after the areas. **Do you have any suggestion about how business and community activity in Chinatown could be increased?** Night markets, open on Sundays, more events in town.	Noted. Water features have not been recommended given the restrictive guidelines and subsequent extensive cost and maintenance in WA. Noted. The interpretation and representation of the historic features will be considered as a part of the Chinatown Public Art Strategy. Noted. The initiatives are currently being trailed by the CIDC and can be further refined and reinforced through the development of a Place Activation Management Plan. The design of Carnarvon Street has taken into consideration the ability to host markets (spacing and infrastructure), which will be further built into the detailed design stage.	Implement the Chinatown Public Art Strategy once endorsed. Develop a Place Activation Management Plan.
21.	Broome Resident	11/10/17	**What do you like about the Master Plan?** I like the focus on green and shaded spaces – there really re no places just to spend time in Chinatown, other than a few unshaded park benches. I think more interesting and artistic shade spaces would encourage people to spend more time in town. **What do you think could be improved? / is anything missing?** I think more signage on a lot of shops could be made much much better. Old signage like Wings, Betty's & Bobs is still stylish and fits Chinatown despite their age. However many places have kind of 1980's looking signage that really affects the aesthetics of the street.	Noted. Noted. The signage on private premises falls outside the scope of the revitalisation project. The Chinatown Laneways Enhancement Plan includes initiative to have consistent signage in the laneways.	That the submission be noted.

			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan? Maintain importance of creative lighting, green and shady spaces and public art. **Are there any initiatives which you feel would contribute to the revitalisation of Chinatown?** Perhaps pop up spaces like Adelaide has done – temporary spaces in carparks with giant board games and umbrellas. **Do you have any suggestion about how business and community activity in Chinatown could be increased?** As above – more creative, green, shaded spaces.	Noted. These will be considered as apart of the detailed design. Noted. The Masterplan provides for the creation of larger public spaces where such initiatives could be implemented. Noted, see comments above.	
22.	Broome resident	9/10/17	**What do you like about the Master Plan?** Looks good **What do you think could be improved? / is anything missing?** Visitors have told me that Chinatown was disappointing, doesn't look very Chinese.	Noted. Noted. Chinatown has a much broader cultural and historical storey to tell than that of its namesake. The masterplan will look to identify the breadth and depth of the area.	That the submission be noted.
23	Robert Poole	25/10/2017	**What do you like about the Master Plan?:** OVERALL THE VISION IS VERY IMPRESSIVE, I HOPE IT CAN COME TO FRUITION!! **What do you think could be improved / is anything missing?:** PAGES 18 & 19 AS THE SHIRE HAS OPENED UP FREDERICK STREET TO DAMPIER TCE, WHY NOT UTILISE THE ADVATAGE OF PARKING & VIEWS FROM THE TOP END OF DAMPIER TCE OVER LOOKING CHINATOWN BY HAVING THE VIEWING PLATFORM AT THE HIGHEST & BEST VANTAGE POINT.(TOP END OF DAMPIER TCE?).	Noted. Noted. The design intent of the lookout was to deliver an iconic structure that spans vertical height and allows a view over the mangroves into Roebuck Bay, of a similar view than that at the top end of Dampier Terrace. However given the potential financial and practical implications of positioning a lookout at the end of Napier Terrace, it is recommended that this concept be	That the submission be noted and the following actions are undertaken: The Masterplan is amended to remove the lookout at the end of Napier Terrace.

				removed from the Masterplan.	
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: THE BEST POSTION & VANTAGE POINT FOR THE NEW LOOKOUT (PAGE 6 BCMR)SHOULD BE AT THE TOP END OF DAMPIER TCE, IT HAS A NATURAL ALVEATION OF 5 METERS, BY FAR THE BEST VIEW OF THE ROEBUCK BAY.IF THE LOOKOUT ENCROACHES INTO THE AIRSPACE OF THE YAWURU LAND,SURELY THE OBVIOUS SOULTION WOULD BE TO REARRANGE TO KEEP IT WITHIN THE OLD ROAD RESERVE. **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** IF THE LOOKOUT WAS TO BE PLACED AT NAPIER TCE IMAGEN THE VIEWS FROM THE BACK OF THE PREMISES IN DAMPIER TCE, IT IS A EMBARRASSMENT TO THE SHIRE & PEOPLE OF BROOME, TAKING TOURIST FRIENDS DOWN TO THE "PEARL LUGGERS" & SEEN ALL THE RUBBISH THAT IS THERE, NOT TO MENTION THE RUBBISH THAT COMES WITH THE HIGH TIDES. WHY BUILD STEPS & RAMPS FOR THE LOOKOUT IF BUILT AT NAPIER TCE, WHEN DAMPIER TCE ALREADY HAS THE NATURAL HEIGHT, THE MONEY COULD BE USED TO BENFIT SOMEWHERE ELSE.	See comment above. Comment noted, see above.	Consider restricting view lines into neighbouring properties as part of the design of the lookout at Napier Terrace.
24	Helen Simons	26/10/2017	**Please tick the most relevant to describe you::** Visitor (tourist) – within WA / interstate / international	Noted.	That the submission be noted and the following actions are undertaken:

			What do you like about the Master Plan?: Everything so far! **What do you think could be improved / is anything missing?:** As a regular visitor who uses the Town Bus, I would LOVE some kind of fan, preferably overhead, in the bus shelter outside the Souvenir Shop. It's the main bus shelter in Dampier Terrace, and you see people hovering inside the arcade - where there's aircon and bit of a breeze (but you can't see the bus coming from in there!). Sitting in the shelter is ghastly, a small sauna wherein you get stuck to the seat..... Arghhhhh! I know you don't want people camping there in comfort...but put a timer on it from 12-5 the hottest time of the day.	Noted. Noted. This can be considered as part of detailed design.	Consider cooling mechanisms (fan or otherwise) as part of the detailed design of the bus shelter on Dampier Terrace.
25	Richard Barlett	26/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Trees! Mimusops elengi would be good; a bit slow growing but beautiful and shady when mature. Shade will be the greatest improvement to Chinatown. Areas with street furniture for people to hang out, in shade. Prioritising pedestrians over cars. Focus on and extension of laneways is great. Alfresco dining areas. I like it! **What do you think could be improved / is anything missing?:** Boardwalk on Dampier Creek side of Dampier Tce buildings. Outlook to mangroves for pedestrians and alfresco diners would be good (don't forget the Aeroguard). Encourage use of bicycles by providing lockup structures close to high use areas.	Noted. Noted. Landscaping/planting/tree selection will be addressed as part of detailed design stage. Noted. This option was considered as part of the feasibility study, and it is considered better to invest in the existing streets of Chinatown. Consideration of this sits outside the timeframe for the current project but should be considered in the future as part of a combined response to sea-level rise/storm surge inundation and a realignment of Dampier towards the Bay.	That the submission be noted.

26	Avrel Ford	26/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** It will make the town look nice and clean for a while. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** I feel that basically everything that you are doing is superficial, which is fine but basically people just wander, eat, drink and look at the shops **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** I have felt for years that Broome needs an Art Centre, not just a Civic Centre, or a Cultural Centre or a Convention Centre, most towns in Australia have a dedicated Art Centre for all of the Visual and Performing Artists both visitors and locals. The key purpose of having an Art Centre is to develop the creative capacity of the region and focus on supporting the practice of art-making, through delivering a diverse and engaging artistic program that empowers the community and the cultural sector. Ideally there would be facilities available to hire by individuals and groups for cultural activity.	Noted. Noted. Activation and the way people interact with the space is key, the project is looking to address the physical space through the Masterplan. Other initiatives look to help activate it. Ultimately people using Chinatown will ensure its vitality. Agree. Investigation into an arts/civic/cultural/convention centre is a separate project subject to this revitalisation. Although construction is not funded at this point in time.	That the submission be noted.
27	Philip Cox	26/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Unfortunately it does not achieve anything Chinatown requires for revitalisation **What do you think could be improved / is**	Noted. Noted. It is considered that the Masterplan	That the submission be noted.

			anything missing?: This will not increase visitation, length of time or increase business, its is a paving and shady tree exercise. Emphasis on connecting the 2 streets, design that will accompany the unique style, architecture, uniqueness that is Chinatown, attract tourists and immediately be recognised as Broome Chinatown, Street of Pearls, in fact on completion photos will not portray a unique tourist destination. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Connection of Dampier and Carnarvon, Street of Pearls, shanty type design complimenting the current architecture, soul, hustle and bustle, markets, unique lighting, music. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** It must portray an immediate tourism recognition, uniqueness that is only Broome. The current proposal is just a pretty makeover and will not increase visitation, length of stay and lead visitors or locals through the precinct, in fact the opposite only providing little enclaves for loiterers. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Provide a unique Broome instantly recognisable precinct, shanty corrugated features, music, unique lighting increase in footpath alfresco, market stalls, smells, history.	has a number of elements to improve the public realm which would improve the space and activation of the area. Noted. See comment above. Noted.	
28	INA Mather	27/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** I like the amount of trees planned for Chinatown and the alfresco dining.	Noted. Noted.	That the submission be noted and the following actions are undertaken:

			What do you think could be improved / is anything missing?: Parking & Parking	Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown.	That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: Parking is of utmost importance, already in the tourist season it is near impossible to get a parking spot in Chinatown, the post office parking is totally insufficient, this year we lost over 20 bays in the car park behind the post office to make way for the water tanks. I have to go to the post office during working hours on most occasions and parking is always a problem in the season.	Parking surveys undertaken show that the parking in Chinatown is not fully utilised. It is recommended that as a part of the detailed design the Parking Layout Plan is reviewed to reassign short-term and long-term parking throughout the precinct to improve the availability of bays to visitors and customers.	
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: I think Chinatown should actually have some Chinese decorations, lanterns and banners etc to identify it, I am often asked by tourists in Chinatown - Where is Chinatown and I have to tell them they are in it. There is nothing to define it like in other places around Australia and the world.	Noted. Chinatown has a much broader cultural and historical storey to tell than that of its namesake. The masterplan will look to identify the breadth and depth of the area. Money from the Chinatown Revitalisation Project is not transferable to other locations.	

			I think money should be spent to plant trees but the rest should be put into the proposed Cable Beach Precinct, I think a lot more money would be generated from tourism from that area. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Chinatown needs to be cleaned up, the amount of street drinking and antisocial behavior detracts from the area, I will not go out in Chinatown at night because of unpleasant experiences in the past. I have lived in Broome for 25 years and I can tolerate a lot but tourists are often scared and will not go into Chinatown.	Noted. CPTED and CCTV will aim to address some of these issues. Ultimately a lively and active precinct will do the most to curb antisocial behaviour in the area.	
29	Julia Cox	27/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** I like the emphasis on creating more shade and places to sit and enjoy the area. The images suggest there will be a bit of a buffer between the footpath and traffic. Right now cars take centre stage in Chinatown and creating more gardens, wider footpaths will definitely make it a nice place to be. Dampier terrace in particular right now is absolutely desolate so anything will be an improvement. Activating the laneways properly will be important to creating a special feel about the town centre and create more balance between Carnarvon Street and Dampier Terrace. From what I can see in the masterplan I am very supportive - however its the finer details, such as the type of paving used and street furniture etc that will make the difference between Chinatown feeling like an identifiably unique town centre or a bit generic. Choosing timeless designs that have some relevance to 'broomestyle' over the years will be key to getting the right feel.	Noted. Noted.	That the submission be noted.

			What do you think could be improved / is anything missing?: In my experience, locals in particular are very attached to being able to park close to where they want to shop etc. As much as I like the idea of less cars in chinatown I do think its important to keep parking availability as a priority. With more shade and interesting walkways I would hope people will be tempted to park further away and walk and perhaps visit other shops on the way. If Chinatown gets a reputation of 'I can never get a park!!' it will not be good. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** If there are proposals for more residential projects close to or even in the chinatown precinct they should be encouraged. Broome needs more variety in living styles and it would bring in people who will be in chinatown all year round who would support coffee shops, food outlets etc. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Creating a better regulatory environment for people who want to try new things, put on an event, etc will be the biggest contributor to increasing business activity. This is probably the responsibility of the Shire. If people have a reason to be there they are likely to spend money whilst there too. Wifi in certain areas which is linked to promotions or advertisements in nearby businesses could help. Establishing a few iconic places in Chinatown that are popular places to take photos for instagram etc will also draw people in - maybe getting a variety of high profile social media type people to feature Chinatown on their feeds, blogs etc will raise	Noted. The project team in the development of the Masterplan has considered many design responses to improve the pedestrian environment. The need to provide parking must be considered to have a viable town centre. The current Masterplan delivers a balanced view of improving the pedestrian environment without compromising the viability and usability of the town centre. Local Planning Scheme No 6 and the Chinatown Development Strategy all provide for and encourage residential accommodation in Chinatown. Further the Shire has recently reviewed its parking ratios for residential development in Chinatown to promote development of residential accommodation within the precinct. Noted. The CDIC has been working with traders to trial initiatives to increase patronage to Chinatown.	

			awareness and create a sense of 'must visit and get a photo' for people who visitors who might be tempted to just stay at their hotels. This normally comes at a cost and I'm not sure what the ongoing funding arrangements for this project are but it is a tactic used by shopping precincts such as Westfield to encourage certain demographics to visit.		
30	Alan Gray	27/10/2017	**AdPlease tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** **What do you think could be improved / is anything missing?:** Don't spend money on structures, like those bizarre jagged red 'shade' areas. See my suggestion below please. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Shade, shade, shade. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** If the whole of Chinatown were planted out with Malay almonds (Terminalia catappa) on every footpath and down the centre strip, then within four years their branch tips would touch, thus shading the entire precinct all year round. The tops can be pruned out each Build Up to keep them compact and no higher than any building. The result would be shady sidewalk cafes and increased trade and community interaction as people spent more time and money in Chinatown instead of running to their cars to escape fierce sun and heat. It would also make Chinatown the most distinctive shopping precinct in northern Australia and cost very little apart from sweeping up leaves and nuts.	Noted. Noted. Noted. Landscaping/planting/tree selection will be addressed as part of detailed design stage. See comment above.	That the submission be noted.
31	Valnea Lindberg	27/10/2017	**Please tick the most relevant to describe you::** Broome Resident	Noted.	That the submission be noted.

			What do you like about the Master Plan?: I like the shade ideas. **What do you think could be improved / is anything missing?:** Water fountains- European style where people can fill up their water bottles http://www.treehugger.com/clean-water/globaltap-hits-san-francisco-with-free-water-bottle-refill-program.html **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Section for food vans with shade and seating Outside amphitheatre for seating and concerts in the round Trams from town beach to Chinatown Free city bus open air double decker Better bike lanes from town beach to China town **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Water taxis - from port to streeters jetty	Noted. Noted. Water features have not been recommended given the restrictive guidelines and subsequent extensive cost and maintenance in WA. Noted. The Masterplan has made provision for the creation of larger public spaces which in the future could facilitate such activities. This is beyond the scope of the Masterplan and the revitalisation project.	
32	Gareth Jenkins	29/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Aims to provide night time revitalisation and activities. Provision of trees and shade. **What do you think could be improved / is anything missing?:** a. Zebra crossings or specified pedestrian shared zones should be incorporated along Carnarvon street to ensure pedestrians have right of way. b. Carnarvon Street North is unsafe with vehicle carparking in the centre of the road	Noted. Noted. a. Noted. The Masterplan identified pedestrian crossing points on both Carnarvon Street and Dampier Terrace aligned with Laneway entry points. b. A road safety audit is being undertaken. Further, the detailed	That the submission be noted and the following actions are undertaken: A broader education strategy/campaign will need to be developed in line with introducing the new pedestrian crossings to ensure pedestrians are prioritised. A road safety audit is undertaken.

			with no footpath, crossings and at the current alignment angles, particular for uses for children, the elderly etc. This is made worse by removing the parallel bays in front of subway as these are the safest bays for this user group. Has a road safety audit determined that the central angled parking is the most suitable and safest configuration?	design will ensure that the Australian Standards and relevant guidelines are achieved.	
			c. Use of permeable paving in roads or paths with Pindan subbase is very risky and I do not recommend this. Spend the money fixing the drainage and get it out of Chinatown as efficiently as possible. Allowing water to seep into the Pindan will cause long term issues with roads, footpaths, buildings, services etc and shows the lack of local knowledge and experience in the consultant team. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:**	c. Noted. The treatment of pavement surfaces will be resolved through the detailed design, however the practicalities around the use of permeable paving in Broome are noted.	
			d. Drainage - in particular Short St. The area floods every time it rains and should be upgraded as part of these works (as it was included in the design brief). This is clearly identified in the District Stormwater Management Plan and should be addressed prior to streetscape works.	d. Noted. A hydrological review has been undertaken which shows areas requiring attention at the intersection of Carnarvon and Short Street. A design solution will be confirmed as part of the detailed design.	A design solution for drainage is to be confirmed as part of the detailed design. Implementation of the solution to be negotiated.
			e. The engineering plans and studies for the seawall and Grey St extension should be made publicly available, not only as they	e. This is beyond the scope of the Masterplan, however comments are noted and will be pursued	

			are funded by rate and tax payers, but also to provide certainty to land owners and developers on the requirements and plans for future development. At the moment the area cannot be redeveloped due to the issues of coastal vulnerability. If the shire is not going to protect the area there is no point spending any money in the area and we should walk away from it. Otherwise if they have a report that indicates when the seawall is required, this should be publicly planned for to ensure all land owners, insurers etc are aware of the proposal.	with the submitter separately.	
			f. Alternative car bays should be developed prior to removal of existing bays.	f. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown.	That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.
			g. Works must be scheduled to avoid impact on businesses during the tourist season. There is plenty of opportunity to undertake these works in the shoulder or summer seasons.	g. Noted. While there will be a level of distribution, the implementation of the works package will aim to keep disruptions to a minimum and avoid the busiest periods of the tourist season.	
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: Shire of Broome and Landcorp supporting local businesses so rate payers can continue to live and work in Broome and spend money in Chinatown. Using Perth based consultants for projects ensures it is all spent elsewhere (except maybe Cable Beach Resort when they come to town for the occasional meeting).	Noted, however not relevant to the Masterplan. Procurement for the development and design was undertaken via competitive quotation. Contracted consultants were engaged based on merit.	

			Do you have any suggestion about how business and community activity in Chinatown could be increased?: Improvements and more contemporary/collaborative Shire of Broome policies with regards to markets, temporary closures, signage, alfresco dining and event policies. The current policies and officer implementation of these prevent most good ideas from coming to a reality. **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** Address drainage and coastal vulnerability issues.	Measures to improve events and markets in Chinatown are being investigated as a part of the Masterplan and detailed designs. Further it is recommended that a Place Activation Plan be developed to further investigate this. Noted. The Shire of Broome has a CVS and CHRMP which assesses and forecasts flooding and coastal vulnerability risks and identified mechanisms to give immunity to such processes.	Place Activation Management Plan could consider (collaboratively with the Shire) opportunities for de-regulation of activation.
33	David Galwey	29/10/2017	**Please tick the most relevant to describe you::** Broome Resident, Business owner or trader in Chinatown **What do you think could be improved / is anything missing?:** A vegetation plan would have been appropriate as this appears to be the main source of shade. Seating/relaxation options - the plan that has been submitted for public comment is very short on detail **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** a. Dampier Terrace - Make this one way, and improve the width of the verge to facilitate activity. The side to widen would be the western side as this would offer some shade from the buildings during the afternoon.	Noted. Noted. The Masterplan is a higher level document to provide a vision of the overall improvements proposed as a part of the revitalisation works. Landscaping/planting/tree selection and furniture will be addressed as part of detailed design stage. a. One-way streets are not recommended as they facilitate constantly flowing traffic cycling through, and can compete with the pedestrian focus that that public realm in Masterplan is	That the submission be noted and the following actions are undertaken:

				aiming for. It can also cause confusion for navigating the town centre, restricting traffic movement to one direction only.	
			b. I have my doubts about the alfresco area outside the Roey, as I have expressed during meetings, and I do not believe, from my conversations, that the owners and management are in accord with this plan.	b. The Masterplan identifies opportunity for alfresco dining in front of the Roebuck Bay Hotel. In finalizing the detailed design this will be further discussed with the owners and if not ideal at this location can be redesigned for an alternative location on Dampier Terrace.	Discussion management opportunities and intentions to utilize the Alfresco dining area with Hotel owners prior to detailed design.
			c. This street is responsible for millions of dollars in retail sales during the year and deserves better treatment than this plan. Dampier Terrace has been overlooked from day one of this process, another thing that I have continually pointed out during the process. Currently in Dampier Terrace most retailers provide seating outside their shop fronts for customers. Trees may provide shade, but nothing is being done about providing seating for shopper in the street The alfresco areas are away from the retail shops, in effect bookending the street. The area outside the Roey has traditionally been a working bar, and not conducive to attracting tourists who wish to relax.	c. The Masterplan does make provision for additional breakout/seating areas on Dampier Terrace. Improvements to seating in Dampier Terrace with will further considered in the detailed design development.	Detailed design to consider informal seating and rest spaces.
			d. The idea of activation has to include making areas where events can be carried out with market stalls etc. without necessitating Shire involvement in street closures etc.	d. Noted. Provision has been made for locations for market stalls without the need for road closures. This detail will be further refined at the detailed design stage.	

			e. With the advent of more and larger cruise ships calling in to Broome, and with an increase in usage of Chinatown to take advantage of the revitalisation, there will be a real need for the construction of modern public bathrooms to cater for the increased foot traffic in Chinatown. Male Oval Bus Stop - The plan does not offer sufficient room for bus movements during cruise ship days. It is highly possible, that with larger cruise ships coming into Broome that we will be seeing some 25 buses operating on passenger pickup and set downs. A minimum of 5-6 bus bays would be required. The current location is not big enough, and given the number of bus movements during cruise ship days, the close proximity to the roundabout poses considerable risk to traffic movement and safety A loop should be considered from Napier Terrace into the corner of Male oval, (there is already a plan for additional car parking in this area, which could still be utilised except for cruise ship days) with an exit into Carnavon Street. This would enable a sufficient area for bus movements, and alleviate any traffic and safety issues With this dedicated area for passenger movements a raised platform could be constructed to make passenger movements easier and safer as has been previously recommended by the Cruise Ship Committee in meetings with the planners, KDC, and Landcorp.	e. Noted. Further consideration has been given to the practicalities for Male Oval being used for Tourist Rest Facilities and coach parking. The design team has commenced investigations into alternative locations and configurations to accommodate for the growth of the cruise ship market. The Shire has also held discussion with a landowner about accommodating for adequate drop-off facilities closer to Streeters Jetty. It is recommended that Cruise Broome are to be further consulted to ensure that requirements are met as more detail becomes available.	Consider options for cruise ship bus parking in Chinatown as a part of the detailed design.
			Are there initiatives which you feel would	Noted. The Masterplan focuses on	Place Activation Management Plan could

			contribute to the revitalisation of Chinatown?: Events, the plan should be about activation, events to attract crowds to generate confidence with the retailers to stay open and exploit the potential of the revitalisation. It should be possible to hold events without requiring street closures etc. so that spontaneous events can be held without the necessity of filling out 70 odd forms to get Council approval. The Council need to buy into the fact that they are part of the solution, reduce the amount of red tape, and get involved as a partner of the retail community to foster the atmosphere to make this become a vibrant hub of activity. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** See above **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** It does not cater for events - The plan should have taken into account the fact that to attract participation, some organisation is required to provide trigger points to effect buy-in from the public. The cruise ship industry has all but been ignored in terms of what it can bring or does for Chinatown. No attempt has been made to investigate the incorporation into the plan of permanent outdoor kiosks in Dampier Terrace in particular, (that the Shire could lease), to provide a much needed resource in this street.	public realm improvements to deliver on activation. In the detailed design, consideration is being given to facilitating options to hold events and activity spaces to avoid the need to close roads. Noted. Noted, see comments above.	consider opportunities for de-regulation of activation.
34	Marisa Ferraz – Sun Pictures	29/10/2017	**Please tick the most relevant to describe you::** Broome Resident, Business owner or trader in Chinatown **What do you like about the Master Plan?:**	Noted. Noted.	That the submission be noted and the following actions are undertaken:

			The master plan has great merit, it embraces the essence of Chinatown. Hoping the entry statement will also reflect the multiculturalism. Also consideration should be taken into account regarding the lighting through the streets. i.e Chinese/Japanese lanterns would be more applicable.		
			What do you think could be improved / is anything missing?: :Has there been any consideration to Sam Su lane - could the budget be extended to create a bypass road rear of the existing parking behind the visitors centre, it has become quite an issue with service vehicle and residents. Due to the a ever growing anti social behaviour - have funds been set aside to combat vandalism.	Noted. Sam Su Lane is currently not being considered as a bypass road, but as a potential space to facilitate additional parking in Chinatown. Increases in vehicle movements to reduce the friction of service vehicles in Sam Su Lane could be incorporated in the carparking plans for that area.	
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: Discussions with Chinatown owners & traders In regard to "sun plaza" (love this idea !!!) what impact will the lighting/ performance space have on the nightly trading of the movies ?	Noted. Any future lighting will be designed to illuminate the street as opposed to adjacent properties. Noise generated in public places is likely to be minimal.	Detailed design to consider lighting and potential for light spill.
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: I would be happy to assist in anyway possible to achieve these goals.	Noted.	
			Do you have any suggestion about how business and community activity in Chinatown could be increased?: We all need to work in unison to create and maintain the "heart & soul of broome" more trader/community input is required.	Noted.	
			If you are a business owner, landowner or	Noted.	

			trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?: If we can achieve the goals set out it would put Chinatown back on the map for tourists & locals alike.		
35	Broome Chamber of Commerce and Industry		1. The Masterplan draws a lovely vision for the affected sections of Carnarvon Street and Dampier Terrace, and has considered shading and street furniture to create comfortable and interesting spaces. The Masterplan also encourages business opportunities through the provision of alfresco dining and lighting to encourage night time activation. The Chinatown business community has often expressed concern over anti social behaviour, and we are pleased to see the plans adhere to Crime Prevention through Environmental Design (CPTED). 2. While we're excited about the activation of Laneways, we are keen to understand in much more detail about how the masterplan encourages greater activity in these spaces. 3. Staying true to the unique cultural history of Broome's pioneering days and Aboriginal heritage, we're pleased to see that new public art is being considered to complement the re-integration of existing pieces, however we're keen to understand how this history was considered in the actual major design elements – a design which distinguishes Broome's Chinatown to any other urban centre in the world?	1. Noted. 2. The Masterplan provides high level direction on improvements to the public realm. The detail on the activation of the laneways is established in the Chinatown Laneways Enhancement Strategy. 3. A key objective for the development of new infrastructure, public realm and revitalisation of Chinatown is around capturing the unique natural and cultural history of the place, which will be expressed through public art and materiality. Ephemeral aspects of reflecting this history may be captured in a future	That the submission be noted and the following actions are undertaken: Implement the Chinatown Laneways Enhancement Strategy once adopted. Develop a Place Activation Management Plan.

				Place Activation Management Plan.	
			What do you think could be improved / is anything missing? **Timing of construction**		
			4. *Construction of the first portions of work expected to commence in 2018. This will be subject to close ongoing engagement with retailers and the wider Broome community.* It's the Chamber's understanding that construction works are intended to start before March with works to continue right through the high tourist season which would be extremely disruptive and likely to impact businesses. The response from the Revitalisation on this matter to 'minimise impact' is not satisfactory. RECOMMENDATION: Shire to conduct another round of consultation with Chamber and Chinatown traders about the critical path of construction works. Emphasise with contractors to keep time schedules, and only undertake minimal impact works over the high season.	4. The Masterplan provides high level guidance and visioning for the key infrastructure changes proposed as opposed to providing detailed implementation and timing of delivery of works. Further engagement will be held with regard to the critical path of construction works and emphasis will be placed on keeping impacts to a minimum, especially during the peak tourist season.	As a part of the procurement of the contractor to undertaken the works, the methodology proposed to avoid disruption to business is a key factor in determining the successful contractor. Prepare a clear Communications and Stakeholder Management Strategy to inform the construction program.
			5. **Parking -** It's our understanding that 47 parking bays will be lost as part of the new design, and businesses have expressed their concern of a strategy to mitigate the impact of this to trading. In anticipation of the parking shortage, the Roey Hotel will need to fence off their carpark to ensure patrons are still able to access parking. RECOMMENDATION: Find alternative bays within close proximity to Chinatown to replace the 47 lost bays as part of this	5. **Parking** - Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative	That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central

			project. Consider Paspaley's vacant block opposite Australia Post, sign posting and promoting where long term parking is available rather than restricted areas. It is also recommended that the role of public transport could play in replacing car traffic and a strategy to promote that.	locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown.	locations.
			6. **Trucks on Dampier Tce | Gray Street roundabout** Delivery trucks to Coles are 2.4m wide x 4.2m high and must use Dampier Terrace to access the loading bay via Gray Street. RECOMMENDATION: Consider the size of trucks with regard to the narrowing of Dampier and trees on either side should be considered so they wont be damaged by traffic. Furthermore, it's noted that the Revitalisation doesn't venture to the end of the street where the trucks already have a lot of issues getting past the Gray/Carnarvon roundabout into the Coles loading area. RECOMMENDATION:. It's been suggested that this roundabout be removed to save ongoing damage of this roundabout and better cater for the entering trucks. The traffic that would otherwise conduct a roundabout at the end of Carnarvon would then be encouraged to turn right at Gray and then into Dampier Terrace broadening the flow throughout town.	6. **Trucks on Dampier** – Dampier Terrace is not proposed to be narrowed.	
			7. **Trees -** Deciduous or evergreen? How mature at planting? How many years will it take for them to provide shade? How much money is being spent on trees? Quick growing, flowering for wildlife, deep	7. **Trees** – Noted. The tree species selected will form part of the detailed design.	

			rooted? RECOMMENDATION: liaise with a local arborist and bird sanctuary about suitable trees – consider the Gubinge tree as an option.		
			8. **Rats & cats** It's been noted by a Member that the wildlife once prolific in Chinatown has been seriously affected by the proliferation of rats and feral cats. The tata lizard and blue tongues were offered as an example, once a popular attraction to tourists to the area. RECOMMENDATION: Extermination and animal control measures to be implemented on completion of the works and ongoing. Deploy rangers into Chinatown to encourage wildlife.	8. **Rats and Cats** – Noted, however this is beyond the scope of the Masterplan.	
			9. **Alternative gathering shade on Male Oval -** The large tree on Male Oval (corner Napier & Carnarvon) is a favourite rest facility for locals and as such there should be alternative options offered to the community to make way for the planned tourist rest facility on Male Oval. RECOMMENDATION: Shaded plant area for people to congregate behind Sam Su Lane on the oval as an alternative with access to fresh drinking water. Make this a cultural place for Aboriginals to feel welcome to enjoy Broome's public spaces.	9. **Alternative Gathering Shade on Male Oval** – noted. It is recommended that consideration be given to repositioning the tourist rest facility.	
			10. **Drainage and flood protection -** Willie Creek's showroom easily floods during the wet season – the Revitalisation's plans for Dampier Terrace offers a great opportunity to address the drainage issues in this part of town.	10. **Drainage and Flood Protection** – measures have been implemented to prevent flooding of the Willie Creek Showroom. During design of the Alfresco of shaded areas, this	

			RECOMMENDATION: Evaluate current drainage. Consider the use of mulch on the roundabout on Short St which washes into flood drains and blocks them.	could be considered to divert stormwater runoff along Dampier away from the shop frontage.	
			11. **Public transport -** The plans seem to have no consideration for existing public transport, nor increasing public transport? Where are the bus stops and how are they being designed to maximise passenger comfort? Is there a designated PediCab rank? We assume the taxi ranks remain in Short Street (Paspaley Plaza carpark) and Dampier Terrace (Roey Hotel)? RECOMMENDATION: Add measures that cater for existing services, and encourages further public transport growth such as pedicabs or tuk tuks. Evaluate the current taxi locations to ensure they are at the best possible location for local business traders.	11. **Public Transport** – existing public transport has been retained. The Masterplan will provide for adaptable locations, to accommodated other public transport options such as the pedicabs. As a part of the detailed design it is also recommended that the Parking Layout Plan is reviewed and tuk tuk/pedicab ranks could be allocated in normal car parking bays after business hours.	
			12. **Cruise Ship & travel coaches -** The current plan caters for 3 bus bays in the tourist rest facility on Male Oval which is proposed to be the main drop off point for cruise ship passengers in Broome. At our current volume of shuttle buses that cater for the cruise ships (12 buses for a 2000 pax ship), this is not enough to cater for growth in the sector. It's also important to note that the cruise ships will be arriving in Broome year-round, as such cyclone proof permanent shade structures are imperative for passenger rest areas. RECOMMENDATION: Re-design the Tourist Rest Facility to cater for a minimum of six (6) coach parking bays, with a raised pavement for safe passenger disembarking. Installation of permanent	12. **Cruise ship & travel coaches** Noted. Further consideration has been given to the practicalities for Male Oval being used for Tourist Rest Facilities and coach parking. The design team has commenced investigations into alternative locations and configurations to accommodate for the growth of the cruise ship market. The Shire has also held discussion with a landowner about accommodating adequate drop-off facilities closer to Streeters Jetty. It is recommended that Cruise	Consider options for cruise ship bus parking in Chinatown as a part of the detailed design.

			shade structures ample to seat up to 500 people at any given time, a permanent infrastructure to act as an arrival kiosk or small terminal where the Visitor Centre can facilitate guest information, and space to accommodate permanent market traders and enhance the welcoming experience.	Broome are to be further consulted to ensure that requirements are met as more detail becomes available.	
			13. **Provision of markets in town -** Encourage the hustle & bustle like that of the Courthouse Markets into Chinatown through the provision of permanent infrastructure which can be leased by local traders. Additionally to accommodate cruise ship days and special events, is there a missed opportunity to facilitate markets in between Male Oval and 'Sun Square', or on Dampier Terrace? RECOMMENDATION: Undercover parking bay spanning Dragonfly to Roey – acts as shaded parking during the days with potential to operate as markets on demand. RECOMMENDATION: Revitalisation to host a trader workshop to come to conduct a SWOT analysis of opening the town to market traders, and determine an ongoing consensus for the future.	13. **Provision of markets in town** - The design of Carnarvon Street has taken into consideration the ability to host markets (spacing and infrastructure), which will be further built into the detailed design stage. The preference is to have markets within Carnarvon Street to create an active streetscape and support existing traders.	
			14. **Entry statement -** There doesn't seem to be a location determined for a grand entry	14. **Entry Statement** – A Chinatown Public Art Strategy is	Implement the Chinatown Public Art Strategy once endorsed.

			statement, or signposting for the commercial boundaries of Chinatown. RECOMMENDATION: Consider the entry statement location within the Masterplan to ensure it has synergy with the overall planning of design & construction works.	being prepared to inform the positioning and location of entry statements.	
			15. **Outdoor entertainment -** The words 'buskers', 'performers' or 'entertainment' are missing from the Masterplan. What is the vision to accommodate live entertainment in the streets? RECOMMENDATION: Consider a specified shaded area and/or permanent stage infrastructure to encourage live entertainment through busking, and to feed into street events.	15. **Outdoor entertainment** - the Masterplan provides for the creation of a number of adaptable spaces for such activities. This can be further enhanced through the preparation of a Place Activation Management Plan.	
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan? **WiFi**		
			16. The words 'WiFi', 'Internet' and 'digital' are not included in the Masterplan which raises concerns about considerations of future relevance of these public areas. WiFi is a standard and essential offering to key public spaces and while we assume this is included in the budget, we are keen to understand the exact plans of installation and whose responsibility it will be to maintain the infrastructure and manage the service. Furthermore, the management of the WiFi opens an opportunity for a resource to market Chinatown as a destination in it's own right – this resource could be used to promote ongoing festivals, events and	16. **WiFi** – Noted. WiFi will be included as a part of the works to be undertaken and locations will be settled as a part of the detailed design.	

			facilities. (refer James St Brisbane as an example). RECOMMENDATION: Plans for WiFi should be included in the Masterplan. The considerations should be to use this platform to generate an income which employs a Chinatown marketing resource to establish a profitable platform, with money re-deployed into that position to create and coordinate events and marketing activity. RECOMMENDATION: Develop a Chinatown app. (Refer Sorrento in Perth)		
			17. **Outdoor events -** RECOMMENDATION: Consult with major event managers in Broome to ensure all considerations for cost efficiency and effectiveness in facilitating future events is done.	17. **Outdoor events** – agree, more consultation needs to be undertaken with event managers for activation initiatives. This is recommended to form part of the Place Activation Management Plan.	
			18. **Ongoing Management and administration of Chinatown as a shopping precinct -** While the plans are inviting, the business community doesn't subscribe to 'build it and they will come'. To truly revitalise Chinatown there needs to be a coordinated effort to reconnect the entire community with the destination, and encourage its use for daily activity.	18. Noted. This is the reason why the revitalisation project included the CIDC position to support such initiatives.	
			19. **Local Procurement -** All works should be done by local contractors and all purchasing through local suppliers. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?**	19. Noted and engagement of local contractors will be undertaken where possible. Procurement will be undertaken via a competitive quotation and will be engaged on merit of which regional price preference forms part of the consideration.	

			20. **Electric Car recharge bays -** Future thinking! Electric cars are coming yet there is no infrastructure in Broome to accommodate them. Broome could establish itself as forward thinking should it use the funds within Revitalisation to install recharge bays in Chinatown. It's been suggested that these could be housed in an Asian themed shelter running along the centre parking strip – also used as sheltered and powered sites for market stalls on a regular occasion. **Do you have any suggestion about how business and community activity in Chinatown could be increased? Chinatown Investment & Development Coordinator** 21. The Chinatown Coordinator is a valuable position however on a limited timeframe with limited resource. The framework for this position was poorly considered alongside the implementation poorly timed. The key point for encouraging activation and business investment should have been established toward the delivery of final construction works, where projects could be complementary to the overarching design. Why ask businesses to start investing now when the focus will be on outdoor activation which relies on the spaces and amenities created by the Masterplan? (refer grant funding below) The establishment of music in town through music mornings and late night trading trials will be lost by the time Chinatown is ready to relaunch, with the activation budgets expended too early. Furthermore there seems to be no synergies between this position and the Masterplan where there	20. **Electric Car Charging Bays** – Noted. Provision has not been made for charging stations at this point, however this could be accommodated in the future if the need arises. 21. Streetscapes will be upgraded through capital works projects- any works to the private realm should take place now. Activities and events- these require time to grow and to be adopted. Any initiatives that kick off now, will have time to grow into the new space. Consideration will be given for post construction activation, through a Place Management Strategy that will be developed by CIDC. Event infrastructure will be built into the public realm and is a key factor for consideration by the design team. HQ has been set up to act as a	

			has not been mention of infrastructure to cater for events and live entertainment, with market stalls only in sun square and on male oval. The excitement and motivation of the local businesses and community should be harnessed and leveraged post-construction with the lead-in period (i.e. now) focused on business development and workshops to broaden the perspectives of existing traders and sell opportunities for future potential businesses. The Revitalisation HQ should have been set up as a retail incubator to bring local artisans and micro businesses who are seeking long term retail opportunities, into a space where they can collaborate and learn in a low risk environment. In essence the Chamber believes that the Chinatown Coordinator should have been created within the initial plans to be a legacy asset to ensure ongoing investment into the town centre which trades off the new opportunities and is complementary to the masterplan.	'project front door', retail incubator, event space, gallery or community space. Uptake as a retail space has been slower than anticipated. The CIDC role is essentially a sub project so was conceived to sit within the same timeframes as the other projects. Consideration for legacy items will be considered through 2018.	
			22. As a standing member of the Chinatown Reference Group, the Chamber also wishes to refer to the CIDC Activity Plan which '*has been developed to provide a framework for staff operations, workload and implementation of events and activation initiatives throughout the two year tenure of the role. A separate Project Management Plan has also been developed to provide day to day project management planning for this role.'* Within the 31-page document, the Activity Plan states many great ideas including preliminary activation initiatives, such as:	22. See comments below.	The Public Art Masterplan is to be formally endorsed. Prepare Place Activation Management Plan

			• Infrastructure - privately owned by a trader or owner such as shop signage, bespoke street alfresco area furniture. We are aware of at least one Member who was declined a $500 application for signage in their newly located charity shop – this has returned a poor sentiment to the nature of the funding	• not aware of this application.	
			• Temporary installations or start up items for Chinatown owners and traders to administer. We are aware of further member/s who have been discouraged by their plans due to the bureaucracy surrounding footpath trading and provisions for off site food vans as well as frustrations over the broader vision for supporting private investment.	• Not clear what this comment relates to. Any initiative would require Shire Policies and approvals are undertaken.	
			• Events/festivals – Chinatown events and festivals will aim to tie in with existing and creation of new art, design, cultural, sport, entertainment and hospitality focused events with a broad range of demographics in mind (locals, tourists, cruise ship attendants, families, youth and adult). The Chamber ourselves were disappointed by the lack of support offered toward cruise ship activations including a Dampier Terrace street market, and then red tape hurdles for the Roey carpark market.	• Cruise ship days are CruiseBroome responsibility, however CIDC would be open to coordinating to create a more collaborative cruise ship day offering.	
			• The activity plan suggests some fantastic event and festival ideas (20 in total) and one year into the position has not seen any initiated.	• Events in 2017 were rolled into other festivals and other initiatives such as Late Night Trading. 2018 will see more stand-alone Chinatown Events. BCCI and members have opportunity to input into this.	
			• Business After Hours has been articulated as an opportunity to provide project updates and run an event with the business community – the Chamber would very much welcome this opportunity.	• Noted, a 2018 BAH will be pursue. • As with most initiatives of this	

			• Tours – initiatives will garner support to develop content and tour operators in a range of guided and self guided products that showcase the fine grain history, rich culture and food of Chinatown past and present. o Great idea! When / how can we get this to happen? • Small scale - Art Start – BizSpace for artists that may include a studio, exhibition and gallery space. Sounds a lot like Broome Makers Gallery which was created by the Chamber as an opportunity to support the revitalisation, and denied Revitalisation support from the Shire CEO. • Shire Staff Charrettes – an opportunity to have Q&A and ideas workshops with Shire Staff to assist in the development of individual projects… break down the walls between community and Shire staff and collaborate towards a common goal. Great idea! When / how can we get this to happen? • Retail development Space – half way house for small retailers who want to test their retail idea. Once again sounds a lot like Broome Makers gallery and could have been delivered at the HQ IMPORTANT NOTE: The Chamber is in no way critical of the value of work currently undertaken in this role, rather the confinements of the position and its structure. 23. **Chinatown grants -** The Chamber was disappointed to see that only one business entity was awarded a grant in the initial round from $200,000 made available. As stipulated by the strict guidelines, all applications must be dollar-for-dollar matched, applied for within a short period	nature, this requires tour operators to drive. • This is outside of the scope of the Masterplan. • Consider developing this in 2018.Shire staff are available to meet with applicants both in the office and on site and this has occurred on numerous occasions. • Noted. 23. **Chinatown grants** - Grants will be modified in round two based on feedback given through round 1. However in response: The grants are designed to leverage a small amount of project money with private	

			and expended within the following six months to the end 2017 (Applications were open from 1 May 2017 and close 30 June 2017 for projects occurring between July and December 2017). While there's reason to believe that the local businesses will be more prepared for next year's grant round, we wish to articulate the below identified flaws in the process: • The grants are restrictive to those who already have money to invest in their business • The grants do not take into consideration community initiative to reconnect Chinatown with broader Broome • The grant timeline is restrictive • The approvals panel is restrictive needing a unanimous decision among the committee RECOMMENDATION: Consider an ongoing community chest fund which can be accessed by anyone currently (or seeking to) do business in Chinatown and flexible on initial capital investment. 24. **Structure of governing body -** If the Shire, Landcorp and KDC seek to jointly manage a similar project in the future that they use the blueprint of the Chinatown Revitalisation as a guide as what not to do next time. Clearly the management "structure" has not added value and has been an impediment to more effective project control, engagement, communication, timeliness and outcomes.	investment. Criteria will be reviewed to make grants more accessible. Grants do look at making partnerships with community groups to 'reconnect Chinatown with broader Broome'. Grant timelines will be similar, requiring projects to be delivered within a set period. 2018 grants will look at extending timescales for projects. The Project Governance <u>for all decisions</u> requires unanimous decision by PCG members. This has not proved to cause an issue in round one and will not change for round 2. The community chest fund is a positive suggestion that will be considered for 2018. As above, grants will be modified in round two based on feedback given through round 1 24. **Structure of governing body** – This is beyond the scope of the Masterplan. However the governance structure will be reviewed at the conclusion of the project.	

			RECOMMENDATION: Establish for the future, a project management strategy for projects to ensure more effective and transparent project control, reference/stakeholder engagement, appropriate timelines and outcomes coupled with key performance indicators rather than just milestones. 25. **Work with the Chamber -** The Chamber has not been appropriately engaged by the Revitalisation to assist with the process. Its membership, on a poorly structured and managed reference group, does not represent engagement. Our ability to work alongside the business community is second to none and should be utilised.	25. **Work with the Chamber** – the Chamber was until recently a contracted consultant involved in the communications of the Chinatown Revitalisation Project and has membership within the Community Stakeholder and Reference Group. Comments are noted.	
36	Cruise Broome	12.10.17	We refer to the recently released Chinatown Revitalisation Masterplan with relation to Chinatown remaining the key passenger drop off location for cruise ships. Cruise Broome has consulted with the Revitalisation through meetings with the Shire, TPG and KDC (refer appendix I) to request the below considerations were met in the planning draft: • To avoid traffic congestion & ensure safety of coach drivers – a simple pull in/pull out drop off area for up to **6 coaches**. This drop off area can also be utilised by other coach companies. • **Coach rest area/facilities to keep this area free** for coaches to drop off passengers and free up town parking and congestion. • **Raised pavement**/landing along drop off area to ensure safety for passengers disembarking coaches - raised pavement/landing will also serve as deterrent for passengers to	Noted. The current version of the Masterplan incorporated the wishes of Cruise Broome at the time of previous consultation. Recent movement in funding for deepening of the shipping channel has resulted in the potential increase of tourist vessels. Concerns over the capacity of the area of Male Oval to accommodate potential increase is noted. As a result, further discussions have been held with a landowner to investigate opportunities to accommodate bus-drop off locations on Dampier Terrace. It is recommended that Cruise Broome is further consulted to ensure that requirements are met as more detail becomes available.	That the submission be noted and the following actions are undertaken: Consider options for cruise ship bus parking in Chinatown as a part of the detailed design.

			walk in between coaches and encourage flow of human traffic along footpath. • **Permanent shade structures** required for area to be utilised 12 months of the year. • **Arrival kiosk/small terminal** which can utilised by Visitor Centre and serve as storage for additional seating and/or equipment required for arrivals. • Seating and bathroom facilities. • Space to allow for welcoming volunteer team and market stalls to enhance passengers welcoming experience. On review of the Masterplan, we feel that some crucial considerations have not been met. • Space for 3 coaches is barely sufficient in the current demand, and with future planning in mind we feel it ideal to plan for up to **6 coaches at a minimum.** • There appears to be no plans for a coach rest area/facilities which was discussed to **keep this drop off area free** for coaches to drop off passengers and free up town parking and congestion. • Whilst not articulated in the new pavement area at the coach bays, we hope that raised pavement will be implemented into the planning. • A small terminal will help with facilitating passenger enquiries and allow an efficient flow of movement. The largest ship that Broome currently receives is circa 2,000 passengers (refer appendix II) and we ask the Steering Committee to consider that discussions are already under way for larger vessels with up to 4,000 passengers	Noted. See comments above.	

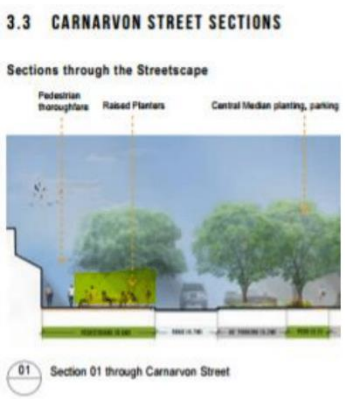
			requiring 24 coaches for transfer (refer appendix III). The current space allocated does not allow for growth and would not meet the needs to accommodate these ships to the standard that they are seeking. With no designated coach rest area or facilities, this space could also be used as parking for the large number of coach and tour operators visiting during the tourist season, presenting further problems of congestion and availability of space for incoming cruise ship passengers. With this in mind we sincerely hope that you'll revisit the plans for the Tourist Rest Stop Facilities on Male Oval accordingly.		
37	Paspaley	30/10/2017	**EXECUTIVE SUMMARY** Paspaley broadly welcomes the initiative to reinforce and re-establish Chinatown as the commercial centre and CBD for Broome. Detailed below are a wide collection of observations and suggestions in relation to the Broome Chinatown Masterplan Report. Many of the proposed initiatives include good intentions and sound design intent however it is important that any final scheme and its implementation acknowledges and responds to particular local characteristics and social issues that exist in Broome and northern Australia. With cooperation and commitment from Broome Shire, local authorities including police, local business and property owners and the public there is every opportunity that Chinatown can be re-established as the 'Heart and Soul' of Broome and region. Paspaley Pearls Group owns significant land in and around Chinatown. Paspaley has a long and prosperous relationship with Broome and is committed to the long term success and development of Broome. We trust that our submission provides valuable feedback for what	Noted.	That the submission be noted and the following actions are undertaken:

			is hoped to be a solution which reinforces an identity which is unique, desirable and successful for residents and visitors alike. **1. Urban & Technical Design Response** **Carparking Numbers & Sam Su Lane** • Page 47 refers to an expectation of net 57 car bays lost from within the Chinatown precinct. As a 10 - 15 year plan, the design should improve urban design outcomes (as demonstrated by the new streetscape designs) as well as increase total car bays available. • We identify Sam Su lane as an important priority in stage 1 works, further, this area should be linked to a re-designed area that is by the Male Oval to provide at least 60 bays. • The highlighted area (Fig. 1) can be another opportunity for the existing landowners to provide future retail opportunities in time. The parking and access should accommodate such future expansion. *Fig 1: Shows new retail shop opportunities for future development & intensification of Chinatown.* **II. Destination Playground Review** • Paspaley agrees this area can announce the arrival / drop-off for a tour bus experience. This does not in our opinion fit with a future use for child entertainment in this area. (The child entertainment area is better placed between Sam Su Lane and the Broome	**Carparking Numbers & Sam Su Lane -** Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have an impact on the availability of parking within Chinatown. As a part of the detailed design, the Shire's Parking Layout Plan will be reviewed to reassess the distribution of timed parking bays throughout Chinatown to allow for long-term/employee parking in the fringe areas and short-term parking in the central locations. **Destination Playground Review –** • the destination playground is a medium term project and therefore unlikely to form part of the current revitalisation project. The current position shown on the Mater Plan is considered adequate.	That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.

			Visitor Centre). • In the area of Fig. 2 *(between Sam Su Lane and Carnarvon Street)*, we think a road extension to link Carnarvon should be made, which may possibly include additional bus parking and associated Community infrastructure (see below for item 2.1). • The use of such buildings should exclude F&B and retail, however could include an area for local businesses to meet and greet tourists undercover. It should be mostly open air and attractive when not in use and also contain a permanent police presence and with internally accessible ablutions facilities. *Fig 2: Suggested extension of road and parking* • The Shire should direct the Consultant team to think more actively about the community role of the Sam Male Oval generally. We acknowledge the important place it has in the City centre and yet it feels like the town in an Urban Design setting has turned its back on it. **III. Landscape Direction & Selections** • It appears the images are being over ambitious in their landscaping ambitions and or matching with Southern climes rather than tropical ones. • We believe the brief should focus on, at grade landscaping (no raised garden beds – refer item VI below) to provide right water and shading for road in the future. • The goal of the Chinatown investment is to provide an engaging canvas for human activity; however, the design and use cannot be anticipated in a report today. This will evolve moving forward, with property owners	• This option was investigated as a part of the concept plan, however as it would complicate the interaction between pedestrians and vehicles further it has not been incorporated into the Masterplan. Also given the interaction with established infrastructure, it is unlikely to be possible to deliver within the scope of the budget. • Noted. • The Masterplan seeks to improve the amenities in this location. **Landscape Direction & Selections** • Landscaping/planting/tree selection will be addressed as part of detailed design stage. • Noted. • Noted.	Detailed design to consider landscaping treatments.

			working with tenants to promote activity. Therefore in a way, less is more! • Thus, our recommendation is to focus money and investment on supply of water, iconic trees, shading trellis and lighting. • We suggest Fig. 3 is decidedly the wrong direction. Fig. 4 may be the right direction, so long as the space can remain flexible in its use (supposing also the luscious greenery is maintained by the store holder).  *Fig 3: the wrong Direction*  *Fig 4: perhaps the right direction* **IV. Lighting Direction, a Literal Interpretation** • The design intent shown in this literal example of 5 rows of fairy lights is a very compelling infrastructure improvement for town, see Fig. 4 *(image of Sun Square Night Time Mode from Master Plan)*. • This should be considered in an expanded form as an investment for the whole of	• Noted. • Noted. This and other design related comments will be considered in the preparation of detailed designs **Lighting Direction, a Literal Interpretation** • Noted. • Noted.	Detailed design lighting design to be prepared.

			Carnarvon St, particularly the western side. • We wish for this lighting to be incorporated at the front of the Carnarvon North intervention. After which, we would then extend such lighting within the Paspaley Plaza shopping area. • We think a design theme such as this simply executed could be do a number of things: a) encourage greater evening activation of retail activity throughout Chinatown, and b) discourage anti-social behaviour, and c) become a talking point for visitors to our town, and d) mark the new opening of a new bright future for Chinatown. • Such lighting should be paid for and maintained by the Shire, to ensure a consistent high standard (we would pay for the lighting within our own precinct). **V. Priorities** • We recommend continuing the 'light touch' investment to the full extent of the North Western side of Carnarvon Street (Item 10 page 19). The importance of this investment is to change the atmosphere for visitors and residences and as this is a high use area, it will benefit many in the mood it creates for the whole of Chinatown. • We believe Gray St and the activation of the Sam Male land is also an opportunity for medium term revitalisation (Item 11 page 19); we wish to discuss this opportunity more with the Shire directly, see Paspaley land mentioned below. • Noting the Grey St extension has been shelved, we ask that it is acknowledged with endorsement by Shire for the longer-term masterplan of the Chinatown area. Paspaley believe the opening up of land to the NW is currently the only viable way to provide expansion opportunities for Chinatown and must be included if Chinatown is to be the	• Noted. A lighting design is being prepared as a part of the detailed design. • Noted. • Noted. **Priorities** • The prioritisation of the projects has been selected based on budgetary considerations and with the aim of delivering the most positive activation/revitalisation outcomes. • See comment above. • While the Grey Street extension does not form part of the current revitalisation works, it does form part of the Chinatown Development Strategy and if other funding opportunities were made available this can be further investigated.	

			long term CBD for Broome. **VI. Considering Breezes & the Practicality of Garden Planter Boxes** • Fig 5 *(section through Carnarvon Street)*, refers to the section through Dampier Terrace [Carnarvon Street] and relating to the planter box discussion critique of (III) above, these areas will prevent important breezes that cool an environment. We have practical experience of such heat prevention challenges from our Shopping Centre & Showroom design. • Further, reviewing the design 'sections' such as the one illustrated below is needed. We believe the area highlighted in yellow may be sold, leased or licenced to adjoining landowners as an easement or similar type of tenure to encourage new retail offerings and investment. We see coffee / market stalls, limited hour operations that meet with a bare bones built form environment may appear and disappear as the demand of such items appears and disappears.  • Such investment and small retail opportunities is in keeping with the laneway and Old Broome culture of the town.	**Considering Breezes & the Practicality of Garden Planter Boxes** • Noted, the movement of breezes will be factored into the detailed designs. • Noted, these areas will be further refined in the detailed design. • Noted.	

			2. Planning & Supporting Social Investment **I. Infrastructure Addressing Anti-social Behaviour With People As Well As Design.** • The theory that curated cared for spaces will help alleviate anti-social behaviour is only part of the solution. Programmed community activities such as children's sporting activities, senior social gatherings and or community use of the spaces needs to utilise such places year around as well.	**Planning & Supporting Social Investment** • Noted. To deliver on the revitalisation objectives it is recommended that a Place Activation Management Plan is prepared.	Develop a Place Activation Management Plan.
			• Direct intervention by a dedicated service provider to set standards is also required as an immediate response to anti-social behaviour. The infrastructure for such matters may be included in the plan, or alternatively solved by rental of an existing place.	• Noted.	
			• The model to tackle drunk & disorderly behaviour should be seen as an opportunity for not-for-profit type service providers, the funding for which should be ultimately provided by the Shire.	• Antisocial behaviour is a complex to address, however CPTED principles have been incorporated into the Masterplan. While the Shire is a key stakeholder, the Shire does not have the capacity to tackle drunk and disorderly behaviour in isolation.	
			• Police and local community groups must actively engage in the social management responsibilities and law enforcement.	• Noted.	
			II. Lifecycle Maintenance - Land Tenure & Ownership of Improvements • Our comments about the built space above (Item 1 (III) and 1 (VI)), encourage the Shire and WA government to approach a bare bones implementation. The goal of this design and investment is to put in a common language that is in keeping with the town's values and will be easily maintained.	**Lifecycle Maintenance - Land Tenure & Ownership of Improvements** • Noted. The themes of improvements will be further refined through the detailed design and maintenance will be a key consideration.	
			• Thereafter, the application for furniture and or life that give character to such places	• Noted.	

			should be encouraged via activation grants that are targeted to landowners. With owner and operator input to such design (subject to established minimum standards), the town can benefit from multiple interpretations suited to the business. • Our belief is the stages for such activity should be prepared and offered over time (the next 24 – 36 months) for businesses to grow into them as the Town embraces this concept. • Related to this is a clear demarcation as to who will therefore be responsible for maintaining the standards. If there are places that are not supported by landowners and tenants (such as in the medium strips), then an appropriate budgeting for keeping such infrastructure well kept should be assured by the Shire before the final design and implementation is confirmed. **III. Security Cameras & Recording & WIFI – Free & Fast** • A similar plan for security cameras to assist the community-policing group and or for landowner's crime prevention should be included as a priority of this work. • Today's technology can also readily provide free and fast internet service. In today's world, the speed of service is directly proportional to a person's perceptions of professionalism and service of a town. It is in Broome's long-term interest to provide such service in strategic areas around Chinatown. **IV. Communication Around Right of Way for Inner City Traffic.** • We agree and endorse the review of 'streets for everyone' and 'streets for safety'. This is a delicate balance however essential requirement within the Chinatown precinct. **V. Zoning of CBD & Chinatown Area**	• Noted. It is recommended that a Place Activation Plan is developed to address implementation of place making initiatives. • Noted. **Security Cameras & Recording & WIFI – Free & Fast** • CCTV has already been implemented in Chinatown and will be maintained as a part of future works. • Noted. WiFi will be made available as a part of the revitalisation works. **Communication Around Right of Way for Inner City Traffic.** • Noted.	

			• The formal planning act is the surest way to confirm the long-term prosperity of the Town's CBD. We believe the Shire needs to ensure some important community uses (such as banking, fast foods or cinemas) are only permitted in and around the Broome CBD area. • Similarly, emerging 'anchors' such as the building of the Broome Cultural & Heritage Museum should be appropriately promoted in and around the Broome Chinatown. **VI. Community Engagement, Particularly Kids Sport, Education and Seniors** • Building opportunities for community engagement; bringing back for example the netball or basketball courts into Chinatown; introducing community gardens or 'honour' donations for harvested crops; artists retreat spaces or forums; and club houses for bicycle clubs are all examples of community type activities to support the use of Chinatown. • Such activities driven by locals will engage out of the usual Tourist 9am ~ 5pm window and are therefore extremely useful in feeding Chinatown's success. Such understanding needs to embraced by the current Councillors as this can provide the life after the stimulus has ended. ***3. Paspaley Land & Opportunity*** **I. Carnarvon Street North Parklet's Investment Welcomed** • We note the design & investment in the Parklet's adjoining the Paspaley Plaza Shopping Centre and welcome its introduction. We look forward to being involved through the design process of this initiative.	**Zoning of CBD & Chinatown Area** • This is beyond the scope of the Masterplan. • Noted. **Community Engagement, Particularly Kids Sport, Education and Seniors** • Noted. It is recommended that an Activation Plan be prepared to encourage/facilitate such initiatives. • See above comment. ***Paspaley Land & Opportunity*** • Noted.	

			II. Jetty, Streeter & Male Excess Land • We observe the proposed investment by Streeters Jetty is minor and consider this may also be due to the Shire's uncertain tenure over the land. Paspaley is willing to consider new models of engagement for longer term planning of community infrastructure (for example 10 years + 10 years) to activate the presently undeveloped land. We are open to recommendations of how to assist.	• Noted. The opportunities to discuss land tenure and activation of this important area in Chinatown are welcomed and discussion are underway with the owner.	
			III. Dampier Terrace North – Staff Parking Opportunity • One constraint and opportunity identified to Paspaley through the Chinatown engagement process was staff parking. *Fig 6: Showing existing parking arrangement by Carnarvon St, which may be an arrangement suited for the north end of Dampier St.* We believe one way to address spaces for tourists and visitors is to introduce timed parking in areas around town, noting that some areas will have no time limit. It may be provided as 4 or 5 hrs (very long by any non-workers standards) so as only to encourage workers to park in the right space. This may encourage staff who work in Chinatown to park in fringe areas, thereby freeing up more convenient parking spaces for customers. • The land by Dampier Tce North and Grey St East may provide space for such parking (as would our undercover roof to the top of Chinatown centre), see Fig. 6 for example design application to increase car numbers. Paspaley are open to such planning discussions and wish to work with the Shire to promote a successful plan for all parties.	**Dampier Terrace North – Staff Parking Opportunity** • Noted. As a part of the detailed design, the Shire's Parking Layout Plan will be reviewed to reassess the distribution of timed parking bays throughout Chinatown to allow for long-term/employee parking in the fringe areas and short-term parking in the central locations. • The Shire's existing Carparking Layout Plan provides for construction of parking bays in this location. This has not been constructed at this point.	

			IV. Sight Lines to Carnarvon St North • Our final comment is the sight lines through Carnarvon St and Short St roundabout. This issue should be considered for safety of road and pedestrians as well as promoting activity beyond them. • Interventions such as the fairy lights (Fig. 4) are also very important, along the North South road of Carnarvon & Dampier Tce. **V. Streeters Jetty, an Important Historical Place** • In terms of reinforcing history, the old MOP shed accompanying the Streeter Jetty could reinforce the walk from the Lookout to Streeters Jetty and in hand improve any visitor's experience and progression around key points within town. *Fig 7: Streeters Jetty an opportunity for a more formal link to the Lookout visit.* ***4. Conclusion – Major Items*** • The key points for consideration in the continuing design development of this project are listed below. Paspaley welcomes the broader intent of the initiative however maintains that a successful project will be at risk of failure without a complete implementation commitment and ongoing management plan. I. Carparking Numbers & Sam Su Lane II. Paspaley's Jetty, Streeter & Male excess land III. Extension of Grey St IV. Dampier Terrace North (for extra car bays) V. Project Ownership and Upkeep Responsibilities VI. Law and Order to Encourage Safety and Utilisation We would welcome any opportunity to discuss our submission and look forward to hearing	**Sight Lines to Carnarvon St North** • Noted. • Noted. • Noted. ***Conclusion – Major Items*** • Noted.	

			from you		
38	Sean Salmon	30/10/2017	**Please tick the most relevant to describe you::** Broome Resident **What do you like about the Master Plan?:** Shade trees. Improved public spaces in Carnarvon Street. **What do you think could be improved / is anything missing?:** a. Carnarvon Street from Napier Terrace through to Short Street a 'one way'. This will provide more space for parking and shaded public spaces and will improve traffic flow around Chinatown whilst reducing traffic in this space. b. Remove the 'al fresco' area in front of the Roey front bar. This will ruin the view of the façade of the building and would not be in keeping with the heritage aspects of the building. The front verandah of the Roey is enjoyed by many and the alfresco area will impact this experience. Tourists often take photos of the front of the Roey, the verandah and front façade from out in the street. Under the masterplan their will be plenty of alfresco areas for people to sip their soy latte coffee etc. Leave the front of the Roey for the beer drinkers who like it how it is! c. There is a total lack of detail on the 'medium term' projects. As such it would not be acceptable if there is not another opportunity to make public submissions on these aspects when/If there is sufficient detail. d. Page 7 has a 'Frederick Street Lookout'.	Noted. Noted. a. One-way streets are not recommended as they facilitate constantly flowing traffic cycling through, and can compete with the pedestrian focus that that public realm in Masterplan is aiming for. It can also cause confusion for navigating the town center, restricting traffic movement to one direction only. b. Masterplan identifies opportunity for alfresco dining in front of the Roebuck Bay Hotel. In finalizing the detailed design this will be further discussed with the owners and if not ideal at this location can be redesigned for an alternative location on Dampier Terrace. c. Noted. The medium term projects are likely to be beyond the scope of projects delivered as a part of the revitalization project. d. Noted. The design intent of the	That the submission be noted and the following actions are undertaken: Discuss management opportunities and intentions to utilize the Alfresco dining area with Hotel owners prior to detailed design. The Masterplan is amended to remove the

			Page 12 has the 'lookout and locals loungy spot' in a different location at the end of Napier Terrace and a 'local shade and rest spot' at Frederick Street. Then page 18 has a 'lookout subject to further investigation' at the end of Napier Terrace. This is all a bit confusing, and I have concerns about all these proposals, but what is the proposal, and how can we comment if there is no detail and confusion? In the update to the Shire in August 2017 there is $900,000 allocated for this, of which the Shire is providing $600,000. Why is such a large proportion of the total Shire funds being allocated to this proposal? This area of foreshore is best left without any built structure to preserve it's amenity and as an example of the foreshore in it's historical context. There are other areas of Broome which already provide much better vista over the bay, why do we need another one, and why do we need another built structure on our foreshore?	lookout was to deliver an iconic structure that spans vertical height and allows a view over the mangroves into Roebuck Bay, of a similar view than that at the top end of Dampier Terrace. However given the potential financial and practical implications of positioning a lookout at the end of Napier Terrace, it is recommended that this concept be removed from the Masterplan.	lookout at the end of Napier Terrace.
			e. It would be preferable to allocate these funds to a large shaded structure at Streeters Jetty, where tourists already congregate, with an information centre focusing on the towns historic pearling industry and interpretation of the workings of the jetty. None of the proposals suggested in the revitalisation pay homage to the origins of Chinatown or to the pearling industry which founded it. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Heritage.	e. The Project Team will be undergoing further discussions with the landowner of the lot in front of Streeters Jetty to understand their appetite for delivering interim and long-term activation in this space. Noted. The heritage significance of the place is understood and this is proposed to be enhanced and promoted as a part of the revitalisation works. See above comments.	

			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: See above about no lookout and improving tourist experience at Streeters Jetty. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Unfortunately it is nearly 4.00pm and I have run out of time!	Noted.	
39	Peter H Hansen	30/10/2017	**Please tick the most relevant to describe you::** Business owner or trader in Chinatown **What do you like about the Master Plan?:** The concept of continuous shade along the full length of both Carnarvon street and Dampier Terrace is a MUST. In the Broome climate the canopy shade is critical all year round. **What do you think could be improved / is anything missing?:** More focus needs to be made of the canopy shade along both sides of the street and the middle. This shade can be in the form of natural vegetation and artificial structures. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Artificial shade should be installed upfront while the canopy trees grow to produce shade in the next 5 to 10 years **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** The story of the area needs to be delivered more boldly audio and video material ability for business operators to reflect the	Noted. Noted. Landscaping/planting/tree selection will be addressed as part of detailed design stage. Noted, see comments above. It is considered that the Masterplan makes adequate provision for shade. It is noted that the full shade will not be realised until the trees are established, the installation of interim artificial shade is not considered economical. Noted. A Chinatown Public Art Strategy is being developed to capture these stories and public art opportunities.	That the submission be noted.

			history in their building **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** This happens by having a diversity of businesses operating in the area to reintroduce the old style main street shopping concept and have differing businesses that operate at different times of the day and night to keep the place busy with people **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** I believe any work to enhance the amenity is beneficial. The key for me is really good shade area along the whole length of Carnarvon street and expanded range of shops that have a local as well as tourist flavour, because we need the area to be busy all year round not just the key tourist season	Noted. Noted.	
40	Lesley Morris	30/10/2017	a. I am a Broome Resident. I have worked for a number of businesses in Chinatown and have been involved in a number of Chinatown Workshops over the years and it is great to see that something may finally come of this one after so many in the past. b. My first comment is that if this is a Chinatown Master Plan then it should encompass all of Chinatown. I realise that the main focus at the moment is the CBD part but it does say Chinatown Master Plan so it should be all inclusive all the way through. The most conspicuous omission in much of the Master Plan draft is Frederick Street. The Shire of Broome spent a substantial amount of money and had a lot of publicity on the Frederick Street, Dampier Terrace connection, which included a future lookout. The connection	a. Noted. b. Frederick Street does form part of the Masterplan project area. As recent capital works and improvements have been implemented in this area, it did not need to be reviewed in detail.	That the submission be noted and the following actions are undertaken:

			provided another entrance to Chinatown. Apart from appearing in the first few plans in the Master Plan it seems to have been forgotten. I realise that the Plan needs to be done in stages but that does not mean that part of Chinatown is left off overall maps. It was overwhelmingly noted at a workshop some years ago prior to Frederick Street being reconnected, that the reconnection of Frederick Street to Dampier Terrace with its natural elevation made for an extremely scenic entrance to Chinatown. It was also noted that it would help to alleviate the pressure on the other 2 main entrances during peak season. c. **LOOKOUT -** The lookout proposed by the Shire with the reconnection was a great idea. The height, view and position was a naturally suitable site. The Master Plan now has a new proposed site being at the Dampier/Napier Terrace junction. I strongly object to this proposed new site. After speaking with business people and people on the Project's Advisory Group, the main push for the move seems to have come from the Planners/Consultants, not the Broome people. 1. The proposed site is some 5 metres lower than the original site. 2. I realise there is a deadline for decisions to be made and action to be taken, but to take an "easy" option just to hit a deadline is not a responsible decision. 3. The proposed site looks over the rear of business premises fronting Dampier Terrace. These areas are hidden from the public view on Dampier Terrace, which are the visible shop fronts, but would not be hidden from a lookout at Dampier/Napier Terrace. 4. A large amount of rubbish washes up with every tide which is extremely	c. **LOOKOUT -** Points raised in relation to the lookout are noted and agreed. The design intent of the lookout on Napier Terrace was to deliver an iconic structure that spans vertical height and allows a view over the mangroves into Roebuck Bay, of a similar view than that at the top end of Dampier Terrace. However given the potential financial and practical implications of positioning a lookout at the end of Napier Terrace, it is recommended that this concept be removed from the Masterplan.	The Masterplan is amended to remove the lookout at the end of Napier Terrace.

			visible along those back boundaries. 5. A lookout it just that, a lookout, so why wouldn't you put it at the highest vantage point. Page 5 of the Master Plan refers to decreasing the number of parking bays in Chinatown for parklets. One reason given for moving the lookout was the distance it was from the CSD. If parking bays are decreased in Chinatown then more use will be made of parking bays further up Dampier Terrace, which means people would be closer to the lookout site where it was originally planned for. After speaking with a representative on the Revitalisation Advisory Group, it appears that this had not been considered. It is only common sense that if parking in the Chinatown CSD is reduced, then people will be making far more use of the Frederick Street end of Dampier Terrace, which means distance will not be an issue if the lookout is constructed at its original site. On Page 6 of the Master Plan reference is made to "best value for money for the precinct". This does not always mean best outcome. With respect to the lookout it should be best position/vantage point. I would think that people looking for a lookout would look for a high point, especially when it comes to views over the mangroves and bay. For the following reasons, I believe Frederick Street is the most advantageous point as: - suggested point at Napier Tce is some 5 metres lower than Frederick Street the gradient from CSD used as excuse. With more people parking at the Frederick Street end, walk and gradient not an issue. - Why construct steps and ramps to try		

			and compensate when Frederick already has the height. Having to build steps, ramps and elevate a lookout at Napier Terrace may not work out as best value for money in the end. - Shop owners backing onto the mangroves in Dampier Terrace cannot be expected to improve the rear of their premises so as to be lookout friendly. Some form of screening would be required but at whose expense? - On the high tides, rubbish from within the mangroves washes up to the back of the premises in Dampier Terrace - will this be another ongoing expense by having to put in place measures to control the rubbish for the "ambience" of a lookout at Napier. - There does not seem to have been any consideration given to the angle that not everyone who comes to shop wants to sightsee and not everyone who comes to sightsee wants to shop. Visitors who come to shop may likely walk up to the lookout. People who just come to sightsee may go to the lookout (if at Frederick). They would get a good view down over Chinatown and may be encouraged to go down into the CSD for lunch, coffee so a lookout slightly away from the CSD may encourage more people to the CSD. - There would be less parking issues for a lookout at Frederick than at Napier due to Napier being next to the CSD. To leave the lookout at the Frederick Street end could work very well at encouraging people into Chinatown which is what the Master Plan is about. - Frederick Street is an easy drop off point for people travelling by bus.		

			Once they have finished at the lookout then it is a nice downhill walk into Chinatown. - An elevated view looking down over Chinatown would be interesting and a great way of helping with directions and identifying landmarks. On Page 9 of the Master Plan, reference is made to "better use of community space and streets". Once again, parking bays being reduced for more greening, shade and parklets will result in more use of parking bays up to Frederick Street hence people will be parking closer to a Frederick Street Lookout. From a lookout at Frederick Street, it is an easy downhill walk to vehicle/Chinatown. Page 9 also mentions that the project "requires a collaborative effort". Collaborate is inclusive so Frederick Street must be included. Pages 18 and 19 is supposedly an overall vision with proposed priorities. Frederick Street does not rate a mention on these pages. As previously referred to, the Shire spent substantial monies connecting Frederick to Dampier. There are 2 access points to Chinatown from Frederick Street – 1 turning from Frederick on to Carnarvon and the second Frederick on to Dampier. This has been glossed over and completely left off the {(Overall Vision" and yet the other end of Dampier Terrace and Gray Street are shown. Page 20 & 21 shows the priorities plan and project phasing over time. This should show all of Chinatown. Once again Frederick Street not shown or referred to - Gary Street is. At one of the public information sessions I queried why the proposed lookout had been moved. At no stage was Yawuru mentioned		

			but after speaking with other people with concerns about the moving of the lookout, they had been told by different officers that there were Yawuru considerations with respect to the Frederick Street site. I raised this again at one of your information displays and was shown a map where under an ILUA (Indigenous Land Use Agreement) done some years ago, 3 blocks on the bay side of Dampier Terrace were transferred to Yawuru. The original lookout was not on Yawuru land, but the platform encroached into the airspace above them therefore, as is usual with any development, a licence would be required for the area that the overhang encroaches over. They mentioned that to negotiate this it could take another 6 months. My thought on this is that according to the Master Plan, there is no rush for the lookout. The MasterPlan has the' lookout as a low priority (I think phase 3). I am sure that putting the lookout at Napier is just a way of choosing the quick, easiest option - not the best option. d. Aside from the lookout issue, there are some iconic, highly photographed buildings in Chinatown ie. Sun Pictures, the Dampier Terrace side of Roebuck Hotel. Any structures and trees need to be placed in such positions that do not obstruct these buildings. There is so much history in Chinatown but a lot of that history is no longer visible. There are many original buildings and sites that have been developed and a new building constructed. It would be fantastic if people could get an idea of what used to be on different sites ie. Woody's Arcade used to be a service station/bookshop so if there was a	d. Noted, this will be considered in the detailed design.	

			small plaque with a photo of Woody's Service Station and a small description, people could wander around finding out the history. This would not only provide an interesting trail, but would also attract people to Chinatown and encourage them to stay in Chinatown longer. e. Lastly, since drawing up the Master Plan I have heard that larger cruise ships may now be coming to Broome. At one of the information sessions I attended, comment was made that the Master Plan only accommodates 3 buses at the proposed bus drop off point proposed for Male Oval. There is an entrance point onto Male Oval from opposite Chicken Treat. Is it possible that a bus lane could be put across from there to come out on Carnarvon Street (for want of a better description it would be like a semi circular drive cutting the corner). The buffer between the bus lane and the road could be screened with trees/bushes and the proposed disembarkation would be in to the proposed shelter area. This would be a safe drop off point as visitors would disembark on the park side of Carnarvon Street and be able to access the footpath without crossing in front of the buses. • Thank you for providing the opportunity to comment and I hope you will take my comments into consideration, especially with respect to the lookout.	e. Noted. The design team is refining the bus parking options to ensure that enough parking for buses is provided for in Chinatown.	Consider options for cruise ship bus parking in Chinatown as a part of the detailed design.
41	Kim Male	27.10.17	1. Thank you for the opportunity to comment. Revitalisation of Chinatown must be practical. Parking on north Carnarvon St particularly should not disappear and affect the Post Office - the biggest single draw into Chinatown for permanents and tourists which is a blessing to Chinatown.	1. Noted. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace.	That the submission be noted and the following actions are undertaken: That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which

				The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have a net impact on the availability of parking within Chinatown.	reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.
			2. Streetscaping of Dampier Tce between Napier Tce and Short St should not preclude prime movers with trailers from delivery – the supply route to Coles – the single most important anchor tenant in the precinct.	2. Noted. Continued access for delivery vehicles will be accommodated in the detailed design.	
			3. Parking should not be reduced, which in turn will reduce car visit numbers. Such reductions will affect trade turnovers. Examples of this in Perth western suburbs are Bay View Tce in Claremont and Napoleon St in Cottesloe. Understandably this has not occurred in Hay St west nor Rockerby Rd Subiaco. In Darwin the creation of a mall in Smith St saw two banks and several commercial premises close and move out. The iconic Vic Hotel in Smith St closed.	3. Noted, see comments under point 1 above.	
			4. Streeter and Male paid for 23 parking bays offsite to their hardware store extension planning approval two years ago and they have not been delivered. Perhaps these could be developed on the Gray St verges and later Chapple St.	4. Noted. This development made a cash-in-lieu contribution for the provision of 10 parking bays and these funds are held in reserve by the Shire. The Parking Layout Plan already provides for the construction of additional parking bays in the Gray Street road verge. At this point the Shire has not undertaken the works.	

			5. Grey St should be extended out westward to join the Broome Rd causeway to enclose land for further and replacement parking and to create lots for release to help funding the further development of Chinatown.	5. Noted. The investigation of the Grey Street extension was undertaken as a part of the revitalisation project, however given costs, it will not be delivered as part of the Chinatown revitalisation project.	
			6. In Queensland, South Port was mucked around like the Chinatown proposal and things commercially moved to Surfers Paradise. South Port has been 50 years recovering.	6. Noted.	
			7. Will street furniture in front of the Roebuck Bay Hotel in Dampier Tce and north Carnarvon St attract street drinking? Street drinking won't attract tourists. Who will provide the security in such areas and who will clean and maintain them?	7. The improvements to be implemented will be designed consistent with CPTED principles to avoid the potential for anti-social behaviour.	
			8. I hope these proposals will not affect Toomebridge Pty Ltd's tenant – the ANZ bank. We do hope parking will continue for tenant's clientele in the "Ahoy" building – hairdresser/masseur etc. "Ahoy" are advertising to leave.	8. The Masterplan will result in changes to some of the public parking bays, it will not alter any private parking.	
			9. A consultant of yours at a briefing session suggested that perhaps when the building on Lot 1Short St changed hands perhaps the onsite parking could revert to public use to a laneway to be created on PRD's driveway/parking. If the parking was not available onsite Lot 1 –there would not be today's tenants.	9. This relates to the Chinatown Laneway Revitalisation Strategy, this concept is recommended to be removed.	
			10. Street markets etc in Chinatown and late night trading are not possible in Short St for lack of street lighting – If it wasn't for Toomebridge Pty Ltd's and Streeter and Male Pty Ltd's security lighting the street	10. Noted.	

			would be a bigger security risk than it is now. 11. I am associated with considerable rated land in Chinatown, yet your consultants inform me they have had held consultations out at the Boulevard but have never sought to inform myself for comment. 12. Tenants' at the Boulevard must be elated with these proposals. Were they asked would they favour a reduction in parking out there? 13. Most permanent people shop in cars. These are the "bread & butter" clientele. Tourists who drive into town use their cars. Visitors that can afford to fly into town- because Broome is spread out, in the main rent cars. Some people come homeless and walk into Chinatown with limited focus on spending. 14. Please provide structures sympathetic to Chinatown – such as at the eastern end of Johnny Chi Lane on Dampier Tce. Perhaps Lloyd Pickwell could help you. Consider reinstating the main street names in Chinese/Japanese/Malay. Recover the phone booths in something more in cultural keeping. Incorporate some name plates on the footpaths recording history of the area. Please think these matters through – don't leave it to the consultants alone that provided the last shade / sunbaking structures on Carnarvon St. We in Chinatown deserve better planning than this and should have been better consulted. I do hope that this is no fait accompli.	11. Early engagement was undertaken with landowners. Landowners were invited to attend workshops and opportunities for one-on-one sessions were also provided to owners who could not attend. 12. As set out in the comments above, implementation of the Masterplan will have a nil impact upon parking as additional locations have been identified. 13. Noted, see comments above. 14. Noted. These elements will be considered as a part of the detailed design.	

42	NA	30.1.17	**Please tick the most relevant to describe you:** Business Owner or Trader in Chinatown **What do you like about the Master Plan?:** It looks interesting, but I see nothing about large entry arches to sign up that you are entering Chinatown, formerly Jap Town, at Short Street and Napier Terrace **What do you think could be improved / is anything missing?:** No detail about lighting Should be WiFi Car bays – to have 47 lost car bays would be a disaster	Noted. Noted. A Public Art Strategy is being developed for Chinatown which will considered possible entry features. Lighting is being addressed in the detailed design. WiFi is being accommodated. Further detailed investigations have been undertaken with regard to the number of parking bays that will be lost to implement the Masterplan. Based on revised estimates, 32 bays will be removed from Carnarvon Street and Dampier Terrace. The design team has investigated alternative locations in Chinatown where these lost bays could be reinstated, therefore the implementation of the Masterplan will not have a net impact on the availability of parking within Chinatown.	That the submission be noted and the following actions are undertaken: Implement the Chinatown Public Art Strategy once endorsed. That the construction of additional parking bays lost through the implementation of the Masterplan be reinstated as a part of the overall Chinatown project. As a part of the detailed design, a revision of the Parking Layout Plan is undertaken which reviews the distribution of timed parking bays in the precinct to allow for long-term parking/employee parking on the fringe areas and short-term parking in the central locations.
43	N/A	22/10/2017	**Please tick the most relevant to describe you:** Property Owner **What do you like about the Master Plan?:** Like the idea of tourist rest stop facilitation – particularly the long term outlook with perhaps more trees/shade and small park area. I believe any town centre needs a focused rest/relevant area. Obviously need to be carefully monitored for anti-social behaviour. **What do you think could be improved / is anything missing?:**	Noted. Noted. Noted. The Shire is currently in discussion with the owners of the	That the submission be noted.

			Further focus on Streeter's Jetty area and pearling history. Get tourists down there, walking on the jetty and getting an informed view of how the Pearling Industry developed into what it is today. Perhaps some cues to go and visit the local museum which a lot of tourists miss because its 'out of town'…….for the "Luggers"	land in front of Street Jetty.	
			Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?: Better lighting and security Plant/tree variety	Noted. Lighting and tree selection forms part of the detailed design.	
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: Refer to Question 2	Noted.	
			Do you have any suggestion about how business and community activity in Chinatown could be increased?: If lighting and security was improved perhaps some of the Cafes would stay open a little later in the evening. And obviously – if you can get more people to visit Broome – activity will pick up. So cheaper flights, cheaper accommodation and more activation around town.	Noted.	
			If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?: Will make my property more presentable although Woodies is on the periphery of the current Scope of work. Ultimately I believe there should be a walkway from Streeter's to Town Beach with maybe a café and a few stalls along the way/	Noted.	

44	N/A	12/10/2017	**What do you like about the Master Plan?:** I like how your putting more trees because then there will be more shade so people can walk around more. I also like how your making the roads smaller because I think it might make it easier for people to park. **What do you think could be improved / is anything missing?:** I think the roundabouts could be improved so it will make driving a lot easier. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** I think having the trees are good but you could put more seats down so then people could have places to sit if they need. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Having more places to sit and have shade, but at night you might need to have more lights so it's more safe.	Noted. It is not proposed to alter the roundabout as a part of the revitalisation. Noted. Seating areas will be provided within the street and this forms part of the detailed design. Noted, see comments above.	That the submission be noted and the following actions are undertaken:
45	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** I think that the master plan looks great, it will definitely make Broome a better place. **What do you think could be improved / is anything missing?:** Nah the plan is great. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Because the masterplan will make Broome more popular maybe more car parks.	Noted. Noted. Noted. Noted. Locations for parking are being investigated by the design team.	That the submission be noted.

46	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** The amount of tree and shade being implemented. Also the amount of seats and available places to be with your family. **What do you think could be improved / is anything missing?:** The use of the oval. The oval can be used for events and playground type places. More trees around the oval. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** The cost and the constant changing of the road and shops. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** More family based activities and events to bring more families into town.	Noted. Noted. Noted. Noted. Noted. It is recommended that a Place Activation Plan is prepared to guide events and activities that can be delivered in the new spaces created.	That the submission be noted and the following actions are undertaken: Prepare Place Activation Management Plan
47	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** It'll make it more cooler and enjoyable to shop. You'll be able to stay out shopping for more than an hour. More interaction with the community. **What do you think could be improved / is anything missing?:** Something for teenagers, teenage friendly. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:**	Noted. Noted. The inclusion of additional vegetation and shading will assist to make the area more appealing and usable. Noted. Noted.	That the submission be noted.

			Plenty of room so no big crowding. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** More shops for teenagers Night shopping **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** More money to pay for your business.	The revitalisation project cannot alter the type of shops provided in Chinatown. Night shopping is currently being trailed by the CIDC and this will continue next year. Noted.	
48	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** I like the amount of trees for shade spaces, I think that's what Broome needs, I feel as like we need to keep Chinatown to have some of its old stuff in it. **What do you think could be improved / is anything missing?:** Something for teenagers (Teenage friendly) Change/make the roundabout on Carnarvon Street an actual roundabout. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Have good lighting at night so it's safer to walk.	Noted. Noted. Noted. No changes are proposed to the roundabouts. Noted. Lighting will form part of the detailed designs.	That the submission be noted.
49	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** I like that it'll give people more reason to come to Chinatown, it'll give people more opportunities when it comes to going out in Broome. People will be more inclined to visit	Noted. Noted.	That the submission be noted.

			and to stay longer in town. **What do you think could be improved / is anything missing?:** Nothing, thought it was great. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Lots of tree and shade provided, enough space to just walk through and look at the shops.	 Noted. Noted.	
50	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** The Chinatown Revitalisation Masterplan is a well composed chain of ideas that would absolutely meet the goals of restoring Chinatown's liveliness. The use of modern design in these plans would make visitors more comfortable to visit more often. More use of flora would encourage visitors to extend each visit and provide shade for incredibly hot days.	Noted. Noted.	That the submission be noted.
51	Shekara	12/10/2017	**What do you like about the Master Plan?:** I really like the idea, I looks different and a lot better. **What do you think could be improved / is anything missing?:** Nothing really. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** More clothes shops, more toy shops.	Noted. Noted. The revitalisation project cannot change the mix up of types of shops in the precinct.	That the submission be noted.
53	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** The fact that it will bring more business to and potentially around Broome. It will make both residents and visitors feel more welcome whilst	Noted. Noted.	That the submission be noted and the following actions are undertaken:

			still possibly learning about Broome's rich culture. **What do you think could be improved / is anything missing?:** I honestly don't know enough about this project to judge if something is potentially missing from it. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Not to ruin the feel that Chinatown lets off, not to make it all about money, still consider residents, ask for more helpful and even critical feedback. Be as environmentally friendly as possible. (recycle materials use local businesses during the construction process). **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Make it a more interesting pace for youth, family activities are great but for teenagers living here we need other things to sustain our interests.	Noted. Noted. Noted. This is consistent with the objectivities of the Masterplan.	
54	N/A	12/10/2017	**What do you like about the Master Plan ?:** Shade, greenery, places to commune **What do you think could be improved / is anything missing?:** Opportunity for community groups to host exhibitions – pop-up style – in the street: something that could be transformed by day/night for limited time e.g. screening/artistic and planters that could be repurposed. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Family/youth zones like WiFi hot spots that is outside in greenery with art sculptural objects from organic matter to sit/lean/climb.	Noted. Noted. It is recommended that a Place Activation Plan is prepared to guide events and activities that can be delivered in the new spaces created. Noted.	That the submission be noted and the following actions are undertaken: Develop a Place Activation Management Plan.

			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: Water – misty fountain feature that can cool and add interest – art project like MONA word wall or central Perth P.O Square. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Market and exhibitions and music events – a space in the centre that could bump in-out acoustic band and other performance/community exchange or rally point. **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** Limit car access to street altogether for both zones or have 1 lane only may only increase space for public zones.	Water features are not recommended given the restrictive guidelines and subsequent extensive cost and maintenance in WA. A Public Art Strategy is being developed to inform options to implement public art within the precinct. Noted, it is recommended that a Place Activation Plan is prepared to guide such initiatives. The design team has considered a number of options which seeks to improve pedestrian activity. Overall, it is considered that the current Masterplan delivers a balanced view of delivering public realm improvements to revitalise the precinct without compromising the viability and usability of the town centre through the removal of car parking bays and access.	Implement the Chinatown Public Art Strategy once endorsed.
55	N/A	12/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** More shady and green. It'll be more lively and pumping with more activities and attractions. **What do you think could be improved / is anything missing?:** More attractions for out youth. E.g. shops cafes. Utilising the area and space surrounding Chinatown. E.g. the water and mangroves making the surroundings look more appealing and accessible. I never knew you could walk on	Noted. Noted. Noted. The revitalisation project has investigated opportunities to improve interaction with the mangroves and a walkway which seeks to increase public access. This work falls outside the current package of revitalisation projects.	That the submission be noted.

			that small Jetty because I didn't know it was there. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Local Broome People and the indigenous people. Take into consideration that there is a small aboriginal community up the road and that there is an alcohol problem within the aboriginal community set up support/safe areas for them.	Noted.	
56	N/A	16/10/2017	**What do you like about the Master Plan?:** Waste of Money Open Library 7am-midnight Native wildflower plantings and car shade parks Better investment Quadruple arts grant funding. Provide power for free visitor hubs. **What do you think could be improved / is anything missing?:** Lower business footpath licence Lower glass insurance and septic More markets to Chinatown Provide Deep shade Provide shade trees en masse to Cable Beach Provide taps, lower sprinkler flow rate and cool water. Pay Librarians extra penalty rates including Sundays, provide couches and fun kids lounges. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Sensibility in expenditure to benefit consecutive council finance officers. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Demolish Short St Gallery	Operating hours does not form part of the Masterplan. Shade will be improved through the implementation of the Masterplan. The majority of the points raised are not relevant to the Chinatown Revitalisation project. Fees with alfresco dining can be reviewed by the Shire. Noted. Comments not supported.	That the submission be noted.

			Build world class gallery and café		
57	N/A	18/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** Good Vision Just need to implement all aspects **What do you think could be improved / is anything missing?:** More Shade More Seating Poor facilities – toilets for visitors.	Noted. Noted. Noted, shade will be improved and seating will be provided through the implementation of the Masterplan.	That the submission be noted.
58	N/A	17/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** Looks great, like the increased use of Male Oval, with family friendly playground. More shade is great and seating. **What do you think could be improved / is anything missing?:** More relaxed permit system for buskers be great. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Trying to get reasons for people to stay past 6pm. Lighting music, drinks and entertainment specials to lure people in at weekends and evenings. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** More buskers 1-off arts events and functions, e.g. salsa dancing, live music, art installations. **Do you have any suggestion about how business and community activity in**	Noted. Noted. Noted. It is recommended that a Place Activation Management Plan be prepared which can consider such initiatives. Noted, it is recommended that a Place Activation Management Plan be prepared. Noted, see comments above. Noted.	That the submission be noted and the following actions are undertaken: Develop a Place Activation Management Plan.

			Chinatown could be increased?: Better teamwork and cooperation between businesses.		
59	N/A	19/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** The design, it looks stunning Lots of trees (native life) This town needs a revamp, need to not focus on the past as much, go along with life and keep up with modern technology and modern design. **What do you think could be improved / is anything missing?:** Nothing that I can think of at the moment. Stop letting the past stop effect the future. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Consider the future consequences for this Masterplan. Such as: is the materials sustainable Environmentally safe not just for now but for the future generations. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Always have a backup plan if something goes wrong. Because life throws you obstacles that can't always be controlled. Be prepared. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Support more local businesses Look after the people, the people will look after you. Fund more local charities. Change business rental prices, as it's hard for businesses to keep up financially if their	Noted. Noted. Noted. Noted, these elements will be considered in the detailed design. Noted. The rental prices is beyond the scope of the revitalisation project.	That the submission be noted.

			businesses go dry.		
60	T. E Robinson J.P	20/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** If the shade shelters in Carnarvon St are duplicated they are a waste it does not matter the time of the day, they do not give shade.	Noted. Noted.	That the submission be noted.
61	N/A	23/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** That there actually is one – However it looks way too much like a Mall in any city or town. Broome is unique with Multicultural history, use it to create something to suit. **What do you think could be improved / is anything missing?:** Yes – Japanese and Chinese gates at each end of Carnarvon St renovations i.e. Napier St roundabout and Short Street Roundabout. Replace the Street Signs in various languages @ same locations as above. Shades to look more Japanese/Chinese rather than modern art – i.e existing shade.) **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Using or at least asking local artists/sculpturists to provide designs for furniture and shade before making final decisions or getting. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Adding parking to Sam Su Lane side of the oval and making SSL one way thoroughfare from Short St to Carnarvon (@ Roey Junction) removing all vehicles from Carnarvon St.	Noted. Noted. Noted, these elements have been incorporated into the Chinatown Public Art Strategy. Procurement of art will be undertaken consistent with the Shire's Guidelines. The design team is investigating the inclusion of additional parking bays on Sam Su Lane. The design team has considered a number of options which seeks to improve pedestrian activity. Overall, it is considered that the current Masterplan delivers a	That the submission be noted.

			Removing the 2hr limit on any Chinatown Parking. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Not allowing any further commercial development at the moment. Working with shop-owners to get more pop-up rentals or lowering rents.	balanced view of delivering public realm improvements to revitalise the precinct without compromising the viability and usability of the town centre through the removal of car parking bays and access. This is beyond the scope of the revitalisation project.	
62	N/A	30/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** More Greenery in Chinatown – would be great to use natives and decoration (smaller ones) Sitting areas scattered throughout. **What do you think could be improved / is anything missing?:** A mall from Short St to Roey (in Carnarvon) Free busking in the mall Quality water (to fill your bottle) fountains – at least 6 (filtered water) Public art work from various Broome artists representing the community. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Incorporating Yawuru concepts and information Incorporating info on the early pearling history to the present day. Incorporating history of various ethnic cultures in Chinatown i.e Chinese, Japanese, Malays, Filipinos, etc. Need to retain the feeling of old town, not make it look like the Broome Boulevard.	Noted. Noted. A mall has not been proposed as access to properties needs to be maintained. A Public Art Strategy is being developed and public art will form part of the works to be delivered. Noted. The stakeholders referenced have informed the preparation of the Public Art Strategy.	That the submission be noted.

			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: All of the buildings need interpretation boards with their history. A weekly pop-up can night, so people can enjoy market food in Chinatown at least one night a week. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Having buskers allowed anytime (for free) Allowing alfresco dining -where restaurants can increase their outdoor seating area. A free bus service from Cable Beach at night to encourage tourists to dine, drink and enjoy Chinatown, not having to worry about getting back to their accommodation at night.	Late night trading is already being trialled. Spaces for buskers and additional alfresco dining have been catered for in the Masterplan. Provision of a bus service is beyond the scope of the Masterplan.	
63	Anne Bloemen	30/10/2017	**Please tick the most relevant to describe you:** A long standing Broome Resident **What do you like about the Master Plan?:** The trees (also plant native trees from Port to Town); Chinese entry way; Car realignment in Carnarvon St; The Sun Picture front café area. **What do you think could be improved / is anything missing?:** Develop more the theme about Jap/Chinatown What about Japanese heritage – too bad the Shire destroyed the Japanese Pearling Quarters years ago Why not work with Paspaley – if still owners and create an old Broome town in Dampier Tce. What is happening to overpriced ugly "sun shades of corrugated metal? Will they be retained and better integrated or replaced? Will they go elsewhere so ratepayers $$ is not wasted yet again. **Tell us anything else which you think is important to be considered in developing**	Noted. Noted. Noted, the Public Art Masterplan includes capturing the history of all cultural groups. The relocation of the shade structures will be reviewed as a part of the detailed design. An extensive amount of community engagement was undertaken	That the submission be noted.

			and implementing the Master Plan?: Stop spending so much money on overpaid out of town consultants – involve long time residents and rate payers in key project planning from the beginning – not at the end when it is too late. Give the people who are committed to the town to be a part from the start collect key visions, ideas and then brief the experts more early.	leading up to the preparation of the Masterplan which included a Chinatown Stakeholder Reference Group.	
			Are there initiatives which you feel would contribute to the revitalisation of Chinatown?: Make a real Chinatown and acknowledge Japanese history and contributions. Develop a "old time Broome" – reconstruct divers quarters and more historic last standing pearly shell shed by the Mercure. Set up a Bird Bay and Dinosaur discovery centre. Design a Japanese Club, could be a spa/Japanese restaurant – have story tellers in lay spots and good historic signage connect the story. Pearling, Streeter's Jetty and pearly shops there is a whole Broome experience in the Street. From natural history to pearling.	Noted. While some of the initiatives are beyond the scope of the revitalisation project it is recommended that a Place Activation Management Plan be prepared to incorporate concepts.	
			Do you have any suggestion about how business and community activity in Chinatown could be increased?: See above case of a walk through Broome's History. Like in Eucha NSW and other historic streets. Add the first people/indigenous cultural centre in cooperation with NBY – pre-planning underway so a site in or near Chinatown would compliment natural history and pearling story. Consult archives and photos of St John of God Heritage centre and Broome Historical society and NBY, incorporate some outside the common gate pearling displays (LUSTRE)	Noted. A feasibility for a cultural and arts centre forms part of the revitalisation project, however is beyond the scope of this Masterplan.	
			If you are a business owner, landowner or trader within Chinatown, what do you	Noted. A number of options were investigated by the design team to	

			believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?: Ideally eliminate cars on top half of Carnarvon St and make it a pedestrian mall that is safe. Street crossings should favour pedestrians -not cars – many of my European guests have had near misses. Design easy to read heritage signs - so easy to read in situ with the historical photos – of now and then – see signs we did in Port Hedland they have brought more business to the main street. People like to read stories about where they are. Only businesses in Johnny Chi Lane have done this – why not the SHIRE!! Work with local Bay and Dinosaur community groups for planning and historical society.	improve the pedestrian environment in Chinatown. The provision of a mall is not recommended. The prioritisation of pedestrians crossings will be reviewed as a part of the detailed design.	
64	N/A	31/10/2017	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** The thing I like is the shady trees. More the marrier. Climate wise – whenever a tree – the shade – this is taken for the shade for cars etc. **What do you think could be improved / is anything missing?:** Well first of all you must have the theme for Broome, not the city theme. Broome has a great history. Plus water fountains, public seats, shade. On the front of older properties, details of the history of it (shop, homes) HISTORY! PS more ships in. how about putting gum trees all the way along Port Drive -making it more attractive – very boring as it is. **Tell us anything else which you think is important to be considered in developing**	Noted. Noted. The Masterplan provides high level guidance and visioning for the key infrastructure changes proposed. A key objective for the development of new infrastructure, public realm and revitalisation of Chinatown is around capturing the unique natural and cultural history of the place, which will be expressed through public art and materiality. Ephemeral aspects of reflecting this history may be captured in a future Place Activation Management Plan. Noted. These elements are being investigated as a part of the detailed	That the submission be noted and the following actions are undertaken: Develop a Place Activation Management Plan.

			and implementing the Master Plan?: Rubbish bins not just one or two Bike racks; Kids things – like animals to find of the Kimberley, old pearling boat for kids to sit with adult tables. Again BROOME THEME – Chinatown – Pearling – Aboriginal – Beach – Plants. Lighting – not normal – creative. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Do not put another market @ cable beach Don't need it, degrade it. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** Have more things celebrating there. Father Christmas come there @ night early on a Tractor and hay trailer. Plus the Easter bunny etc. Father Christmas in shorts, thongs, tshirt, beard, hat. **If you are a business owner, landowner or trader within Chinatown, what do you believe the Master Plan does / doesn't do to align with your short, medium or long-term needs or vision?:** Have competitions for children and adults for inspiration for themes – Prize monies name on winner's design. Schools could get involved instead of paying $$$ to someone who doesn't know what Broome needs!! $800,000???? Wasting our money. I know things are a bit hard in Broome. Perhaps a bit more control in area.	designs. This is beyond the scope of the Masterplan. Noted, it is proposed that a Place Activation Management Plan be developed to incorporate such initiatives. Noted.	
65	Dave Nolan	30 October 2017	1. It is all looking good. I like the idea of the carpark at sam su lane, the coach drop of area, the shade structures, trees, seats and generally everything. 2. Some of my ideas are: a parking bay / rest area before the turn off into town near the	1. Noted. 2. Concept of parking bay is not relevant to the Masterplan. A	That the submission be noted and the following actions are undertaken: Implement the Chinatown Public Art Strategy once endorsed.

			road house. This is so they doen't just fill up with fuel and continue elsewhere. You could have things what you can do in town. You can have a large sign map showing where you could park your car and camper trailer safely in Chinatown area. This is so you are not driving around and around trying to find a parking spot eg; maybe a gps marking. This is so we might get a few more campers coming into town for the day, as the caravan parks are generally full. Most people like to be prepared.	review of the Parking Layout Plan is recommended, which can review the caravan parking options.	
			3. I would like to see some more promotion of the dinosaur prints. Maybe an arch going over the road into town. You could have a sign at the new tourist rest facility/ coach drop off area, detailing a dinosaur trail walk. You could have dinosaur foot prints in the brick paving. You could have a few different trails. Maybe one type of dinosaur print leading from new carpark at sam su lane to sun pictures , another type of print leading to lane ways, another to the pearl shops and luggers. ect.	3. A Public Art Masterplan has been prepared to guide key art themes that can be implemented in the precinct.	
			4. I would also like to see sign posts in different languages like we used to have.	4. Noted.	
			5. Maybe you could have some temporary mist fans for the coach drop off area during the wet season ocean liner visits.	5. Noted.	
			6. I would like to see all materials and structures supplied by local businesses. Even if they cost a little bit extra, because the locals know what would last longer and be more long term cost effective.	6. Noted, the use of local businesses will be encouraged.	
66	Margaret Fong	30 October 2017	1. I apologise for the last minute arrival of this but have been snowed under with other tasks. I applaud the work that has gone into this project and the effort made to try to satisfy all concerned parties. Not an easy job!	1. Noted.	That the submission be noted and the following actions are undertaken:
			2. So many facets of life in Chinatown had to be considered and some of these conflict with the consideration of others. Hopefully you	2. Noted.	

			have achieved a good mix. I have a few concerns but, on the whole am pleased, with the outcome.		
			3. The name Chinatown evolved post war when sensitivities were delicate. It was always an Asian precinct so "Chinatown" was the obvious way to replace Japtown. In those days there was a predominant number of Chinese in the precinct and most of the businesses were Chinese owned. Just the name is what lures people into the precinct today but unfortunately there is not much left to identify it as an Asian location. I have discussed this with people involved and a suggestion was made that possible re branding may be an idea. To me this would destroy so much of Broome's point of difference as it would then become just another shopping area. It's uniqueness is what keeps it alive. What is left of the Chinese population need to get involved to define character of appearance. It doesn't need to be "in your face" Chinese as in other Chinatown locations throughout the world but it does need a definitive Chinese character.	3. The Masterplan provides high level guidance and visioning for the key infrastructure changes proposed. A key objective for the development of new infrastructure, public realm and revitalisation of Chinatown is around capturing the unique natural and cultural history of the place, which will be expressed through public art and materiality.	Implement the Chinatown Public Art Strategy once endorsed. Detailed design to consider how the unique multicultural and eclectic nature of Broome can be reflected.
			4. The replacement of the old multi language road sign at the south end of Carnarvon St. This can be copied from the one held at the Museum.	4. Noted.	
			5. Something along the lines of the shape of the old telephone box on the corner near the Runway Cafe .... maybe an information/directory board.	5. Noted.	
			6. Paintwork and design of some of the existing shopfronts, especially the older ones, to reflect Chinese tradition.	6. The Masterplan does not incorporate improvements to private land.	
			7. Chinese lantern style lighting ... would probably need to be more robust than the silk or paper but a take off of these.	7. Noted, this it being addressed as a part of the detailed lighting designs.	
			8. A slight Chinese spin on the proposed garden design.	8. Noted.	
			9. Chinese Lettering over some areas	9. Noted.	

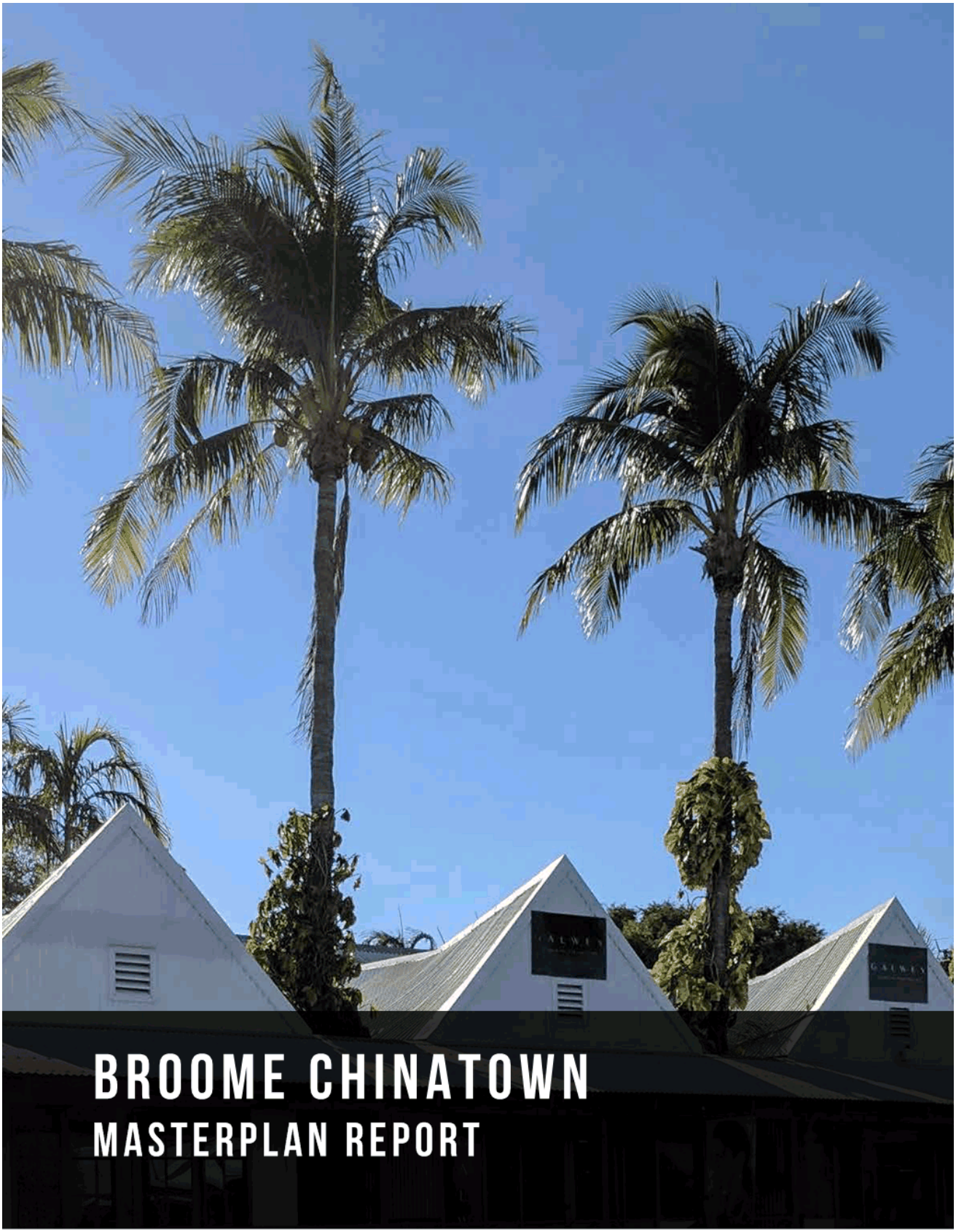
			maybe other Asian language signs as well g. In places like Vietnam and Malacca a huge emphasis is placed on the old "shop houses" which is exactly what we have in Broome and don't realise it. This includes what is left of the old Napier Tce., the LL Tack building, Son Ming and others. 10. Well preserved photos, possibly framed in a pseudo Chinese style frame, along the way would highlight this. This could be done near each tree honouring the historic background of the shop nearest it. 11. Sam su Lane needs to be considered as a part of the revitalisation plan as it is becoming more and more used as a pathway across the oval and to parking near the Visitor Centre. I have included issues re drainage in Sam Su lane in a previous correspondence but there are many other issues that can be addressed as a secondary concern. 12. Parking will be an issue when the road design of Carnarvon st is changed. I personally think these decisions are wise ones as Carnarvon st almost presents itself as a Mall. It is a great place for public events, being wider than Dampier Tce. An alternative would be to encourage access and parking from the BVC Roundabout end leading to take over of a small part of the Sam su Lane end of the oval. Caravan/trailer parking is possible in the double bays at the back of the BVC and added parking could be established closer to Sam su Lane. It is a regrettable thing that, as private land, the large building on the corner of Sam su Lane was able to be built on the lane side without any verge space. This problem needs to be addressed as occupants and deliveries to this area are halted if any other traffic is in the narrow area. Once you turn into the lane it is a major traffic hazard to back out and wait for other	10. Noted. A Public Art Strategy is being developed which include measures to interpret history. 11. Noted. Sam Su Lane forms part of the Masterplan. 12. Noted. The project team in the development of the Masterplan has considered many design responses to improve the pedestrian environment and reduce the dominance of cars on the streetscape. While this concept has merit, to have a viable town centre, the availability of parking is also a significant consideration. It is considered that the current Masterplan delivers a balanced view of improving the pedestrian environment without compromising the viability and usability of the town centre.	Detailed design to consider passive surveillance and lighting to discourage anti-social behaviour.

			traffic to exit. If deliveries are taking place it can be a long wait. Any emergency traffic such as ambulances have to come across the oval but small cars, such as the Bran Nu Dae cars that are daily visitors to infirm people in that precinct, can not take the kerbing and therefore have a problem. An ideal answer would be to enter via the existing entry, widen the lane immediately after the fence on the BVC side, provide parking adjacent to it and an exit way via the other side of the fence. This could be workable with careful planning. Maybe not the perfect answer for parking but a solution for the congestion in the Lane. More trees, covering a labelled Kimberley or sub tropical botanic variety, could be planted around the oval perimeter.		
			13. Problem! As with everything, what can be the acceptable plan for monitoring and reducing the anti social behaviour. It will be a killer for the whole Chinatown design as people are cautious of sitting on grass where there have been people urinating and defaecating and on seating that has been damaged or has a sleeping person on it. Upkeep on all physical aspects of the Chinatown plan will need quite a yearly budget I What can be done re acceptable public toilets??? Possibly impossible???	13. Noted. CPTED and CCTV will aim to address some of these issues. Ultimately a lively and active precinct will do the most to curb antisocial behaviour in the area.	
			14. Streeter's Jetty is a vital link in all this. Maybe some good planting can make this site more encouraging to tourists. The actual jetty has been altered hugely from it's historic details and the excitement is not as great as the tide doesn't come over as much .... although preservation wise this is a good thing. Once more we are looking at cost of upkeep. We don't want any of this project to lapse into shabbiness in a few years' time. The issue of the overgrowth of the mangroves is an environmental one, I know,	14. Noted, the Shire is currently in discussion with the landowner to investigate options to improve the amenity to this important area.	

			but given that the mangroves were kept well clear of the jetty and yet still grew to that extent in less than 10 years is testimony to their hardiness. Therefore clearing them back a boat's width at least would give more credibility to the jetty's history. 15. The old tree that once graced the jetty site was obviously not affected by the continual dosing of salt water so we need to be able to identify trees such as this for planting. Shade is needed there. 16. Whilst we need functional shop fronts and shade structures we need to remember that we are re creating history and we don't want Chinatown to look like every other community space. We do not need to introduce 21st century verandas and shelters because the beauty of Chinatown lies in it's history. It would be like modernising an old Tasmanian historic townsite ..... no longer a point of interest. 17. Congratulations to all on a well thought out plan and the time spent on it. I realise that it will have to be done via small steps but I hope that it will come to it's fruition in the not too distant future. Budgeting always poses a problem with all the other necessities that come to attention but, for the sake of the community, I do hope that this is able to go all the way. 18. May I suggest that budget from indigenous bodies is sought to educate and turn the tide on the respect given by incoming community members to this land, irrespective of who it belongs to. If it is going to be used by all groups then it needs to be respected by all groups and all groups need to understand how this is shown! This is for the benefit of Broome and it's visitors, irrespective of colour, creed, position or place of residence. Thank you for this opportunity and Doug and I wish you well with the development.	15. Noted. 16. Noted. 17. Noted.	

67	N/A	30.10.17	**Please tick the most relevant to describe you:** Broome Resident **What do you like about the Master Plan?:** The master plan is excellent. BUT why is Frederick Street left out? Frederick street is the boarder of Chinatown and should be included. That southern end of the town includes the Lockup on Carnarvon Street and the Old Pearl Divers House on Dampier Terrace. **What do you think could be improved / is anything missing?:** There is a vacant clock next to the Pearl Divers House which could be cleaned up for a nominal cost and used as a part. Or alternatively, what about a Japanese Garden. Or why not buy it the prices are low. As for Napier Terrace lookout – WHAT? So much landfill would be needed to build it up to a good height for viewing. A better lookout would be located on Frederick and Dampier. The land is already high and the cost of landfill would be nominal. **Tell us anything else which you think is important to be considered in developing and implementing the Master Plan?:** Streeters Jetty area – not interesting. Bland landscape needs an injection of 'something'. I have been down there many times and the comments I hear are 'is that all there is'; 'I thought there would be more to see'. **Are there initiatives which you feel would contribute to the revitalisation of Chinatown?:** Old Pearling Sheds – they need cleaning up to make it interesting to look at and at least walk	Noted. Noted. Frederick Street does form part of the Masterplan project area and includes some initiatives to deliver activation. As recent capital works and improvements have been implemented in this area, it did not need to be reviewed in detail. This is private land and beyond the scope of the Masterplan. Noted. The design intent of the lookout was to deliver an iconic structure that spans vertical height and allows a view over the mangroves into Roebuck Bay, of a similar view than that at the top end of Dampier Terrace. However given the potential financial and practical implications of positioning a lookout at the end of Napier Terrace, it is recommended that this concept be removed from the Masterplan. Noted. The Shire is currently in discussion with the landowner to investigate options for this important location. This is private land and beyond the scope of the Masterplan.	

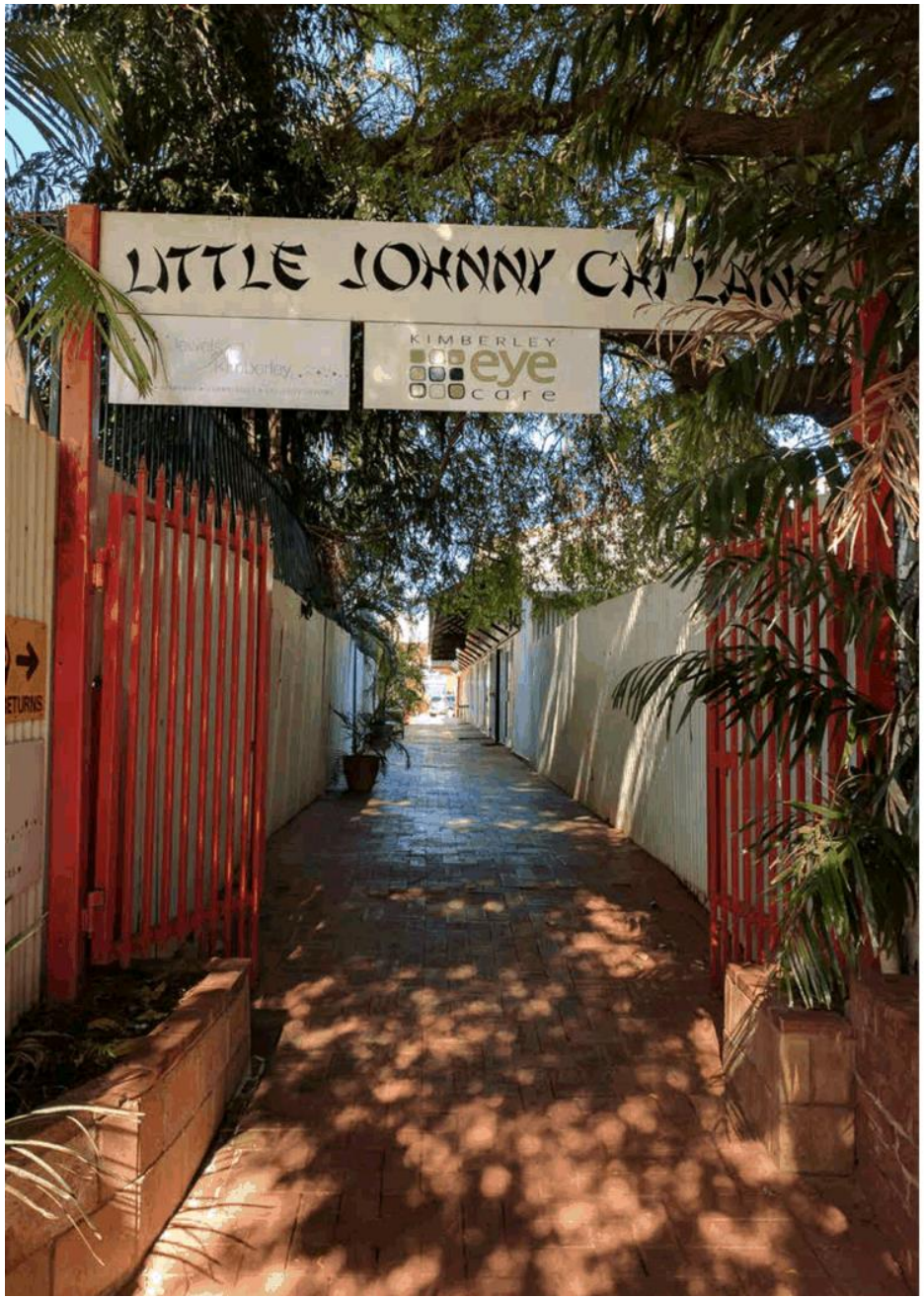
			past. Alternatively use it as an outdoor museum. **Do you have any suggestion about how business and community activity in Chinatown could be increased?:** If they turn up to learn – get paid. Don't turn up – NO PAY. I know this is a long term picture BUT forward thinking please! Do something CONSTRUCTIVE.	Intent of the comment unclear.	



BROOME CHINATOWN
MASTERPLAN REPORT

Prepared for LandCorp, Kimberley Development
Commission and Shire of Broome, September 2017
Authored by UDLA and T.C.L in collaboration TPG + Placematch and Tabec

BROOME
CHINATOWN
REVITALISATION
THE HEART AND SOUL OF BROOME



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Prepared for:
Chinatown Revitalisation Steering Committee

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EXECUTIVE SUMMARY

The Chinatown Development Strategy was completed in 2013 and the Chinatown Revitalisation Business Case prepared in 2015-16. Following these documents, this Master Plan Report illustrates an exciting vision for the first phase of projects to be implemented in Chinatown. The project team together with LandCorp, the Kimberley Development Commission and the Shire of Broome undertook an extensive stakeholder engagement process to agree on the necessary actions to re-establish the precinct as the thriving 'Heart and Soul' of Broome. The Master Plan:

- Establishes an overall vision for the Chinatown precinct to provide a framework for the implementation of the first phase of funded work as well as future projects and when additional funding becomes available.
- Provides a description of the Phase 1 Priority Projects that include:
  - Carnarvon Street from the Roey car park to Short Street
  - Dampier Terrace from Napier to Short Street
  - Tourist Rest Facilities
  - Laneways Revitalisation
  - Carnarvon Street North Parklets
- Will create a shaded, more comfortable pedestrian focussed precinct that has minor impacts on car parking
- Celebrates Broome's unique cultural heritage through the retention and re-integration of existing interpretation and public art coupled with new public art
- Illustrates the proposed changes to Carnarvon Street that will create a shady, pedestrian friendly precinct that enables greater activity on both sides of the street.
- Illustrates the proposed changes to Dampier Terrace that will increase shade, enable greater alfresco opportunities in key locations such as adjacent to the Roey and Ahoy café and enable parklets to be established in car bays.
- Shows the arrangement of new Tourist Rest Facilities on Male Oval to provide a more shady, comfortable and welcoming experience particularly for those arriving by bus.
- Includes proposed new outdoor alfresco in the northern section of Carnarvon Street opposite to the food and beverage retailers located in Paspaley Plaza.
- Includes new functional and ornamental lighting for the project areas to increase amenity and improve safety, discourage anti-social behaviour and increase night time activation.
- Will adhere to current legislation for universal access and will be in accordance with the principles of Crime Prevention Through Environmental Design (CPTED).
- Realises the Laneways as one of Broome's hidden assets and encourage greater activity in these spaces.

The implementation of these priority projects will help kick-start the revitalisation of Chinatown by making it a safer, more comfortable and vibrant location for locals to frequent both day and night. The overall improvement in pedestrian space will bring more people, more activation and thereby discourage ant-social behaviour. This in turn will encourage greater tourism visitation and additional private investment in the 'Heart and Soul' of Broome.

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1.0 INTRODUCTION

Chinatown is regionally and nationally significant as the Central Business District (CBD) and historic centre of Broome. However due to many competing elements in Broome, Chinatown has been in decline with shrinking visitation and investment in the precinct. A Chinatown Development Strategy was endorsed by the Shire of Broome in 2013 which provided a detailed analysis of the context of Chinatown, a vision for the future and a strategic plan to realise this vision.

A business case for the Chinatown Revitalisation was prepared in 2015-16 with a number of projects reviewed and prioritised. In early 2017 a consultant team was engaged consisting of:

- UDLA and T.C.L – Public Realm Architects
- TPG + Placematch – Place Making
- Tabec – Civil Engineering
- RFF - Communications
- MudMap Studio - Public Art & Interpretation

The figure shown in section 1.1 opposite shows the projects as proposed in the Chinatown Development Strategy.

The project team undertook an extensive engagement process with a broad group of community representatives and stakeholders to develop a design strategy to assist in the revitalisation of Chinatown.

Following the engagement process, the priority projects were amended to give the best value for money for the precinct. This Master Plan document illustrates a vision for the wider Chinatown area as well as the priority projects to be implemented in Phase 1 which include:

A. Carnarvon Street Upgrade

B. Dampier Terrace Upgrade

C. Tourist Rest Stop Facilities at Male Oval

D. It was agreed to undertake a smaller project at the northern end of Carnarvon Street (Carnarvon Street North Parklet).

The above projects are illustrated in more detail in sections 2.2 - 6 inclusive.

Funding has been secured to enable the detailed design and implementation of these projects, due for completion by end of 2018.

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1.1 THE PROJECTS



Delivery Projects

- A Carnarvon Street Upgrades
- B Dampier Terrace Upgrades
- C Tourist Rest Facilities
- D Carnarvon Street North Parklet
- E Fredrick Street Lookout

Related projects

- F Enhanced Laneways (commenced separately)

Completed Projects

- G Dampier Terrace & Frederick Street Connection (Complete)

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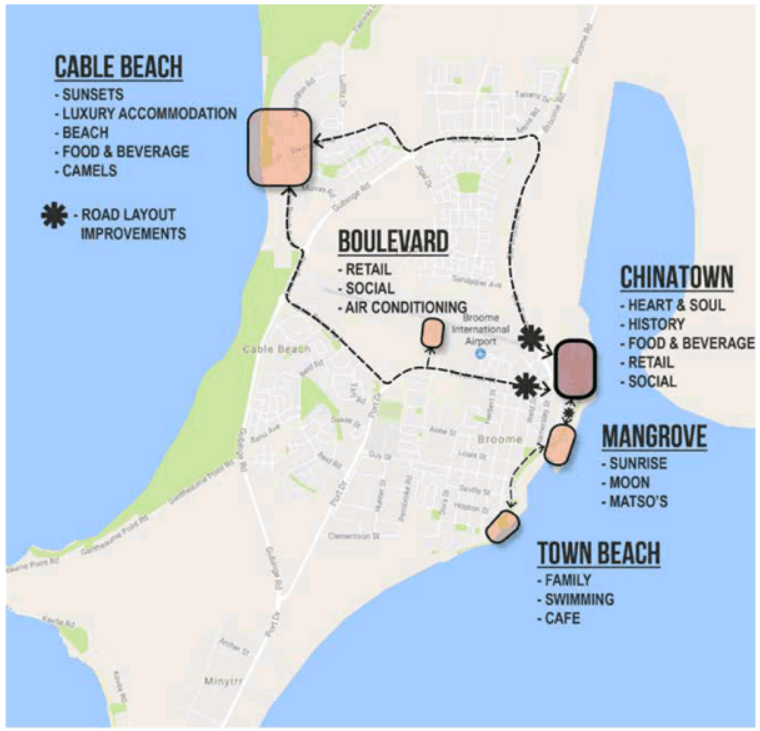
1.2 PUTTING CHINATOWN BACK ON THE MAP

In understanding how best to revitalise Chinatown, it is important to consider the role of Chinatown in the broader context of Broome. The figure below illustrates the numerous other attractions in the wider Broome areas, both for locals and tourists alike. In a sense Chinatown needs to 'compete' with these other attractions to remain viable. Locals may see the Boulevard Shopping Centre as an alternative shopping destination and for tourists, Cable Beach is arguably the strongest attractor to the area. For the future success of Broome, it is important that all precincts, including Chinatown, are great places that locals and tourists want to spend time in. The revitalisation of Chinatown seeks to achieve this.



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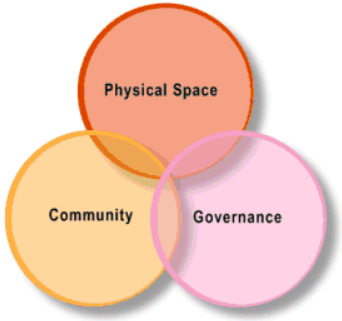
Revitalisation

Revitalisation of a precinct such as Chinatown requires a collaborative effort. It is more than just the upgrading of spaces and streets; it requires ownership and effort from the wider community, the Shire of Broome and key stakeholders.

The upgrade of the streets and spaces improves amenity, supporting local businesses and providing generous spaces for the public to enjoy. The community play an important role throughout the design process, inputting local knowledge that influences the design to suit local needs. Governance from the Shire of Broome and key stakeholders is ultimately what will tie it all together, through not just maintenance but also by enabling the better use of community space and streets.

The ultimate objective is to reposition Chinatown as a core destination in Broome, reviving the energy, activity and amenity to create a precinct economically, socially and environmentally healthy. It is to create a safe welcoming place for everyone, day and night. In revitalisation, everyone has a role to play.



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1.3 STAKEHOLDER ENGAGEMENT

Integral to the process was engagement with key stakeholders as the initial design evolved. This helped to inform the design development, and ensure that needs, ideas and local knowledge from these stakeholders was integrated.

The key stakeholder groups that participated in these discussions were:

- Chinatown Community Stakeholder and Reference Group
- Chinatown landowners
- Chinatown business owners and traders
- NBY (Nyamba Buru Yawuru)
- Shire of Broome Staff and Councillors
- Kimberley Development Commission
- Youth Advisory Committee
- Cruise Broome
- State Heritage Office
- Chamber of Commerce
- Broome Chinese Community
- Arts Culture & Heritage Advisory Committee

The feedback from these discussions has been taken on board by the project team during design development, most of which were suggestions to include particular design elements or modify the plans and projects to suit local needs.

The next step of stakeholder engagement is to engage with the broader community, as well as the above stakeholders, and seek feedback on the draft Master Plan and next level of detail around the projects.

Project Principles

The following principles were developed to guide the design and ensure that revitalisation was central to this. These revitalisation principles were further supplemented with 'good streets' principles to frame the responses for street upgrades, and a specific set of principles were developed for Carnarvon Street, given its pivotal role within the project (due to available space, current activity and energy).

Revitalisation

- Catalyse Chinatown's rebirth through strong local partnerships and a 'can-do' spirit
- Increase local and tourist visitation and extend visitation time into the evenings and through shoulder months either side of the dry season
- Celebrate and express diverse heritage, local cultures, identity and ownership
- Deliver a generous, cooling, comfortable and inviting streetscape
- Strengthen connections, build energy spots (those bits of the street that are working well) and create new places where people can experience Broome's way of life
- Leverage government investment to stimulate Chinatown's economic performance and generate private sector investment
- Deliver on the promise to make tourists want to return and promote Chinatown's brand

Good Streets

- Provide an environment that clearly prioritises people (of all ages and capabilities) over cars
- Create a permeable and legible environment that is accessible and easy to navigate and aligns with nearby pedestrian points
- Provide a comfortable environment for pedestrians that is climate responsive, active and safe
- Accommodate basic needs, such as good lighting, urban furniture (seats, bins, drink fountains etc.), and durable pavement
- Provide social gathering spaces that represent the local character and allow ownership of the place both day and night
- Create a fine grain environment with multiple activities, entry points with elements in the environment to engage with and opportunities to create activity
- Create a usable environment that supports regular service activities: loading bays, taxi ranks, bus bays, universal access, flexible spaces (markets)
- Deliver an environment that can be well-maintained over time

These principles broadly align with the 10 'Lessons from the Global Streets Design Guide' further described in section 2.0.

Principles Specific to Carnarvon Street

- Multiple access and crossing points that align with the laneways
- Increase street tree canopy to provides shade to pedestrian areas and generally green the street in appearance
- Create a generous amount of new public realm space that is multi-functional, and helps to support businesses through leveraging space in front of tenancies
- Optimise car parking numbers and provide safe movement from vehicles to pedestrian areas
- Significantly reduce the overall amount of asphalt
- Ensure accessible areas (such as loading bays) are provided to enable functionality and operational support to the tenancies
- Ensure cooling of street environment through significant areas of planting

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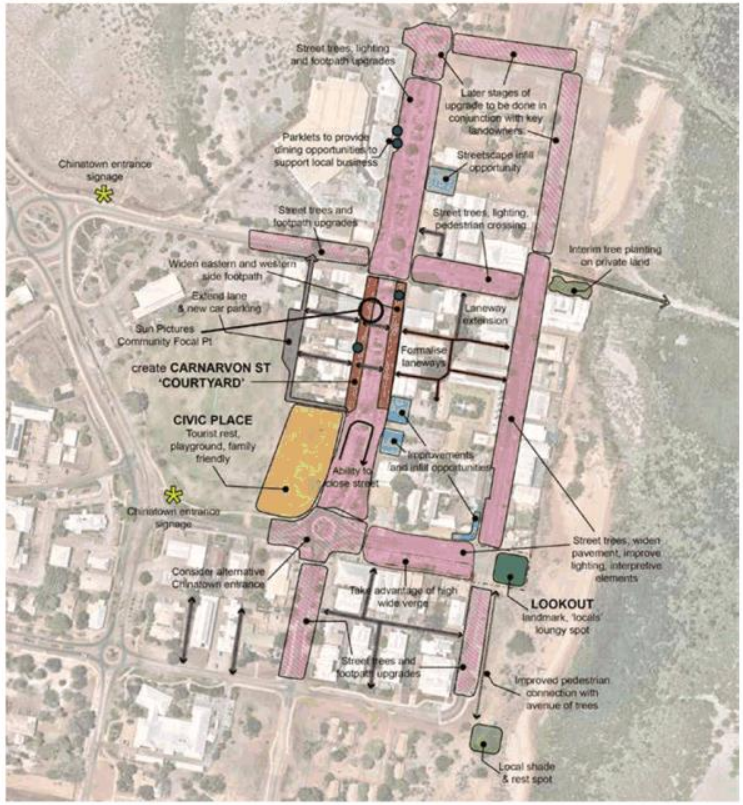
The figure below shows the general direction for the proposed improvements in Chinatown as agreed through the Stakeholder Engagement process and forms the basis for the development of the more detailed concepts for the four priority projects presented later in this report.



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2.1 PRINCIPALS FOR GREAT STREETS

A key to revitalisation of Chinatown is the improvement of the two main streets, Carnarvon Street and Dampier Terrace. The Global Streets Design Guide is a comprehensive reference document providing detailed analysis of various street types and how they can be improved. The ten principles of what makes a great street are included below as they provide a reference framework when considering how the streets in Chinatown could function.



Streets for Everyone

Design streets to be equitable and inclusive, serving the needs and functions of diverse users with particular attention to people with disabilities, seniors, and children. Regardless of income, gender, culture, or language, whether one is moving or stationary, streets must always put people first.



Streets for safety

Design streets to be safe and comfortable for all users. Prioritise the safety of pedestrians, cyclists, and the most vulnerable users among them: children, seniors, and people with disabilities. Safe streets have lower speeds to reduce conflicts, provide natural surveillance, and ensure spaces are safely lit and free of hazards.



Chinatown can be a place for the whole community and reflect the unique and varied cultural history and future of Broome.



Chinatown is largely dominated by cars, it should be safer and more pedestrian friendly.

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Streets are Multidimensional Spaces

Design the street in space and time. Streets are multidimensional, dynamic spaces that people experience with all their senses. While the ground plane is critical, the edges and the canopy play a large role in shaping a great street environment.



The provision of shade in Broome is critical to improving comfort and encouraging longer visits. Shade can be created through street trees as well as permanent and temporary structures.

Streets for health

Design streets to support healthy environments and lifestyle choices. Street designs that support active transportation and integrate green infrastructure strategies improve air and water quality, can reduce stress level, and improve mental health.



Greening will improve the microclimate of Chinatown. Improving microclimate will encourage walking, cycling and play. Good streets can encourage increased social interactions.

Streets are Public Spaces

Design streets as quality public spaces, as well as pathways for movement. They play a big role in the public life of cities and communities, and should be designed as places for cultural expression, social interaction, celebration, and public demonstration.



Broome does not currently have a town square or civic space. The width of Carnarvon Street presents an opportunity to have wider footpaths creating spaces that can be activated by traders and the community.

Streets are Multimodal

Design for a range of mobility choices, prioritising active and sustainable modes of transport. Safe, efficient, and comfortable experiences for pedestrians, cyclists, and transit riders support access to critical services and destinations and increase the capacity of the street.



There are opportunities to improve bus transit within the area. Other modes should also be encouraged such as scooters, cycling and walking.

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Streets as Ecosystems

Integrate contextual green infrastructure measures to improve the biodiversity and quality of the urban ecosystem. All designs should be informed by natural habitats, climate, topography, water bodies, and other natural features.



Increasing the canopy coverage creates a cooler micro-climate whilst increased permeability improves drainage.

Great streets Create Value

Design all streets to be an economic asset as well as a functional element. Well-designed streets create environments that entice people to stay and spend time, generating higher revenues for businesses and higher value for property owners.



The fundamental objective in revitalising Chinatown is more visitors staying longer. Creating more habitable streets will encourage visitors and locals to stay and spend in Chinatown

Streets for context

Design streets to enhance and support the current and planned contexts at multiple scales. A street can traverse diverse urban environments, from low density neighbourhoods to dense urban cores. As the context changes, land uses and densities place different pressures on the street, and inform the design priorities.



Changes to Carnarvon Street and Dampier Terrace should respond to their different scales.

Streets Can Change

Design streets to reflect a new set of priorities that ensure appropriate distribution of space among different uses. Push boundaries, try new things, and think in creative ways. Implement projects quickly using low-cost materials to help inform public decision making, allowing people to experience and test the street in different ways.



Flexible spaces encourage the public to take ownership. Streets are robust and can respond to changes in land use.

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2.2 MASTERPLAN - OVERALL VISION

An overall vision for the central part of Chinatown has been developed to enable the staged implementation of improvements as additional funding becomes available. The plan below shows this overall vision with the proposed priorities also shown.



PRIORITY 1 - SHORT TERM PROJECTS

1. Carnarvon Street
2. Dampier Terrace
3. Tourist Rest Facilities
4. Laneways Revitalisation
5. Carnarvon Street North Parklet's

PRIORITY 2 - LIGHT TOUCH PROJECTS

1. Short Street
2. Napier Terrace
3. Intersection Planting

PRIORITY 3 - MEDIUM TERM PROJECTS

4. Destination Playground
5. Sam Su Lane Upgrade
6. Carnarvon St North
7. Streeters Jetty Plaza
8. Carnarvon/Napier Intersection
9. Lookout Subject to Future Investigation

PRIORITY 4 - LONG TERM PROJECTS

10. Dampier Terrace North & South
11. Gray Street Improvements

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2.3 PRIORITIES PLAN - PROJECT PHASING

The plan below shows the intended phasing of the project over time.



PRIORITY 1 - SHORT TERM PROJECTS
To be delivered in this stage of works

PRIORITY 2 - LIGHT TOUCH PROJECTS

PRIORITY 3 - MEDIUM TERM PROJECTS

PRIORITY 4 - LONG TERM PROJECTS

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2.4 MASTERPLAN - PHASE 1 PRIORITY PROJECTS

Phase 1 priority projects are shown on the plan below. The following sections of the report describe each of the Priority 1 projects labelled A – E in greater detail.



PRIORITY 1 - SHORT TERM PROJECTS

1. Carnarvon Street (page 24)
2. Dampier Terrace (page 34)
3. Tourist Rest Facilities (page 40)
4. Laneways Revitalisation (page 46)
5. Carnarvon Street North Parklet (page 32)

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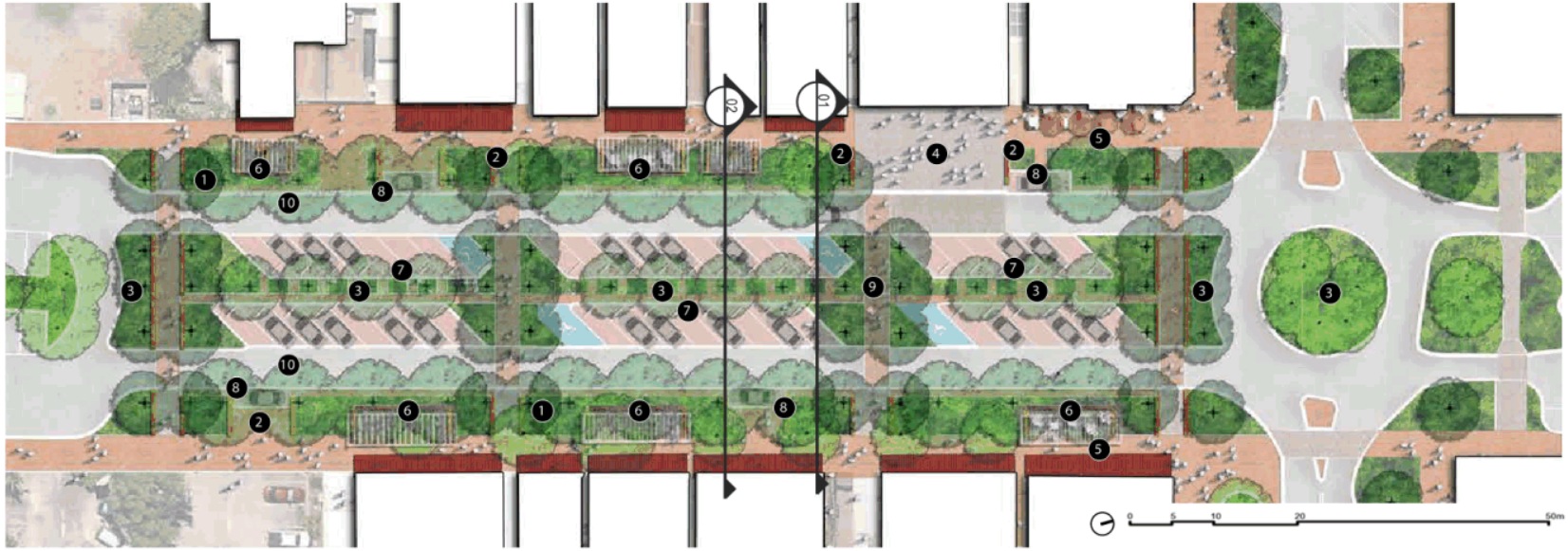
3.0 CARNARVON STREET

Carnarvon Street may be considered the 'main street' of Broome. Through the community engagement process it was agreed that the section between Napier and Short Street presents the best opportunity to re-think how this street is arranged. The plan below shows the proposed approach to creating a more comfortable, shady and people friendly street. Wherever possible existing healthy trees will be retained and these will be supplemented by extensive new tree plantings to maximise shade and the cooling effects of transpiration. Subject to feasibility, the existing shade structures in Carnarvon Street will be relocated to other suitable locations in Chinatown. Parking will be retained in the centre of the street, however pedestrian safety will be improved through a new central path between parking bays that link pedestrians to new crossings. The existing parallel car parking bays on both side of the street will be 'reclaimed' for pedestrian space. This increased pedestrian space will have new furniture, planting, alfresco areas adjacent to shops, improved street lighting and feature lighting as required. It will also create opportunities for the construction of shade structures, interpretation and public art. A new public plaza space will be created adjacent to the Sun Pictures ('Sun Square') to complement one of Broome's most popular and iconic buildings and the increased footpaths will provide flexible spaces for performance, art, markets etc. The plan below and images on the following pages further describe the intended built outcome.



1. Enhanced Streetscape
   - Additional street trees
   - Supplementary amenity planting
   - Unified paving treatment
2. Built Form Response
   - Shaded seating nodes under shelters
   - Raised planter beds with seating edges
3. Street Trees
   - New street trees to provide shade and cooling
   - Trees highlight crossing points
4. Sun Picture Square
   - Adjacent to Sun Pictures
   - Small flexible event space
   - Night and day opportunities
   - Ornamental lighting possibilities
5. Pedestrian Thoroughfare
   - Encouraging foot traffic past shops
   - Alfresco cafe strip
   - Hard seating edge with shade trees
6. Shade Structures
   - "Outdoor rooms" adjacent to traders
   - Additional shade for pedestrians
   - Comfortable resting node
   - Furniture and amenity planting
7. 45 Degree parking
   - Improved visibility when reversing
   - More efficient use of space than 60 degree
   - Shaded tree canopies
   - Additional planting to central median
   - Accessible "cut through" locations between median
8. Parallel Parking Bays
   - Service existing businesses
   - Opportunity for future intervention such as market stalls
   - Shaded by proposed street trees
9. New Pedestrian Crossings
   - Prioritise pedestrians
   - Strengthening link to laneways
   - Creating strong view corridors
10. Realigned traffic lanes
    - Narrowing lanes for additional street trees
    - Reducing asphalt mass to limit heat mass

Notes:
Upgrade Carnarvon Street Lighting:
- LED lighting
- Improved illumination & coverage

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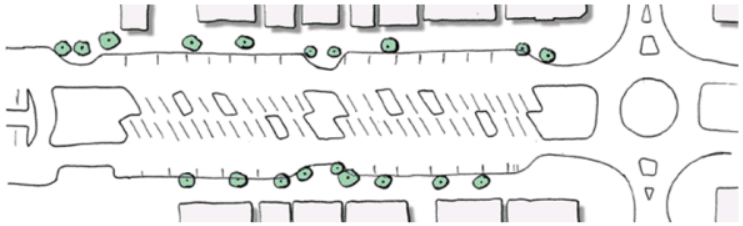
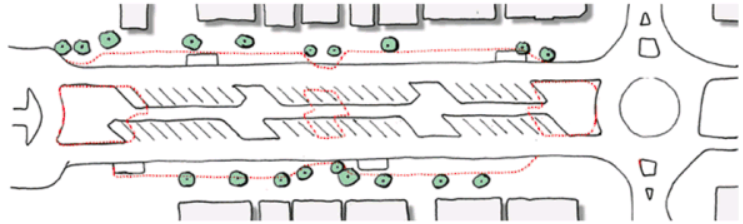
3.1 CARNARVON STREET KEY CHANGES

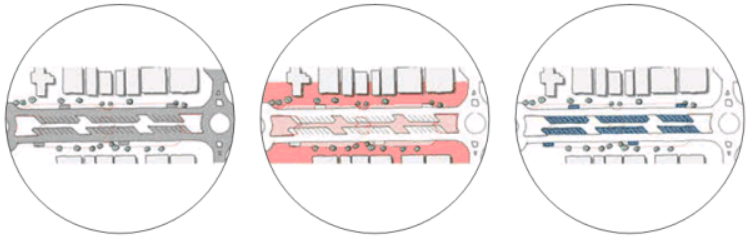
The diagrams below show the simple changes on the road and parking layout that will enable a creation of a more pedestrian friendly place.

Existing



Proposed





20% Asphalt Reduction

Road surfacing decreased to help reduce the heat island effect and create a more comfortable micro-climate.

26% Increased Public Space

Public space for alfresco dining, street greening, public art & shade structures will almost double.

Minimal Parking Impact

69 car parking spaces reduced to approximately 52 car parking spaces with re-located drop off & loading points (subject to detailed design)

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3.2 CARNARVON STREET MOOD IMAGES

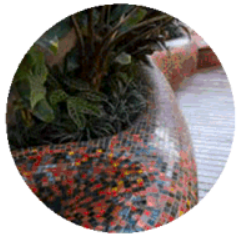
The images below are indicative of some of the aspirations for Carnarvon Street. They are not intended to be prescriptive, but help illustrate the 'vibe' of the outcome.



Shaded Pavements



Temporary Events



Planting & Seating



Shade Structures



Lighting & Safety



Al-fresco Areas

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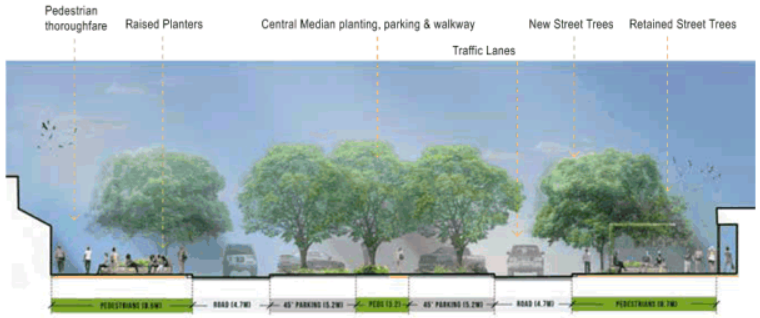
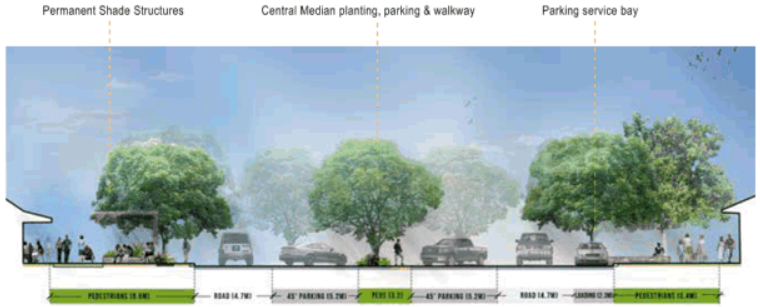
3.3 CARNARVON STREET SECTIONS

Sections through the Streetscape



01 Section 01 through Carnarvon Street



02 Section 02 through Carnarvon Street

3.4 CARNARVON STREET AERIAL VIEW

The diagram below gives a 'birds eye view' of the proposed improved streetscape looking north.



1. Enhanced Streetscape
2. Built Form Response
3. Street Trees
4. Sun Picture Square
5. Pedestrian Thoroughfare
6. Shade Structures
7. 45 Degree parking
8. Parallel Parking Bays
9. New Pedestrian Crossings
10. Realigned traffic lanes

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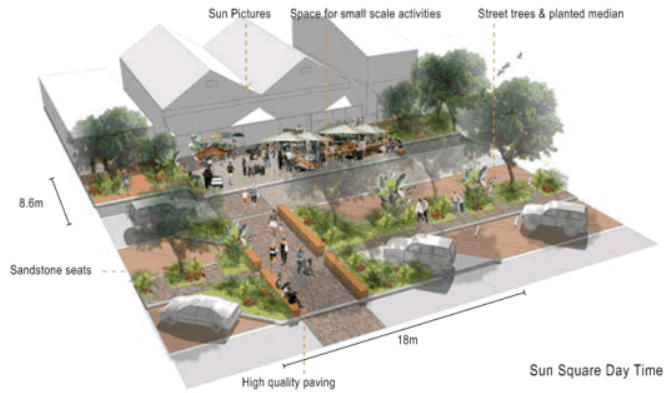
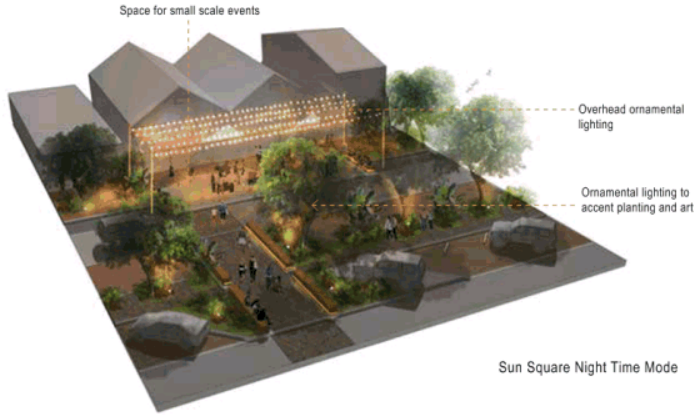
3.5 CARNARVON STREET ILLUSTRATIONS

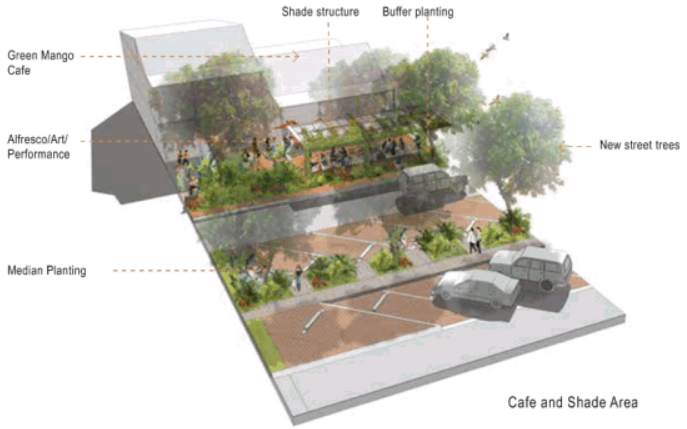
The images below are artistic impressions of sections of the intended new streetscape and its activities.



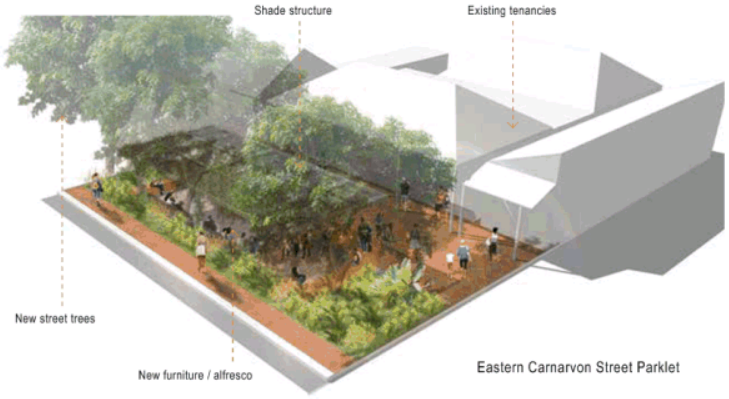
Sun Square Day Time Mode



Sun Square Night Time Mode



Cafe and Shade Area



Eastern Carnarvon Street Parklet

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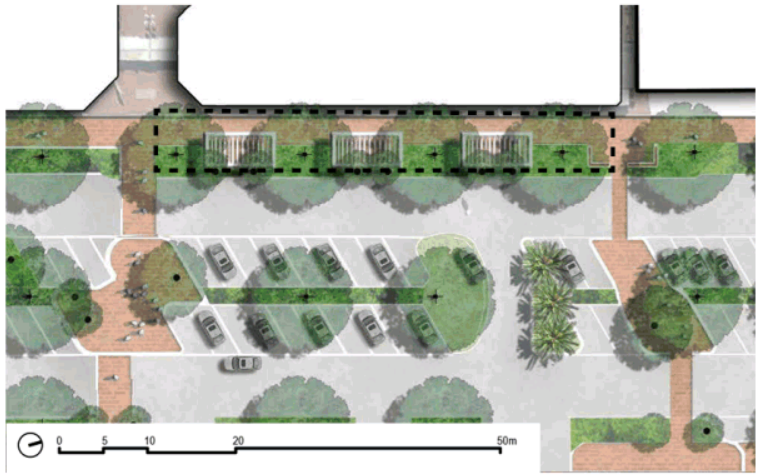
4.0 CARNARVON STREET NORTH PARKLETS

The section of Carnarvon Street that is adjacent to the Surf Shop, Land of the Pharoahs, Subway and Authentic Thai Dining will be improved by converting the parallel car parking bays into a pedestrian pocket park. This area will have shade structures, new street trees and urban furniture and improved functional and ornamental lighting that will enable safer, more inclusive casual gathering and/or alfresco dining.



Aspirations

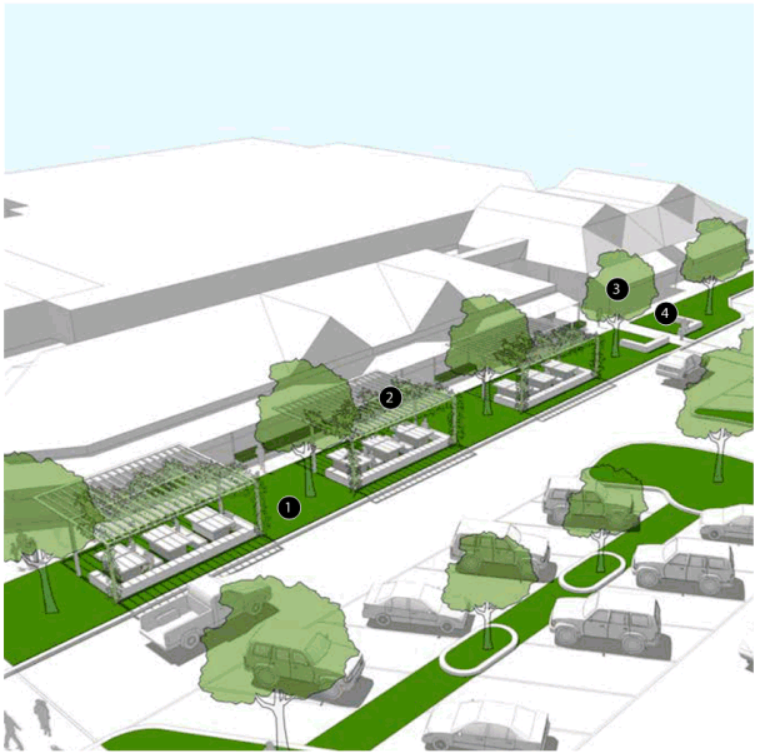


Planting & Seating



Shade Structures

Aerial View Looking North-West



1. Parking Removed to Create Public Space
2. Alfresco Opportunity Outside Food Retailers
3. Increased Street Tree Planting
4. Seating Area Near Crossing Point

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5.0 DAMPIER TERRACE

Dampier Terrace is different to Carnarvon street both in retail mix, building edges and street width. Therefore there are some limitations on major transformation, however the plan below shows the proposed changes that will improve the streetscape creating a cooler more amenable place for pedestrians.

The main changes include the removal of parking and creation of public/alfresco space adjacent to the Roebuck Bay Hotel front bar and the Ahoy Café building. There are also opportunities to create temporary 'parklets' that convert parking bays into public/alfresco spaces activating the street. There will be extensive new tree plantings and garden beds to provide shade and cooling as well as new furniture such as seats, bins, bike racks, drink fountains etc. New street and decorative lighting will also be installed within the project area.



1. "Roey" Alfresco Area:
   - Remove car bays
   - Adjust kerb alignment
   - Create space for street tree & understorey planting
   - Seating edge
   - Operable umbrellas or shade structures
2. Johnny Chi Lane Entry:
   - Improvement entry / levels
   - General beautification
3. "Skyla" Area Planting & Street Trees:
   - Reduced car parking bays for additional shade
   - Minor kerb adjustment
   - Raised planter with seating edge
4. Central Median Trees & Planting:
   - Reduced asphalt
   - Increased shade
   - Traffic calming
5. Ahoy Café Alfresco Area:
   - Increased planting area & street tree (reduced paved area)
   - Minor kerb adjustment
   - Elevated planter with seating edge
   - Operable umbrellas or shade structures
6. Increased Street Trees at Regular intervals (between Napier & Short St):
   - Use existing planting nodes
   - Replace under-performing trees with effective species
   - New planting nodes utilising car bays (whole or half) as required

● Notes:
Upgrade Dampier Terrace Lighting:
- LED lighting
- Improved illumination & coverage

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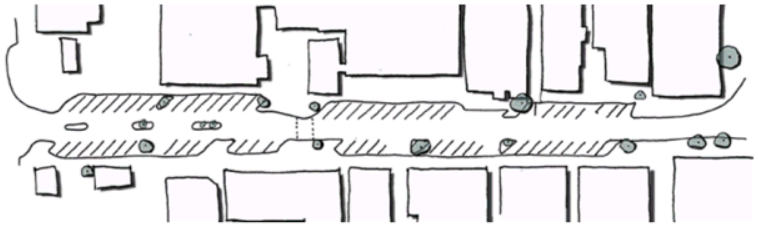
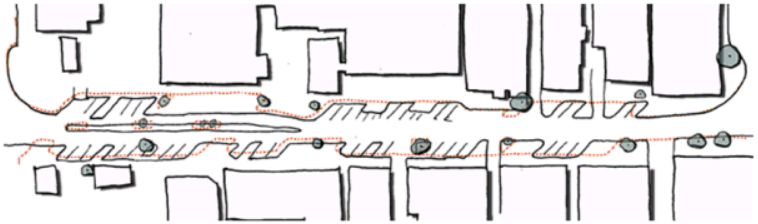
5.1 DAMPIER TERRACE KEY CHANGES

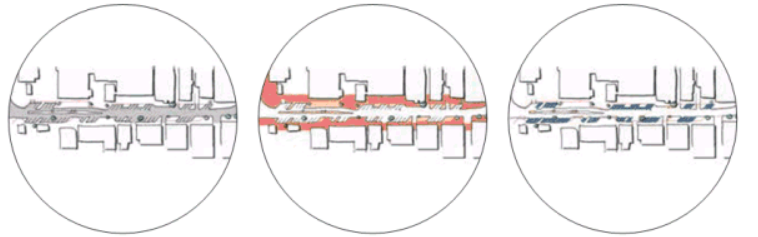
The diagrams below show the simple changes on the road and parking layout that will enable a creation of a more pedestrian friendly place.

Existing



Proposed





20% Asphalt Reduction

Road surfacing decreased to help reduce the heat island effect and create a more comfortable micro-climate.

25% Increased Public Space

Public space for alfresco dining, street greening, public art & shade structures will almost double.

Parking Impact

67 car parking spaces reduced to approximately 40 car parking spaces. Bus Stop location has been retained.

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5.2 DAMPIER TERRACE

Aspirations - The images below are indicative of some of the aspirations for Dampier Terrace. They are not intended to be prescriptive, but help illustrate the 'vibe' of the outcome.



Shaded Pavements



Alfresco Areas



Operable Shade Umbrellas



Parklets in 45° Bays



Amenity Planting



Lighting & Safety

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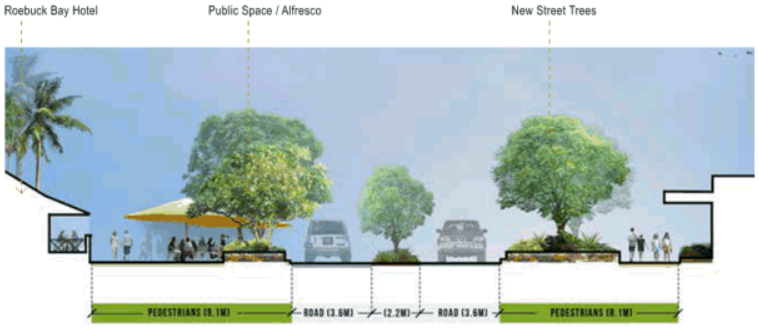
5.3 DAMPIER TERRACE

Sections through the Streetscape



03 Section 03 through Dampier Terrace



04 Section 04 through Dampier Terrace

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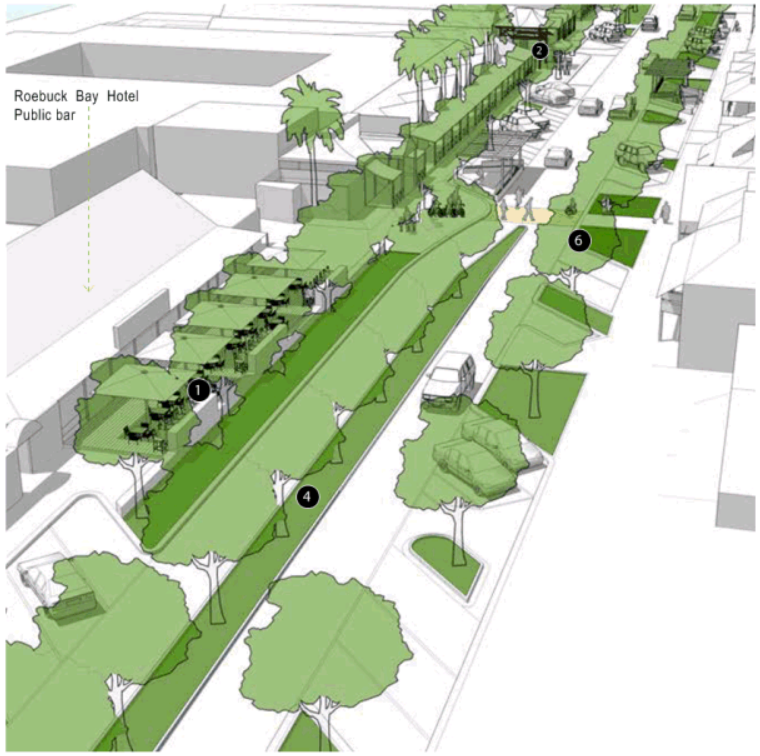
5.4 DAMPIER TERRACE

The diagram below gives a 'birds eye view' of the proposed improved streetscape looking north and south.



1. "Roey" Alfresco Area
2. Johnny Chi Lane Entry
3. "Skyla" Area Planting & Street Trees:
4. Central Median Trees & Planting

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Aerial View Looking South



5. Ahoy Café Alfresco Area:
6. Increased Street Trees at Regular intervals (between Napier & Short St)

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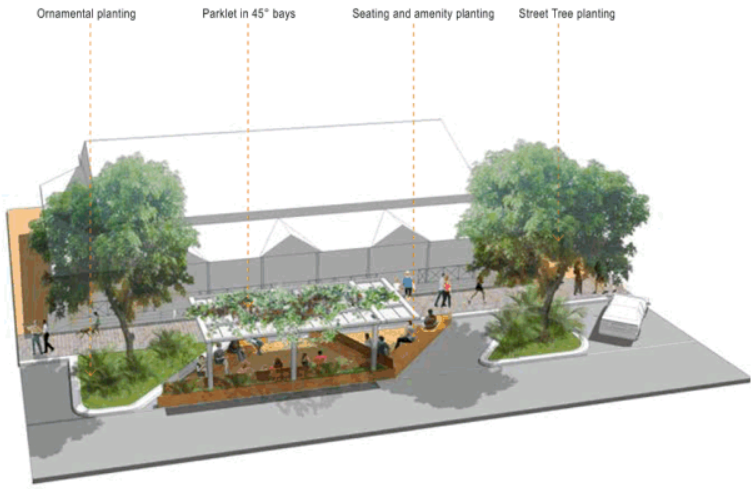
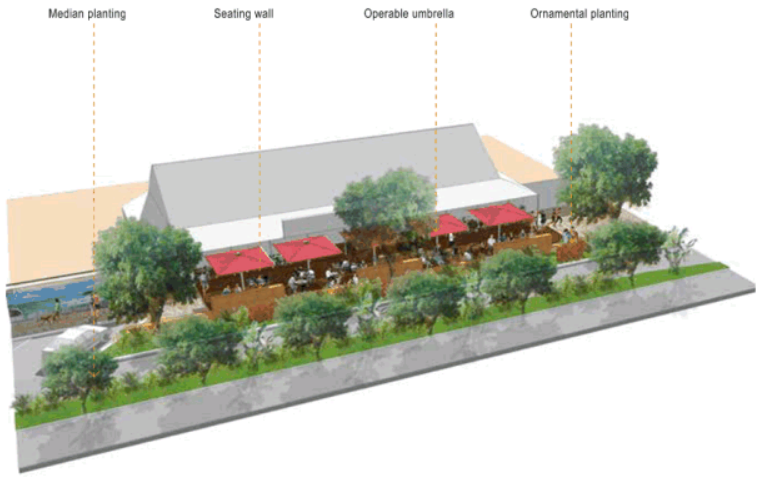
5.5 DAMPIER TERRACE

The images below are artistic impressions of sections of the intended new streetscape and its activities.



Temporary Parklets adjacent to the Ahoy cafe (or other traders as required).



Additional public space adjacent to the Roey Public Bar.

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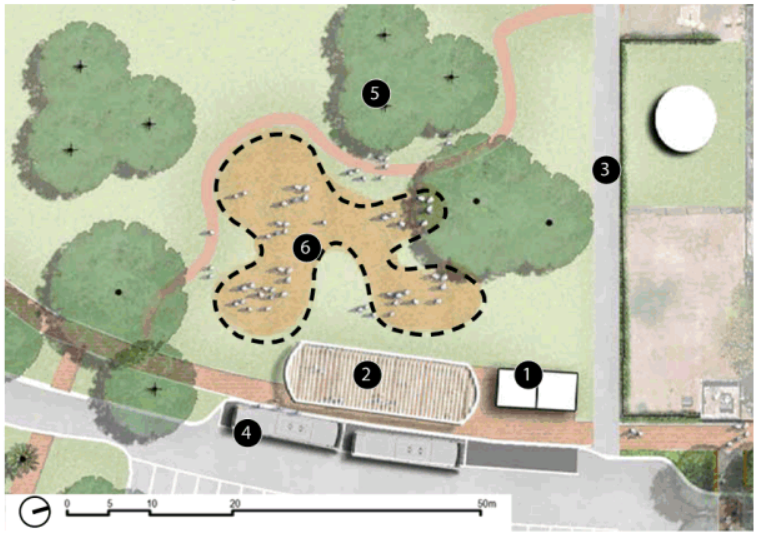
6.0 MALE OVAL - TOURIST REST STOP FACILITIES

Through the community engagement process, it was determined that locating some new Tourist Arrival and Rest Facilities at Male Oval will provide a greater opportunity to welcome visitors to town. In doing so this will create greater activation in Carnarvon street. The plan below shows the main changes proposed for the first stage of works including new bus bays that provide comfortable set down and pick up directly onto the footpath. This area will be complimented with new toilet facilities and an extensive shade structure with information signage and urban furniture. Given its location on the edge of Male Oval, it is envisaged that this area can facilitate markets and events varying in size, in particular the Cruise Broome market stalls to welcome cruise ship passengers arriving by bus.

To improve the visual amenity of the area, it is proposed to build a new fence and landscaped edge around the existing water tank and electrical sub-station. The area will also have additional functional and ornamental lighting to improve safety and amenity. Whilst not part of this stage of work, a new shaded playground is proposed to encourage all ages of the community to stay longer in Chinatown.



1. New Toilet Facilities
   - New Accessible Toilets
   - Tourist Information & Signage
2. Shelter Area
   - New shade structure
   - Furniture including seats, drink fountains etc.
   - Improved Footpath
   - Information signage
3. Screening to Water Tank & Substation:
   - New fence & planting
   - New pathway
4. Coach Drop Off Area
   - 3 Bus bays
   - New kerb to provide compliant access
   - Improved footpath
5. Future Tree Planting (Not part of this scope)
6. Future Playground (Not part of this scope)

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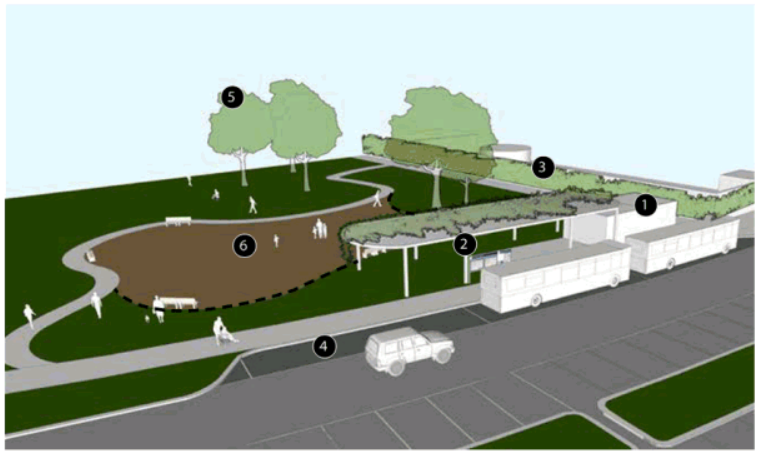
Aerial View Looking North West



1. New Toilet Facilities
2. Shelter Area with Information Boards
3. Screening Solution for Existing Infrastructure
4. Coach Drop off Area
5. Future Tree Planting (not part of this scope)
6. Future Play Area (not part of this scope)

Aspirations



New Toilet Facilities



Increased Shade & Planting



Space for Temporary Events

DRAFT DRAFT

7.0 PARKING BAYS - PHASE 1 PRIORITY PROJECTS

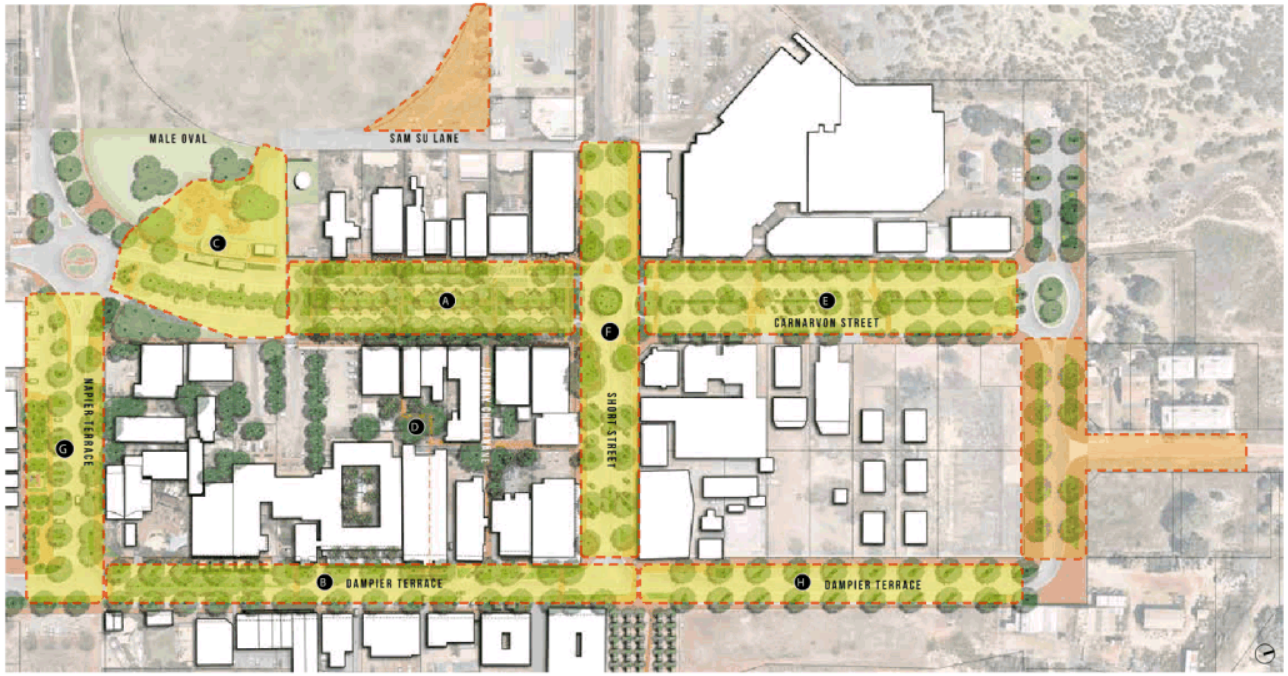
Whilst a key objective of the Revitalised Chinatown is to create a pedestrian friendly environment, it is also accepted that parking must be maintained in and around Chinatown. The Master Plan aims to minimise impacts on parking as it is always a sensitive issue, however it is important to remember that people make streets not cars. In improving the retail performance of Chinatown the old adage that 'wallets walk in the doors not cars' holds true. Recent investigations show that not including the elevated car park above Paspaley Plaza, there are in excess of 1200 public and private parking bays available. A series of parking counts have shown that whilst some areas are well utilised, there is significant underutilised parking capacity (approximately 30%) in the Chinatown area.

Through the proposed changes some losses of parking are proposed as shown in the table and figure below.

The below table shows that within the more immediate project precinct 49 car parking bays will be removed. reducing 445 bays to 396. It is important to note that:

- This number will be subject to minor changes as the project moves through more detailed design stages.
- There is significant underutilised parking capacity in the Chinatown Area.
- That the improved streetscapes will create a shadier, comfortable pedestrian friendly environment. In the unlikely event a parking bay is not available immediately adjacent to the final destination, walking a few extra metres will be a vastly improved experience.
- In revitalising Chinatown, we need more people on streets and 'more wallets in the doors'.

Areas that have been identified for potential additional parking



	Existing Bays	Proposed Bays	Change
A Carnarvon Street	69	52	-17
B Dampier Terrace	65	37	-28
C Tourist Rest Facilities	50	50	0
D Laneways Revitalisation	0	0	0
E Carnarvon Street North	114	108	-6

	Existing Bays	Proposed Bays	Change
F Short Street	45	45	0
G Napier Terrace	47	47	0
H Dampier Terrace North	53	53	0
Other Areas	757	757	0
TOTAL	**1200**	**1149**	**-51**

4% estimated car bay reduction in phase one within the Chinatown area.

DRAFT DRAFT

8.0 LANEWAY REVITALISATION - BROOME'S HIDDEN SPACES

The laneways are one of Broome's greatest assets. They offer a small scale, sheltered and shaded environment to discover the finer grain of Chinatown.

As part of the wider revitalisation initiative, an investment and development coordinator has been appointed to collaborate with traders in the vicinity of the laneways to identify activation opportunities and also provide funding for small scale projects.

Through the development of the design of the Priority projects, the existing condition of the laneways has been analysed identifying key spaces/zones within the laneway network, as well as entry points, signage, car parking, and built form frontages – active and inactive.

A number of opportunities to enhance the laneways have been identified in regard to four key strategy areas:

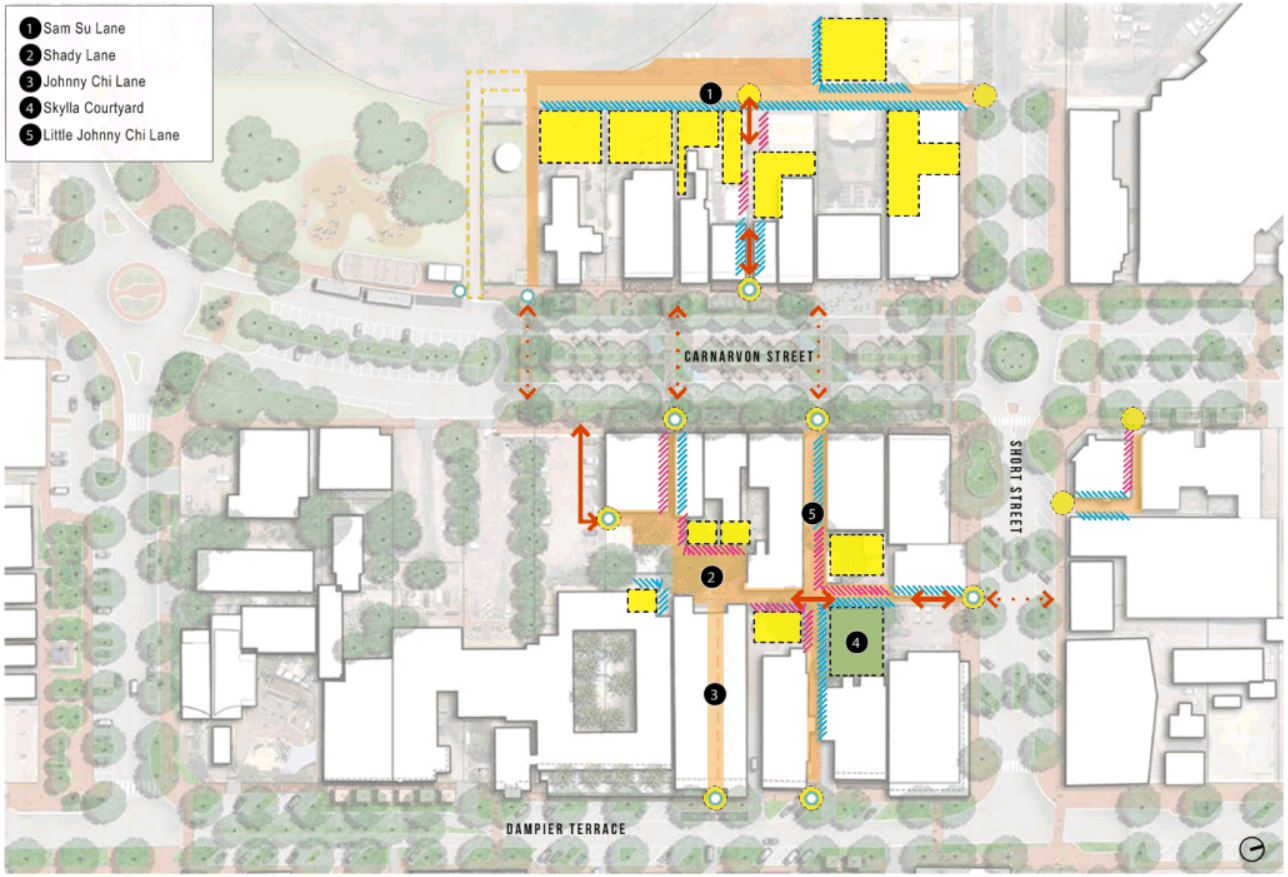
- Connections, access and movement,
- Public spaces improvements,
- Place activation through events and
- Place management to ensure the precinct is successfully improved and maintained.

Some of these opportunities are shown on the figure opposite.

These opportunities are being considered by the project team and how they might be delivered as part of the Chinatown Revitalisation Project.

LEGEND

- New suggested entry points
- Signage Points (new or update existing)
- Facades identified for murals / public art to tie into Chinatown Public Art and interpretation Strategy
- Facades identified for development / infill / activation
- Identified areas for development / infill / activation
- Opportunity to extend laneway including additional parking
- Identified opportunity for daytime activation (courtyard)
- Alternative laneway alignment / additional car parking
- Celebrate and enhance key entry points to laneways



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9.0 PUBLIC ART AND INTERPRETATION

EXISTING PUBLIC ART AND INTERPRETATION

An integral part of the Revitalisation Strategy is to curate a cohesive interpretation and public art strategy that pays respects to the Traditional Owners and other cultural groups that establish Chinatown and capture the key historical and cultural stories of the town.

Where possible existing art and interpretation pieces will remain in–situ. Alternatively in consultation with the original artists they will be relocated and integrated into the new environment. Existing elements include:

- WWII Air Raid memorial plaque (2004)
- Statues of Hiroshi Iwaki, Tokuchi Kuribayashi and Keith Dureau (1977) originally part of the Sam Male Memorial on Male Oval
- Hard Hat Driver (1999) by Joan Walsh-Smith and Charles Smith
- 'Our Indigenous Pearl Divers' Plaque (2001)
- Mural on Oasis Wall (Roebuck Bay Hotel)
- Chinese Gate (Broome Chinese Community)

PUBLIC ART OPPORTUNITIES AND THEMES WITHIN CHINATOWN

Chinatown presents an opportunity for multiple types of public artworks, with varying themes and locations. All works will need to be further developed in collaboration with key stakeholders, Yawuru, the relevant families and the Broome Historic Society.

The processes for selecting artists, developing art briefs and funding the works will develop as the Chinatown Revitalisation Project progresses. Some themes that will be explored through the development of the design may include:

Welcome to Yawuru Country Theme: Paying respect to the Traditional Owners and welcoming visitors to Chinatown.

Description: Work to be developed with Yawuru. Final location(s) to be determined. This work may teach people about aspects of Yawuru Country and people.

Chinatown Entry Statement Theme: An iconic welcome to Chinatown

Description: Working with a well-known artist, the community would produce an artwork that is unique to Broome and represents all the cultures that make up Chinatown.

Huabiao Theme: A formal Chinese welcome

Description: There has been a suggestion that a Chinese huabiao (marble pillar) at the Short St roundabout would be an appropriate welcome symbol.

Broome Portrait Gallery Theme: The People of Broome Past and Present

Description: Large portrait style photos of influential Broome people attached to the Sam Sue Lane fence, this would be very visual as you enter Chinatown.

The Shop Keepers Theme: The celebration of the old shop keepers and their stores

Description: An artwork that represents the unique selection of shops and the people who ran them. This might be a sculptural work inspired by an item commonly used by shop keepers such as an abacus.

The Sounds of Chinatown Theme: The development of a unique Broome sound

Description: An artwork inspired by the characters and sounds that shaped the Broome music, theatre and film scene. This may include history of Sun Pictures, Bran Nue Dae and local musicians, play writes and actors.

The Chinese in Broome Theme: Celebrating and acknowledging the Chinese community

Description: An artwork undertaken by the Chinese community to celebrate the Chinese contribution to Chinatown. This may include the numerous festivals held in Chinatown and reference the decorations, colours, lanterns, sounds, food, music, traditions etc associated with the festivals.

John Chi Lane Theme: John Chi Lane was a bustle of activity with many little shops including a pearling cleaning shop, boarding houses, long soup shop, a barber, billiard rooms, a carpenter, a diving boot maker, general stores, and a hotel. During festivals it was decorated with paper flowers, paper lanterns, flags, banners, cherry blossoms, ornamental arches.

Description: Art work depicting the cultures that made up the town and activities that took place in the lane.

The Pearling Story (timeline) Theme: A time-line that depicts the history of pearling including traditional uses of pearl shell, the button industry, the hardships of diving, indentured labour and black birding, cultured pearls etc.

Description: To align with the time-line work outlined as part of the integrated works a bronze sculpture shall be created that represents the traditional owners involvement in the pearling industry and the original uses of pearl shell.

The Tram Theme: The tram from the 'Old Jetty' bringing goods into Chinatown.

Description: An artwork inspired by the tram line controllers for switching the line which were located near the corner of Napier Tce and Carnarvon St.

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STORIES THAT MAY BE INTEGRATED INTO CHINATOWN LANDSCAPE ARCHITECTURE

The descriptions below indicates what stories might be integrated into the design of the build landscape works. This may include integration into paving, shade shelters, seats etc. Again, all works will require approvals and input from relevant stakeholders. Some themes that will be explored through the development of the design may include:

Jila Theme: Identifying the location of some of the permanent fresh water soaks

Type of work: Art work/patterns integrated in to the paving

Description: Work to be developed with Nyamba Buru Yawuru. Final location(s) to be determined.

Chinatown food shops Theme: Food was a major part of Chinatown. These works would celebrate and identify some of the key historic food shops and vendors around town.

Type of work: Functional art such as benches (various locations)

Description: The work may take the form of bowl/vessel shaped benches or text about the different shops may be integrated into the benches or on the ground. This piece would need to be developed with the Historic Society and the old Broome families.

The Colourful Community Events Theme: Festivals

Type of work: Shade structures (various locations)

Description: Integrate symbols and items from key historic and cultural events and festivals such as the Merdeka festival, Mooncake Festival, Shinju Matsuri Festival of the Pearl, Hung Seng Festival, Chinese New Year, Japanese Bon Festival.

The Pearling Story (time-line) Theme: A time-line that depicts the history of pearling including traditional uses of pearl shell, the button industry, the hardships of diving, indentured labour and black birding, cultured pearls etc.

Type of work: Interpretation / discovery / sculptural / ground

Description: A linear series of panels or inserts in the paving displaying text and photos. This would run the length of Dampier Tce on the Bay side. It is proposed that the three existing bronze sculptures are relocation to be part of the time-line with an additional bronze sculpture installed to represents the Traditional Owners involvement in the pearling industry and the original uses of pearl shell (refer to the public art plan for details of sculpture).

Multi-cultural Chinatown Theme: The different languages of Chinatown

Type of work: Signage (various locations)

Description: Multi-lingual signage on all signs. Locations to be determined.

INTERPRETATION

Interpretation is about communicating factual accounts and stories relevant to a place. It is intended that the existing interpretation plaques and signs be retained and supplemented with additional interpretive elements. It is envisaged that a network of stories will become a series of interpretive trails throughout Chinatown.







The above images are examples from other projects of how artistic approaches have been incorporated into feature lighting, furniture, paving and shade structures .

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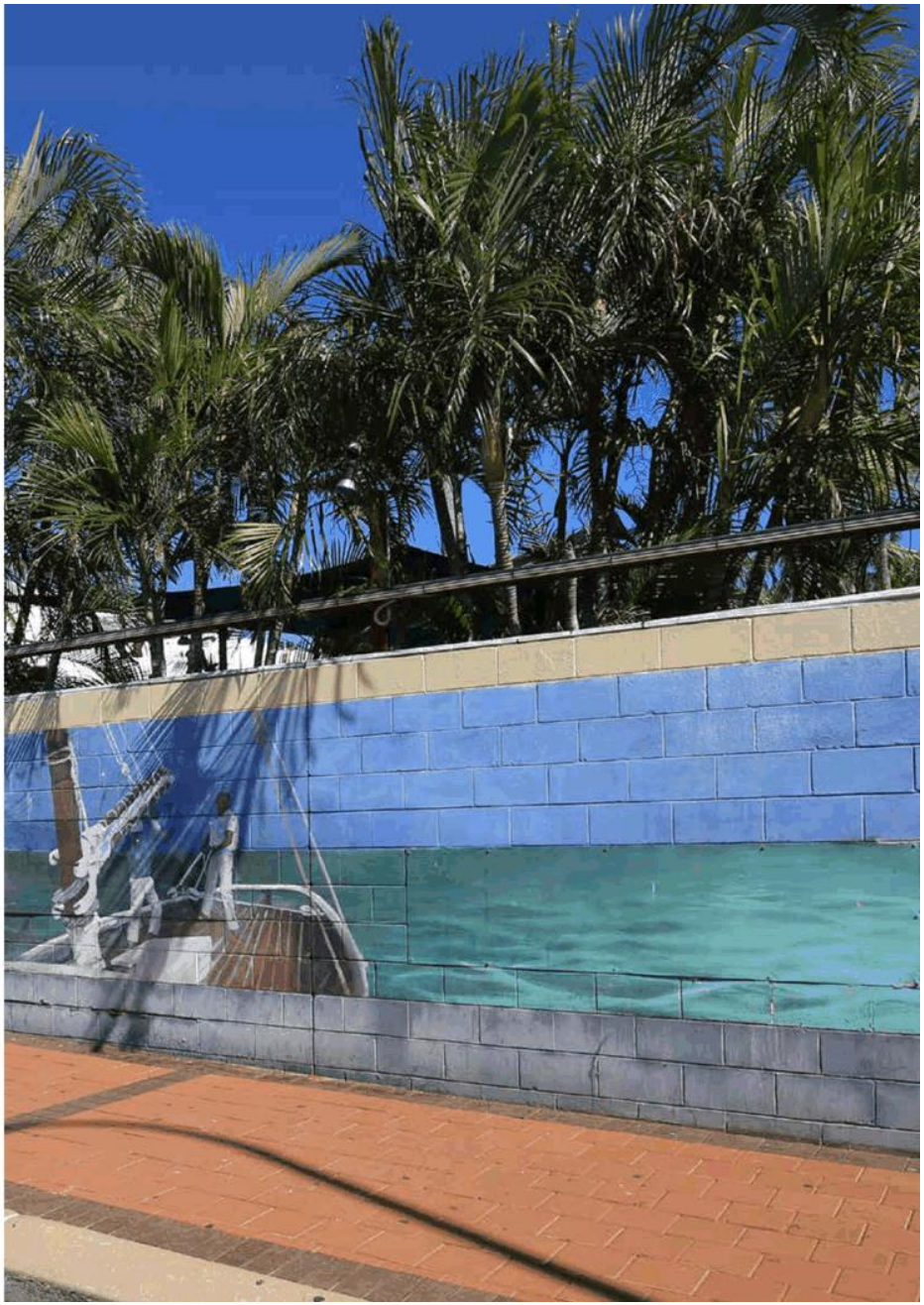
10.0 NEXT STEPS

Upon closing of the public advertising period, public comments will be collated and addressed. The detailed design process will commence in October 2017, which will further develop and refine the project layouts, materials and finishes, lighting and CPTED responses to create a safe welcoming precinct. Construction of the first portions of work expected to commence in 2018. This will be subject to close ongoing engagement with retailers and the wider Broome community.

In the interim it's up to the whole Broome community to get behind this initiative that will re-establish Chinatown as the thriving 'Heart and Soul' of Broome



9.3.2 INTRODUCTION OF TRADING NODES THROUGH THE TRADING IN PUBLIC PLACES POLICY

LOCATION/ADDRESS:	NIL
APPLICANT:	NIL
FILE:	LAW016
AUTHOR:	Director Development and Community
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Development and Community
DISCLOSURE OF INTEREST:	NIL
DATE OF REPORT:	6 November 2017

SUMMARY: The Shire has been receiving a number of requests from persons wanting to establish pop up trading and food vans in public places in Broome.

Shire of Broome Policy 4.2.15 Trading in Public Places (**Policy**) assists Council and officers in administering trading licences under the *Trading, Outdoor Dining and Street Entertainment Local Law 2003*. Under the Policy, Shire officers in some circumstances lack discretion to approve these types of activities resulting in delays and deterring innovation and increased economic activity.

To provide clarity and direction in relation to the undertaking of public trading in Broome, the Policy could be amended to designate Council endorsed nodes within which pop up traders and food vans can be established. This report recommends that Council endorse these proposed amendments to the Policy for public consultation.

BACKGROUND

Previous Considerations

OMC 28 July 2016	Item 9.1.2
OMC 15 December 2016	Item 9.3.2

At the 28 July 2016 Ordinary Meeting of Council (**OMC**) Council initiated the review of the following Shire policies which dealt with the issuing of a trading licence under the *Trading, Outdoor Dining and Street Entertainment Local Law 2003* (**Local Law**):

- Policy 4.2.12 – Trading in Public Places;
- Policy 4.5.1 – Commercial Camel Activities on Cable Beach; and
- Policy 4.5.3 – Commercial Activities on Cable Beach.

At the OMC on 28 July 2016, Council adopted a revised Trading in Public Places policy, including the relevant provisions from the above three former policies, for the purposes of public consultation.

Following the conclusion of that public consultation period, Council adopted Policy 4.2.15 Trading in Public Places (**Policy**) and revoked the three former policies at the OMC on 15 December 2016.

As stated, the Policy includes relevant provisions from the three former policies. In addition, changes were made around the provision that existed in the former Policy 4.2.12 which restricted trading within 300 metres of a permanent business that has for sale any goods or services of the kind offered for sale by the trader. Instead, this restriction was

replaced with a requirement that a proposed trading activity does not occur within 300 metres of a permanent business that it would be directly competing with, unless:

- the trading activity does not occur during the ordinary opening hours of the permanent business; or
- the owners of the permanent business have provided their support in writing for the proposed trading activity; or
- Council decides that the proposed trading activity should be approved notwithstanding its proximity to the permanent business.

"Directly competing with" is defined in the Policy to mean that both the proposed trading activity and the permanent business offer a type or category of good or service that is directly comparable, for example:

- an ice cream van would be directly competing with an ice cream parlour;
- a mobile food van selling coffee, cake and sandwiches would be directly competing with a café;
- a mobile food van selling pizza would be directly competing with a pizza or Italian take away store/restaurant;
- a stall offering massages would be directly competing with a massage parlour.

COMMENT

There has been a growing interest in the establishment of pop up traders and food vans in Broome. However, apart from areas on Cable Beach, the Policy does not identify Council endorsed nodes where trading can occur.

Due to the 300 metre restriction in the Policy and general scepticism around the desirability of public trading in the past, Shire officers have often either been unable or unwilling to use their discretion to approve trading licences for pop up traders and food vans. This has caused a delay in the handling of these requests, resulting in innovation and potential additional economic activity in Broome being stifled.

Overall, pop up traders and food vans can be an important element of economic activity in a town. They can add diversity to the commercial offering in an area, create vibrancy and activate public places, be used to bring more people into an area and/or facilitate persons staying longer in an area.

While the inequity between public traders and permanent traders is often raised as an issue, public trading can be a way for a person to generate income and build a business, facilitating the transition to a permanent establishment. Also, generating greater economic activity in an area and bringing more vibrancy and people to an area benefits permanent businesses as well as public traders.

For these reasons, it is proposed that the Policy be amended to establish Council endorsed nodes within which pop up traders and food vans can be established. Additional provisions will also need to be included in the Policy to support the introduction of the nodes. The general provisions regulating trading activities in the Policy would continue to apply to trading activities undertaken in a node.

The proposed amended Policy is shown in **Attachment 1** (tracked changes) and **Attachment 2** (tracked changes accepted). The changes proposed are as follows:

- Include a new definition for "node".
- Amend Clause 3.1 of the Policy so that a trading licence can be issued for a trading activity even if it is within 300 metres of a permanent business that it would be directly

competing with where the activity occurs in a node identified in Schedule 5 of the Policy.

- Include a new clause 17 stating that additional provisions that apply to trading activities undertaken in a node are outlined in Schedule 5 of the Policy.
- Include a new Schedule 5 which identifies the trading nodes and includes the following additional provisions that apply to trading activities in nodes:
  - Up to 3 trading activities will be allowed to occur at any one time within a node, except Chinatown;
  - Trading licences will only be issued for trading activities in Chinatown following an expressions of interest process;
  - Failure to undertake a trading activity in a node for 3 months is a ground upon which a trading licence may be cancelled;
  - Trading is limited to the locations or nodes specified in a trading licence;
  - Trading licences may specify certain days or hours within which a trading activity may operate within a node; and
  - The following additional criteria apply to the assessment of an application for a trading licences in a node:
    - The vehicle or structure used for the trading activity must be well presented and provide a high level of visual appeal;
    - The trading activity must not detract from the visual or general amenity of the surrounding area;
    - The trading activity will support the vibrancy and/or enhance the use of an area by persons working or visiting the node;
    - The trading activity will result in a diversity or enhancement of offerings/experienced available within the node.

A typing error was identified in the definition of "Related Entity Interest" and this has been corrected also.

As discussed above, the proposed new Schedule 5 in the Policy identifies the trading nodes. It should be noted that two of the proposed nodes (BRAC and Tanami Park) are not within 300 metres of a permanent business likely to be affected. An overview of the proposed nodes is provided below.

Town Beach Reserve

This node would apply to the entire of the Town Beach Reserve (Reserve 31340) from the edge of the Roebuck Bay Caravan Park through to the land adjacent to the Museum (see **Attachment 3**). The undertaking of trading activities in this area is consistent with the Town Beach Masterplan, and the current use of this area for markets and events. There are traders that already operate from the boat ramp car park.

The undertaking of trading activities in this area is consistent with the proposed redevelopment plans for the reserve as set out in the Masterplan, and will assist in the activation of this area. Traders in this location could service locals and tourists.

Permanent businesses within 300 metres of this Reserve that may be affected in accordance with the Policy are:

- Town Beach Café;
- Satay Hut;
- 18 Degrees;
- Liquorland.

Broome Recreation and Aquatic Centre

This node would apply to the Reserve upon which the Broome Recreation and Aquatic Centre (**BRAC**) is located (Reserve 42502) (see **Attachment 4**). Traders in this location are likely to only be food vans providing a service for locals utilising the BRAC facility.

The undertaking of trading activities in this area is consistent with the BRAC Precinct 1 Master Plan. There are already trading activities that operate from BRAC.

No permanent businesses are likely to be affected in accordance with the Policy (the Boulevard Shopping Centre is outside the 300 metre radius.

Cable Beach Foreshore and adjacent road reserve

This node would apply to the entire of the Cable Beach Foreshore Reserve (Reserve 36477) and the adjacent Cable Beach Road West Road Reserve (see **Attachment 5**). The undertaking of trading activities in this area is consistent with the Cable Beach Foreshore Master Plan which has been released for public comment. The area is already used for events.

The undertaking of trading activities in this area is consistent with and will assist in the activation of this public space. Traders in this location could service both locals and tourists.

Permanent businesses within 300 metres of this Reserve that may be affected in accordance with the Policy are the Cable Beach Club and Zanders.

Tanami Park and adjacent road reserve

This node would apply to Tanami Park (Reserve 51243) and the adjacent road reserve (see **Attachment 6**). Traders in this location are likely to be food vans or family focused activities providing a service for locals utilising the Park and the newly established community garden on the opposite side of Magabala Road.

Trading activities have operated from Tanami Park in the past, as part of Broome North events held in the Park. The Park is a focal point for many Broome North residents and the undertaking of trading activities in this area would assist in the activation of this residential area.

No permanent businesses are likely to be affected in accordance with the Policy.

Chinatown

This node would cover Chinatown, Broome's town centre (see **Attachment 7**). The establishment of pop up traders and markets has been discussed as a way to activate Chinatown as part of the Chinatown Revitalisation Project. Their use has also been discussed as an attraction for cruise ship visitors. Pop up traders have more recently been employed as part of the Chinatown late night trading trials.

Current consensus appears to be that what is required is a series of pop up traders or stalls positioned around Chinatown as an alternative to having a group of stalls/traders in a fixed location, which is likely to require the closing of a road. The "spreading out" of stalls/traders will also encourage visitors to Chinatown to walk around the whole of Chinatown, thereby spreading economic benefits across all the permanent businesses.

There are many permanent businesses that may be affected in accordance with the Policy, but the potential benefits to these permanent businesses is considered to outweigh

any negative impacts. However, to ensure that the correct number of traders are established in the correct locations and on the correct times/days, it is recommended that the Policy dictate that the establishment of public traders in Chinatown occur through an expressions of interest process. This will ensure that a high level of oversight over this process and the nature of public trading is provided by Council.

Summary

Overall, the designation of nodes within the Policy is seen as a positive way to encourage public trading in desirable locations. This will not prevent public trading occurring in other locations that are consistent with the Policy, but will allow the fast tracking of applications for trading licences in these areas with approvals able to be granted by officers under delegation (except for Chinatown).

The designation of Chinatown as a node subject to an expressions of interest process being carried out allows for the establishment of high quality pop up traders and food vans in a way that maximises the activation value of this type of activity.

Additional nodes can be added or nodes can be removed through future amendments to the Policy. However, as a starting point, the nodes identified are considered appropriate and desirable for public trading to occur.

Due to the nature of the proposed changes to the Policy, public consultation in relation to the proposed changes should be undertaken. A consultation period of 28 days is considered adequate given the nature of the proposed amendments.

It is therefore recommended that Council endorses the amended Trading in Public Places policy as shown in **Attachments 1 and 2** to this report for the purposes of seeking public comment for a period of 28 days.

CONSULTATION

Nil. Public consultation for a period of 28 days is proposed for the amended Policy. As part of this public consultation process, the following actions will be undertaken:

- A public notice will be placed in the Broome Advertiser and on the Shire of Broome website advising that the draft amended Policy is available for review and comment;
- The draft amended Policy will be printed and displayed at the Shire administration building and Library;
- Information on the proposed amendments to the Policy will be posted on the Shire's social media platforms; and
- Media release prepared on the proposed amendments to the Policy.

STATUTORY ENVIRONMENT

Local Government Act 1995

2.7. Role of council

(1) The council –
(a) governs the local government's affairs; and
(b) is responsible for the performance of the local government's functions.

(2) Without limiting subsection (1), the council is to -
(a) oversee the allocation of the local government's finances and resources; and

(b) determine the local government's policies.

Trading, Outdoor Dining and Street Entertainment Local law 2003

2.3 Determination of application

2.3.2 The local government may refuse to approve an application for a licence, where:

(d) a policy of the local government adopted by the Council relates to that application and the policy provides that the application is not to be approved;

2.3.3 Where the local government approves an application for a licence, it may approve the application subject to conditions by reference to any policy of the local government adopted by the Council which contains conditions subject to which an application for a licence may be approved.

1.2 Prohibition

5.2.1 A person shall not carry on trading:

(a) unless that person is the holder of a valid trading licence or is an assistant specified in a valid trading licence; and

(b) otherwise than in accordance with:

(i) the terms and conditions of the licence; and

(ii) the provisions of this local law.

5.2.3 Where the local government has made a policy setting out the criteria upon which persons are exempted or may be exempted from holding a valid trading licence when carrying on trading in any public place, then subclause 5.2.1 will not apply to any person carrying on trading in any public place in accordance with the policy.

POLICY IMPLICATIONS

Nil, outside those directly discussed in this report.

FINANCIAL IMPLICATIONS

The Shire charges a fee for trading applications and licences. If increased applications are received and licences are issued, this will generate additional income for the Shire. However, the application and licence fee represent cost recovery, and therefore any additional income received will be required to process the applications, administer the licences and maintain the public areas subject to the licences.

RISK

The key risk involved in introducing the trading nodes is reputational, based on negative publicity generated from permanent businesses concerned about the impact on their business. Overall, the consequence of this risk is considered 'Minor' and the likelihood considered 'Likely', giving rise to an overall risk rating of 'Moderate'.

There is no real way to mitigate this risk, however the potential benefits in terms of place activation and increased economic activity is considered to outweigh the risk.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Effective communication

Accessible and safe community spaces

Participation in recreational and leisure activity

A healthy and safe environment

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

A built environment that reflects arid tropical climate design principles and historical built form

A unique natural environment for the benefit and enjoyment of current and future generations

Retention and expansion of Broome's iconic tourism assets and reputation

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council endorses the amended Trading in Public Places policy as shown in Attachment 2 for the purposes of seeking public comment for a period of 28 days.

Attachments

1. Trading in Public Places Policy - amendments shown as tracked changes
2. Trading in Public Places Policy - tracked changes accepted
3. Town Beach Reserve 31340
4. Broome Recreation and Aquatic Centre
5. Cable Beach Foreshore Reserve and adjacent road reserve
6. Tanami Park and adjacent road reserve
7. Chinatown

DEVELOPMENT SERVICES **4.2.15**
Health Services

TITLE:	**TRADING IN PUBLIC PLACES**
ADOPTED:	OCM 15 December 2016 – Pages 544 - 549
REVIEWED:	
ASSOCIATED LEGISLATION:	Trading, Outdoor Dining and Street Entertainment Local Law 2003 Local Government Property and Public Places Local Law 2012
ASSOCIATED DOCUMENTS:	Local Planning Policy 8.3 Outdoor Dining
REVIEW RESPONSIBILITY:	Manager Health, Emergency and Ranger Services
DELEGATION:	

Previous Policy Number 4.2.12

Objective:

1. To facilitate the assessment and approval of Trading Licences in accordance with the Trading, Outdoor Dining and Street Entertainment Local Law 2003 (**Local Law**).
2. To maintain amenity, usability and public safety in public places.
3. Promote fairness and certainty to traders, permanent businesses and the community in relation to trading in public places.
4. Promote vibrancy of public places and economic development in the Shire of Broome.
5. To protect Cable Beach as a highly valued environmental, cultural and social asset enjoyed by visitors and residents alike.

Definitions:

authorised person means a person appointed by the local government to perform all or any of the functions conferred on an authorised person under the Local Law.

camel operators means those persons associated with commercial camel activities, either as the owner, the licensee or an employee.

commercial camel activities means those activities associated with camel tours/rides on Cable Beach.

directly competing with means that both the proposed trading activity and the permanent business offer a type or category of good or service that is directly comparable, for example:

- an ice cream van would be directly competing with an ice cream parlour;
- a mobile food van selling coffee, cake and sandwiches would be directly competing with a café;
- a mobile food van selling pizza would be directly competing with a pizza or Italian take away store/restaurant;
- a stall offering massages would be directly competing with a massage parlour.

node *means an area where trading activities can be undertaken in accordance with clause 3.1(c) of this Policy.*

permanent business means a business that operates from private property.

person or any word or expression descriptive of a person includes a public body, company, or association or body of persons, corporate or unincorporate.

private property means any real property, parcel of land or lot that has a separate certificate of title, which is in private ownership or the subject of a lease or agreement with a person or the local government enabling its use for private purposes and includes any building or structure thereon.

public place means any thoroughfare or place which the public are allowed to use, whether the thoroughfare or place is or is not on private property and includes parklands, squares, reserves, beaches and other lands set apart for the use and enjoyment of the public, including all land which belongs to or of which the local government is the management body under the *Land Administration Act 1997* or which is an "otherwise unvested facility" within section 3.53 of the Act;

Related Entity Interest is defined in Schedule 4 of this ~~Local Law~~Policy.

Shire means the Shire of Broome.

trader means the person/s who operate, or propose to operate, an activity subject to a Trading Licence granted in accordance with the Local Law, either as the owner, the holder of the Trading Licence or an employee.

trading includes:

(a) the selling or hiring or, the offering for sale or hire of or the soliciting of orders for goods or services in a public place;
(b) displaying goods in any public place for the purpose of:
  (i) offering them for sale or hire;
  (ii) inviting offers for their sale or hire;
  (iii) soliciting orders for their sale or hire; or
  (iv) carrying out any other transaction in relation to them; and
(c) the going from place to place, whether or not public places, and:
  (i) offering goods or services for sale or hire; or
  (ii) inviting offers or soliciting orders for the sale or hire of goods or services, but does not include;
(d) the delivery of pre ordered goods or services to the purchaser of those goods or services, or to the person nominated by the purchaser of those goods or services to accept delivery, whether or not payment for those goods or services is made on delivery;
(e) the taking of further orders for goods or services from the purchaser of the pre ordered goods or services, or from the person nominated by the purchaser of the

pre ordered goods or services to accept delivery, when those orders are taken at the same time as the previous order is being delivered, whether or not payment is made for the further orders or the pre ordered goods or services at the time of the taking of the further orders;

(f) the selling or the offering for sale of goods or services to, or the soliciting of orders for goods or services from a person who sells those goods or services;

(g) the selling or the offering for sale or hire by a person of goods of her or his own manufacture or services which he or she provides; or

(h) the selling or hiring or the offering for sale or hire of—
(i) goods by a person who represents the manufacturer of the goods; or
(ii) services by a person who represents a provider of the services,
which are only sold directly to consumers and not through a shop.

trading licence means a licence issued under the Local Law to carry on trading.

All other words and expressions used in this Policy have the meaning as defined in the Local Law.

Policy:

1. The Local Law allows a person to apply for a licence to undertake a range of activities to either sell, offer for sale or hire goods and services to the public. This Policy is made under the Local Law and provides additional information not outlined in the Local Law that applies specifically to trading licences.

2. For the purposes of subclause 5.2.3 of the Local Law, a person/s will be exempted from holding a valid Trading Licence when carrying out trading in a public place where the trading is undertaken:

   2.1 as part of an event or function approved in accordance with the Local Government Property and Public Places Local Law 2012; or

   2.2 in accordance with an approval granted by the Shire under another written law.

3. A trading licence will be issued for a trading activity where the following criteria are met:

   3.1 the proposed trading activity does not occur within 300 metres of a permanent business that it would be directly competing with, unless:
   (a) the trading activity does not occur during the ordinary opening hours of the permanent business; or
   (b) the owners of the permanent business have provided their support in writing for the proposed trading activity; or
   ~~(b)~~(c) the activity occurs in a node identified in Schedule 5 of this Policy; or
   ~~(c)~~(d) Council decides that the proposed trading activity should be approved notwithstanding its proximity to the permanent business;

   3.2 the location of the proposed trading area is suitable for the trading activity that is the subject of the application;

3.3 the trading will not have an unreasonable impact on other traders, permanent businesses, traffic flow, pedestrians or the public's use of a public place;

3.4 the trading activity will not generate noise or disturbance that is likely to cause a nuisance to any person in the vicinity of the trader;

3.5 the trading activity is consistent with the zoning of the land in the Shire's Local Planning Scheme, any existing use of the land and any management order for the land comprising the public place;

3.6 a Risk Management Plan has been completed for the proposed trading activity to the Shire's satisfaction;

3.7 an Occupational Safety & Health Plan has been prepared for the proposed trading activity to the Shire's satisfaction;

3.8 a business/operational plan has been prepared for the proposed trading activity to the Shire's satisfaction, outlining how the proposed trading activity will be undertaken; and

3.9 the trader has other statutory approvals and accreditations applicable to the operation of the commercial activity, if required.

4. Council may seek additional information from an applicant for a trading licence to facilitate the assessment of an application for a trading licence.

5. Council may invite applications for trading licences for trading in a particular area or a specific type of trading activity and applications that are received will be assessed in accordance with the Local Law, this Policy and the criteria set out in Schedule 3 of this Policy.

6. It will be a condition of any trading licence issued that:

6.1 The licensee is responsible for the repair, restoration or reinstatement of any damage to Shire property arising from the trading activity or caused by the customers of the trading activity. Such repair, restoration or reinstatement of damage must be carried out as directed by Council and to Council's satisfaction.

6.2 The licensee obtains public liability insurance in accordance with subclause 8.6.1 of the Local Law, except that the value of the public liability insurance must be $10,000,000.

6.3 The placing of signs occurs only within the area approved for the trading activity, unless otherwise approved by Council.

7. A trading activity must not:

7.1 involve the sale of offensive, illegal, prohibited, counterfeit or unauthorised goods, including goods bearing trademarks for which the person does not have a licence to sell;

7.2 adversely impact on:

(a) traffic movement;
(b) traffic safety;
(c) traffic flow; or
(d) cause a traffic hazard,

7.3 prevent access to a footpath;

7.4 erect signage, except in accordance with the Local Law or as approved in accordance with the trading licence; and

7.5 involve the connection to or utilisation of any Shire utilities without prior approval, unless otherwise approved as a condition of the trading licence.

8. Council may seek to engage with the community and seek public comment in relation to an application for a Trading Licence if Council considers that it is desirable to do so in the circumstances. Any submissions received by Council during the public comment period may be taken into account by Council in deciding whether to grant the trading licence applied for.

9. An authorised person may direct the holder of a trading licence to stop doing anything which is contrary to the Local Law or a condition of the trading licence. A person who is given such a direction by an authorised person must comply with that direction.

10. The licensee must, during the period of the licence:

10.1 at the conclusion of each day the trading activity occurs, remove all and any refuse and litter associated with the operation of the trading activity and ensure the area in which the trading is undertaken is left in a clean and safe condition;

10.2 maintain and adhere to all plans, procedures, policies, licences and accreditations relevant to the trading activity; and

10.3 allow Shire officers to, upon request, inspect and verify that the plans, procedures, policies, licences and accreditation are current and are being complied with.

11. Failure to comply with clause 10 of this Policy will be deemed to be a breach of the trading licence conditions for the purposes of clause 2.7(a) of the Local Law.

12. For the purposes of subclause 2.7(f) of the Local Law, the failure of a licensee to undertake an activity approved by a trading licence for a period of 12 months is considered a ground upon which a trading licence should be cancelled.

13. An annual fee will be payable for a trading licence, with payment due 1 August annually.

14. All applicants for Trading Licences are advised of their right to object a decision made by the Shire. In accordance with section 9.4 of the *Local Government Act 1995*, an affected person may object to a decision of local government and lodge an appeal to the decision by lodging an objection to the Shire within 28 days of the decision.

15. Additional provisions that apply to trading activities on Cable Beach are outlined in Schedule 1 of this policy.

16. Additional provisions that apply to commercial camel activities are outlined in Schedule 2 of this policy.

~~16.~~17. Additional provisions that apply to trading activities undertaken in a node are outlined in Schedule 5 of this policy.

Schedule 1

Additional provisions for trading activities on Cable Beach

Additional provisions for trading activities on Cable Beach:

1. A maximum of six trading licences will be granted for trading activities on Cable Beach.

2. Trading licences, except for commercial camel activities, will only be issued:

   2.1 for trading activities which support and are directly related to the recreational use and enjoyment of Cable Beach and its adjacent waters; and

   2.2 for the section of Cable Beach:
   (a) between a point formed by the westerly prolongation of Murray Road to the low water mark and a point located 500 metres north of the vehicle entry ramp adjacent to the Broome Surf Club; and
   (b) between the high and low water mark.

3. Council may decide to grant a trading licence for an activity even though:

   3.1 six trading licences have already been granted for trading activities on Cable Beach;

   3.2 the activity does not support and/or is not directly related to the recreational use and enjoyment of Cable Beach and its adjacent waters; and/or

   3.3 the activity is proposed outside the section of Cable Beach specified in subclause 2.2,

   where Council considers that there is sufficient merit in the proposed trading activity to justify its approval.

4. A person must not hold more than one trading licence for a trading activity on Cable Beach at any time.

5. Council may close Cable Beach to all activities, including trading activities, at any time.

6. A licensee must have a valid permit issued by the Shire's Chief Executive Officer in accordance with the *Control of Vehicles (Off Road Areas) Act 1960*. The licensee must at all times comply with the requirements of that Act.

Schedule 2

Additional provisions for commercial camel activities on Cable Beach

Additional provisions for commercial camel activities on Cable Beach:

Trading licences for commercial camel activities generally

1. A maximum of three trading licences will be granted for commercial camel activities on Cable Beach.

2. A person must not hold more than one trading licence for a commercial camel activity at any time, and must not have a Related Entity Interest in respect of the holder of another trading licence for a commercial camel activity.

3. Each camel operator must operate independently, unless otherwise approved as part of an event or function approval issued in accordance with the Local Government Property and Public Places Local Law 2012.

4. Each trading licence will allow a maximum of 18 camels per operator on Cable Beach at any time, unless otherwise approved by the Shire for extraordinary circumstances, eg. cruise ships and corporate/conference functions.

5. Trading licences for commercial camel activities on Cable Beach will be approved for ten years.

6. The conditions of a trading licence issued for a commercial camel activity will be consistent with the provisions in Part 4 in Schedule 2 of the Local Government Property and Public Places Local Law 2012.

Area in which licences will be approved

7. Commercial camel activities may be conducted on Cable Beach:

   7.1 between:

   (a) a point formed by the westerly prolongation to the low water mark of the northern boundary of Reserve 36477;

   (b) a point formed by the westerly prolongation to the low water mark of the Northern Boundary of Lot 405 Lullfitz Drive; and

   (c) the high and low water mark, and

   7.2 within the set down/pick up area allocated or approved by Council, including land required to traverse from the area identified in subclause 7.1 to this allocated or approved set down/pick up area.

Requirements for commercial camel activities

8. All commercial camel activities must be undertaken in accordance with the provisions in Part 4 in Schedule 2 of the Local Government Property and Public Places Local Law 2012.

9. Camel operators must only set down/pick up customers for their camel train at the set down/pick up area allocated to the operator in the operator's trading licence, except where otherwise approved by the Shire due to adverse environmental or other conditions making the designated set down area unsuitable. A portable sign may be placed in the set down/pick up area allocated in the operator's trading licence as follows:

   9.1 the sign must not exceed one metre in height;

   9.2 each advertising panel on the sign must not exceed 0.8 square metres;

   9.3 the sign must only contain details relevant to the commercial camel activity;

   9.4 the sign must not be placed in a way that causes interference or is hazardous to vehicular traffic or pedestrians;

   9.5 the sign must be of sound construction and maintained in good condition; and

   9.6 the sign must be removed at the end of each trading session.

10. No commercial camel activities can be undertaken on Cable Beach between 10am and 2.30pm, unless otherwise approved by the Shire for extraordinary circumstances e.g. cruise ships and corporate/conference functions. Any request to conduct commercial camel activities in between 10am and 2.30pm must be made in writing, and if approved will be for a maximum period of two hours between 10am and 2.30pm.

11. A camel operator must hold current approval from the Shire to keep a large animal in accordance with the Health Local Laws 2006.

12. A single temporary shade structure can be erected for each commercial camel activity, no more than 3 metres by 3 metres in size and erected soundly and securely so as not to cause a hazard.

13. All camels must be fitted with manure collection devices. Any manure that escapes a manure collection device must be collected immediately.

14. Camel operators must ensure that there is at least 30 metres between each camel train at all times.

Activities that can be undertaken as part of a commercial camel activity

15. The following activities may be undertaken in accordance with a trading licence issued for a commercial camel activity:

    15.1 camel tours;

    15.2 the taking and sale of photographs and camel memorabilia associated with the commercial camel activity to customers undertaking camel tours; and

    15.3 the sale of bottled water.

16. A camel operator must not facilitate the provision by any other business of any goods or services (eg. provision of food or drinks) to the operator's customers on Cable Beach or any other public place, except for:

    16.1 to facilitate the provision of medical or other emergency services to customers where required; and

    16.2 as part of an event or function approved as in accordance with the Local Government Property and Public Places Local Law 2012.

General

17. Council may close Cable Beach to all activities, including trading activities, at any time.

18. Council may, at any time, direct that access to Cable Beach be obtained from an alternative location to that approved in the trading licence.

Advice notes for camel operators

The following advice notes are provided as recommendations to assist camel operators in providing for a safe and professional service to customers. It should be noted that in providing this advice, the Shire accepts no responsibility for non-compliance of any occupational health and safety requirements or any other legislation.

A. Informative introductory talks should be provided to customers covering all aspects of safety prior to clients commencing a camel ride.

B. Camel operators should have a maintenance schedule to ensure all equipment used in association with the riding of camels is kept at a high standard.

C. Camel operators should have a system for the recording of any incidents or accidents that may occur in operation of the commercial camel activities.

D. An employee induction process should be introduced for all employees.

E. It is recommended that first aid training be provided to employees and that first aid kits are carried on the camel tours.

F. A mobile phone should be carried on all camel tours to ensure communication in the event of an accident, or contact with Shire Officers if necessary.

G. It is recommended that camel operators hold current tourism accreditation to support a high standard of practice within the camel industry in Broome.

H. Camel operators should endeavor to meet with Shire Officers prior to each new tourist season to discuss both the previous and upcoming season's activities and other matters relevant to the operation of camel tours.

DISCLAIMER: The above information provides readers with advice, guidance and/or recommendations regarding specific operational conduct. The advice, guidance and/or recommendations contained herein do not constitute legal advice, and are not intended as an exhaustive statement of measures that should be undertaken to discharge the operator's duty of care to clients and the public.

Schedule 3

Clause 4 - Criteria for assessing applications for a trading licence

Where Council has invited applications for trading licences for trading in a particular area or a specific type of trading activity, the application will be assessed against the following criteria:

1. Compliance of the application with the criteria in clause 3 of this Policy.

2. Compliance of the application with the Local Law.

3. Experience of the applicant in conducting the activity the subject of the application, or other similar operations.

4. Experience of staff and key personnel that will be involved in the conduct of the activity in conducting the activity the subject of the application, or other similar operations.

5. Provision of three referees who can be contacted by the Shire about previous experience in conducting the activity the subject of the application, or other similar operations.

Schedule 4

Definition of Related Entity Interest

A person has a Related Entity Interest in relation to another commercial camel activity if any of the following applies:

Where both parties are natural persons	**Where both parties are corporations**	**Where one party is a natural person and the other is a corporation**
(a) Partnership or joint venture. (b) Trustee/beneficiary. (c) Trustee/potential object of a discretionary trust. (d) Spouses or de facto partners living together. (e) Parent/child living together. (f) A person's spouse, de facto partner or child living with the person, has a relationship of any of categories (a) - (c) to the other party.	(a) Related corporations including parent/subsidiary companies and companies in the same corporate group. (b) Corporations in partnership or joint venture. (c) Except in the case of a publicly-listed company, corporations (other than community associations or clubs) with any degree of common membership. Membership means: (i) Directors; (ii) Shareholders; (iii) Unit holders; (iv) Beneficiaries of trusts administered by unit holders; (v) Potential objects of such trusts. (vi) Spouse, de facto partner or child of any of categories (i) - (v). Persons need not be members of the two corporations in the same capacity.	(a) Partnership or joint venture. (b) Trustee/beneficiary. (c) Trustee/potential object of a discretionary trust. (d) Directorship. (e) Shareholding. (f) Unit holding. (g) Spouse, de facto partner or child living with the natural person party is in any of relationships (a) - (f) with the corporate party.

Schedule 5

Clauses 3.1(c) and 17 – Trading activity nodes

1. Trading activities may be established within the following nodes in Broome:

    1.1 Town Beach Reserve 31340

    1.2 Broome Recreation and Aquatic Centre (Reserve 42502)

    1.3 Cable Beach Foreshore (Reserve 36477 and adjacent Cable Beach Road West Road Reserve)

    1.4 Tanami Park (Reserve 51243 and adjacent road reserve)

    1.5 Chinatown.

2. The following additional provisions apply to trading activities in a node:

    2.1 Up to three trading activities will be allowed to occur at any one time within a node, except for Chinatown;

    2.2 Trading licences will only be issued for trading activities in Chinatown following an expressions of interest process, whereby Council invites applications for trading activities in Chinatown in accordance with Clause 5 of this Policy;

    2.4 Notwithstanding clause 12 of this Policy, for the purposes of subclause 2.7(f) of the Local Law, the failure of a licensee to undertake an activity approved by a trading licence in a node for a period of 3 months is considered a ground upon which a trading licence may be cancelled;

    2.5 Trading licences are site specific, and trading will be limited to the locations/nodes specified in a trading licence;

    2.6 Trading licences may specify certain days or hours within which a trading activity may operate within a node; and

    2.7 Applications for trading licences in the nodes will be assessed against the additional criteria in clause 3 of this Schedule.

3. The following additional criteria apply to the assessment of trading licence applications for trading activities in the nodes:

    3.1 The vehicle or structure used for the trading activity must be well presented and provide a high level of visual appeal.

    3.2 The trading activity must not detract from the visual or general amenity of the surrounding area.

    3.3 The trading activity will support the vibrancy and/or enhance the use of an area by persons working or visiting the node.

3.4 The trading activity will result in a diversity or enhancement of offerings/experiences available within the node.

DEVELOPMENT SERVICES 4.2.15
Health Services

TITLE:	**TRADING IN PUBLIC PLACES**
ADOPTED:	OCM 15 December 2016 – Pages 544 - 549
REVIEWED:	
ASSOCIATED LEGISLATION:	Trading, Outdoor Dining and Street Entertainment Local Law 2003 Local Government Property and Public Places Local Law 2012
ASSOCIATED DOCUMENTS:	Local Planning Policy 8.3 Outdoor Dining
REVIEW RESPONSIBILITY:	Manager Health, Emergency and Ranger Services
DELEGATION:	

Previous Policy Number 4.2.12

Objective:

1. To facilitate the assessment and approval of Trading Licences in accordance with the Trading, Outdoor Dining and Street Entertainment Local Law 2003 (**Local Law**).
2. To maintain amenity, usability and public safety in public places.
3. Promote fairness and certainty to traders, permanent businesses and the community in relation to trading in public places.
4. Promote vibrancy of public places and economic development in the Shire of Broome.
5. To protect Cable Beach as a highly valued environmental, cultural and social asset enjoyed by visitors and residents alike.

Definitions:

authorised person means a person appointed by the local government to perform all or any of the functions conferred on an authorised person under the Local Law.

camel operators means those persons associated with commercial camel activities, either as the owner, the licensee or an employee.

commercial camel activities means those activities associated with camel tours/rides on Cable Beach.

directly competing with means that both the proposed trading activity and the permanent business offer a type or category of good or service that is directly comparable, for example:

- an ice cream van would be directly competing with an ice cream parlour;
- a mobile food van selling coffee, cake and sandwiches would be directly competing with a café;
- a mobile food van selling pizza would be directly competing with a pizza or Italian take away store/restaurant;
- a stall offering massages would be directly competing with a massage parlour.

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person or any word or expression descriptive of a person includes a public body, company, or association or body of persons, corporate or unincorporate.

private property means any real property, parcel of land or lot that has a separate certificate of title, which is in private ownership or the subject of a lease or agreement with a person or the local government enabling its use for private purposes and includes any building or structure thereon.

public place means any thoroughfare or place which the public are allowed to use, whether the thoroughfare or place is or is not on private property and includes parklands, squares, reserves, beaches and other lands set apart for the use and enjoyment of the public, including all land which belongs to or of which the local government is the management body under the *Land Administration Act 1997* or which is an "otherwise unvested facility" within section 3.53 of the Act;

Related Entity Interest is defined in Schedule 4 of this Policy.

Shire means the Shire of Broome.

trader means the person/s who operate, or propose to operate, an activity subject to a Trading Licence granted in accordance with the Local Law, either as the owner, the holder of the Trading Licence or an employee.

trading includes:

(a) the selling or hiring or, the offering for sale or hire of or the soliciting of orders for goods or services in a public place;
(b) displaying goods in any public place for the purpose of:
    (i) offering them for sale or hire;
    (ii) inviting offers for their sale or hire;
    (iii) soliciting orders for their sale or hire; or
    (iv) carrying out any other transaction in relation to them; and
(c) the going from place to place, whether or not public places, and:
    (i) offering goods or services for sale or hire; or
    (ii) inviting offers or soliciting orders for the sale or hire of goods or services, but does not include;
(d) the delivery of pre ordered goods or services to the purchaser of those goods or services, or to the person nominated by the purchaser of those goods or services to accept delivery, whether or not payment for those goods or services

is made on delivery;

(e) the taking of further orders for goods or services from the purchaser of the pre ordered goods or services, or from the person nominated by the purchaser of the pre ordered goods or services to accept delivery, when those orders are taken at the same time as the previous order is being delivered, whether or not payment is made for the further orders or the pre ordered goods or services at the time of the taking of the further orders;

(f) the selling or the offering for sale of goods or services to, or the soliciting of orders for goods or services from a person who sells those goods or services;

(g) the selling or the offering for sale or hire by a person of goods of her or his own manufacture or services which he or she provides; or

(h) the selling or hiring or the offering for sale or hire of—

(i) goods by a person who represents the manufacturer of the goods; or

(ii) services by a person who represents a provider of the services,

which are only sold directly to consumers and not through a shop.

trading licence means a licence issued under the Local Law to carry on trading.

All other words and expressions used in this Policy have the meaning as defined in the Local Law.

Policy:

1. The Local Law allows a person to apply for a licence to undertake a range of activities to either sell, offer for sale or hire goods and services to the public. This Policy is made under the Local Law and provides additional information not outlined in the Local Law that applies specifically to trading licences.

2. For the purposes of subclause 5.2.3 of the Local Law, a person/s will be exempted from holding a valid Trading Licence when carrying out trading in a public place where the trading is undertaken:

    2.1 as part of an event or function approved in accordance with the Local Government Property and Public Places Local Law 2012; or

    2.2 in accordance with an approval granted by the Shire under another written law.

3. A trading licence will be issued for a trading activity where the following criteria are met:

    3.1 the proposed trading activity does not occur within 300 metres of a permanent business that it would be directly competing with, unless:

    (a) the trading activity does not occur during the ordinary opening hours of the permanent business; or

    (b) the owners of the permanent business have provided their support in writing for the proposed trading activity; or

    (c) the activity occurs in a node identified in Schedule 5 of this Policy; or

    (d) Council decides that the proposed trading activity should be approved notwithstanding its proximity to the permanent business;

3.2 the location of the proposed trading area is suitable for the trading activity that is the subject of the application;

3.3 the trading will not have an unreasonable impact on other traders, permanent businesses, traffic flow, pedestrians or the public's use of a public place;

3.4 the trading activity will not generate noise or disturbance that is likely to cause a nuisance to any person in the vicinity of the trader;

3.5 the trading activity is consistent with the zoning of the land in the Shire's Local Planning Scheme, any existing use of the land and any management order for the land comprising the public place;

3.6 a Risk Management Plan has been completed for the proposed trading activity to the Shire's satisfaction;

3.7 an Occupational Safety & Health Plan has been prepared for the proposed trading activity to the Shire's satisfaction;

3.8 a business/operational plan has been prepared for the proposed trading activity to the Shire's satisfaction, outlining how the proposed trading activity will be undertaken; and

3.9 the trader has other statutory approvals and accreditations applicable to the operation of the commercial activity, if required.

4. Council may seek additional information from an applicant for a trading licence to facilitate the assessment of an application for a trading licence.

5. Council may invite applications for trading licences for trading in a particular area or a specific type of trading activity and applications that are received will be assessed in accordance with the Local Law, this Policy and the criteria set out in Schedule 3 of this Policy.

6. It will be a condition of any trading licence issued that:

6.1 The licensee is responsible for the repair, restoration or reinstatement of any damage to Shire property arising from the trading activity or caused by the customers of the trading activity. Such repair, restoration or reinstatement of damage must be carried out as directed by Council and to Council's satisfaction.

6.2 The licensee obtains public liability insurance in accordance with subclause 8.6.1 of the Local Law, except that the value of the public liability insurance must be $10,000,000.

6.3 The placing of signs occurs only within the area approved for the trading activity, unless otherwise approved by Council.

7. A trading activity must not:

7.1 involve the sale of offensive, illegal, prohibited, counterfeit or unauthorised goods, including goods bearing trademarks for which the person does not have a licence to sell;

7.2 adversely impact on:
(a) traffic movement;
(b) traffic safety;
(c) traffic flow; or
(d) cause a traffic hazard,

7.3 prevent access to a footpath;

7.4 erect signage, except in accordance with the Local Law or as approved in accordance with the trading licence; and

7.5 involve the connection to or utilisation of any Shire utilities without prior approval, unless otherwise approved as a condition of the trading licence.

8. Council may seek to engage with the community and seek public comment in relation to an application for a Trading Licence if Council considers that it is desirable to do so in the circumstances. Any submissions received by Council during the public comment period may be taken into account by Council in deciding whether to grant the trading licence applied for.

9. An authorised person may direct the holder of a trading licence to stop doing anything which is contrary to the Local Law or a condition of the trading licence. A person who is given such a direction by an authorised person must comply with that direction.

10. The licensee must, during the period of the licence:

10.1 at the conclusion of each day the trading activity occurs, remove all and any refuse and litter associated with the operation of the trading activity and ensure the area in which the trading is undertaken is left in a clean and safe condition;

10.2 maintain and adhere to all plans, procedures, policies, licences and accreditations relevant to the trading activity; and

10.3 allow Shire officers to, upon request, inspect and verify that the plans, procedures, policies, licences and accreditation are current and are being complied with.

11. Failure to comply with clause 10 of this Policy will be deemed to be a breach of the trading licence conditions for the purposes of clause 2.7(a) of the Local Law.

12. For the purposes of subclause 2.7(f) of the Local Law, the failure of a licensee to undertake an activity approved by a trading licence for a period of 12 months is considered a ground upon which a trading licence should be cancelled.

13. An annual fee will be payable for a trading licence, with payment due 1 August annually.

14. All applicants for Trading Licences are advised of their right to object a decision made by the Shire. In accordance with section 9.4 of the *Local Government Act 1995,* an affected person may object to a decision of local government and lodge an appeal to the decision by lodging an objection to the Shire within 28 days of the decision.

15. Additional provisions that apply to trading activities on Cable Beach are outlined in Schedule 1 of this policy.

16. Additional provisions that apply to commercial camel activities are outlined in Schedule 2 of this policy.

17. Additional provisions that apply to trading activities undertaken in a node are outlined in Schedule 5 of this policy.

18.

Schedule 1

Additional provisions for trading activities on Cable Beach

Additional provisions for trading activities on Cable Beach:

1. A maximum of six trading licences will be granted for trading activities on Cable Beach.

2. Trading licences, except for commercial camel activities, will only be issued:

   2.1 for trading activities which support and are directly related to the recreational use and enjoyment of Cable Beach and its adjacent waters; and

   2.2 for the section of Cable Beach:
   (a) between a point formed by the westerly prolongation of Murray Road to the low water mark and a point located 500 metres north of the vehicle entry ramp adjacent to the Broome Surf Club; and
   (b) between the high and low water mark.

3. Council may decide to grant a trading licence for an activity even though:

   3.1 six trading licences have already been granted for trading activities on Cable Beach;

   3.2 the activity does not support and/or is not directly related to the recreational use and enjoyment of Cable Beach and its adjacent waters; and/or

   3.3 the activity is proposed outside the section of Cable Beach specified in subclause 2.2,

   where Council considers that there is sufficient merit in the proposed trading activity to justify its approval.

4. A person must not hold more than one trading licence for a trading activity on Cable Beach at any time.

5. Council may close Cable Beach to all activities, including trading activities, at any time.

6. A licensee must have a valid permit issued by the Shire's Chief Executive Officer in accordance with the *Control of Vehicles (Off Road Areas) Act 1960*. The licensee must at all times comply with the requirements of that Act.

Schedule 2

Additional provisions for commercial camel activities on Cable Beach

Additional provisions for commercial camel activities on Cable Beach:

Trading licences for commercial camel activities generally

1. A maximum of three trading licences will be granted for commercial camel activities on Cable Beach.

2. A person must not hold more than one trading licence for a commercial camel activity at any time, and must not have a Related Entity Interest in respect of the holder of another trading licence for a commercial camel activity.

3. Each camel operator must operate independently, unless otherwise approved as part of an event or function approval issued in accordance with the Local Government Property and Public Places Local Law 2012.

4. Each trading licence will allow a maximum of 18 camels per operator on Cable Beach at any time, unless otherwise approved by the Shire for extraordinary circumstances, eg. cruise ships and corporate/conference functions.

5. Trading licences for commercial camel activities on Cable Beach will be approved for ten years.

6. The conditions of a trading licence issued for a commercial camel activity will be consistent with the provisions in Part 4 in Schedule 2 of the Local Government Property and Public Places Local Law 2012.

Area in which licences will be approved

7. Commercial camel activities may be conducted on Cable Beach:

   7.1 between:

   (a) a point formed by the westerly prolongation to the low water mark of the northern boundary of Reserve 36477;

   (b) a point formed by the westerly prolongation to the low water mark of the Northern Boundary of Lot 405 Lullfitz Drive; and

   (c) the high and low water mark, and

   7.2 within the set down/pick up area allocated or approved by Council, including land required to traverse from the area identified in subclause 7.1 to this allocated or approved set down/pick up area.

Requirements for commercial camel activities

8. All commercial camel activities must be undertaken in accordance with the provisions in Part 4 in Schedule 2 of the Local Government Property and Public Places Local Law 2012.

9. Camel operators must only set down/pick up customers for their camel train at the set down/pick up area allocated to the operator in the operator's trading licence, except where otherwise approved by the Shire due to adverse environmental or other conditions making the designated set down area unsuitable. A portable sign may be placed in the set down/pick up area allocated in the operator's trading licence as follows:

    9.1 the sign must not exceed one metre in height;

    9.2 each advertising panel on the sign must not exceed 0.8 square metres;

    9.3 the sign must only contain details relevant to the commercial camel activity;

    9.4 the sign must not be placed in a way that causes interference or is hazardous to vehicular traffic or pedestrians;

    9.5 the sign must be of sound construction and maintained in good condition; and

    9.6 the sign must be removed at the end of each trading session.

10. No commercial camel activities can be undertaken on Cable Beach between 10am and 2.30pm, unless otherwise approved by the Shire for extraordinary circumstances e.g. cruise ships and corporate/conference functions. Any request to conduct commercial camel activities in between 10am and 2.30pm must be made in writing, and if approved will be for a maximum period of two hours between 10am and 2.30pm.

11. A camel operator must hold current approval from the Shire to keep a large animal in accordance with the Health Local Laws 2006.

12. A single temporary shade structure can be erected for each commercial camel activity, no more than 3 metres by 3 metres in size and erected soundly and securely so as not to cause a hazard.

13. All camels must be fitted with manure collection devices. Any manure that escapes a manure collection device must be collected immediately.

14. Camel operators must ensure that there is at least 30 metres between each camel train at all times.

Activities that can be undertaken as part of a commercial camel activity

15. The following activities may be undertaken in accordance with a trading licence issued for a commercial camel activity:

    15.1 camel tours;

    15.2 the taking and sale of photographs and camel memorabilia associated with the commercial camel activity to customers undertaking camel tours; and

    15.3 the sale of bottled water.

16. A camel operator must not facilitate the provision by any other business of any goods or services (eg. provision of food or drinks) to the operator's customers on Cable Beach or any other public place, except for:

    16.1 to facilitate the provision of medical or other emergency services to customers where required; and

    16.2 as part of an event or function approved as in accordance with the Local Government Property and Public Places Local Law 2012.

General

17. Council may close Cable Beach to all activities, including trading activities, at any time.

18. Council may, at any time, direct that access to Cable Beach be obtained from an alternative location to that approved in the trading licence.

Advice notes for camel operators

The following advice notes are provided as recommendations to assist camel operators in providing for a safe and professional service to customers. It should be noted that in providing this advice, the Shire accepts no responsibility for non-compliance of any occupational health and safety requirements or any other legislation.

A. Informative introductory talks should be provided to customers covering all aspects of safety prior to clients commencing a camel ride.

B. Camel operators should have a maintenance schedule to ensure all equipment used in association with the riding of camels is kept at a high standard.

C. Camel operators should have a system for the recording of any incidents or accidents that may occur in operation of the commercial camel activities.

D. An employee induction process should be introduced for all employees.

E. It is recommended that first aid training be provided to employees and that first aid kits are carried on the camel tours.

F. A mobile phone should be carried on all camel tours to ensure communication in the event of an accident, or contact with Shire Officers if necessary.

G. It is recommended that camel operators hold current tourism accreditation to support a high standard of practice within the camel industry in Broome.

H. Camel operators should endeavor to meet with Shire Officers prior to each new tourist season to discuss both the previous and upcoming season's activities and other matters relevant to the operation of camel tours.

DISCLAIMER: The above information provides readers with advice, guidance and/or recommendations regarding specific operational conduct. The advice, guidance and/or recommendations contained herein do not constitute legal advice, and are not intended as an exhaustive statement of measures that should be undertaken to discharge the operator's duty of care to clients and the public.

Schedule 3

Clause 4 - Criteria for assessing applications for a trading licence

Where Council has invited applications for trading licences for trading in a particular area or a specific type of trading activity, the application will be assessed against the following criteria:

1. Compliance of the application with the criteria in clause 3 of this Policy.

2. Compliance of the application with the Local Law.

3. Experience of the applicant in conducting the activity the subject of the application, or other similar operations.

4. Experience of staff and key personnel that will be involved in the conduct of the activity in conducting the activity the subject of the application, or other similar operations.

5. Provision of three referees who can be contacted by the Shire about previous experience in conducting the activity the subject of the application, or other similar operations.

Schedule 4

Definition of Related Entity Interest

A person has a Related Entity Interest in relation to another commercial camel activity if any of the following applies:

Where both parties are natural persons	**Where both parties are corporations**	**Where one party is a natural person and the other is a corporation**
(a) Partnership or joint venture. (b) Trustee/beneficiary. (c) Trustee/potential object of a discretionary trust. (d) Spouses or de facto partners living together. (e) Parent/child living together. (f) A person's spouse, de facto partner or child living with the person, has a relationship of any of categories (a) - (c) to the other party.	(a) Related corporations including parent/subsidiary companies and companies in the same corporate group. (b) Corporations in partnership or joint venture. (c) Except in the case of a publicly-listed company, corporations (other than community associations or clubs) with any degree of common membership. Membership means: (i) Directors; (ii) Shareholders; (iii) Unit holders; (iv) Beneficiaries of trusts administered by unit holders; (v) Potential objects of such trusts. (vi) Spouse, de facto partner or child of any of categories (i) - (v). Persons need not be members of the two corporations in the same capacity.	(a) Partnership or joint venture. (b) Trustee/beneficiary. (c) Trustee/potential object of a discretionary trust. (d) Directorship. (e) Shareholding. (f) Unit holding. (g) Spouse, de facto partner or child living with the natural person party is in any of relationships (a) - (f) with the corporate party.

Schedule 5

Clauses 3.1(c) and 17 – Trading activity nodes

1. Trading activities may be established within the following nodes in Broome:

    1.1 Town Beach Reserve 31340

    1.2 Broome Recreation and Aquatic Centre (Reserve 42502)

    1.3 Cable Beach Foreshore (Reserve 36477 and adjacent Cable Beach Road West Road Reserve)

    1.4 Tanami Park (Reserve 51243 and adjacent road reserve)

    1.5 Chinatown.

2. The following additional provisions apply to trading activities in a node:

    2.1 Up to three trading activities will be allowed to occur at any one time within a node, except for Chinatown;

    2.2 Trading licences will only be issued for trading activities in Chinatown following an expressions of interest process, whereby Council invites applications for trading activities in Chinatown in accordance with Clause 5 of this Policy;

    2.4 Notwithstanding clause 12 of this Policy, for the purposes of subclause 2.7(f) of the Local Law, the failure of a licensee to undertake an activity approved by a trading licence in a node for a period of 3 months is considered a ground upon which a trading licence may be cancelled;

    2.5 Trading licences are site specific, and trading will be limited to the locations/nodes specified in a trading licence;

    2.6 Trading licences may specify certain days or hours within which a trading activity may operate within a node; and

    2.7 Applications for trading licences in the nodes will be assessed against the additional criteria in clause 3 of this Schedule.

3. The following additional criteria apply to the assessment of trading licence applications for trading activities in the nodes:

    3.1 The vehicle or structure used for the trading activity must be well presented and provide a high level of visual appeal.

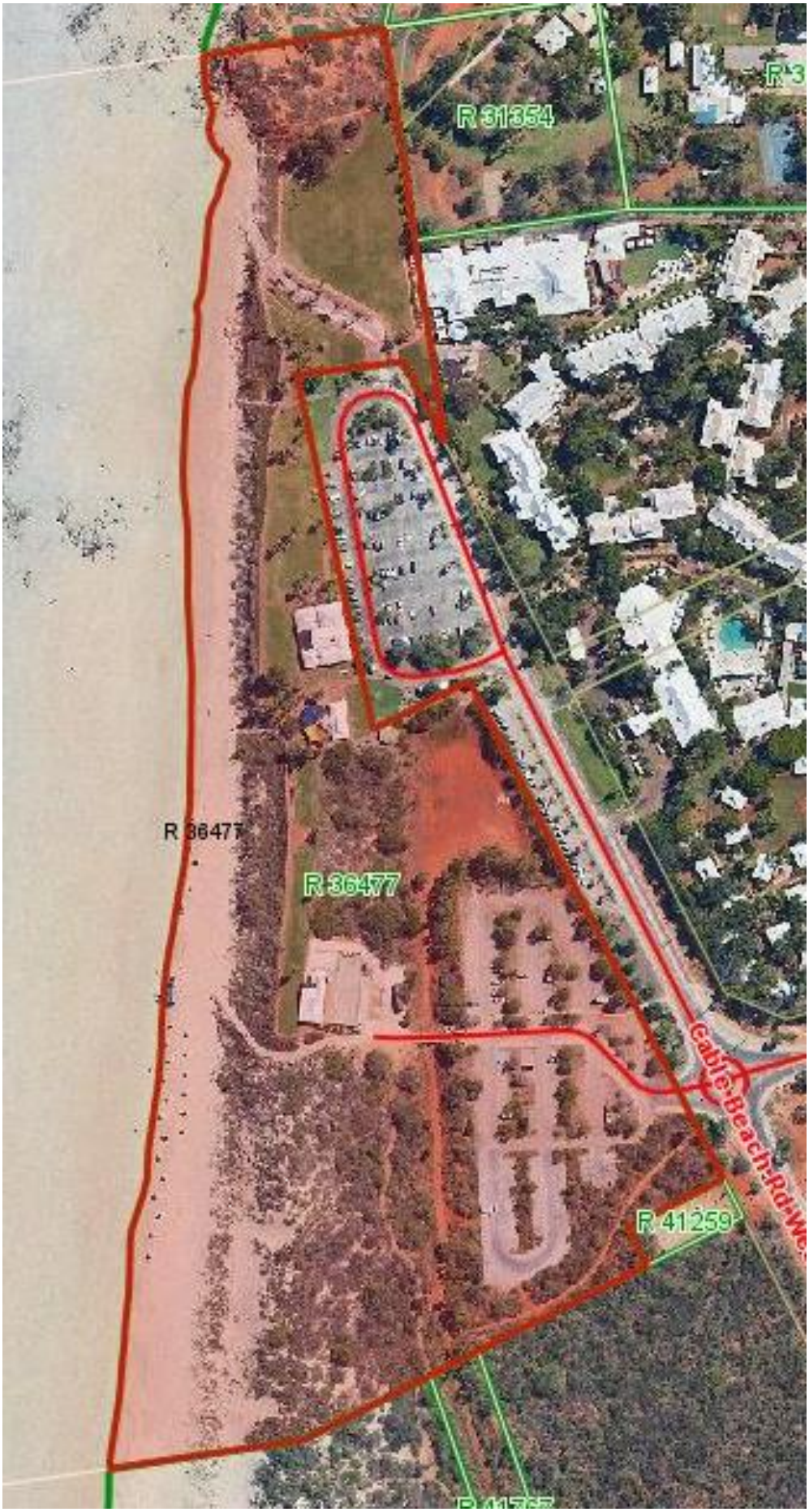
    3.2 The trading activity must not detract from the visual or general amenity of the surrounding area.

    3.3 The trading activity will support the vibrancy and/or enhance the use of an area by persons working or visiting the node.

3.4 The trading activity will result in a diversity or enhancement of offerings/experiences available within the node.


R 50381
R 50381
R 31340
R 39111
R 31340
Robinson St
R 22705
R 40158
R 38530
R 1643
R 31340
R 31340


R 42502
1990
1959
R 39420
Kennedy Ct
Tamaki Mews
R 43516
R 1642


R 31354
R 36477
R 36477
Cable Beach Rd W
R 41259



Tanami Park and adjacent road reserve


R 45619
R 51532
R 51532
R 51176
R 51532
Chapple St
Gray St
R 50900
Short St
R 38458
R 38458
37432
4305
R 41643
R 8176
Sam Sullane
Dampier Tce
R 40119
R 34305
Napier Tce
Hamersley St
R 39556
R 39556
R 26855
R 15019
R 25790

9.3.3 ECONOMIC EVENTS AND TOURISM DEVELOPMENT FUNDING PROGRAM

LOCATION/ADDRESS:	Nil
APPLICANT:	NIl
FILE:	FIS10
AUTHOR:	Events and Economic Development Coordinator
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Development and Community
DISCLOSURE OF INTEREST:	NIL
DATE OF REPORT:	23 November 2017

SUMMARY: This report seeks Council's consideration of the implementation of an Economic, Events and Tourism Development Funding Program. The Program has been developed to provide support to eligible projects, activities and events which deliver tangible outcomes for the local government area and align with the Shire's Strategic Community Plan 2017 – 2027.

BACKGROUND

Previous Considerations

Nil.

COMMENT

Review of Shire of Broome Community Funding

Officers have undertaken a review of the Shire of Broome's cash and in-kind sponsorship through established funding programs and other agreements. The intent of the review was to analyse the current sponsorship model and identify opportunities for streamlining and improvement – for Council, administration, applicants and recipients. Processes were also examined to determine the current levels of accessibility, transparency and clarity.

Current Funding Model

The Shire has a number of funding streams whereby initiatives with a demonstrable local benefit are supported on a one or three-year basis. These are as follows:

- Community Sponsorship Annual Round, including Energy Developments Limited (EDL) West Kimberley Community Donations
- Community Sponsorship Ad Hoc
- Broome North Community Building Grants
- Tourism Administration Policy
- CEO Discretionary Fund

While there are several clearly defined opportunities to seek funding from the Shire, an increasing number of unsolicited or ad hoc requests are also received each year outside of established funding rounds. Some of these additional requests are based on historical partnerships, or fall outside of the current funding framework.

Key Findings

The follow key findings were identified as part of the review:

1. Over the last financial year, the Shire provided over $500,000 of funding support to community and other organisations by way of cash and in-kind support, with $212,390 of this funding falling outside of the formal funding streams and with the agreements spanning over multiple years.
2. The review clearly identified that the current funding streams, guidelines and processes are not accommodating the variety of requests and requirements of funding applicants. The Shire has traditionally entered into stand-alone agreements for these applications if they are approved.
3. While there are several clearly defined opportunities to seek funding from the Shire, an increasing number of unsolicited or ad hoc requests are also received each year outside of established funding rounds. Some of these additional requests are based on historical partnerships, or fall outside of the current funding framework.

Options

The following options were considered to improve the current funding model to ensure that it is fair, transparent, accessible and equitable for all potential applicants. Continuing with the status quo was not considered as a solution.

Officers are recommending Option 2 and the development of the new Economic, Events and Tourism Development Funding Program, to be implemented as an annual round, with the first round being launched in January 2018.

Option 1

Revise the existing funding streams to broaden the scope, total funding pool and eligibility criteria for each. This may be at the expense of the current streams by diluting the aims and intended outcomes outlined in the current format. Officers believe this approach would not result in more clarity for applicants, and made pose further administrative challenges to manage.

Option 2

Develop a new funding stream that has the capacity to encompass initiatives and programs that would not currently fit within the existing formal funding streams. The focus of this stream would be economic development initiatives, and also encapsulate events and tourism projects. The intent would be to the develop the stream based on historical and ad hoc requests which demonstrate gaps in the current framework.

Option 3

Consider partnerships with other key stakeholders to increase total funding pool, and develop strategic relationships. This has the potential to increase the level of investment that would be available to provide support for programs and initiatives that have demonstrable local benefit without increasing the demand on municipal funds. While this approach would allow the Shire and potential partners to support a larger number of initiatives and outcomes, it would not necessarily result in better outcomes without combining with either of the options outlined above.

Economic, Events and Tourism Development Funding Program

It is proposed that the funds required to establish this stream of funding would be drawn from municipal funds and the Tourism Administration Policy(**TAP**) budget.

The municipal funds would be the equivalent amount currently allocated by Council for this purpose being $192,000. A break down of cash and in-kind components is included in the financial implications section of this report. It is proposed that remaining funds from annual allocations under TAP are used as a top up to this funding program. Based on the FY2016/17 allocations under the TAP, this amount would be approximately $40,000 – equating to a total pool of $232,000.

Key elements of the new funding program are as follows:

1. Guiding Principles

The Shire of Broome will endeavour to provide support to projects, activities and events that are consistent with the values and strategies contained within the Shire of Broome Strategic Community Plan 2017-2027, Shire of Broome Events Strategic Development Plan and Shire of Broome Major Events Strategy.

Projects or activities supported by the Shire of Broome Economic, Events and Tourism Development Funding Program need to address at least one of the following objectives:

- Economic Development
- Events delivery or development
- Tourism Development

2. Eligibility

- Applicants must be based within the Shire of Broome.
- Priority is given to local organisations, however organisations based outside the Shire of Broome may partner with a local organisation to submit an application on their behalf.
- An incorporated body or a sponsor organisation may be nominated to be responsible for the legal contractual arrangements and holding bank accounts in its name.

3. Annual funding submissions to be considered

- For a maximum of $70,000 cash
- In-kind support to of maximum value of $30,000 inclusive of 15% for officer time for administration
- The total not to exceed 50% of the total project cost
- Consideration will be given of one, or two-year agreements

4. Anticipated Benefits

- Guidelines developed to ensure a fair, transparent, accessible and equitable process for all applicants
- Clear application, assessment and approvals process
- Improved outcomes and value for Shire funding
- Alignment with Shire Strategies and Integrated Planning Framework
- Clear recognition and reporting requirements for funding recipients
- Opportunity for collection of statistical data from funding recipients for use by the Shire

5. Implementation

The funding program will be supported by the following documentation, which has been based on the current requirements for the Community Sponsorship Program:

- Guidelines (**Attachment 1**)
- Application Form
- Acquittal Template

The process for administering the funding stream will include the following steps:

- An advertising and marketing campaign will be undertaken to ensure the available funding reaches as many potential applicants as possible
- Application period open for a period of 8 weeks
- Officers receipt and compile applications and prepare a report
- Report reviewed by the Economic Development Advisory Committee and a recommendation made to Council
- Council consideration and notification of successful applicants

These key elements are outlined in the Guidelines included in **Attachment 1**.

Summary

Therefore, Officers are recommending the establishment of the new funding program as outlined in Option 2 and in accordance with the Guidelines in **Attachment 1**. The first round of the new funding program will be launched in January 2018 and is considered to provide for a more streamlined, transparent and consistent framework for allocating the funds available.

CONSULTATION

A Councillor Workshop was held on 22 November 2017 (attended by Councillors Harold Tracey, Desiree Male, Mala Fairborn, Warren Fryer, Chris Mitchell and Philip Matsumoto).

Discussions regarding the proposed changes have been held with members of the Economic Development Advisory Committee and current/future funding recipients.

STATUTORY ENVIRONMENT

Local Government Act 1995

6.8. Expenditure from municipal fund not included in annual budget

(1) A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —

(a) is incurred in a financial year before the adoption of the annual budget by the local government; or

(b) is authorised in advance by resolution; or*

(c) is authorised in advance by the mayor or president in an emergency.

** Absolute majority required.*

6.8. Expenditure from municipal fund not included in annual budget

(1) A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —

(a) is incurred in a financial year before the adoption of the annual budget by the local government; or

(b) is authorised in advance by resolution; or*

(c) is authorised in advance by the mayor or president in an emergency.

** Absolute majority required.*

6.10. Financial management regulations may provide for —

(a) the security and banking of money received by a local government; and

(b) the keeping of financial records by a local government;

and

(c) the management by a local government of its assets, liabilities and revenue; and

(d) the general management of, and the authorisation of payments out of

(i) the municipal fund; and

(ii) the trust fund,

of a local government.

Local Government (Financial Management) Regulations 1996

11. Payments, procedures for making etc.

(1) A local government is to develop procedures for the authorisation of, and the payment of, accounts to ensure that there is effective security for, and properly authorised use of —

(a) cheques, credit cards, computer encryption devices and passwords, purchasing cards and any other devices or methods by which goods, services, money or other benefits may be obtained; and

(b) petty cash systems.

(2) A local government is to develop procedures for the approval of accounts to ensure that before payment of an account a determination is made that the relevant debt was incurred by a person who was properly authorised to do so.

(3) Payments made by a local government —

(a) subject to sub regulation (4), are not to be made in cash;

and

(b) are to be made in a manner which allows identification

of —

(i) the method of payment; and

(ii) the authority for the payment; and

(iii) the identity of the person who authorised the payment.

POLICY IMPLICATIONS

Tourism Administration Policy

FINANCIAL IMPLICATIONS

The funds required to support the new funding stream will be informed by current agreements and be consolidated in the one stream. No increase in the total amount budgeted across the various accounts is proposed.

Of the Shire's current MOUs for sponsorship, only one will remain until next year (Broome Stallholders Association) which will marginally affect the amount available for the FY 2018/19 round.

Funding Type	**Funding**		**Total**	**Account Number**
	Cash	In Kind		
Committed (Broome Stallholders)	$13,910	$21,623	$35,533	116184
Available Budget	$91,090	$65,377	$156,467	116184, 116185, 22174
Budget (TAP Balance Indicative)	$40,000		$40,000	132060
TOTAL	**$145,000**	**$87,000**	**$232,000**	

RISK

Officers consider the creation of the new funding stream will have the effect of reducing risk for the Shire by creating a process that is fair, transparent, accessible and equitable for all potential applicants. The creation of guidelines will ensure officers can determine the eligibility of each application with consistency, in turn reducing the amount of time required to undertake the assessment process.

Recommendations from the Economic Development Advisory Committee prior to Council consideration would provide an extra level of community and stakeholder input in the final decision-making process.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Effective communication

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

A preserved, unique and significant historical and cultural heritage of Broome

Retention and expansion of Broome's iconic tourism assets and reputation

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

Responsible resource allocation

Effective community engagement

Improved systems, processes and compliance

VOTING REQUIREMENTS

Absolute Majority

REPORT RECOMMENDATION:

That Council endorses the creation of the Economic, Events and Tourism Development Funding Program and:

(a) Adopts the Economic, Events and Tourism Development Funding Program Guidelines as shown in Attachment 1.

(b) Considers allocating a total budget of $192,000 ($105,000 cash and $87,000 in kind) for distribution through the Funding Program as part of the 2018/19 budget process.

(c) Endorses the allocation of remaining funds in accordance with the Tourism Administration Policy to the Economic, Events and Tourism Development Funding Program.

(ABSOLUTE MAJORITY REQUIRED)

Attachments

1. Economic Events and Tourism Development Funding Program Guidlines

Shire of Broome

people • place • prosperity

Economic, Events and Tourism Development Funding



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INTRODUCTION

Please ensure that you read the following information thoroughly and that all documentation or requested information is included with your application.

OBJECTIVES

The Economic, Events and Tourism Development Funding Program has been developed to provide funds to assist organisations within the Shire of Broome for the development of economic, events and tourism projects and initiatives that benefit the local community.

To be eligible, projects and initiatives will be aligned with the Shire of Broome Vision as identified in the Shire of Broome Strategic Community Plan 2017-2027:

> *A thriving and friendly community that recognises our history and embraces diversity and economic opportunity, whilst nurturing our unique natural and built environment.*

FUNDING PARAMETERS

Applications are open from 15 January 2018 and close on 30 March 2018 for projects occurring between July 2018 and June 2019.

Annual Funding submissions will be considered to a **maximum of $70,000** cash and in-kind to of **maximum value of $30,000** inclusive of 15% allocation for officer time for coordination, **the total amount requested from the Shire should not exceed 50% of the total project cost.** Consideration will be given of one, or two-year agreements.

In-Kind Support may include: Venue hire, application fees, waste management services, banner hire, traffic management plan development, traffic management plan implementation and public notice advertisements for road closures.

**** Requests over $70,000 Cash or $30,00 In-Kind Support***
Funding requests that exceed $70,000 cash and $30,000 in-kind may be assessed as part of the Economic, Events and Tourism Development Funding Program, if the project or initiative demonstrates a significant or exceptional benefit to Broome.

GUIDING PRINCIPLES

The Shire of Broome will endeavour to provide support to projects, activities and events that are consistent with the values and strategies contained within the Shire of Broome Strategic Community Plan 2017-2027, Shire of Broome Events Strategic Development Plan and Shire of Broome Major Events Strategy.

Projects or activities supported by the Shire of Broome Economic, Events and Tourism Development Funding Program need to address at least one of the following objectives:

- Economic Development
- Events Development and Delivery
- Tourism Development

Applicants need to determine which category their project or initiative is best aligned.

ESSENTIAL ELIGIBILITY CRITERIA

In order to be eligible for funding an organisation must:

- Be based within the Shire of Broome. Priority is given to local organisations, however organisations based outside the Shire of Broome may partner with a local organisation to submit an application on their behalf.
- An incorporated body or a sponsor organisation may be nominated to be responsible for the legal contractual arrangements and holding bank accounts in this name.
- Be able to supply financial accounts and annual reports. Audited accounts may be requested for funding exceeding $50,000.
- Undertake to give due recognition to the Shire of Broome for its contribution to the project/activity/event as per the Funding Recognition Framework (**Appendix A**).
- Agree to sign an Acceptance of Funding Form and raise a tax invoices prior to funds being distributed.
- Agree to meet all statutory and/or regulatory requirements associated with the project or initiative.
- Agree to complete an Acquittal Report and failure to do so may render the applicant ineligible for future funding or the Shire may request the funds be repaid.
- Successful acquittal of previous Shire of Broome funding or sponsorship.

ASSESSMENT CRITERIA

Submissions under the Economic, Events and Tourism Development Funding Program will be required to demonstrate sound business management and financial reporting practices.

Eligible submissions will be assessed and prioritised by examining the following:

- Capacity to achieve tangible outcomes for the benefit of the community of the Shire of Broome.
- Demonstrate a substantial degree of committed local engagement and investment, (may include use of local businesses to supply services or materials, working in partnership with community organisations, engagement of volunteers, development of skills of individuals, and wider community participation).
- Demonstrated plan for the projects or activities to be sustainable and not have an ongoing reliance on Shire of Broome funding. This approach may include an ability to source additional funds and/or support.
- Alignment to the Council's strategic direction and objectives contained within on or more of the following: Shire of Broome Strategic Community Plan 2017-2027, Shire of Broome Events Strategic Development Plan and Shire of Broome Major Events Strategy.
- Demonstrated community support for the organisation and the project or activities planned.
- Funding history:
    - Applicants are eligible for funding only once during each financial year. Applications to the Annual Funding Round will not be considered if the organisation has already been successful in receiving other Shire of Broome Funding in the same financial year.
    - Applicants are eligible for a maximum of $100,000 funding per-year and may be funded for a maximum of two consecutive years.
- Demonstrated financial contribution to the project by the applicant and/or other funding bodies.
- Organisational profile and demonstrated capacity to deliver the project.

Funding will not be provided for:

- Overhead labour or project management costs including wages/salaries or administration fees
- Recurring maintenance or operational costs of existing programs or facilities.
- Interstate and overseas travel
- Fundraising to support the provision of community grants or donation programs by the applicant

Budget

All applicants must complete a realistic and detailed project budget.

Applicants are encouraged to obtain current quotations in order to provide a full and accurate budget and provide copies of quotes as part of the application.

Total income and total expenditure must be equal.

The Shire of Broome will not cover the entire cost of the project. Applicants must provide evidence of funding from additional sources and of their own contribution (financial and in-kind) towards the project. Consideration should be given to multiple funding sources and applications should demonstrate community partnerships.

The Shire does recognise the value of in-kind support in the form of goods and services provided by individuals, businesses and volunteers. Applicants can choose to include in- kind support as income and expenditure where indicated in the project budget. In-kind support must be recognised as an equal value in both income and expenditure sections of the budget.

Standard Support Material

- Business registration or Certificate of Incorporation (if sponsored by another organisation, please include a letter of confirmation to administer the funding and a copy of their Certificate of Incorporation)
- Financial statement for the most recently completed financial year
- Evidence of public liability insurance (i.e. Certificate of Currency)
- Two quotes for any purchases over $2,000
- Letter(s) of support from community organisations and/or other organisations
- business plan, annual report, project delivery plan

HOW TO APPLY

All applicants are strongly advised to discuss their application with the Coordinator of Events and Economic Development prior to submission to ensure the project and the applicant are eligible.

Before submitting a proposal, applicants must be familiar with the funding guidelines, assessment criteria and application process.

Applications from ineligible applicants or late applicants will not be assessed.

Applications will only be considered if they address all assessment criteria and include a project budget and have the appropriate supporting documentation which may include business plan, annual report, project delivery plan.

Where multi year support is requested the documentation including the application form, budget and delivery plan must reflect this.

Applications may be submitted in person, via email or via post as below:

In person: Shire of Broome Administration Office
27 Weld St Broome

Via email: shire@broome.wa.gov.au

By post: PO Box 44
Broome, WA 6725

ASSESSMENT AND APPROVAL PROCESS

Applications for funding received by the Shire of Broome are registered and acknowledged in writing.

Assessment Process

The Economic Development Advisory Committee will assess all eligible applications following the closing date for the submission period and make recommendations to Council on the applications to be sponsored.

The Shire of Broome endeavours to provide the full amount of funding requested by the applicant to maintain the capacity of the applicant to deliver the project, and ensure the success of Shire of Broome funded projects.

It is possible that the Shire of Broome will be asked for more funding than it is able to provide in any one grant round. In this case not all applications will be successful, and some may not receive the full amount requested. In the case applications are unfunded or partially funded, applicants will be provided with feedback on their application and rationale as to why funding was not provided or partially provided.

Notification of Outcome

All applicants will be notified in writing of the success or otherwise of their application.

Freedom of Information

Submissions for funding and all other written information provided to the Shire of Broome under the Economic, Events and Tourism Development Funding Program will be treated confidentially. However, the provisions of the Freedom of Information Act 1982 apply to all documents held by the Shire of Broome.

PAYMENT OF FUNDS

The Acceptance of Funding form along with a tax invoice for the first milestone payment must be completed and returned to the Shire to ensure payments for Economic, Events and Tourism Development Funding Program funding meet the Shire of Broome's financial auditing requirements.

Invoices are required to be submitted to the Shire of Broome for the second and third milestone payments.

Funding Milestones

- 50% on application approval
- 25% on completion of all statutory/regulatory requirements being met and demonstration of initial recognition requirements being met as recognition framework
- 25% on acquittal being received and demonstration that all recognition requirements have been met.

GST Information

The following information is provided to assist organisations understanding the GST:

Under the Federal Legislation relating to Goods and Services Tax (GST), financial assistance received by an organisation maybe subject to GST.

Organisations that have an Australian Business Number (ABN) and are registered for GST - will be liable to pay GST to the Australian Taxation Office (ATO) on any financial assistance received from the Shire of Broome. In this case, the Shire will provide an additional 10% for the GST. For example, if an organisation applies for financial assistance of $1,000 and it is approved by Council, they will receive $1,100. Organisations will be asked to provide a Tax Invoice to the Shire of Broome and the Shire will then claim the GST component back from the ATO as an input tax credit.

Organisations that have an Australian Business Number (ABN) and are NOT registered for GST – will not be liable to pay GST to the Australian Taxation Office (ATO), on any financial assistance received from the Shire of Broome. In this case the Council will NOT provide an additional 10% for GST to the funded amount.

Organisations that do NOT have an Australian Business Number (ABN) and are NOT registered for GST – will not be liable to pay GST on any financial assistance received for the Shire of Broome, if they can provide proof of that their organisation is not required to have an ABN (please complete the "Statement by a Supplier" form which is available from the Australian Taxation Office). If this is not provided, the organisation may have 48.5% of their financial assistance payment withheld by the Shire of Broome, which is then payable to the ATO.

Period of Funding

Economic, Events and Tourism Development Funding Program funds are to be expended within the timeframe specified in their approval letter unless a written request for an extension is agreed to by the Shire of Broome.

Unspent Funds

Funds which are unspent at the conclusion of the funding period must be returned to the Shire of Broome within sixty (60) days of the completion of the project, activity or event, or at the end of the period of funding, whichever occurs first.

Purpose of Funds

Funds are allocated only for the purpose of the project as described in the application and must not be used for any other purpose or transferred or assigned to any other party without the prior approval of the Shire of Broome.

ACQUITTAL AND EVALUATION

Organisations receiving funds from the Economic, Events and Tourism Development Funding Program must submit an Acquittal and Evaluation report to the Shire of Broome inline with the Funding Recognition Framework at the conclusion of the project. The acquittal report is a written record detailing how the funding has been spent in accordance with its intended purpose and inline with Funding Recognition Framework.

The Shire of Broome is legally required to obtain an acquittal from any organisation that received Shire of Broome funds through the Economic, Events and Tourism Development Funding Program. Failure to provide an acquittal may result in an organisation being ineligible for future funding.

If you have any questions or require assistance completing your application please contact:

Shire of Broome
Development and Community Directorate
PO Box 44
Broome WA 6725
Phone: (08) 9191 3456
Fax: (08) 9191 3455
Email: shire@broome.wa.gov.au

APPENDIX A

Funding Recognition Framework						
	Total Funding Value (Cash and in-kind)	**0 - $5,000**	**$5,000 - $10,000**	**$10,000 - 20,000**	**$20,000 - $50,000**	**$50,000 upwards**
Minimum Recognition Requirements	Recognition of Shire funding in any media, marketing or communications	Y	Y	Y	Y	Y
	Display of Shire signage - either side of main stage, at key entry and exit, other key positions	Y	Y	Y	Y	Y
	Recognition of Shire at an appropriate partnership level (Major, Supporting, Presenting etc)	As negotiated	As negotiated	As negotiated	As negotiated	As negotiated
	Social Media Acknowledgment of Shire Funding	Y	Y	Y	Y	Y
	Display of Shire signage and banners in live crosses or media interviews				Y	Y
	Naming rights (event, award, key element of event)				Y	Y
	Active Sharing of Shire Initiatives through social media				Y	Y
	Acknowledgment of the Shire's Funding during MC, public presentations or other announcements				Y	Y
	Invitation for Shire to speak at opening ceremony				Y	Y
	Provision of Professional Events Photography for Shire Usage			Y	Y	Y
	Other requirements as negotiated or specified during Funding Approval Process	y	y	y	y	y

	Total Funding Value (Cash and in-kind)	**0 - $5,000**	**$5,000 - $10,000**	**$10,000 - 20,000**	**$20,000 - $50,000**	**$50,000 upwards**
Reporting	Provision of updates on Shire recognition			2 weeks prior to event	4 and 2 weeks prior to event	4 and 2 weeks prior to event
	Council Briefing					4 weeks prior to event
	Provision of Acquittal Report	1 month post	1 month post	2 months post	2 months post	3 months post
Statistical Data Collection	Statistical data including: I. Normal place of residence II. Was Shinju the reason they chose to visit Broome at this time III. Method of transport used to travel to Broome IV. Duration of stay in Broome V. Type of accommodation whilst in Broome VI. Shinju events attended VII. Other activities undertaken during stay VIII. Qualitative Data including the impact and benefits on the local community and business of the festival			y	y	y
Acquittal	Financials and Budget	Y	Y	Y		
	Audited Financials and Budget				Y	Y
	Images showing placement of Shire signage	Y	Y	Y	Y	Y
	Copies of advertising and media recognising Shire	Y	Y	Y	Y	Y
	Report against recognition requirements	Y	Y	Y	Y	Y

	Statistical Data			Y	Y	Y

9.4

OUR ORGANISATION



PRIORITY STATEMENT

Council will strive to create an environment where local governance is delivered in an open and accountable manner; where we provide leadership to the region in such areas as planning and financial management; where the community has the opportunity to contribute to the Council's decision making thereby fostering ownership of strategies and initiatives.

In delivering open, accountable and inclusive governance, we will be ever mindful that we operate within a highly regulated environment that requires a high level of compliance.

Council will strive to be the conduit between the other spheres of government and the community, translating State and Federal law, policy and practice into customer focussed, on ground service delivery that support's Broome's unique lifestyle.

The Region is experiencing significant change with Council dedicated to sound governance, effective leadership and innovation, and high quality services. Building organisational capacity is a priority with a commitment to delivering services to the community in a sustainable, effective and accountable way.

9.4.1 MONTHLY PAYMENT LISTING - NOVEMBER 2017

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	FRE02
AUTHOR:	Finance Officer - Creditors
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Corporate Services
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	1 December 2017

SUMMARY: This report recommends that Council receives the list of payments made under delegated authority, as per the attachment to this report for the month of November 2017.

BACKGROUND

Previous Considerations

Nil

COMMENT

The Chief Executive Officer (CEO) has delegated authority to make payments from the Municipal and Trust funds in accordance with budget allocations.

The Shire provides payments to suppliers by either Electronic Funds Transfer (EFT), cheque, credit card or direct debit.

Attached is a list of all payments processed under delegated authority during the month November 2017.

CONSULTATION

Nil

STATUTORY ENVIRONMENT

Local Government (Financial Management) Regulations 1996

13. Payments from municipal fund or trust fund by CEO, CEO's duties as to etc.

(1) If the local government has delegated to the CEO the exercise of its power to make payments from the municipal fund or the trust fund, a list of accounts paid by the CEO is to be prepared each month showing for each account paid since the last such list was prepared —

(a) the payee's name;

(b) the amount of the payment; and

(c) the date of the payment; and

(d) sufficient information to identify the transaction.

(2) A list of accounts for approval to be paid is to be prepared each month showing —
(a) for each account which requires council authorisation in that month —
(i) the payee's name; and
(ii) the amount of the payment; and
(iii) sufficient information to identify the transaction; and
(b) the date of the meeting of the council to which the list is to be presented.
(3) A list prepared under sub regulation (1) or (2) is to be —
(a) presented to the council at the next ordinary meeting of the council after the list is prepared; and
(b) recorded in the minutes of that meeting.

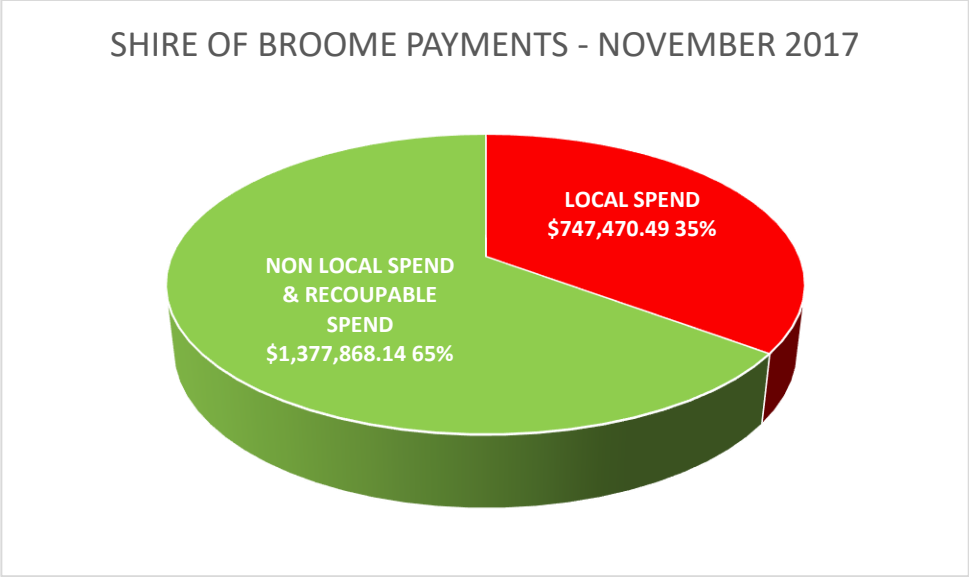
POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

List of payments made in accordance with budget and delegated authority.

Payments can also be analysed as follows:



The above graph shows the percentage of local spend in comparison to non-local and recoupable spend for the month of November 2017 after personnel payments have been removed.

RISK

The risk of Council not adopting this report is extreme as this will result in non-compliance with Regulation 13 of the *Local Government (Financial Management) Regulations 1996*. The likelihood of this ever occurring is rare due to the CEO's implementation of procedures to ensure payment details are disclosed to Council in a timely manner, as well as Procurement and Purchasing policies which ensure these payments are made in accordance with budget and delegated authority and comply with *Local Government (Financial Management) Regulations 1996*.

STRATEGIC IMPLICATIONS

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

An organisational culture that strives for service excellence

Responsible resource allocation

Effective community engagement

Improved systems, processes and compliance

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council receives the list of payments made from the Municipal and Trust Accounts in November 2017 totalling $2,909,275.59 (Attachment 1) in accordance with the requirements of Regulation 12 of the Local Government (Financial Management) Regulations 1996 covering:

- *EFT Vouchers 42883 – 43267 totalling $2,659,636.37;*
- *Municipal Cheque Vouchers 57492 – 57496 totalling $1,962.45;*
- *Trust Cheque Voucher 3441 totalling $4,901.84;*
- *Credit Card Payments & Municipal Direct Debits DD23514.1 – DD23515.5 totalling $242,774.93; and*
- *Notes the local spend included in the amount above totals $747,470.49, 35% of total payments excluding personnel costs.*

Attachments

1. Payment Listing November 2017

Part 5. Division 4. Section 5.42 Delegation of some powers to CEO. Sub Section Finance Management Regulation 12.
Each payment must show on a list the payees name, the amount of the payment, the date of the payment and sufficient information to identify the transaction.

This report incorporates the Delegation of Authority (Administration Regulation 19)

PAYMENTS BY EFT & CHEQUE & FROM TRUST - NOVEMBER 2017

MUNICIPAL ELECTRONIC TRANSFER - NOVEMBER 2017

EFT	Date	Name	Description	Amount	Del Auth
EFT42883	02/11/2017	ALISON LOUISE MORRIS	Reimbursement of expenses- Library	100.10	MFS
EFT42884	02/11/2017	AVANTGARDE TECHNOLOGIES	State CCTV (RFQ16-63)- IT	138374.59	MFS
EFT42885	02/11/2017	AVERY AIRCONDITIONING P/L	Air conditioner- Administration office	1898.29	MFS
EFT42886	02/11/2017	BROOME CAMPUS NORTH REGIONAL TAFE	Staff training- HR	2700.00	MFS
EFT42887	02/11/2017	BROOME DIESEL & HYDRAULIC SERVICE	Vehicle parts- Workshop	334.40	MFS
EFT42888	02/11/2017	BROOME DOCTORS PRACTICE P/L	Recruitment expenses- HR	429.00	MFS
EFT42889	02/11/2017	BROOME LOCAL REMOVALS AND TRANSPORT	Community storage relocation- Property	1210.00	MFS
EFT42890	02/11/2017	BROOME SCOOTERS P/L (KIMBERLEY MOWERS & SPARES)	Equipment maintenance & repairs- Workshop	507.50	MFS
EFT42891	02/11/2017	CARPET PAINT & TILE CENTRE	Paint- Depot	29.70	MFS
EFT42892	02/11/2017	CLARK EQUIPMENT SALES P/L	Vehicle parts- Workshop	1365.40	MFS
EFT42893	02/11/2017	COUNTRY ARTS WA INC	Performance production expenses- Civic Centre	2882.00	MFS
EFT42894	02/11/2017	DEPT OF THE PREMIER & CABINET	Advertising- Health	182.37	MFS
EFT42895	02/11/2017	DEPT OF TRANSPORT	Vehicle search fees- Rangers	1105.50	MFS

EFT42896	02/11/2017	DEWA'S MOBILE KITCHEN	Catering for OMC- Office of the CEO	325.00	MFS
EFT42897	02/11/2017	DIRECTCOMMS P/L	SMS messaging service- Library	667.70	MFS
EFT42898	02/11/2017	EVOLVEPLUS P/L	IT purchases- Library	1716.00	MFS
EFT42899	02/11/2017	FOOTPRINT CLEANING	Cleaning services- Various Shire sites	6594.50	MFS
EFT42900	02/11/2017	G. BISHOPS TRANSPORT SERVICES P/L	Freight- Depot	125.00	MFS
EFT42901	02/11/2017	GEOGRAFIA P/L	Local Commercial Strategy- Planning	19757.10	MFS
EFT42902	02/11/2017	KIMBERLEY FUEL & OIL SERVICES	Transmission oil & grease- Workshop	5593.50	MFS
EFT42903	02/11/2017	KOMATSU AUSTRALIA P/L	Vehicle parts- Workshop	283.24	MFS
EFT42904	02/11/2017	LACHLAN STUART FRASER	Laneway enhancement project- Chinatown Revitalisation	7122.50	MFS
EFT42905	02/11/2017	ANGELA YVONNE PATTERSON	Swimming lesson instructor- BRAC	300.00	MFS
EFT42906	02/11/2017	JOHNNY CHI LANE (TRUSTEE FOR THE R W BOND FAMILY TRUST)	Laneway enhancement project- Chinatown Revitalisation	20000.00	MFS
EFT42907	02/11/2017	KGT Employment	Apprentice wages- Workshop	2224.00	MFS
EFT42908	02/11/2017	LAIRD TRAN STUDIO	Consultant expenses- KRO	272.25	MFS
EFT42909	02/11/2017	MOORE STEPHENS (WA) P/L	Outgoings Audit 16/17- KRO	2640.00	MFS
EFT42910	02/11/2017	NORTH WEST COAST SECURITY	Security services- Various Shire sites	9568.36	MFS
EFT42911	02/11/2017	NORTH WEST LOCKSMITHS	Reactive maintenance- Waste Management Facility	110.00	MFS
EFT42912	02/11/2017	OHURA CONSULTING	Indoor EBA consultancy- HR	6225.90	MFS
EFT42913	02/11/2017	SEAT ADVISOR P/L	Operational expenses- Civic Centre	71.61	MFS
EFT42914	02/11/2017	SECUREX SECURITY P/L	Service call & battery- Civic Centre	285.00	MFS
EFT42915	02/11/2017	SGL CONSULTING GROUP AUSTRALIA P/L	Consultant fees (RFQ 17-39)- BRAC	11000.00	MFS
EFT42916	02/11/2017	SHOPPING EXPRESS P/L	Equipment- IT	912.75	MFS
EFT42917	02/11/2017	STEVEN JOHN HARDING	Reimbursement of expenses- Infrastructure	200.00	MFS
EFT42918	02/11/2017	STRATCO WA P/L	Materials- Depot	616.02	MFS
EFT42919	02/11/2017	T - QUIP	Vehicle parts- Workshop	271.20	MFS

EFT42920	02/11/2017	TAPPED PLUMBING & GAS P/L	Plumbing repairs & maintenance- Cable Beach Toilet	1914.00	MFS
EFT42921	02/11/2017	THOMSON REUTERS (PROFESSIONAL) AUSTRALIA LTD	Training & Consultation- HR	1173.70	MFS
EFT42922	02/11/2017	WEST COAST ON HOLD	Messages on hold- Media	69.00	MFS
EFT42923	02/11/2017	WALGA	Procurement services- Office of the CEO	9943.80	MFS
EFT42924	02/11/2017	WILLIAM LIAU	Reimbursement of expenses- Property	120.00	MFS
EFT42925	02/11/2017	AARLI BAR	CIDC activation initiative grant funding- Chinatown revitalisation	6244.95	MFS
EFT42926	02/11/2017	APRA	License fees- Civic Centre	550.66	MFS
EFT42927	02/11/2017	BROOME FREIGHTLINES	Freight- Workshop	154.84	MFS
EFT42928	02/11/2017	CHRISSY LEE CARTER	Face painting- Chinatown late night trading	440.00	MFS
EFT42929	02/11/2017	FIRE & SAFETY SERVICES	Fire equipment monthly testing- Depot	352.00	MFS
EFT42930	02/11/2017	KIMBERLEY DISTRIBUTORS	Kiosk stock- BRAC	1217.26	MFS
EFT42931	02/11/2017	LGIS RISK MANAGEMENT	OSH audit process- HR	7700.00	MFS
EFT42932	02/11/2017	MERCURE BROOME	Consultant accommodation- Growth Plan & regional airfares	398.00	MFS
EFT42933	02/11/2017	MICHAEL PETER STEPHENS	Entertainment- Chinatown late night trading	1850.00	MFS
EFT42934	02/11/2017	PINDAN LABOUR SOLUTIONS P/L	Temporary staff- BRAC & HR	4564.62	MFS
EFT42935	02/11/2017	THE WORKWEAR GROUP (NNT)	Staff uniform- HR	152.90	MFS
EFT42936	02/11/2017	VIVA ENERGY AUSTRALIA	Fuel card purchases- Infrastructure	144.83	MFS
EFT42937	03/11/2017	SALARY & WAGES	Payroll S & W	27751.00	MFS
EFT42938	03/11/2017	TOTALLY WORKWEAR	Staff uniform- HR	37.40	MFS
EFT42939	03/11/2017	TOXFREE	Kerbside Recycling Collection (Contract 14/01)- Waste Management Facility	100446.66	MFS
EFT42940	09/11/2017	ADVANCED ELECTRICAL EQUIPMENT P/L	Equipment- P&G	19.36	MFS
EFT42941	09/11/2017	AVANTGARDE TECHNOLOGIES	CCTV upgrade (RFQ17-34)- BRAC	31377.50	MFS

EFT42942	09/11/2017	AVELING	Records awareness training- HR	3300.00	MFS
EFT42943	09/11/2017	AVERY AIRCONDITIONING P/L	Airconditioning maintenance- KRO, KRO2 & Library	1650.00	MFS
EFT42944	09/11/2017	BP AUSTRALIA P/L - FUEL	Unleaded fuel- Depot	17473.57	MFS
EFT42945	09/11/2017	EVENTPRO SOFTWARE	Licensing- IT	1472.90	MFS
EFT42946	09/11/2017	HERBERT SMITH FREEHILLS	Legal expenses- Matter no's 82466596 & 82654847	2876.75	MFS
EFT42947	09/11/2017	HORIZON POWER	Electricity charges	73166.03	MFS
EFT42948	09/11/2017	HORIZON POWER	Street lighting- Infrastructure	74908.80	MFS
EFT42949	09/11/2017	REDWAVE MEDIA P/L	Radio commercials- Chinatown Revitalisation	1078.00	MFS
EFT42950	09/11/2017	SHINJU MATSURI INC COMMITTEE	Grant funding- Pearl Harvest party	1750.00	MFS
EFT42951	09/11/2017	TELSTRA	Phone charges	414.56	MFS
EFT42952	09/11/2017	THE WORKWEAR GROUP (NNT)	Staff uniform- HR	1273.71	MFS
EFT42953	09/11/2017	TNT EXPRESS	Freight- Health & Workshop	812.11	MFS
EFT42954	09/11/2017	TOTALLY WORKWEAR	Staff uniform- HR	239.40	MFS
EFT42955	09/11/2017	BROOME BUILDERS P/L	Office fit out (RFQ17-72)- Property	14432.00	MFS
EFT42956	09/11/2017	KIMBERLEY MOWERS & SPARES	Equipment repairs- P&G	435.60	MFS
EFT42957	09/11/2017	BROOME SMALL MAINTENANCE SERVICES	Maintenance- Administration building	208.00	MFS
EFT42958	09/11/2017	CT MECHANICAL & SERVICES	Plant servicing- WMF	924.00	MFS
EFT42959	09/11/2017	DATA#3 LIMITED	Microsoft Office 365- IT	2814.46	MFS
EFT42960	09/11/2017	FORPARK AUSTRALIA	Park furniture- Palmer Road	1170.40	MFS
EFT42961	09/11/2017	G. BISHOPS TRANSPORT SERVICES P/L	Freight- Depot	434.70	MFS
EFT42962	09/11/2017	HARVEY NORMAN	Equipment- IT	150.00	MFS
EFT42963	09/11/2017	HIRE A HUBBY BROOME	Maintenance- BRAC	88.00	MFS
EFT42964	09/11/2017	KIMBERLEY BOOKSHOP	Books- Library	29.99	MFS
EFT42965	09/11/2017	KIMBERLEY DISTRIBUTORS	Kiosk stock- BRAC	384.90	MFS
EFT42966	09/11/2017	KIMBERLEY FUEL & OIL SERVICES	Various oils & coolant- WMF	1276.00	MFS

EFT42967	09/11/2017	KIMBERLEY SIGNS & DESIGNS	Signage- Town Beach	467.50	MFS
EFT42968	09/11/2017	KIMBERLEY WASHROOM SERVICES	Sanitary waste removal- Various Shire sites	840.00	MFS
EFT42969	09/11/2017	M KELLY AIRCONDITIONING	Airconditioning maintenance- Depot	617.10	MFS
EFT42970	09/11/2017	MARKET CREATIONS	Annual report design- Governance	1430.00	MFS
EFT42971	09/11/2017	MERCURE HOTEL - PERTH	Shire staff accommodation- Office of the CEO	800.00	MFS
EFT42972	09/11/2017	PEARL COAST INDUSTRIAL RAGS	Rags- Depot	263.40	MFS
EFT42973	09/11/2017	PINDAN LABOUR SOLUTIONS P/L	Temporary Shire staff- BRAC & HR	3834.97	MFS
EFT42974	09/11/2017	POOL WISDOM	Chlorine- BRAC	940.06	MFS
EFT42975	09/11/2017	SALVATORE MASTROLEMBO	Reimbursement- various expenditure	1627.92	MFS
EFT42976	09/11/2017	SEAMLESS CMS P/L	Annual licence agreement (RFQ16-30)- IT	25712.50	MFS
EFT42977	09/11/2017	SPORTSPOWER BROOME	Sports Equipment- BRAC	312.00	MFS
EFT42978	09/11/2017	T - QUIP	Vehicle parts- Workshop	191.70	MFS
EFT42979	09/11/2017	TAPPED PLUMBING & GAS P/L	Maintenance- Staff housing	207.90	MFS
EFT42980	09/11/2017	THOMSON REUTERS (PROFESSIONAL) AUSTRALIA LTD	Training & Consultation- HR	1173.70	MFS
EFT42981	09/11/2017	TRADELINK PLUMBING SUPPLIES	Consumables- Depot	80.12	MFS
EFT42982	09/11/2017	TROPPO SOUND	Lighting- Chinatown late night trading	2750.00	MFS
EFT42983	09/11/2017	WILD MANGO CAFE	Catering Councillors workshop & CEO15 - Office of the CEO	327.30	MFS
EFT42984	09/11/2017	SHIRE OF BROOME	BCITF commission October 17	74.25	MFS
EFT42985	09/11/2017	BUILDING COMMISSION	BSL levy- October 17	4884.67	MFS
EFT42986	09/11/2017	SHIRE OF BROOME	BSL commission- October 2017	110.00	MFS
EFT42987	09/11/2017	SALARY & WAGES	Payroll S & W	324842.00	MFS
EFT42988	09/11/2017	SALARY & WAGES	Payroll S & W	225.00	MFS
EFT42989	09/11/2017	SALARY & WAGES	Payroll S & W	1039.90	MFS
EFT42990	09/11/2017	ATO	PAYG	125017.11	MFS
EFT42991	09/11/2017	SALARY & WAGES	Payroll S & W	380.00	MFS
EFT42992	09/11/2017	SALARY & WAGES	Payroll S & W	580.00	MFS
EFT42993	09/11/2017	SALARY & WAGES	Payroll S & W	500.00	MFS

EFT42994	09/11/2017	SALARY & WAGES	Payroll S & W	720.00	MFS
EFT42995	09/11/2017	SALARY & WAGES	Payroll S & W	550.00	MFS
EFT42996	09/11/2017	SALARY & WAGES	Payroll S & W	386.39	MFS
EFT42997	09/11/2017	SALARY & WAGES	Payroll S & W	1162.86	MFS
EFT42998	09/11/2017	SALARY & WAGES	Payroll S & W	500.00	MFS
EFT42999	09/11/2017	SALARY & WAGES	Payroll S & W	364.00	MFS
EFT43000	09/11/2017	SALARY & WAGES	Payroll S & W	1829.87	MFS
EFT43001	09/11/2017	SALARY & WAGES	Payroll S & W	420.00	MFS
EFT43002	09/11/2017	SALARY & WAGES	Payroll S & W	667.21	MFS
EFT43003	09/11/2017	SALARY & WAGES	Payroll S & W	761.31	MFS
EFT43004	09/11/2017	SALARY & WAGES	Payroll S & W	540.18	MFS
EFT43005	09/11/2017	SALARY & WAGES	Payroll S & W	790.33	MFS
EFT43006	09/11/2017	SALARY & WAGES	Payroll S & W	400.00	MFS
EFT43007	09/11/2017	SALARY & WAGES	Payroll S & W	637.37	MFS
EFT43008	09/11/2017	SALARY & WAGES	Payroll S & W	19.40	MFS
EFT43009	09/11/2017	SALARY & WAGES	Payroll S & W	175.00	MFS
EFT43010	09/11/2017	SALARY & WAGES	Payroll S & W	450.00	MFS
EFT43011	09/11/2017	SALARY & WAGES	Payroll S & W	625.72	MFS
EFT43012	09/11/2017	SALARY & WAGES	Payroll S & W	340.00	MFS
EFT43013	09/11/2017	SALARY & WAGES	Payroll S & W	549.52	MFS
EFT43014	09/11/2017	SALARY & WAGES	Payroll S & W	305.77	MFS
EFT43015	09/11/2017	SALARY & WAGES	Payroll S & W	662.65	MFS
EFT43016	09/11/2017	CATHERINE MARRIOTT	Councillor sitting fees & allowances	4013.04	MFS
EFT43017	09/11/2017	DESIREE MALE	Deputy President sitting fees & allowances	6282.15	MFS
EFT43018	09/11/2017	HAROLD TRACEY	Shire President sitting fees & allowances	14224.12	MFS
EFT43019	13/11/2017	SALARY & WAGES	Payroll S & W	772.78	MFS
EFT43020	16/11/2017	AARLI BAR	Catering- Councillors	700.00	MFS
EFT43021	16/11/2017	ACCESS PROGRAMS AUSTRALIA LTD	Employee assistance program hours- HR	5032.50	MFS
EFT43022	16/11/2017	ADVANCED ELECTRICAL EQUIPMENT P/L	Globes- BRAC	1628.00	MFS
EFT43023	16/11/2017	APOLLO MEDICAL UNIT TRUST	Recruitment expenses- HR	220.00	MFS
EFT43024	16/11/2017	ACMA	License- IT	592.00	MFS
EFT43025	16/11/2017	AVERY AIRCONDITIONING P/L	Airconditioning maintenance- WMF	2266.00	MFS
EFT43026	16/11/2017	BOC LIMITED	Oxygen & Gas bottle hire- BRAC	96.01	MFS
EFT43027	16/11/2017	BRETTS PEST MANAGEMENT	Pest treatment- Administration Office	115.50	MFS
EFT43028	16/11/2017	BRIDGESTONE AUSTRALIA LTD	Tyres- Workshop	16.50	MFS

EFT43029	16/11/2017	BROOME PEST CONTROL	Ant treatment- Library	160.00	MFS
EFT43030	16/11/2017	CATALYSE RESEARCH & STRATEGY	Organisational survey- HR	5225.00	MFS
EFT43031	16/11/2017	CHINATOWN NEWSAGENCY	Daily Newspaper- Library	529.60	MFS
EFT43032	16/11/2017	COMFORT HOTEL PERTH CITY	Shire staff accommodation- Development & Community	125.00	MFS
EFT43033	16/11/2017	DEPT OF TRANSPORT	Vehicle search fees- Rangers	140.70	MFS
EFT43034	16/11/2017	DORMA AUTOMATICS P/L	Maintenance- Library	330.00	MFS
EFT43035	16/11/2017	EVENTPRO SOFTWARE	Licence renewal- IT	1472.90	MFS
EFT43036	16/11/2017	G. BISHOPS TRANSPORT SERVICES P/L	Freight- Infrastructure & Depot	265.95	MFS
EFT43037	16/11/2017	GEOFABRICS AUSTRALASIA P/L	Materials- Crab Creek Rd	1524.60	MFS
EFT43038	16/11/2017	HARVEY NORMAN	Cables & USB wall chargers- IT	489.00	MFS
EFT43039	16/11/2017	KGT Employment	Apprentice wages- Workshop	2869.68	MFS
EFT43040	16/11/2017	KIMBERLEY DISTRIBUTORS	Kiosk stock- BRAC	384.90	MFS
EFT43041	16/11/2017	KOMATSU AUSTRALIA P/L	Vehicle part- Workshop	1989.26	MFS
EFT43042	16/11/2017	KOOLJAMAN AT CAPE LEVEQUE	Accommodation- Office of the CEO	940.00	MFS
EFT43043	16/11/2017	LACHLAN BIRCH PAINTING SERVICES	Painting services- KRO1	363.00	MFS
EFT43044	16/11/2017	LANDMARK OPERATIONS LTD	Fertiliser (RFQ17-69) & Pesticides - P&G	2651.72	MFS
EFT43045	16/11/2017	MOORE STEPHENS (WA) P/L	Audit 16/17- Finance	2200.00	MFS
EFT43046	16/11/2017	NORTH WEST COAST SECURITY	Security services- Various Shire sites	7443.16	MFS
EFT43047	16/11/2017	PINDAN LABOUR SOLUTIONS P/L	Temporary staff- Rangers, BRAC & HR	5661.53	MFS
EFT43048	16/11/2017	POOL WISDOM	Chlorine- BRAC	1012.00	MFS
EFT43049	16/11/2017	RAGS ROOF PLUMBING	Roof maintenance- BRAC	3626.70	MFS
EFT43050	16/11/2017	THE KIMBERLEY GRANDE	Accommodation- Development & Community	384.20	MFS
EFT43051	16/11/2017	THE WORKWEAR GROUP (NNT)	Staff uniform- HR	682.26	MFS
EFT43052	16/11/2017	TNT EXPRESS	Freight- Health	186.36	MFS
EFT43053	16/11/2017	VORGEE P/L	Kiosk stock- BRAC	1496.22	MFS

EFT43054	16/11/2017	WILD MANGO CAFE	Catering for Mental Health week- HR & public consultation	249.80	MFS
EFT43055	16/11/2017	AARLI BAR	Catering for OMC 27 July 2017	361.00	MFS
EFT43056	16/11/2017	SALARY & WAGES	Payroll S & W	10000.00	MFS
EFT43057	16/11/2017	BROOME TIME ACCOMMODATION	Temporary Shire staff accommodation- Rangers	1535.96	MFS
EFT43058	16/11/2017	BUILDUP BOBCAT	Fire breaks- Rangers	5016.00	MFS
EFT43059	16/11/2017	CHINATOWN NEWSAGENCY	Daily Newspapers- Media	117.50	MFS
EFT43060	16/11/2017	CITY OF SWAN	GIS labour service- IT	6804.95	MFS
EFT43061	16/11/2017	AUSTRALIA POST	Postage charges- Administration Office	1021.52	MFS
EFT43062	16/11/2017	ELGAS LTD	Gas Bottle- BRAC	296.00	MFS
EFT43063	16/11/2017	FIELD AIR CONDITIONING P/L	Vehicle & Car parts- Workshop	206.15	MFS
EFT43064	16/11/2017	HERBERT SMITH FREEHILLS	Legal expenses- Dampier Peninsula claims	751.32	MFS
EFT43065	16/11/2017	HORIZON POWER	Electricity charges- KRO & BRAC	22027.50	MFS
EFT43066	16/11/2017	MCINTOSH & SON	Vehicle parts- Works	4880.14	MFS
EFT43067	16/11/2017	NORTH WEST STRATA SERVICES	Levies- Staff housing	2692.50	MFS
EFT43068	16/11/2017	PINDAN LABOUR SOLUTIONS P/L	Temporary staff- Rangers	9667.46	MFS
EFT43069	16/11/2017	SECURITY & TECHNOLOGY SERVICES	Equip Maint & Supplies- IT	163.24	MFS
EFT43070	16/11/2017	ST MARYS COLLEGE	Sponsorship- Community Development	5500.00	MFS
EFT43071	16/11/2017	TNT EXPRESS	Freight- Health	337.16	MFS
EFT43072	16/11/2017	VIVA ENERGY AUSTRALIA	Fuel card purchases- Infrastructure	106.13	MFS
EFT43073	17/11/2017	CRANA PLUS	Bond refund- Civic Centre	773.75	MFS
EFT43074	17/11/2017	SHIRE OF BROOME	Bond refund- Civic Centre	6907.25	MFS
EFT43075	17/11/2017	TOYOTA FINANCIAL SERVICES AUSTRALIA	Vehicle lease- Infrastructure	450.73	MFS
EFT43076	20/11/2017	TELSTRA	Phone charges	2670.98	MFS
EFT43077	23/11/2017	BROOME FIRST NATIONAL REAL ESTATE	Staff & Community storage rent	12012.80	MFS
EFT43078	23/11/2017	CHARTER PROPERTY GROUP P/L	Staff Rent	2607.14	MFS
EFT43079	23/11/2017	HUTCHINSON REAL ESTATE	Staff Rent	2085.71	MFS

EFT43080	23/11/2017	KENNETH DONOHOE	Staff Rent	2824.40	MFS
EFT43081	23/11/2017	MAX GRAFFEN	Staff Rent	2166.67	MFS
EFT43082	23/11/2017	PRD NATIONWIDE	Staff Rent	1825.00	MFS
EFT43083	23/11/2017	RAY WHITE BROOME	Staff Rent	15642.85	MFS
EFT43084	23/11/2017	RYAN & PAULA JACK	Staff Rent	3128.57	MFS
EFT43085	23/11/2017	AIR LIQUIDE AUSTRALIA LTD	Gas bottle rental- Workshop	26.06	MFS
EFT43086	23/11/2017	ALL WEST BUILDING APPROVALS P/L	Certificate of design compliance- BRAC	275.00	MFS
EFT43087	23/11/2017	ALTUS PLANNING & APPEALS	Planning consultant- Development	704.00	MFS
EFT43088	23/11/2017	APEX RUBBER STAMP CO	Rubber stamps- Building & Planning	175.50	MFS
EFT43089	23/11/2017	BENJAMIN WILLIAMS	Rates refund due to overpayment for assessment A120926	904.80	MFS
EFT43090	23/11/2017	BEST KIMBERLEY COMPUTING	Copier charges- IT	1150.12	MFS
EFT43091	23/11/2017	BP AUSTRALIA P/L	Unleaded fuel- Depot	17353.01	MFS
EFT43092	23/11/2017	BRETTS PEST MANAGEMENT	Pest treatment- Staff housing	110.00	MFS
EFT43093	23/11/2017	BROOME CLARK RUBBER	Pool servicing & toys- Shire staff housing	325.35	MFS
EFT43094	23/11/2017	BROOME DIESEL & HYDRAULIC SERVICE	Vehicle parts- WMF & Workshop	5432.80	MFS
EFT43095	23/11/2017	BROOME MOTORS	Vehicle parts- Workshop	300.35	MFS
EFT43096	23/11/2017	BROOME PLUMBING & GAS	Plumbing repairs & maintenance- BRAC, Cable beach toilets, KRO & Civic centre	1305.00	MFS
EFT43097	23/11/2017	BROOME PROGRESSIVE SUPPLIES	Consumables & kiosk stock- Depot & BRAC	1943.62	MFS
EFT43098	23/11/2017	KIMBERLEY MOWERS & SPARES	Material purchase & maintenance- Depot	498.80	MFS
EFT43099	23/11/2017	BROOME SMALL MAINTENANCE SERVICES	Building maintenance- Administration Office	124.00	MFS
EFT43100	23/11/2017	BROOME TOWING & SALVAGE	Abandoned vehicle towing- Rangers	88.00	MFS
EFT43101	23/11/2017	BROOME TOYOTA	Vehicle parts- Workshop	1291.65	MFS
EFT43102	23/11/2017	BROOMECRETE	Materials- Depot	11185.90	MFS

EFT43103	23/11/2017	CABLE BEACH ELECTRICAL SERVICE	Electrical repairs- Cable Beach Reserve, Cygnet park & Male oval	1589.50	MFS
EFT43104	23/11/2017	CABLE BEACH TYRE SERVICE P/L	Tyres- Workshop & WMF	1806.50	MFS
EFT43105	24/11/2017	SALARY & WAGES	Payroll S & W	225.00	MFS
EFT43106	24/11/2017	ATO	PAYG	108226.43	MFS
EFT43107	24/11/2017	SALARY & WAGES	Payroll S & W	380.00	MFS
EFT43108	24/11/2017	SALARY & WAGES	Payroll S & W	720.00	MFS
EFT43109	24/11/2017	SALARY & WAGES	Payroll S & W	550.00	MFS
EFT43110	24/11/2017	SALARY & WAGES	Payroll S & W	386.39	MFS
EFT43111	24/11/2017	SALARY & WAGES	Payroll S & W	500.00	MFS
EFT43112	24/11/2017	SALARY & WAGES	Payroll S & W	364.00	MFS
EFT43113	24/11/2017	SALARY & WAGES	Payroll S & W	420.00	MFS
EFT43114	24/11/2017	SALARY & WAGES	Payroll S & W	667.21	MFS
EFT43115	24/11/2017	SALARY & WAGES	Payroll S & W	761.31	MFS
EFT43116	24/11/2017	SALARY & WAGES	Payroll S & W	540.18	MFS
EFT43117	24/11/2017	SALARY & WAGES	Payroll S & W	790.33	MFS
EFT43118	24/11/2017	SALARY & WAGES	Payroll S & W	400.00	MFS
EFT43119	24/11/2017	SALARY & WAGES	Payroll S & W	637.37	MFS
EFT43120	24/11/2017	SALARY & WAGES	Payroll S & W	175.00	MFS
EFT43121	24/11/2017	SALARY & WAGES	Payroll S & W	450.00	MFS
EFT43122	24/11/2017	SALARY & WAGES	Payroll S & W	625.72	MFS
EFT43123	24/11/2017	SALARY & WAGES	Payroll S & W	340.00	MFS
EFT43124	24/11/2017	SALARY & WAGES	Payroll S & W	549.52	MFS
EFT43125	24/11/2017	SALARY & WAGES	Payroll S & W	305.77	MFS
EFT43126	24/11/2017	SALARY & WAGES	Payroll S & W	984.81	MFS
EFT43127	24/11/2017	SALARY & WAGES	Payroll S & W	662.65	MFS
EFT43128	24/11/2017	SALARY & WAGES	Payroll S & W	1039.90	MFS
EFT43129	24/11/2017	SALARY & WAGES	Payroll S & W	620.00	MFS
EFT43130	24/11/2017	SALARY & WAGES	Payroll S & W	520.00	MFS
EFT43131	24/11/2017	SALARY & WAGES	Payroll S & W	1156.03	MFS
EFT43132	24/11/2017	SALARY & WAGES	Payroll S & W	1829.87	MFS
EFT43133	24/11/2017	SALARY & WAGES	Payroll S & W	19.40	MFS
EFT43134	24/11/2017	CHAITANYA OAK	Reimbursement of expenses- HR	560.00	MFS
EFT43135	24/11/2017	COAST & COUNTRY ELECTRICS	Electrical works- BRAC, KRO, Library & Staff housing	4952.75	MFS
EFT43136	24/11/2017	CDP	Kiosk stock- BRAC	1830.83	MFS
EFT43137	24/11/2017	COATES HIRE OPERATIONS P/L	Cape Leveque Road upgrade- Works	6764.38	MFS
EFT43138	24/11/2017	COCA COLA AMATIL (HOLDINGS) LTD	Kiosk stock- BRAC	6292.52	MFS
EFT43139	24/11/2017	COLES SUPERMARKETS	Operational expenses, consumables, stock- Civic Centre, BRAC, Admin building	803.69	MFS

EFT43140	24/11/2017	COPY CATS DIGITAL PRINT & DESIGN II	Sign in/out book- BRAC	55.00	MFS
EFT43141	24/11/2017	CT MECHANICAL & SERVICES	Vehicle service & repairs- WMF	781.00	MFS
EFT43142	24/11/2017	DEBRA POINTING	Rates refund due to overpayment for assessment A121036	2904.33	MFS
EFT43143	24/11/2017	FIELD AIR CONDITIONING P/L	Vehicle repairs and parts- Workshop	2348.25	MFS
EFT43144	24/11/2017	FIRE & SAFETY SERVICES	Fire equipment monthly testing- Civic Centre & BRAC	834.16	MFS
EFT43145	24/11/2017	GARDEN CITY PLASTICS	Fertiliser spreader- P&G	770.00	MFS
EFT43146	24/11/2017	BLACKWOODS	Equipment & consumables - Depot, BRAC, WMF	887.97	MFS
EFT43147	24/11/2017	JETRIDGE HOLDINGS P/L	Building maintenance- BRAC	1700.00	MFS
EFT43148	24/11/2017	JR & A HERSEY P/L	Vehicle parts & consumables- Workshop & Depot	1714.83	MFS
EFT43149	24/11/2017	KIMBERLEY BOOKSHOP	Books- Library	65.67	MFS
EFT43150	24/11/2017	KIMBERLEY CAMPING & OUTBACK SUPPLIES	Staff uniform and supplies - Environmental Health & Depot	3814.75	MFS
EFT43151	24/11/2017	KIMBERLEY DISTRIBUTORS	Kiosk stock- BRAC	622.18	MFS
EFT43152	24/11/2017	KIMBERLEY GOLD PURE DRINKING WATER	Drinking water- WMF, Admin building and Civic Centre	605.00	MFS
EFT43153	24/11/2017	KOMATSU AUSTRALIA P/L	Vehicle parts- Workshop	1293.40	MFS
EFT43154	24/11/2017	KOORI MAIL	Subscription fee- Library	100.00	MFS
EFT43155	24/11/2017	KOTT GUNNING LAWYERS	Legal expenses- Development Services	6566.45	MFS
EFT43156	24/11/2017	LANDMARK OPERATIONS LTD	Fertiliser- P&G	1009.69	MFS
EFT43157	24/11/2017	LO-GO APPOINTMENTS	Temporary staff- Infrastructure	14624.78	MFS
EFT43158	24/11/2017	MARKETFORCE	Recruitment & Advertising expenses- HR, Governance, Planning, Health, Property and infrastructure	10255.65	MFS
EFT43159	24/11/2017	MCCORRY BROWN EARTHMOVING P/L	Plant hire- Works, Infrastructure and WMF (RFQ 17-81)	30808.25	MFS
EFT43160	24/11/2017	MNG	Surveying (RFQ 17-89)- Crab Creek Rd & Broome Cemetery	6288.70	MFS
EFT43161	24/11/2017	MIDALIA STEEL P/L	Materials- P&G	379.54	MFS

EFT43162	24/11/2017	MOORE STEPHENS (WA) P/L	Audit (year ending 30.06.17)- Finance	15976.15	MFS
EFT43163	24/11/2017	MUDMAP STUDIO	Consultant fee- Cemetery upgrade	687.50	MFS
EFT43164	24/11/2017	NORTH WEST COAST SECURITY	Security services- Various Shire sites	7443.16	MFS
EFT43165	24/11/2017	NS PROJECTS P/L	Phase 5 upgrade- BRAC	1584.00	MFS
EFT43166	24/11/2017	OFFICE NATIONAL BROOME	Furniture & stationery-Various Shire sites	4231.40	MFS
EFT43167	24/11/2017	OFFICEMAX AUSTRALIA LTD	Stationery & consumables- Administration Office	1590.13	MFS
EFT43168	24/11/2017	PEARL COAST CRANE HIRE	Hire- Infrastructure	508.75	MFS
EFT43169	24/11/2017	PENINSULA BOMBERS FOOTBALL CLUB	Community Sponsorship- Community development	1000.00	MFS
EFT43170	24/11/2017	PINDAN LABOUR SOLUTIONS P/L	Temporary Shire Staff- BRAC & HR	1781.05	MFS
EFT43171	24/11/2017	POOL WISDOM	Pool chemicals- BRAC	1592.10	MFS
EFT43172	24/11/2017	REGAL TRANSPORT	Freight- Depot & Workshop	788.03	MFS
EFT43173	24/11/2017	REWARD DISTRIBUTION & SUPPLY CO P/L	Urn & insert plan- Civic Centre	348.90	MFS
EFT43174	24/11/2017	ROADLINE CIVIL CONTRACTORS	Traffic Management Plan- Works	748.00	MFS
EFT43175	24/11/2017	SECUREX SECURITY P/L	Update security swipe cards- Property	120.00	MFS
EFT43176	24/11/2017	SHIRE OF DERBY/WEST KIMBERLEY	Kimberley Zone Meeting- CEO	1701.72	MFS
EFT43177	24/11/2017	SLATER & GARTRELL SPORTS	Sports Equipment- BRAC	1012.00	MFS
EFT43178	24/11/2017	SOFTFALLGUYS	Equipment- Town Beach Water Park	194.70	MFS
EFT43179	24/11/2017	SOUNDCORP P/L	Consumables- Civic Centre	489.00	MFS
EFT43180	24/11/2017	SPORTS STAR TROPHIES	Medals & Trophies- BRAC	290.00	MFS
EFT43181	24/11/2017	ST ANNE'S FLORIST	Flower arrangement- HR	108.00	MFS
EFT43182	24/11/2017	SUN PICTURES WA P/L	Late night trading movie- Chinatown Revitalisation	1100.00	MFS
EFT43183	24/11/2017	SUNNY SIGN COMPANY P/L	Signage- Depot & Infrastructure	5602.85	MFS
EFT43184	24/11/2017	TAPPED PLUMBING & GAS P/L	Plumbing repairs & maintenance- Male Oval ablutions	127.60	MFS
EFT43185	24/11/2017	TERRITORY RURAL BROOME	Consumables & reticulation parts - Depot	3707.26	MFS

EFT43186	24/11/2017	THINK WATER BROOME	Reticulation expenses- Depot and P&G	3942.06	MFS
EFT43187	24/11/2017	TNT EXPRESS	Freight- Health, Depot & Civic Centre	203.88	MFS
EFT43188	24/11/2017	TOXFREE	Waste removal- various	95712.85	MFS
EFT43189	24/11/2017	TRUCK CENTRE (WA) P/L	Vehicle purchase- Workshop (RFQ 17-63)	88501.10	MFS
EFT43190	24/11/2017	VANDERFIELD P/L	Material purchase- Works	601.59	MFS
EFT43191	24/11/2017	VISTA HOME IMPROVEMENTS	Cleaning services- Community Storage Facility	1276.00	MFS
EFT43192	24/11/2017	VORGEE P/L	Hand paddles- BRAC	174.35	MFS
EFT43193	24/11/2017	WA HINO	Vehicle parts- Depot	156.49	MFS
EFT43194	24/11/2017	WANNA PLAY IND	Street performers- Chinatown late night trading	600.00	MFS
EFT43195	24/11/2017	WEST AUSTRALIAN NEWSPAPERS	Advertising- Shire News & Library	2656.00	MFS
EFT43196	24/11/2017	WESTERN IRRIGATION P/L	Reticulation- P&G	1650.00	MFS
EFT43197	24/11/2017	WESTRAC	Vehicle parts- Workshop	3469.10	MFS
EFT43198	24/11/2017	WRITING WA	Membership fee 2017- Library	135.00	MFS
EFT43199	24/11/2017	ZANDERS	Rates refund due to overpayment for assessment A101331	2044.14	MFS
EFT43200	27/11/2017	BROOME CIRCLE INC	Community Sponsorship- Community Development	1000.00	MFS
EFT43201	27/11/2017	BROOME VETERINARY HOSPITAL	Provision of boarding, veterinary & euthanasia costs- October 2017	4911.65	MFS
EFT43202	27/11/2017	BT EQUIPMENT P/L	Vehicle parts- WMF	2341.60	MFS
EFT43203	27/11/2017	BUNNINGS BROOME	Material, consumables, supplies - Depot & BRAC	2003.31	MFS
EFT43204	27/11/2017	HORIZON POWER	Electricity charges	148.67	MFS
EFT43205	27/11/2017	MCCORRY BROWN EARTHMOVING P/L	Equipment Hire(RFQ17-81)- Crab Creek Road	165613.31	MFS
EFT43206	27/11/2017	TOTALLY WORKWEAR	Uniforms- Depot	115.00	MFS
EFT43207	27/11/2017	TROPICAL UPHOLSTERY	Repairs to inflatable- BRAC	121.00	MFS
EFT43208	27/11/2017	WATER CORPORATION	Water usage & service charges- Various Shire sites	8985.12	MFS
EFT43209	27/11/2017	WATER CORPORATION	Water usage & service charges- Various Shire sites	39207.47	MFS
EFT43210	27/11/2017	SALARY & WAGES	Payroll S & W	319023.00	MFS
EFT43211	28/11/2017	BOC LIMITED	Oxygen, Acetylene & Argon- Workshop & BRAC	97.14	MFS

EFT43212	28/11/2017	BROOME HORSERIDERS CLUB INC.	Community Sponsorship- Community Development	1000.00	MFS
EFT43213	28/11/2017	CT MECHANICAL & SERVICES	Vehicle repair & maintenance - Workshop & WMF	1210.00	MFS
EFT43214	28/11/2017	FIELD AIR CONDITIONING P/L	Battery- WMF	206.30	MFS
EFT43215	28/11/2017	G. BISHOPS TRANSPORT SERVICES P/L	Freight- WMF & Workshop	245.93	MFS
EFT43216	28/11/2017	HORIZON POWER	Electricity charges	5443.40	MFS
EFT43217	28/11/2017	LO-GO APPOINTMENTS	Labour hire- Infrastructure	4984.65	MFS
EFT43218	28/11/2017	MARKETFORCE	Advertising- Property	427.97	MFS
EFT43219	28/11/2017	MCCORRY BROWN EARTHMOVING P/L	Equipment hire- WMF	676.50	MFS
EFT43220	28/11/2017	PETER MCBRIDE	Reimbursement of study expenses- Infrastructure	1131.00	MFS
EFT43221	28/11/2017	SECUREPAY P/L	Web payments transaction fee- Civic Centre	3.96	MFS
EFT43222	28/11/2017	TERRITORY RURAL BROOME	Reticulation- P&G	523.21	MFS
EFT43223	28/11/2017	TNT EXPRESS	Freight- Workshop & Health	139.97	MFS
EFT43224	28/11/2017	ZOHO CORPORATION	Subscription fee- IT	182.00	MFS
EFT43225	29/11/2017	SHIRE OF BROOME	Bond refund- Civic Centre	525.00	MFS
EFT43226	29/11/2017	MECQUELA MORATO	Bond refund- Civic Centre	1172.22	MFS
EFT43227	29/11/2017	SHIRE OF BROOME	Bond refund- Civic Centre	2427.78	MFS
EFT43228	29/11/2017	KAMS LTD	Bond refund- Civic Centre	1062.00	MFS
EFT43229	29/11/2017	SHIRE OF BROOME	Bond refund- Civic Centre	2073.00	MFS
EFT43230	30/11/2017	AVERY AIRCONDITIONING P/L	Airconditioning maintenance- Civic Centre	413.38	MFS
EFT43231	30/11/2017	BP AUSTRALIA P/L	Diesel- Depot	12125.73	MFS
EFT43232	30/11/2017	BRAINTREE COMMUNICATIONS P/L	EFTPOS transaction delivery service - WMF	20.00	MFS
EFT43233	30/11/2017	BROOME AUTO EXCELLENCE	Vehicle parts- WMF	117.35	MFS
EFT43234	30/11/2017	BROOME BUILDERS P/L	Minor assets- Library	1980.00	MFS
EFT43235	30/11/2017	BROOME PROGRESSIVE SUPPLIES	Operating expense & consumables- Depot & BRAC	240.06	MFS
EFT43236	30/11/2017	KIMBERLEY MOWERS & SPARES	Vehicle parts- Workshop & Depot	307.80	MFS

EFT43237	30/11/2017	CARPET PAINT & TILE CENTRE	Paint- Depot	198.00	MFS
EFT43238	30/11/2017	CITY OF SWAN	GIS labour service- IT	5636.94	MFS
EFT43239	30/11/2017	CT MECHANICAL & SERVICES	Plant repair- WMF	2590.50	MFS
EFT43240	30/11/2017	DATA#3 LIMITED	License - IT	78782.50	MFS
EFT43241	30/11/2017	DEPT OF THE PREMIER & CABINET	Advertising- Planning	146.50	MFS
EFT43242	30/11/2017	DIRECTCOMMS P/L	Service charges- Library	65.21	MFS
EFT43243	30/11/2017	FOOTPRINT CLEANING	Cleaning services- Shire various sites	45635.80	MFS
EFT43244	30/11/2017	G. BISHOPS TRANSPORT SERVICES P/L	Freight- Depot & Workshop	615.01	MFS
EFT43245	30/11/2017	LANDGATE	GRV Schedule- Rates	124.77	MFS
EFT43246	30/11/2017	KGT Employment	Apprentice wages- Workshop	1470.71	MFS
EFT43247	30/11/2017	KIMBERLEY DISTRIBUTORS	Kiosk stock- BRAC	393.69	MFS
EFT43248	30/11/2017	KIMBERLEY WASHROOM SERVICES	Sanitary waste removal- Various Shire sites	820.00	MFS
EFT43249	30/11/2017	KOMATSU AUSTRALIA P/L	Vehicle parts- WMF	146.70	MFS
EFT43250	30/11/2017	LACHLAN STUART FRASER	Laneway enhancement project- Chinatown Revitalisation	10175.00	MFS
EFT43251	30/11/2017	LAIRD TRAN STUDIO	Consultancy- BRAC	1408.00	MFS
EFT43252	30/11/2017	MERCURE HOTEL - PERTH	Shire staff accommodation- Development Services	510.00	MFS
EFT43253	30/11/2017	NORTH WEST COAST SECURITY	Security services- Civic centre	528.00	MFS
EFT43254	30/11/2017	NORTH WEST STRATA SERVICES	Quarterly strata levy- Staff housing	566.25	MFS
EFT43255	30/11/2017	OHURA CONSULTING	Indoor EBA consultancy- HR	1066.42	MFS
EFT43256	30/11/2017	PERFEKT P/L	Dell Poweredge R730 Rack Mount Server- IT	14943.50	MFS
EFT43257	30/11/2017	PINDAN LABOUR SOLUTIONS P/L	Temporary staff- Rangers & HR	8513.38	MFS
EFT43258	30/11/2017	ROBERT JOSEPH LANDER	Rates refund due to overpayment for assessment A303968	1780.60	MFS
EFT43259	30/11/2017	SAI GLOBAL LTD	Licence fee- Infrastructure	392.62	MFS
EFT43260	30/11/2017	SEAT ADVISOR P/L	Ticket sale commission- Civic Centre	71.23	MFS

EFT43261	30/11/2017	STOTT & HOARE BUSINESS COMPUTERS	Equipment- Civic Centre	2286.90	MFS
EFT43262	30/11/2017	T - QUIP	Material purchase- Depot	400.95	MFS
EFT43263	30/11/2017	THE WORKWEAR GROUP (NNT)	Uniforms- HR	327.20	MFS
EFT43264	30/11/2017	TNT EXPRESS	Freight- Various Shire sites	113.59	MFS
EFT43265	30/11/2017	TRADELINK PLUMBING SUPPLIES	Safety equipment- Depot	148.50	MFS
EFT43266	30/11/2017	WATERCHOICE (AUST) P/L	Drinking water- KRO	130.00	MFS
EFT43267	30/11/2017	WILD MANGO CAFE	Catering- HR	99.90	MFS
			MUNICIPAL ELECTRONIC FUNDS TRANSFER TOTAL:	**$2,659,636.37**	

MUNICIPAL CHEQUES - NOVEMBER 2017

Cheque	Date	Name	Description	Amount	Del Auth
57492	14/11/2017	SHIRE OF BROOME	Library petty cash	124.05	MFS
57493	14/11/2017	SHIRE OF BROOME	Admin petty cash	668.40	MFS
57494	15/11/2017	DEPT OF PLANNING, LANDS & HERITAGE	License fee- Infrastructure	897.00	MFS
57495	21/11/2017	DEPT OF TRANSPORT	Shire of Broome Plates- General Administration	200.00	MFS
57496	30/11/2017	TARGET AUSTRALIA P/L	Equipment- Rangers	73.00	MFS
			MUNICIPAL CHEQUES TOTAL:	**$1,962.45**	

TRUST CHEQUES - NOVEMBER 2017

Cheque	Date	Name	Description	Amount	Del Auth
3441	09/11/2017	BUILDING & CONSTRUCTION INDUSTRY TRAINING FUND	BCITF levy- October 17	4901.84	MFS
			TRUST CHEQUES TOTAL:	**$4,901.84**	

MUNICIPAL DIRECT DEBIT/CREDIT CARD PAYMENTS - NOVEMBER 2017

DD#	Date	Name	Description	Amount	Del Auth

DD23514.1	31/10/2017	FACEBOOK	Advertising- Media (credit card payment 31.10.17)	155.00	MFS
DD23514.9	25/10/2017	QANTAS AIRWAYS LTD	Shire staff flights- Infrastructure (credit card payment 19.11.17)	129.26	MFS
DD23360.1	01/11/2017	SALARY & WAGES	Payroll S & W	485.27	MFS
DD23394.1	07/11/2017	SUPERANNUATION	Superannuation contributions	64235.51	MFS
DD23394.10	07/11/2017	SUPERANNUATION	Superannuation contributions	318.00	MFS
DD23394.11	07/11/2017	SUPERANNUATION	Superannuation contributions	486.30	MFS
DD23394.12	07/11/2017	SUPERANNUATION	Superannuation contributions	6944.64	MFS
DD23394.13	07/11/2017	SUPERANNUATION	Superannuation contributions	352.48	MFS
DD23394.14	07/11/2017	SUPERANNUATION	Superannuation contributions	1070.05	MFS
DD23394.15	07/11/2017	SUPERANNUATION	Superannuation contributions	1294.85	MFS
DD23394.16	07/11/2017	SUPERANNUATION	Superannuation contributions	829.17	MFS
DD23394.17	07/11/2017	SUPERANNUATION	Superannuation contributions	283.67	MFS
DD23394.18	07/11/2017	SUPERANNUATION	Superannuation contributions	2331.43	MFS
DD23394.19	07/11/2017	SUPERANNUATION	Superannuation contributions	966.03	MFS
DD23394.2	07/11/2017	SUPERANNUATION	Superannuation contributions	1260.12	MFS
DD23394.20	07/11/2017	SUPERANNUATION	Superannuation contributions	682.23	MFS
DD23394.21	07/11/2017	SUPERANNUATION	Superannuation contributions	2678.27	MFS
DD23394.22	07/11/2017	SUPERANNUATION	Superannuation contributions	807.55	MFS
DD23394.23	07/11/2017	SUPERANNUATION	Superannuation contributions	232.18	MFS
DD23394.24	07/11/2017	SUPERANNUATION	Superannuation contributions	277.55	MFS
DD23394.3	07/11/2017	SUPERANNUATION	Superannuation contributions	620.14	MFS
DD23394.4	07/11/2017	SUPERANNUATION	Superannuation contributions	289.86	MFS
DD23394.5	07/11/2017	SUPERANNUATION	Superannuation contributions	419.75	MFS
DD23394.6	07/11/2017	SUPERANNUATION	Superannuation contributions	929.93	MFS
DD23394.7	07/11/2017	SUPERANNUATION	Superannuation contributions	206.86	MFS
DD23394.8	07/11/2017	SUPERANNUATION	Superannuation contributions	409.70	MFS
DD23394.9	07/11/2017	SUPERANNUATION	Superannuation contributions	1226.53	MFS
DD23398.1	09/11/2017	SALARY & WAGES	Payroll S & W	485.27	MFS
DD23453.1	21/11/2017	SUPERANNUATION	Superannuation contributions	59626.02	MFS
DD23453.10	21/11/2017	SUPERANNUATION	Superannuation contributions	283.67	MFS
DD23453.11	21/11/2017	SUPERANNUATION	Superannuation contributions	484.10	MFS
DD23453.12	21/11/2017	SUPERANNUATION	Superannuation contributions	454.50	MFS
DD23453.13	21/11/2017	SUPERANNUATION	Superannuation contributions	352.48	MFS
DD23453.14	21/11/2017	SUPERANNUATION	Superannuation contributions	1070.05	MFS
DD23453.15	21/11/2017	SUPERANNUATION	Superannuation contributions	1202.52	MFS
DD23453.16	21/11/2017	SUPERANNUATION	Superannuation contributions	829.17	MFS
DD23453.17	21/11/2017	SUPERANNUATION	Superannuation contributions	283.67	MFS
DD23453.18	21/11/2017	SUPERANNUATION	Superannuation contributions	342.98	MFS
DD23453.19	21/11/2017	SUPERANNUATION	Superannuation contributions	2462.22	MFS
DD23453.2	21/11/2017	SUPERANNUATION	Superannuation contributions	871.51	MFS
DD23453.20	21/11/2017	SUPERANNUATION	Superannuation contributions	987.92	MFS
DD23453.21	21/11/2017	SUPERANNUATION	Superannuation contributions	682.23	MFS
DD23453.22	21/11/2017	SUPERANNUATION	Superannuation contributions	2426.56	MFS
DD23453.23	21/11/2017	SUPERANNUATION	Superannuation contributions	364.37	MFS

DD23453.24	21/11/2017	SUPERANNUATION	Superannuation contributions	232.18	MFS
DD23453.25	21/11/2017	SUPERANNUATION	Superannuation contributions	277.55	MFS
DD23453.3	21/11/2017	SUPERANNUATION	Superannuation contributions	1277.32	MFS
DD23453.4	21/11/2017	SUPERANNUATION	Superannuation contributions	623.02	MFS
DD23453.5	21/11/2017	SUPERANNUATION	Superannuation contributions	289.86	MFS
DD23453.6	21/11/2017	SUPERANNUATION	Superannuation contributions	419.75	MFS
DD23453.7	21/11/2017	SUPERANNUATION	Superannuation contributions	966.43	MFS
DD23453.8	21/11/2017	SUPERANNUATION	Superannuation contributions	329.12	MFS
DD23453.9	21/11/2017	SUPERANNUATION	Superannuation contributions	1093.85	MFS
DD23467.1	23/11/2017	WATC	Loan No. 194 Fixed Component- BRAC Oval Pavilion	63442.38	MFS
DD23479.1	08/11/2017	FINES ENFORCEMENT REGISTRY	Lodgement fee for unpaid infringements- Rangers	1180.00	MFS
DD23479.2	02/11/2017	FINES ENFORCEMENT REGISTRY	Lodgement fee for unpaid infringements- Rangers	5251.00	MFS
DD23514.2	03/11/2017	BROOME PRIMARY SCHOOL	Donation (Presentation Night)- Office of the CEO (Credit card payment 20.11.17)	35.00	MFS
DD23514.3	01/11/2017	QANTAS AIRWAYS LTD	Shire staff flights- Corporate Services (credit card payment 02.11.17)	280.39	MFS
DD23514.4	10/11/2017	VIRGIN AUSTRALIA	Shire staff flights- Corporate Services (credit card payment 10.11.17)	354.91	MFS
DD23514.5	09/11/2017	QANTAS AIRWAYS LTD	Shire staff flights- HR (credit card payment 10.11.17)	560.88	MFS
DD23514.6	10/11/2017	QANTAS AIRWAYS LTD	Shire staff flights- HR (credit card payment 11.11.17)	280.39	MFS
DD23514.7	08/11/2017	SURVEY MONKEY	Annual membership renewal- BRAC (Credit card payment 16.11.17)	264.00	MFS
DD23514.8	17/11/2017	QANTAS AIRWAYS LTD	Shire staff flights- Library (credit card payment 18.11.17)	560.88	MFS
DD23515.1	23/11/2017	QANTAS AIRWAYS LTD	Shire staff & Shire Councillor flights- Various Shire departments (credit card payments 28.10.17, 04.11.17 & 21.11.17)	1224.08	MFS
DD23515.2	23/11/2017	FACEBOOK	Facebook advertising- Community Services (Credit card payment 31.10.17)	45.00	MFS
DD23515.3	23/11/2017	RENTALCARS.COM	Shire staff car rental- Community Services (credit card payment 20.11.17)	101.22	MFS

DD23515.4	23/11/2017	VIRGIN AUSTRALIA	Shire Staff flights- Governance & Rangers (credit card payment 11.11.17 & 27.10.17)	530.82	MFS
DD23515.5	23/11/2017	COMMONWEALTH BANK	Credit card annual fee- Finance (credit card payment 01.11.17)	23.33	MFS
			MUNICIPAL DIRECT DEBIT TOTAL:	**$242,774.93**	

MUNICIPAL ELECTRONIC TRANSFER TOTAL	**$2,659,636.37**
MUNICIPAL CHEQUES TOTAL	**$1,962.45**
TRUST CHEQUE TOTAL	**$4,901.84**
MUNICIPAL DIRECT DEBIT/ CREDIT CARD TOTAL	**$242,774.93**
TOTAL PAYMENTS - NOVEMBER 2017	**$2,909,275.59**

Key for Delegation of Authority:

CEO	Chief Executive Officer
MFS	Manager Financial Services
DCS	Director Corporate Services

LOCAL SPEND PAYMENTS BY EFT & CHEQUE & FROM TRUST - NOVEMBER 2017

LOCAL SPEND MUNICIPAL ELECTRONIC TRANSFER - NOVEMBER 2017					
EFT42885	02/11/2017	AVERY AIRCONDITIONING P/L	Air conditioner- Administration office	1898.29	MFS
EFT42886	02/11/2017	BROOME CAMPUS NORTH REGIONAL TAFE	Staff training- HR	2700.00	MFS
EFT42887	02/11/2017	BROOME DIESEL & HYDRAULIC SERVICE	Vehicle parts- Workshop	334.40	MFS
EFT42888	02/11/2017	BROOME DOCTORS PRACTICE P/L	Recruitment expenses- HR	429.00	MFS
EFT42889	02/11/2017	BROOME LOCAL REMOVALS AND TRANSPORT	Community storage relocation- Property	1210.00	MFS
EFT42890	02/11/2017	BROOME SCOOTERS P/L	Equipment maintenance & repairs- Workshop	507.50	MFS

EFT42891	02/11/2017	CARPET PAINT & TILE CENTRE	Paint- Depot	29.70	MFS
EFT42896	02/11/2017	DEWA'S MOBILE KITCHEN	Catering for OMC- Office of the CEO	325.00	MFS
EFT42899	02/11/2017	FOOTPRINT CLEANING	Cleaning services- Various Shire sites	6594.50	MFS
EFT42902	02/11/2017	KIMBERLEY FUEL & OIL SERVICES	Transmission oil & grease- Workshop	5593.50	MFS
EFT42904	02/11/2017	LACHLAN STUART FRASER	Laneway enhancement project- Chinatown Revitalisation	7122.50	MFS
EFT42905	02/11/2017	ANGELA YVONNE PATTERSON	Swimming lesson instructor- BRAC	300.00	MFS
EFT42908	02/11/2017	LAIRD TRAN STUDIO	Consultant expenses- KRO	272.25	MFS
EFT42910	02/11/2017	NORTH WEST COAST SECURITY	Security services- Various Shire sites	9568.36	MFS
EFT42911	02/11/2017	NORTH WEST LOCKSMITHS	Reactive maintenance- Waste Management Facility	110.00	MFS
EFT42917	02/11/2017	STEVEN JOHN HARDING	Reimbursement of expenses- Infrastructure	200.00	MFS
EFT42920	02/11/2017	TAPPED PLUMBING & GAS P/L	Plumbing repairs & maintenance- Cable Beach Toilet	1914.00	MFS
EFT42924	02/11/2017	WILLIAM LIAU	Reimbursement of expenses- Property	120.00	MFS
EFT42925	02/11/2017	AARLI BAR	CIDC activation initiative grant funding- Chinatown revitalisation	6244.95	MFS
EFT42928	02/11/2017	CHRISSY LEE CARTER	Face painting- Chinatown late night trading	440.00	MFS
EFT42929	02/11/2017	FIRE & SAFETY SERVICES	Fire equipment monthly testing- Depot	352.00	MFS
EFT42930	02/11/2017	KIMBERLEY DISTRIBUTORS	Kiosk stock- BRAC	1217.26	MFS
EFT42932	02/11/2017	MERCURE BROOME	Consultant accommodation- Growth Plan & regional airfares	398.00	MFS
EFT42933	02/11/2017	MICHAEL PETER STEPHENS	Entertainment- Chinatown late night trading	1850.00	MFS
EFT42934	02/11/2017	PINDAN LABOUR SOLUTIONS P/L (A DIVISION OF DFP RECRUITMENT)	Temporary staff- BRAC & HR	4564.62	MFS
EFT42938	03/11/2017	TOTALLY WORKWEAR	Staff uniform- HR	37.40	MFS
EFT42939	03/11/2017	TOXFREE	Kerbside Recycling Collection (Contract 14/01)- Waste Management Facility	100446.66	MFS

EFT42943	09/11/2017	AVERY AIRCONDITIONING P/L	Airconditioning maintenance- KRO, KRO2 & Library	1650.00	MFS
EFT42950	09/11/2017	SHINJU MATSURI INC COMMITTEE	Grant funding- Pearl Harvest party	1750.00	MFS
EFT42954	09/11/2017	TOTALLY WORKWEAR	Staff uniform- HR	239.40	MFS
EFT42955	09/11/2017	BROOME BUILDERS P/L	Office fit out (RFQ17-72)- Property	14432.00	MFS
EFT42956	09/11/2017	BROOME SCOOTERS P/L	Equipment repairs- P&G	435.60	MFS
EFT42957	09/11/2017	BROOME SMALL MAINTENANCE SERVICES	Maintenance- Administration building	208.00	MFS
EFT42958	09/11/2017	CT MECHANICAL & SERVICES	Plant servicing- WMF	924.00	MFS
EFT42962	09/11/2017	HARVEY NORMAN AV/IT SUPERSTORE BROOME	Equipment- IT	150.00	MFS
EFT42963	09/11/2017	HIRE A HUBBY BROOME	Maintenance- BRAC	88.00	MFS
EFT42964	09/11/2017	KIMBERLEY BOOKSHOP	Books- Library	29.99	MFS
EFT42965	09/11/2017	KIMBERLEY DISTRIBUTORS	Kiosk stock- BRAC	384.90	MFS
EFT42966	09/11/2017	KIMBERLEY FUEL & OIL SERVICES	Various Oils & coolant- WMF	1276.00	MFS
EFT42967	09/11/2017	KIMBERLEY SIGNS & DESIGNS	Signage- Town Beach	467.50	MFS
EFT42968	09/11/2017	KIMBERLEY WASHROOM SERVICES	Sanitary waste removal- Various	840.00	MFS
EFT42969	09/11/2017	M KELLY AIRCONDITIONING	Airconditioning maintenance- Depot	617.10	MFS
EFT42972	09/11/2017	PEARL COAST INDUSTRIAL RAGS	Rags- Depot	263.40	MFS
EFT42973	09/11/2017	PINDAN LABOUR SOLUTIONS P/L	Temporary Shire staff- BRAC & HR	3834.97	MFS
EFT42974	09/11/2017	POOL WISDOM	Chlorine- BRAC	940.06	MFS
EFT42977	09/11/2017	SPORTSPOWER BROOME	Sports Equipment- BRAC	312.00	MFS
EFT42979	09/11/2017	TAPPED PLUMBING & GAS P/L	Maintenance- Staff housing	207.90	MFS
EFT42981	09/11/2017	TRADELINK PLUMBING SUPPLIES	Consumables- Depot	80.12	MFS

EFT42982	09/11/2017	TROPPO SOUND	Lighting- Chinatown late night trading	2750.00	MFS
EFT42984	09/11/2017	SHIRE OF BROOME	BCITF COMMISSION OCTOBER 17	74.25	MFS
EFT42986	09/11/2017	SHIRE OF BROOME	BSL COMMISSION- OCTOBER 2017	110.00	MFS
EFT43020	16/11/2017	AARLI BAR	Catering- Councillors	700.00	MFS
EFT43025	16/11/2017	AVERY AIRCONDITIONING P/L	Airconditioning maintenance- WMF	2266.00	MFS
EFT43027	16/11/2017	BRETTS PEST MANAGEMENT	Pest treatment- Administration Office	115.50	MFS
EFT43029	16/11/2017	BROOME PEST CONTROL	Ant treatment- Library	160.00	MFS
EFT43031	16/11/2017	CHINATOWN NEWSAGENCY	Daily Newspaper- Library	529.60	MFS
EFT43038	16/11/2017	HARVEY NORMAN AV/IT SUPERSTORE BROOME	Cables & USB wall chargers- IT	489.00	MFS
EFT43040	16/11/2017	KIMBERLEY DISTRIBUTORS	Kiosk stock- BRAC	384.90	MFS
EFT43042	16/11/2017	KOOLJAMAN AT CAPE LEVEQUE	Accommodation- Office of the CEO	940.00	MFS
EFT43043	16/11/2017	LACHLAN BIRCH PAINTING SERVICES	Painting services- KRO1	363.00	MFS
EFT43044	16/11/2017	LANDMARK OPERATIONS LTD	Fertiliser (RFQ17-69) & Pesticides - P&G	2651.72	MFS
EFT43046	16/11/2017	NORTH WEST COAST SECURITY	Security services- Various Shire sites	7443.16	MFS
EFT43047	16/11/2017	PINDAN LABOUR SOLUTIONS P/L	Temporary staff- Rangers, BRAC & HR	5661.53	MFS
EFT43048	16/11/2017	POOL WISDOM	Chlorine- BRAC	1012.00	MFS
EFT43049	16/11/2017	RAGS ROOF PLUMBING	Roof maintenance- BRAC	3626.70	MFS
EFT43055	16/11/2017	AARLI BAR	Catering for OMC 27 July 2017	361.00	MFS
EFT43057	16/11/2017	BROOME TIME ACCOMMODATION	Temporary Shire staff accommodation- Rangers	1535.96	MFS
EFT43058	16/11/2017	BUILDUP BOBCAT	Fire breaks- Rangers	5016.00	MFS
EFT43059	16/11/2017	CHINATOWN NEWSAGENCY	Daily Newspapers- Media	117.50	MFS
EFT43063	16/11/2017	FIELD AIR CONDITIONING & AUTO ELECTRICAL P/L	Vehicle & Car parts- Workshop	206.15	MFS
EFT43067	16/11/2017	NORTH WEST STRATA SERVICES	Levies staff housing- 11/6 & 8/6 Ibis	2692.50	MFS
EFT43068	16/11/2017	PINDAN LABOUR SOLUTIONS P/L	Temporary staff- Ranger	9667.46	MFS

EFT43069	16/11/2017	SECURITY & TECHNOLOGY SERVICES - NORWEST	Equip Maint & Supplies- IT	163.24	MFS
EFT43070	16/11/2017	ST MARYS COLLEGE - SECONDARY	Sponsorship- Community Development	5500.00	MFS
EFT43074	17/11/2017	SHIRE OF BROOME	BOND REFUND CIVIC CENTRE OCTOBER 17 (TO PAY INV. 45370)	6907.25	MFS
EFT43077	23/11/2017	BROOME FIRST NATIONAL REAL ESTATE	Staff Rent & Pearl cost storage 01/11/2017 - 30/11/2017	12012.80	MFS
EFT43079	23/11/2017	HUTCHINSON REAL ESTATE	Staff Rent 01/11/2017 - 30/11/2017	2085.71	MFS
EFT43082	23/11/2017	PRD NATIONWIDE	Staff Rent 01/11/2017 - 30/11/2017	1825.00	MFS
EFT43083	23/11/2017	RAY WHITE BROOME	Staff Rent 01/11/2017 - 30/11/2017	15642.85	MFS
EFT43084	23/11/2017	RYAN AND PAULA JACK	Staff Rent 01/11/2017 - 30/11/2017	3128.57	MFS
EFT43090	23/11/2017	BEST KIMBERLEY COMPUTING	Copier charges- IT	1150.12	MFS
EFT43092	23/11/2017	BRETTS PEST MANAGEMENT	Pest treatment- Staff housing	110.00	MFS
EFT43093	23/11/2017	BROOME CLARK RUBBER	Pool servicing & toys- Shire staff housing	325.35	MFS
EFT43094	23/11/2017	BROOME DIESEL & HYDRAULIC SERVICE	Vehicle parts- WMF & Workshop	5432.80	MFS
EFT43095	23/11/2017	BROOME MOTORS	Vehicle parts- Workshop	300.35	MFS
EFT43096	23/11/2017	BROOME PLUMBING & GAS	Plumbing repairs & maintenance- BRAC, Cable beach toilets, KRO & Civic centre	1305.00	MFS
EFT43097	23/11/2017	BROOME PROGRESSIVE SUPPLIES	Consumables & kiosk stock- Depot & BRAC	1943.62	MFS
EFT43098	23/11/2017	BROOME SCOOTERS P/L	Material purchase & maintenance- Depot	498.80	MFS
EFT43099	23/11/2017	BROOME SMALL MAINTENANCE SERVICES	Building maintenance- Administration Office	124.00	MFS
EFT43100	23/11/2017	BROOME TOWING & SALVAGE	Abandoned vehicle towing- Rangers	88.00	MFS
EFT43101	23/11/2017	BROOME TOYOTA	Vehicle parts- Workshop	1291.65	MFS
EFT43102	23/11/2017	BROOMECRETE	Materials- Depot	11185.90	MFS
EFT43103	23/11/2017	CABLE BEACH ELECTRICAL SERVICE	Electrical repairs- Cable Beach Reserve, Cygnet park & Male oval	1589.50	MFS

EFT43104	23/11/2017	CABLE BEACH TYRE SERVICE P/L	Tyres- Workshop & WMF	1806.50	MFS
EFT43135	24/11/2017	COAST & COUNTRY ELECTRICS	Electrical works- BRAC, KRO, Library & Staff housing	4952.75	MFS
EFT43136	24/11/2017	COASTAL DISTRIBUTING & PROVEDORING	Kiosk stock- BRAC	1830.83	MFS
EFT43140	24/11/2017	COPY CATS DIGITAL PRINT & DESIGN II	Sign in/out book- BRAC	55.00	MFS
EFT43141	24/11/2017	CT MECHANICAL & SERVICES	Vehicle service & repairs- WMF	781.00	MFS
EFT43142	24/11/2017	DEBRA POINTING	Rates refund due to overpayment for assessment A121036	2904.33	MFS
EFT43143	24/11/2017	FIELD AIR CONDITIONING & AUTO ELECTRICAL P/L	Vehicle repairs and parts- Workshop	2348.25	MFS
EFT43144	24/11/2017	FIRE & SAFETY SERVICES	Fire equipment monthly testing- Civic Centre & BRAC	834.16	MFS
EFT43147	24/11/2017	JETRIDGE HOLDINGS P/L	Building maintenance- BRAC	1700.00	MFS
EFT43149	24/11/2017	KIMBERLEY BOOKSHOP	Books- Library	65.67	MFS
EFT43150	24/11/2017	KIMBERLEY CAMPING & OUTBACK SUPPLIES	Staff uniform and supplies - Environmental Health & Depot	3814.75	MFS
EFT43151	24/11/2017	KIMBERLEY DISTRIBUTORS	Kiosk stock- BRAC	622.18	MFS
EFT43152	24/11/2017	KIMBERLEY GOLD PURE DRINKING WATER	Drinking water- WMF, Admin building and Civic centre	605.00	MFS
EFT43156	24/11/2017	LANDMARK OPERATIONS LTD	Fertiliser- P&G	1009.69	MFS
EFT43159	24/11/2017	MCCORRY BROWN EARTHMOVING P/L	Plant hire- Works, Infrastructure and EMF (RFQ 17-81)	30808.25	MFS
EFT43161	24/11/2017	MIDALIA STEEL P/L	Materials- P&G	379.54	MFS
EFT43163	24/11/2017	MUDMAP STUDIO	Consultant fee- Cemetery upgrade	687.50	MFS
EFT43164	24/11/2017	NORTH WEST COAST SECURITY	Security services- Various Shire sites	7443.16	MFS
EFT43166	24/11/2017	OFFICE NATIONAL BROOME	Furniture & stationery- Administration Building, WMF, BRAC, Property, IT and Infrastructure	4231.40	MFS

EFT43168	24/11/2017	PEARL COAST CRANE HIRE	Hire- Infrastructure	508.75	MFS
EFT43169	24/11/2017	PENINSULA BOMBERS FOOTBALL CLUB	Community Sponsorship- Community development	1000.00	MFS
EFT43170	24/11/2017	PINDAN LABOUR SOLUTIONS P/L	Temporary Shire Staff- BRAC & HR	1781.05	MFS
EFT43171	24/11/2017	POOL WISDOM	Pool chemicals- BRAC	1592.10	MFS
EFT43174	24/11/2017	ROADLINE CIVIL CONTRACTORS	Traffic Management Plan- Works	748.00	MFS
EFT43176	24/11/2017	SHIRE OF DERBY/WEST KIMBERLEY	Kimberley Zone Meeting- CEO	1701.72	MFS
EFT43182	24/11/2017	SUN PICTURES WA P/L	Late night trading movie- Chinatown Revitalisation	1100.00	MFS
EFT43184	24/11/2017	TAPPED PLUMBING & GAS P/L	Plumbing repairs & maintenance- Male oval ablutions	127.60	MFS
EFT43185	24/11/2017	TERRITORY RURAL BROOME	Consumables, chemicals, chlorine and reticulation - P&G and Depot	3707.26	MFS
EFT43186	24/11/2017	THINK WATER BROOME	Reticulation expenses- Depot and P&G	3942.06	MFS
EFT43188	24/11/2017	TOXFREE	Waste removal- various	95712.85	MFS
EFT43191	24/11/2017	VISTA HOME IMPROVEMENTS	Cleaning services- Community Storage facility	1276.00	MFS
EFT43194	24/11/2017	WANNA PLAY IND	Street performers- Chinatown late night trading	600.00	MFS
EFT43199	24/11/2017	ZANDERS AT CABLE BEACH	Rates refund due to overpayment for assessment A101331	2044.14	MFS
EFT43200	27/11/2017	BROOME CIRCLE INC	Community Sponsorship- Community Development	1000.00	MFS
EFT43201	27/11/2017	BROOME VETERINARY HOSPITAL	Provision of boarding, veterinary & euthanasia costs- October 2017	4911.65	MFS
EFT43205	27/11/2017	MCCORRY BROWN EARTHMOVING P/L	Equipment Hire- Construction on Crab Creek road (RFQ17-81)	165613.31	MFS
EFT43206	27/11/2017	TOTALLY WORKWEAR	Uniforms- Depot	115.00	MFS
EFT43207	27/11/2017	TROPICAL UPHOLSTERY	Repairs to inflatable- BRAC	121.00	MFS
EFT43212	28/11/2017	BROOME HORSERIDERS CLUB INC.	Community Sponsorship- Community Development	1000.00	MFS

EFT43213	28/11/2017	CT MECHANICAL & SERVICES	Vehicle repair & maintenance - Workshop & WMF	1210.00	MFS
EFT43214	28/11/2017	FIELD AIR CONDITIONING & AUTO ELECTRICAL P/L	Battery- WMF	206.30	MFS
EFT43219	28/11/2017	MCCORRY BROWN EARTHMOVING P/L	Equipment hire at WMF 27/10/2017	676.50	MFS
EFT43222	28/11/2017	TERRITORY RURAL BROOME	Reticulation- P&G	523.21	MFS
EFT43225	29/11/2017	SHIRE OF BROOME	BOND REFUND CIVIC CENTRE 19.10.17 (PAY INV. 45394)	525.00	MFS
EFT43226	29/11/2017	MECQUELA MORATO	BOND REFUND CIVIC CENTRE 03 & 04.11.17	1172.22	MFS
EFT43227	29/11/2017	SHIRE OF BROOME	REFUND BOND CIVIC CENTRE 03 & 04.11.17 (TO PAY INV. 45393)	2427.78	MFS
EFT43228	29/11/2017	KIMBERLEY ABORIGINAL MEDICAL SERVICES LTD	BOND REFUND CIVIC CENTRE 27.10.17	1062.00	MFS
EFT43229	29/11/2017	SHIRE OF BROOME	BOND REFUND CIVIC CENTRE 27.10.17 (TO PAY INV. 45392)	2073.00	MFS
EFT43230	30/11/2017	AVERY AIRCONDITIONING P/L	Airconditioning maintenance- Civic Centre	413.38	MFS
EFT43233	30/11/2017	BROOME AUTO EXCELLENCE	Vehicle parts- WMF	117.35	MFS
EFT43234	30/11/2017	BROOME BUILDERS P/L	Minor assets- Library	1980.00	MFS
EFT43235	30/11/2017	BROOME PROGRESSIVE SUPPLIES	Operating expense & consumables- Depot & BRAC	240.06	MFS
EFT43236	30/11/2017	BROOME SCOOTERS P/L	Vehicle parts- Workshop & Depot	307.80	MFS
EFT43237	30/11/2017	CARPET PAINT & TILE CENTRE	Paint- Depot	198.00	MFS
EFT43239	30/11/2017	CT MECHANICAL & SERVICES	Plant repair- Waste Management Facility	2590.50	MFS
EFT43243	30/11/2017	FOOTPRINT CLEANING	Cleaning services- Shire various sites	45635.80	MFS
EFT43247	30/11/2017	KIMBERLEY DISTRIBUTORS	Kiosk stock- BRAC	393.69	MFS
EFT43248	30/11/2017	KIMBERLEY WASHROOM SERVICES	Cleaning services	820.00	MFS

EFT43250	30/11/2017	LACHLAN STUART FRASER	Laneway enhancement project- Chinatown Revitalisation	10175.00	MFS
EFT43251	30/11/2017	LAIRD TRAN STUDIO	Consultant expenses- BRAC	1408.00	MFS
EFT43253	30/11/2017	NORTH WEST COAST SECURITY	Security services- Civic centre	528.00	MFS
EFT43254	30/11/2017	NORTH WEST STRATA SERVICES	Quarterly strata levy- Shire staff housing	566.25	MFS
EFT43257	30/11/2017	PINDAN LABOUR SOLUTIONS P/L	Temporary staff- Rangers & HR	8513.38	MFS
EFT43258	30/11/2017	ROBERT JOSEPH LANDER	Rates refund due to overpayment for assessment A303968	1780.60	MFS
EFT43265	30/11/2017	TRADELINK PLUMBING SUPPLIES	Safety equipment- Depot	148.50	MFS
			MUNICIPAL ELECTRONIC FUNDS TRANSFER TOTAL:	**$746,570.04**	

TRUST CHEQUES - NOVEMBER 2017

Cheque	Date	Name	Description	Amount	Del Auth
57492	14/11/2017	SHIRE OF BROOME	Library petty cash (31.10.17- 01.11.17)	124.05	MFS
57493	14/11/2017	SHIRE OF BROOME	Admin petty cash (28.06.17 - 01.11.17)	668.40	MFS
57496	30/11/2017	TARGET AUSTRALIA P/L	Equipment- Rangers	73.00	MFS
			MUNICIPAL CHEQUES TOTAL:	**$865.45**	

MUNICIPAL DIRECT DEBIT/CREDIT CARD PAYMENTS - NOVEMBER 2017

DD#	Date	Name	Description	Amount	Del Auth
DD23514.2	03/11/2017	BROOME PRIMARY SCHOOL	Donation (Broome Primary School Presentation Night)- Office of the CEO (Credit card payment 20.11.17)	35.00	MFS
			MUNICIPAL DIRECT DEBIT TOTAL:	**$35.00**	

MUNICIPAL ELECTRONIC TRANSFER TOTAL	**$746,570.04**
MUNICIPAL CHEQUES TOTAL	**$0.00**
TRUST CHEQUE TOTAL	**$865.45**
MUNICIPAL DIRECT DEBIT/ CREDIT CARD TOTAL	**$35.00**

TOTAL PAYMENTS - OCTOBER 2017 **$747,470.49**

Key for Delegation of Authority:

CEO	Chief Executive Officer
MFS	Manager Financial Services
DCS	Director Corporate Services

9.4.2 MONTHLY STATEMENT OF FINANCIAL ACTIVITY REPORT NOVEMBER 2017

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	FRE02
AUTHOR:	Coordinator Financial Operations
CONTRIBUTOR/S:	Senior Finance Officer
RESPONSIBLE OFFICER:	Director Corporate Services
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	6 December 2017

SUMMARY: Council is required by legislation to consider and adopt the Monthly Statement of Financial Activity Report for the period ended 30 November 2017, as required by Regulation 34(1) of the *Local Government (Financial Management) Regulations 1996 (FMR)*.

Council is further provided with a General Fund Summary of Financial Activity (Schedules 2 to 14) which provides comprehensive information on Council's operations by Function and Activity.

BACKGROUND

Previous Considerations

Council is provided with the Monthly Financial Activity Report which has been developed in line with statutory reporting standards and provides Council with a holistic overview of the operations of the Shire of Broome.

Supplementary information has been provided in the form of Notes to the Monthly Report and a General Fund Summary of Financial Activity, which discloses Council's Revenue and Expenditure in summary form, by Programme (Function and Activity).

Disclosure and supply of appropriate explanations for variances presented in the Statement of Financial Activity, is mandatory under FMR 34(2)(b) as stated in Policy 2.1.1 Materiality in Financial Reporting.

FMR 34(5) requires a local government to adopt a percentage or value, calculated in accordance with the Australian Accounting Standards (AAS) and Council's adopted risk management matrix thresholds, to be used in statements of financial activity for reporting material variances.

COMMENT

The 2017/2018 Annual Budget was adopted at the Ordinary Meeting of Council on 29 June 2017.

The following are key indicators supporting the year to-date budget position with respect to the Annual Forecast Budget:

Budget Year elapsed	41.92%
Total Rates Raised Revenue	100% (of which 72.71% has been collected)

Total Other Operating Revenue	49%
Total Operating Expenditure	34%
Total Capital Revenue	35%
Total Capital Expenditure	10%
Total Sale of Assets Revenue	21%

More detailed explanations of variances are contained in Note 2 of the Monthly Statement of Financial Activity. The commentary identifies material variations between the expected year-to-date budget position and the position at the reporting date.

Based on the 2017/2018 Annual Budget presented at the Ordinary Meeting of Council on 29 June 2017, Council adopted a balanced budget to 30 June 2018.

It should be noted that the Annual Financial Statements for the Shire of Broome were completed and presented to the Audit Committee on 16 October 2017 before being endorsed by Council on 19 October 2017. The final report included recommendations for the use of an additional $1,727,141 in carried forward surplus. These recommendations were approved by Council and incorporated into the 2017-18 budget. The result of all amendments year-to-date has a nil impact on the forecast end-of-year position and presents a balanced budget.

CONSULTATION

Nil

STATUTORY ENVIRONMENT

Local Government (Financial Management) Regulations 1996

34. Financial activity statement report — s. 6.4

(1A) In this regulation —

"committed assets" means revenue unspent but set aside under the annual budget for a specific purpose.

(1) A local government is to prepare each month a statement of financial activity reporting on the sources and applications of funds, as set out in the annual budget under regulation 22(1)(d), for that month in the following detail —

(a) annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c);

(b) budget estimates to the end of the month to which the statement relates;

(c) actual amounts of expenditure, revenue and income to the end of the month to which the statement relates;

(d) material variances between the comparable amounts referred to in paragraphs (b) and (c); and

(e) the net current assets at the end of the month to which the statement relates

(2) Each statement of financial activity is to be accompanied by documents containing —

(a) an explanation of the composition of the net current assets of the month to which the statement relates, less committed assets and restricted assets;

(b) an explanation of each of the material variances referred to in subregulation (1)(d); and
(c) such other supporting information as is considered relevant by the local government.

(3) The information in a statement of financial activity may be shown —
(a) according to nature and type classification;
(b) by program; or
(c) by business unit.

(4) A statement of financial activity, and the accompanying documents referred to in subregulation (2), are to be —
(a) presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates; and
(b) recorded in the minutes of the meeting at which it is presented.

(5) Each financial year, a local government is to adopt a percentage or value, calculated in accordance with the AAS, to be used in statements of financial activity for reporting material variances.

Local Government Act 1995

6.8. Expenditure from municipal fund not included in annual budget
(1) A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —
(a) is incurred in a financial year before the adoption of the annual budget by the local government;
(b) is authorised in advance by resolution; or*
(c) is authorised in advance by the mayor or president in an emergency.
** Absolute majority required.*

(1a) In subsection (1) —
***"additional purpose"** means a purpose for which no expenditure estimate is included in the local government's annual budget.*

(2) Where expenditure has been incurred by a local government —
(a) pursuant to subsection (1)(a), it is to be included in the annual budget for that financial year; and
(b) pursuant to subsection (1)(c), it is to be reported to the next ordinary meeting of the council.

POLICY IMPLICATIONS

2.1.1 Materiality in Financial Reporting

FINANCIAL IMPLICATIONS

The adoption of the Monthly Financial Report is retrospective. Accordingly, the financial implications associated with adopting the Monthly Financial Report are nil.

RISK

The Financial Activity report is presented monthly and provides a retrospective picture of

the activities at the Shire. Contained within the report is information pertaining to the financial cost and delivery of strategic initiatives and key projects.

In order to mitigate the risk of budget over-runs or non-delivery of projects, the Chief Executive Officer has implemented internal control measures such as regular Council and management reporting and the quarterly FACR process to monitor financial performance against budget estimates. Materiality reporting thresholds have been established at half the adopted Council levels, which equate to $5,000 for operating budget line items and $10,000 for capital items, to alert management prior to there being irreversible impacts.

It should also be noted that there is an inherent level of risk of misrepresentation of the financials through either human error or potential fraud. The establishment of control measures through a series of efficient systems, policies and procedures, which fall under the responsibility of the CEO as laid out in the *Local Government (Financial Management Regulations) 1996* regulation 5, seek to mitigate the possibility of this occurring. These controls are set in place to provide daily, weekly and monthly checks to ensure that the integrity of the data provided is reasonably assured.

STRATEGIC IMPLICATIONS

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

Affordable land for residential, industrial, commercial and community use

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

An organisational culture that strives for service excellence

Sustainable and integrated strategic and operational plans

Responsible resource allocation

Effective community engagement

Improved systems, processes and compliance

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council:

1. *Adopts the Monthly Financial Activity Report for the period ended 30 November 2017; and*
2. *Receives the General Fund Summary of Financial Activity (Schedules 2-14) for the*

period ended 30 November 2017.

Attachments

1. Monthly Financial Activity Statements Report - November 2017
2. Summary Schedule
3. Schedule 3-14

SHIRE OF BROOME

MONTHLY FINANCIAL REPORT

For the Period Ended 30 November 2017

LOCAL GOVERNMENT ACT 1995

LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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Shire of Broome
Compilation Report
For the Period Ended 30 November 2017

Report Purpose
This report is prepared to meet the requirements of *Local Government (Financial Management) Regulations 1996,* Regulation 34 .

Overview
Summary reports and graphical progressive graphs are provided on page 3, 4 and 5.
No matters of significance are noted.

Statement of Financial Activity by reporting program
Is presented on page 6 and shows a surplus as at 30 November 2017 of $24,946,072.

Note: The Statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary.

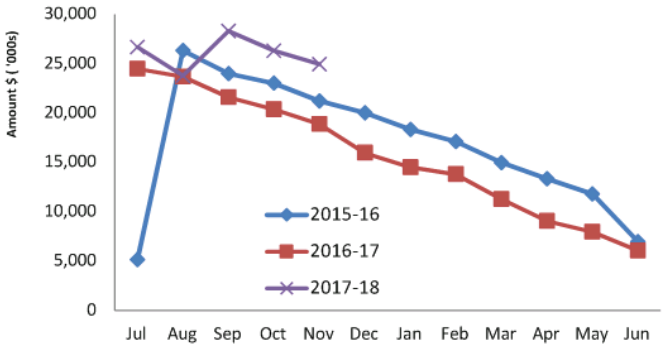
Preparation
Prepared by: Raghunath Nembi
Reviewed by: Alvin Santiago
Date prepared: 06/12/2017

Shire of Broome

Monthly Summary Information

For the Period Ended 30 November 2017

Liquidity Over the Year (Refer Note 3)



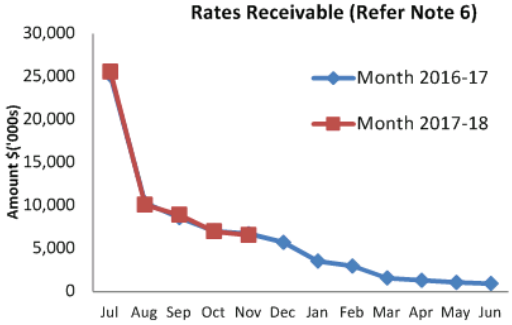
Cash and Cash Equivalents as at period end

Unrestricted	$	19,674,786
Restricted	$	31,413,549
	$	51,088,335

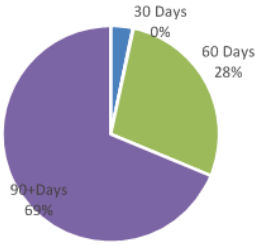
Receivables

Rates	$	6,206,133
Other	$	793,507
	$	6,999,639

Rates Receivable (Refer Note 6)



Accounts Receivable Ageing (non- rates) (Refer Note 6)



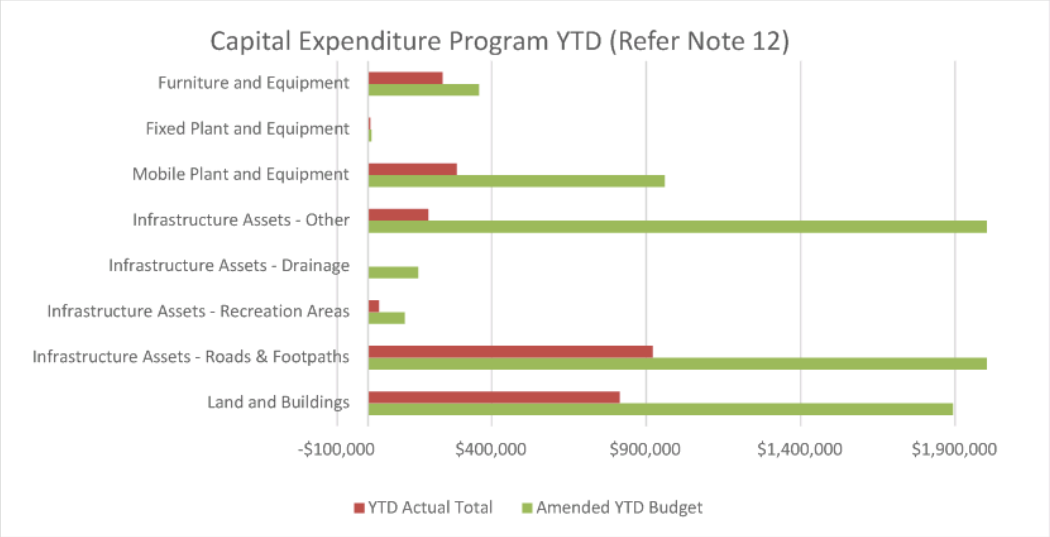
Comments

1. Liquidity refers to the Shire of Broome's ability to meet it's financial obligations within the current year. Liquidity increased at the start of the financial year by $20.628M due mainly to the issuance of rates. Liquidity is a combination of unrestricted cash, Current Debtors (including Rates), and Current Creditors. The Shire of Broomes current position (representing liquidity) can be found in Note 3.

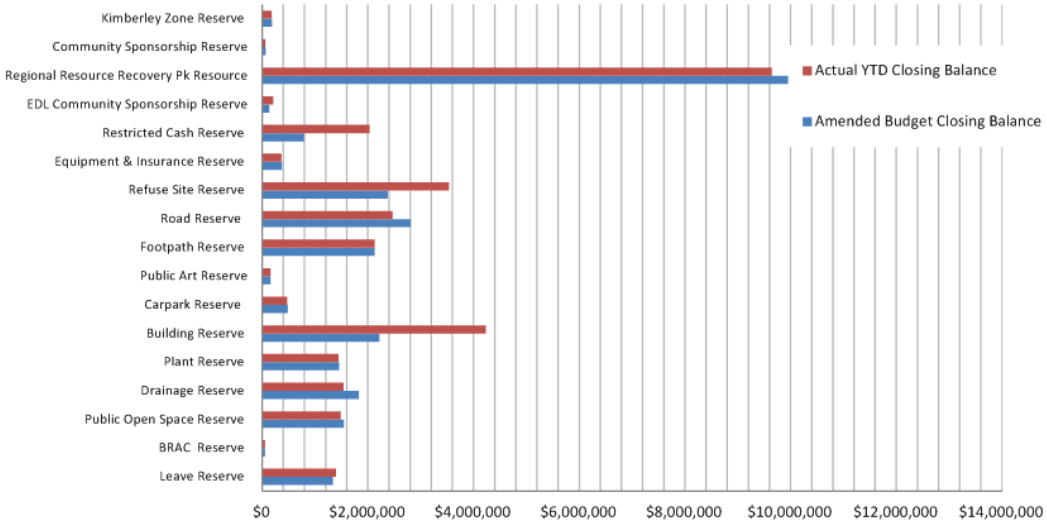
2. Rates were raised in July with payment due 35 days after issuing. Total Rates raised for the year was $21.89M with total outstanding rates YTD at $6.21M.

This information is to be read in conjunction with the accompanying Financial Statements and notes.

Shire of Broome
Monthly Summary Information
For the Period Ended 30 November 2017



Year To Date Reserve Balance to End of Year Estimate (Refer Note 7)



Comments

*Amended Budget Closing balance is the forecast of the closing balance after all budgeted transfers to and from reserve have been performed. At this time there have been no transactions to or from reserve other than to recognise interest earned on reserve investments. All interest earned on Reserve investments is recorded on reserve at the end of each month.

This information is to be read in conjunction with the accompanying Financial Statements and notes.

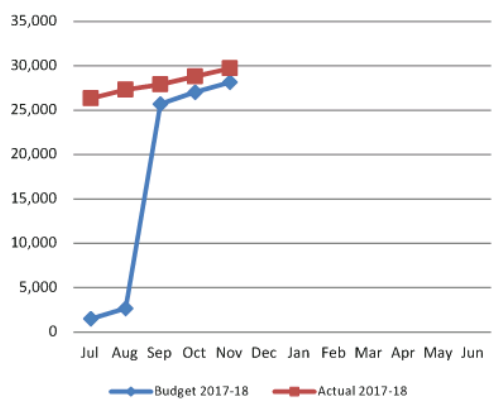
Shire of Broome

Monthly Summary Information

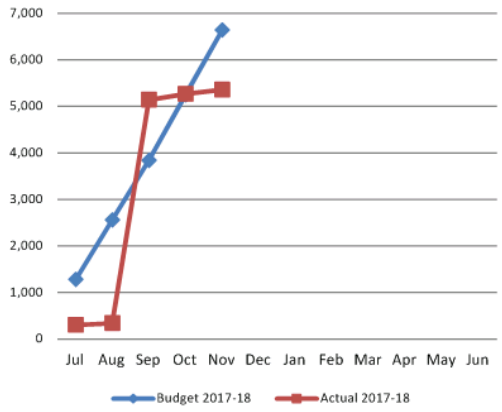
For the Period Ended 30 November 2017

Revenues

Budget Operating Revenues -v- Actual (Refer Note 2)

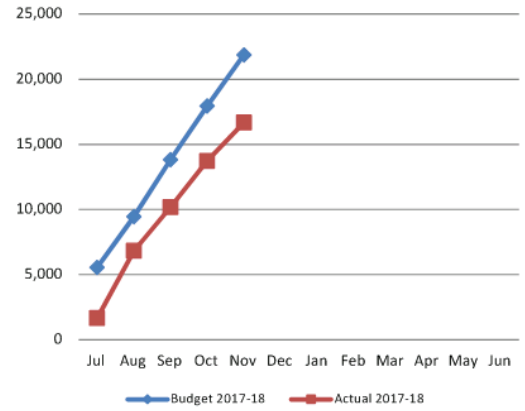


Budget Capital Revenue -v- Actual (Refer Note 2)

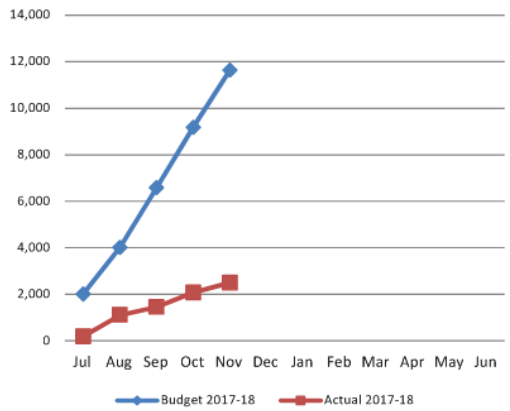


Expenditure

Budget Operating Expenses -v- YTD Actual (Refer Note 2)



Budget Capital Expenses -v- Actual (Refer Note 2)



Comments

This information is to be read in conjunction with the accompanying Financial Statements and notes.

SHIRE OF BROOME
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting Program)
For the Period Ended 30 November 2017

	Note	Amended Annual Budget (a)	Amended YTD Budget (b)	YTD Actual (c)	%	Var. $ (c)-(b)	Var. % (c)-(b)/(a)	Var.
Operating Revenues		$	$	$		$	%	
Governance		28,450	7,515	**661**		(6,854)	(24.09%)	
General Purpose Funding - Rates	9	22,321,672	22,085,752	**22,197,981**		112,229	0.50%	
General Purpose Funding - Other		858,080	388,141	**429,040**		40,899	4.77%	
Law, Order and Public Safety		133,795	57,580	**72,857**		15,277	11.42%	▲
Health		184,700	127,675	**138,725**		11,050	5.98%	
Education and Welfare		15,000	6,250	**0**		(6,250)	(41.67%)	
Housing		628,275	261,760	**260,366**		(1,394)	(0.22%)	
Community Amenities		7,497,240	2,969,265	**4,453,171**		1,483,906	19.79%	▲
Recreation and Culture		1,361,545	550,340	**471,335**		(79,005)	(5.80%)	
Transport		1,694,626	628,737	**309,447**		(319,290)	(18.84%)	▼
Economic Services		881,553	350,640	**485,344**		134,704	15.28%	▲
Other Property and Services		2,024,621	724,091	**915,531**		191,440	9.46%	
Total Operating Revenue		37,629,557	28,157,746	**29,734,458**	79%	1,576,712		
Operating Expense								
Governance		(2,338,120)	(1,060,097)	**(921,094)**		139,003	5.95%	
General Purpose Funding		(647,688)	(264,220)	**(149,179)**		115,041	17.76%	▲
Law, Order and Public Safety		(1,091,470)	(471,645)	**(442,189)**		29,456	2.70%	
Health		(798,406)	(336,610)	**(307,327)**		29,283	3.67%	
Education and Welfare		(688,681)	(287,376)	**(212,808)**		74,568	10.83%	▲
Housing		(789,497)	(331,170)	**(310,919)**		20,251	2.57%	
Community Amenities		(9,492,502)	(4,650,614)	**(2,798,834)**		1,851,780	19.51%	▲
Recreation and Culture		(11,302,623)	(4,849,014)	**(4,384,341)**		464,673	4.11%	
Transport		(13,664,659)	(5,714,617)	**(5,016,914)**		697,703	5.11%	
Economic Services		(5,229,869)	(2,195,154)	**(903,947)**		1,291,207	24.69%	▲
Other Property and Services		(3,252,725)	(1,698,638)	**(1,218,652)**		479,986	14.76%	▲
Total Operating Expenditure		(49,296,240)	(21,859,155)	**(16,666,204)**	34%	5,192,951		
Funding Balance Adjustments								
Add back Depreciation		**13,766,535**	**5,768,811**	**5,423,326**		(345,485)	(2.51%)	
Adjust (Profit)/Loss on Asset Disposal	8	**190,276**	**126,850**	**75,454**		(51,396)	(27.01%)	▼
Net Cash from Operations		**2,290,128**	**12,194,252**	**18,567,034**		**6,372,782**		
Capital Revenues								
Grants, Subsidies and Contributions		15,252,072	6,389,211	**5,279,266**		(1,109,945)	(7.28%)	
Law, Order and Public Safety		1,200,000	500,000	**0**		(500,000)	(41.67%)	▼
Community Amenities		255,000	106,250	**0**		(106,250)	(41.67%)	▼
Recreation and Culture		3,790,636	1,618,296	**66,636**		(1,551,660)	(40.93%)	▼
Transport		2,057,354	852,560	**462,630**		(389,930)	(18.95%)	▼
Economic Services		7,823,912	3,259,950	**4,750,000**		1,490,050	19.04%	▲
Other Property and Services		125,170	52,155	**0**		(52,155)	(41.67%)	▼
Proceeds from Disposal of Assets	8	375,000	249,998	**78,000**	21%	(171,998)	(45.87%)	▼
Total Capital Revenues		15,627,072	6,639,209	**5,357,266**	35%	(1,281,943)		
Capital Expenses								
Land and Buildings	12	(3,661,766)	(1,893,225)	**(814,786)**		1,078,439	29.45%	▲
Infrastructure Assets - Roads & Footpaths	12	(9,726,977)	(4,003,428)	**(921,371)**		3,082,057	31.69%	▲
Infrastructure Assets - Recreation Areas	12	(286,416)	(119,310)	**(35,605)**		83,705	29.23%	▲
Infrastructure Assets - Drainage	12	(390,000)	(162,500)	**0**		162,500	41.67%	▲
Infrastructure Assets - Other	12	(9,823,711)	(4,121,800)	**(195,374)**		3,926,426	39.97%	▲
Mobile Plant and Equipment	12	(1,449,000)	(960,738)	**(287,259)**		673,479	46.48%	▲
Fixed Plant and Equipment	12	(26,405)	(11,005)	**(7,737)**		3,268	12.38%	▲
Furniture and Equipment	12	(809,414)	(359,420)	**(241,087)**		118,333	14.62%	▲
Total Capital Expenditure		(26,173,689)	(11,631,426)	**(2,503,218)**	10%	9,128,208		
Net Cash from Capital Activities		**(10,546,617)**	**(4,992,217)**	**2,854,048**		**7,846,265**		
Financing								
Proceeds from New Debentures		3,656,053	0	**0**		0		
Transfer from Reserves	7	6,047,734	68,299	**0**		(68,299)	(1.13%)	
Repayment of Debentures	10	(592,743)	(51,093)	**(50,355)**		738	0.12%	
Transfer to Reserves	7	(4,461,019)	(1,209,339)	**(31,119)**		1,178,220	26.41%	▲
Net Cash from Financing Activities		**4,650,025**	**(1,192,133)**	**(81,474)**		**1,110,659**		
Net Operations, Capital and Financing		**(3,606,464)**	**6,009,902**	**21,339,608**		**15,329,706**		

SHIRE OF BROOME
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting Program)
For the Period Ended 30 November 2017

	Note	Amended Annual Budget (a)	Amended YTD Budget (b)	YTD Actual (c)	%	Var. $ (c)-(b)	Var. % (c)-(b)/(a)	Var.
Opening Funding Surplus(Deficit)	3	3,606,464	3,606,464	3,606,464		0		
Closing Funding Surplus(Deficit)	3	0	9,616,366	24,946,072		15,329,706		

Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.
Refer to Note 2 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying Financial Statements and notes.

SHIRE OF BROOME
STATEMENT OF FINANCIAL ACTIVITY
(By Nature or Type)
For the Period Ended 30 November 2017

	Note	Amended Annual Budget (a)	Amended YTD Budget (b)	YTD Actual (c)	%	Var. $ (c)-(b)	Var. % (c)-(b)/(a)	Var.
Operating Revenues		$	$	$		$	%	
Rates	9	21,927,252	21,921,417	**21,888,216**		(33,201)	(0.15%)	
Operating Grants, Subsidies and Contributions		2,904,523	1,242,763	**963,970**		(278,793)	(9.60%)	
Fees and Charges		10,822,791	4,548,720	**6,204,958**		1,656,238	15.30%	▲
Service Charges		0	0	**0**		0		
Interest Earnings		1,137,412	95,830	**286,063**		190,233	16.73%	▲
Other Revenue		836,579	348,350	**391,251**		42,901	5.13%	
Profit on Disposal of Assets	8	1,000	666	**0**		(666)	(66.60%)	
Total Operating Revenue		37,629,557	28,157,746	**29,734,458**	79%	1,577,378		
Operating Expense								
Employee Costs		(15,710,840)	(6,604,326)	**(5,527,199)**		1,077,127	6.86%	
Materials and Contracts		(14,123,692)	(6,605,799)	**(3,390,556)**		3,215,243	22.76%	▲
Utility Charges		(2,055,610)	(856,455)	**(722,558)**		133,897	6.51%	
Depreciation on Non-Current Assets		(13,766,535)	(5,768,811)	**(5,423,326)**		345,485	2.51%	
Interest Expenses		(119,838)	(12,350)	**(9,212)**		3,138	2.62%	
Insurance Expenses		(631,178)	(631,174)	**(629,226)**		1,948	0.31%	
Other Expenditure		(2,697,271)	(1,252,724)	**(888,671)**		364,053	13.50%	▲
Loss on Disposal of Assets	8	(191,276)	(127,516)	**(75,454)**		52,062	27.22%	▲
Total Operating Expenditure		(49,296,240)	(21,859,155)	**(16,666,202)**	34%	5,140,891		
Funding Balance Adjustments								
Add back Depreciation		13,766,535	5,768,811	**5,423,326**		(345,485)	(2.51%)	
Adjust (Profit)/Loss on Asset Disposal	8	190,276	126,850	**75,454**		(51,396)	(27.01%)	▼
Adjust Revaluation, Provisions and Accruals		0	0	**0**		0		
Net Cash from Operations		**2,290,128**	**12,194,252**	**18,567,036**		**6,321,388**		
Capital Revenues								
Grants, Subsidies and Contributions		15,252,072	6,389,211	**5,279,266**		(1,109,945)	(7.28%)	
Proceeds from Disposal of Assets	8	375,000	249,998	**78,000**	21%	(171,998)	(45.87%)	▼
Total Capital Revenues		15,627,072	6,639,209	**5,357,266**	35%	(1,281,943)		
Capital Expenses								
Land Held for Resale	12	0	0	**0**		0		
Land Under Control (Crown Land)	12	0	0	**0**		0		
Land and Buildings	12	(3,661,766)	(1,893,225)	**(814,786)**		1,078,439	29.45%	▲
Works in Progress Land & Buildings	12	0	0	**0**		0		
Works In Progress Recreation Areas Infrastructure	12	0	0	**0**		0		
Works in Progress - Rds, F/Paths & Bridges	12	0	0	**0**		0		
Works In Progress Other Infrastructure	12	0	0	**0**		0		
Works in Progress Drainage Infrastructure	12	0	0	**0**		0		
Works in Progress Plant & Equipment	12	0	0	**0**		0		
Infrastructure Assets - Roads & Footpaths	12	(9,726,977)	(4,003,428)	**(921,371)**		3,082,057	31.69%	▲
Infrastructure Assets - Recreation Areas	12	(286,416)	(119,310)	**(35,605)**		83,705	29.23%	▲
Infrastructure Assets - Drainage	12	(390,000)	(162,500)	**0**		162,500	41.67%	▲
Infrastructure Assets - Other	12	(9,823,711)	(4,121,800)	**(195,374)**		3,926,426	39.97%	▲
Mobile Plant and Equipment	12	(1,449,000)	(960,738)	**(287,259)**		673,479	46.48%	▲
Fixed Plant and Equipment	12	(26,405)	(11,005)	**(7,737)**		3,268	12.38%	▲
Furniture and Equipment	12	(809,414)	(359,420)	**(241,087)**		118,333	14.62%	▲
Total Capital Expenditure		(26,173,689)	(11,631,426)	**(2,503,218)**	10%	9,128,208		
Net Cash from Capital Activities		**(10,546,617)**	**(4,992,217)**	**2,854,048**		**7,846,265**		
Financing								
Proceeds from New Debentures		3,656,053	0	**0**		0		
Proceeds from Advances		0	0	**0**		0		
Self-Supporting Loan Principal		0	0	**0**		0		
Transfer from Reserves	7	6,047,734	68,299	**0**		(68,299)	(1.13%)	
Advances to Community Groups		0	0	**0**		0		
Repayment of Debentures	10	(592,743)	(51,093)	**(50,355)**		738	0.12%	
Transfer to Reserves	7	(4,461,019)	(1,209,339)	**(31,119)**		1,178,220	26.41%	▲
Net Cash from Financing Activities		**4,650,025**	**(1,192,133)**	**(81,474)**		**1,110,659**		

SHIRE OF BROOME
STATEMENT OF FINANCIAL ACTIVITY
(By Nature or Type)
For the Period Ended 30 November 2017

	Note	Amended Annual Budget (a)	Amended YTD Budget (b)	YTD Actual (c)	%	Var. $ (c)-(b)	Var. % (c)-(b)/(a)	Var.
Net Operations, Capital and Financing		(3,606,464)	6,009,902	21,339,610		15,278,312		
Opening Funding Surplus(Deficit)	3	3,606,464	3,606,464	3,606,464		0		
Closing Funding Surplus(Deficit)	3	0	9,616,366	24,946,074		15,278,312		

Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold
Refer to Note 2 for an explanation of the reasons for the variance

This statement is to be read in conjunction with the accompanying Financial Statements and notes.

SHIRE OF BROOME
STATEMENT OF CAPITAL ACQUSITIONS AND CAPITAL FUNDING
For the Period Ended 30 November 2017

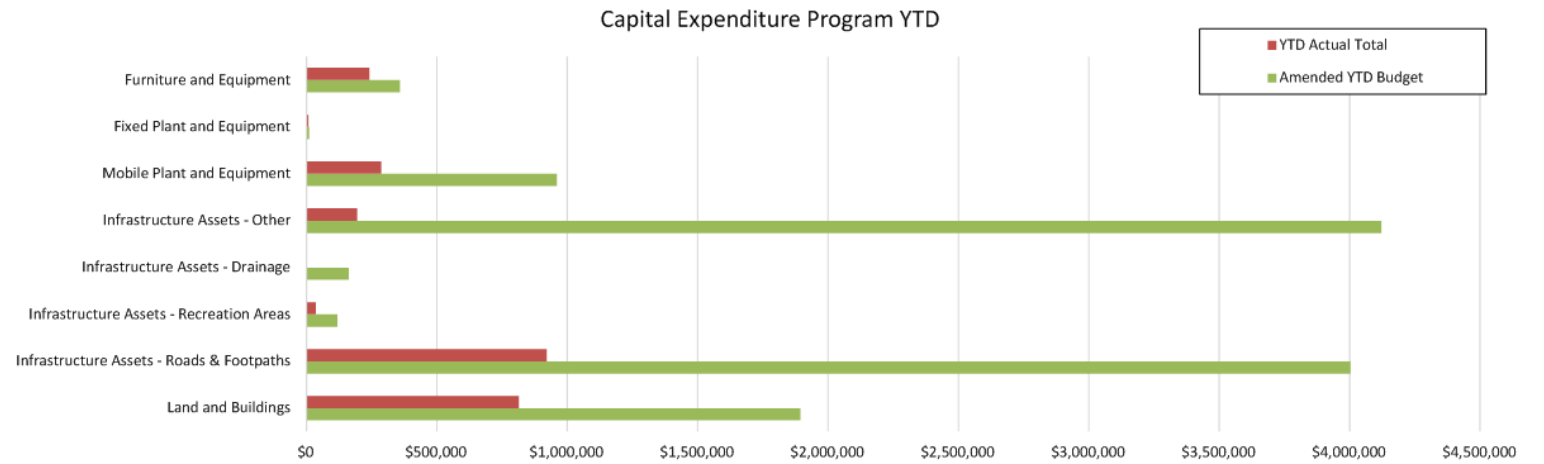
Capital Acquisitions	Note	YTD Actual New /Upgrade (a)	YTD Actual (Renewal Expenditure) (b)	YTD Actual Total (c) = (a)+(b)	Amended YTD Budget (d)	Amended Annual Budget	Variance (d) - (c)
		$	$	$	$	$	$
Land and Buildings	12	733,017	81,769	814,786	1,893,225	3,661,766	(1,078,439)
Infrastructure Assets - Roads & Footpaths	12	525,098	396,273	921,371	4,003,428	9,726,977	(3,082,057)
Infrastructure Assets - Recreation Areas	12	279	35,326	35,605	119,310	286,416	(83,705)
Infrastructure Assets - Drainage	12	0	0	0	162,500	390,000	(162,500)
Infrastructure Assets - Other	12	186,457	8,917	195,374	4,121,800	9,823,711	(3,926,426)
Mobile Plant and Equipment	12	0	287,259	287,259	960,738	1,449,000	(673,479)
Fixed Plant and Equipment	12	0	7,737	7,737	11,005	26,405	(3,268)
Furniture and Equipment	12	241,087	0	241,087	359,420	809,414	(118,333)
Capital Expenditure Totals		1,685,938	817,280	2,503,218	11,631,426	26,173,689	(9,128,208)

Funded By:

Capital Grants and Contributions	5,279,266	6,389,211	15,252,072	1,109,945
Borrowings	0	0	3,656,053	0
Other (Disposals & C/Fwd)	78,000	249,998	375,000	(171,998)
Total Own Source Funding - Cash Backed Reserves	0	68,299	6,047,734	(68,299)
Own Source Funding - Operations	(2,854,048)	4,923,918	842,830	(7,777,966)
Capital Funding Total	2,503,218	11,631,426	26,173,689	(9,128,208)

SHIRE OF BROOME
STATEMENT OF CAPITAL ACQUSITIONS AND CAPITAL FUNDING
For the Period Ended 30 November 2017

Capital Acquisitions	Note	YTD Actual New /Upgrade (a)	YTD Actual (Renewal Expenditure) (b)	YTD Actual Total (c) = (a)+(b)	Amended YTD Budget (d)	Amended Annual Budget	Variance (d) - (c)



SHIRE OF BROOME
STATEMENT OF BUDGET AMENDMENTS
(Statutory Reporting Program)
For the Period Ended 30 November 2017

	Adopted Budget	Adopted Budget Amendments (Note 5)	Amended Annual Budget	Amended YTD Budget (a)
Operating Revenues	$	$	$	$
Governance	28,450	0	28,450	7,515
General Purpose Funding - Rates	22,321,672	0	22,321,672	22,085,752
General Purpose Funding - Other	939,879	(81,799)	858,080	388,141
Law, Order and Public Safety	133,795	0	133,795	57,580
Health	184,700	0	184,700	127,675
Education and Welfare	15,000	0	15,000	6,250
Housing	628,275	0	628,275	261,760
Community Amenities	7,492,240	5,000	7,497,240	2,969,265
Recreation and Culture	1,361,545	0	1,361,545	550,340
Transport	1,798,076	(103,450)	1,694,626	628,737
Economic Services	881,553	0	881,553	350,640
Other Property and Services	1,986,836	37,785	2,024,621	724,091
Total Operating Revenue	37,772,021	(142,464)	37,629,557	28,157,746
Operating Expense				
Governance	(2,284,817)	(53,303)	(2,338,120)	(1,060,097)
General Purpose Funding	(647,688)	0	(647,688)	(264,220)
Law, Order and Public Safety	(1,084,935)	(6,535)	(1,091,470)	(471,645)
Health	(798,432)	26	(798,406)	(336,610)
Education and Welfare	(688,681)	0	(688,681)	(287,376)
Housing	(789,497)	0	(789,497)	(331,170)
Community Amenities	(9,492,966)	464	(9,492,502)	(4,650,614)
Recreation and Culture	(11,268,999)	(33,624)	(11,302,623)	(4,849,014)
Transport	(13,664,659)	0	(13,664,659)	(5,714,617)
Economic Services	(5,229,869)	0	(5,229,869)	(2,195,154)
Other Property and Services	(3,217,636)	(35,089)	(3,252,725)	(1,698,638)
Total Operating Expenditure	(49,168,179)	(128,061)	(49,296,240)	(21,859,155)
Funding Balance Adjustments				
Add back Depreciation	13,766,535	0	13,766,535	5,768,811
Adjust (Profit)/Loss on Asset Disposal	190,276	0	190,276	126,850
Adjust Provisions and Accruals	0	0	0	0
Net Cash from Operations	**2,560,653**	**(270,525)**	**2,290,128**	**12,194,252**
Capital Revenues				
Grants, Subsidies and Contributions	15,363,153	(111,081)	15,252,072	6,389,211
Proceeds from Disposal of Assets	375,000	0	375,000	249,998
Proceeds from Sale of Investments	0		0	0
Total Capital Revenues	15,738,153	(111,081)	15,627,072	6,639,209
Capital Expenses				
Land Held for Resale	0	0	0	0
Land Under Control (Crown Land)	0	0	0	0
Land and Buildings	(3,581,766)	(80,000)	(3,661,766)	(1,893,225)
Works in Progress Land & Buildings	0	0	0	0
Works In Progress Recreation Areas Infrastructure	0	0	0	0
Works in Progress - Rds, F/Paths & Bridges	0	0	0	0
Works In Progress Other Infrastructure	0	0	0	0
Works in Progress Drainage Infrastructure	0	0	0	0
Works in Progress Plant & Equipment	0	0	0	0
Infrastructure Assets - Roads & Footpaths	(9,811,779)	84,802	(9,726,977)	(4,003,428)
Infrastructure Assets - Recreation Areas	(286,416)	0	(286,416)	(119,310)
Infrastructure Assets - Drainage	(390,000)	0	(390,000)	(162,500)
Infrastructure Assets - Other	(9,774,666)	(49,045)	(9,823,711)	(4,121,800)

SHIRE OF BROOME
STATEMENT OF BUDGET AMENDMENTS
(Statutory Reporting Program)
For the Period Ended 30 November 2017

	Adopted Budget	Adopted Budget Amendments (Note 5)	Amended Annual Budget	Amended YTD Budget (a)
Mobile Plant and Equipment	(1,449,000)	0	(1,449,000)	(960,738)
Fixed Plant and Equipment	(26,400)	(5)	(26,405)	(11,005)
Furniture and Equipment	(771,414)	(38,000)	(809,414)	(359,420)
Total Capital Expenditure	(26,091,441)	(82,248)	(26,173,689)	(11,631,426)
Net Cash from Capital Activities	**(10,353,288)**	**(193,329)**	**(10,546,617)**	**(4,992,217)**
Financing				
Proceeds from New Debentures	3,656,053	0	3,656,053	0
Proceeds from Advances	0	0	0	0
Self-Supporting Loan Principal	0	0	0	0
Transfer from Reserves	6,101,682	(53,948)	6,047,734	68,299
Purchase of Investments	0	0	0	0
Advances to Community Groups	0	0	0	0
Repayment of Debentures	(592,743)	0	(592,743)	(51,093)
Transfer to Reserves	(3,251,680)	(1,209,339)	(4,461,019)	(1,209,339)
Net Cash from Financing Activities	**5,913,312**	**(1,263,287)**	**4,650,025**	**(1,192,133)**
Net Operations, Capital and Financing	**(1,879,323)**	**(1,727,141)**	**(3,606,464)**	**6,009,902**
Opening Funding Surplus(Deficit)	**1,879,323**	**1,727,141**	**3,606,464**	**3,606,464**
Closing Funding Surplus(Deficit)	**0**	**0**	**0**	**9,616,366**

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

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

1. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

This statement comprises a general purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1995 and accompanying regulations. Material accounting policies which have been adopted in the preparation of this statement are presented below and have been consistently applied unless stated otherwise.

Except for cash flow and rate setting information, the report has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

Critical Accounting Estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

(b) The Local Government Reporting Entity

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

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

All monies held in the Trust Fund are excluded from the statement, but a separate statement of those monies appears at Note 11.

(c) Rounding Off Figures

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

(d) Rates, Grants, Donations and Other Contributions

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

(e) Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable.
The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(f) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

(g) Trade and Other Receivables

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.

(h) Inventories

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land Held for Resale

Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point.

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

(i) Fixed Assets

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(j) Depreciation of Non-Current Assets

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

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

Buildings	40 to 50 years
Construction other than Buildings (Public Facilities)	40 to 50 years
Furniture and Equipment	10 years
Plant and Equipment	4 to 15 years
Roads	15 to 100 years
Footpaths	50 years
Sewerage Piping	60 years
Water Supply Piping and Drainage Systems	60 years

(k) Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the Council prior to the end of the financial year that are unpaid and arise when the Council becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

(l) Employee Benefits

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

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

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

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(m) Interest-bearing Loans and Borrowings

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs.

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

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

Borrowing Costs

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

(n) Provisions

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

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

(o) Current and Non-Current Classification

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

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(p) Nature or Type Classifications

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

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

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

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

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

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

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

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

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

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

Utilities (Gas, Electricity, Water, etc.)
Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(q) Nature or Type Classifications (Continued)

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

Loss on asset disposal
Loss on the disposal of fixed assets.

Depreciation on non-current assets
Depreciation expense raised on all classes of assets.

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

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

(r) Statement of Objectives

Council has adopted a 'Plan for the future' comprising a Strategic Community Plan and Corporate Business Plan to provide the long term community vision, aspirations and objectives.

Based upon feedback received from the community the vision of the Shire is:
"A thriving and friendly community that recognises our history and embraces cultural diversity and economic opportunity, whilst nurturing our unique natural and built environment."

The Strategic Community Plan defines the key objectives of the Shire as:
"Our People Goal - *Foster a community environment that is accessible, affordable, inclusive, healthy and safe.*
Our Place Goal - *Help to protect the natural and built environment and Cultural heritage of Broome whilst recognising the unique sense of place*
Our Prosperity Goal – *Create the means to enable local jobs creation and lifestyle affordability for the current and future population.*
Our Organisation Goal – *Continually enhance the Shire's organisational capacity to service the needs of a growing community."*

(s) Reporting Programs

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

GOVERNANCE
Expenses associated with provision of services to members of council and elections. Also included are costs associated with computer operations, corporate accounting, corporate records and asset management. Costs reported as administrative expenses are redistributed in accordance with the principle of activity based costing (ABC).

GENERAL PURPOSE FUNDING
Rates and associated revenues, general purpose government grants, interest revenue and other miscellaneous revenues such as commission on Police Licensing. The costs associated with raising the above mentioned revenues, eg. Valuation expenses, debt collection and overheads.

LAW, ORDER, PUBLIC SAFETY
Enforcement of Local Laws, fire prevention, animal control and provision of ranger services.

HEALTH
Health inspection services, food quality control, mosquito control and contributions towards provision of medical health services.

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(s) Reporting Programs (Continued)

HOUSING
Provision and maintenance of rented housing accommodation for pensioners and employees.

COMMUNITY AMENITIES
Sanitation, sewerage, stormwater drainage, protection of the environment, public conveniences, cemeteries and town planning.

RECREATION AND CULTURE
Parks, gardens and recreation reserves, library services, television and radio re-broadcasting, swimming facilities, walk trails, youth recreation, Shark Bay World Heritage Discovery and Visitor Centre, boat ramps, foreshore, public halls and Shark Bay Recreation Centre.

TRANSPORT
Construction and maintenance of roads, footpaths, drainage works, parking facilities, traffic control, depot operations, plant purchase, marine facilities and cleaning of streets.

ECONOMIC SERVICES
Tourism, community development, pest control, building services, caravan parks and private works.

OTHER PROPERTY & SERVICES
Plant works, plant overheads and stock of materials.

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 2: EXPLANATION OF MATERIAL VARIANCES

Reporting Program	Var. $	Var. %	Var.	Timing/ Permanent	Explanation of Variance
Operating Revenues	$	%			
Governance	(6,854)	(24.09%)			
General Purpose Funding - Rates	112,229	0.50%			
General Purpose Funding - Other	40,899	4.77%			
Law, Order and Public Safety	15,277	11.42%	▲	Timing	Variance is due to a number of income accounts being up against year-to-date budget. This may normalise as the year progresses.
Health	11,050	5.98%			
Education and Welfare	(6,250)	(41.67%)			
Housing	(1,394)	(0.22%)			
Community Amenities	1,483,906	19.79%	▲	Timing	Variance is due to the recognition of the refuse and recycling charges applied as part of the 2017-18 rates billing.
Recreation and Culture	(79,005)	(5.80%)			
Transport	(319,290)	(18.84%)	▼	Timing	Variance is due to a WANDRRA grant having not yet been received
Economic Services	134,704	15.28%	▲	Timing	Variance is due to the Chinatown Revitalisation Grant being unclaimed and bulk of Pool inspection fees collected in advance or when raised
Other Property and Services	191,440	9.46%			
Operating Expense					
Governance	139,003	5.95%			
General Purpose Funding	115,041	17.76%	▲	Timing	Variance is predominantly due to GRV revaluation expenses having not yet been incurred.
Law, Order and Public Safety	29,456	2.70%			
Health	29,283	3.67%			
Education and Welfare	74,568	10.83%	▲	Permanent	Variance is predominantly due to unspent/saving on salaries in Community Services
Housing	20,251	2.57%			
Community Amenities	1,851,780	19.51%	▲	Timing	Variance is predominantly due to PO's being rasied at the beginning of FY and not being charged for services. This will likely correct over time.
Recreation and Culture	464,673	4.11%			
Transport	697,703	5.11%			
Economic Services	1,291,207	24.69%	▲	Timing	Variance is mostly due to the Chinatown Revitalisation feasibility studies having not yet commenced.
Other Property and Services	479,986	14.76%	▲	Timing	Variance is due to a number of accounts being down against budget. This is likely to correct itself throughout the year
Capital Revenues					
Grants, Subsidies and Contributions	(1,109,945)	(7.28%)		Timing	Variance is preominantly with the Grant funding due for Town Beach- Building Better Regions
Proceeds from Disposal of Assets	(171,998)	(45.87%)	▼	Timing	Only a small number of plant have been disposed of at this time. This will normalise during the year.
Land and Buildings	1,078,439	29.45%	▲	Timing	Variance is due the KRO Building Renewal and Volunteer Bush Fire Brigade building projects having not yet commenced.
Infrastructure Assets - Roads & Footpaths	3,082,057	31.69%	▲	Timing	Variance is mostly due to the Dampier St and Carnarvon St upgrade projects having not yet commenced
Infrastructure Assets - Recreation Areas	83,705	29.23%	▲	Timing	Variance is due to a number of renewal accounts being down against budget. This is likely to normalise throughout the year

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

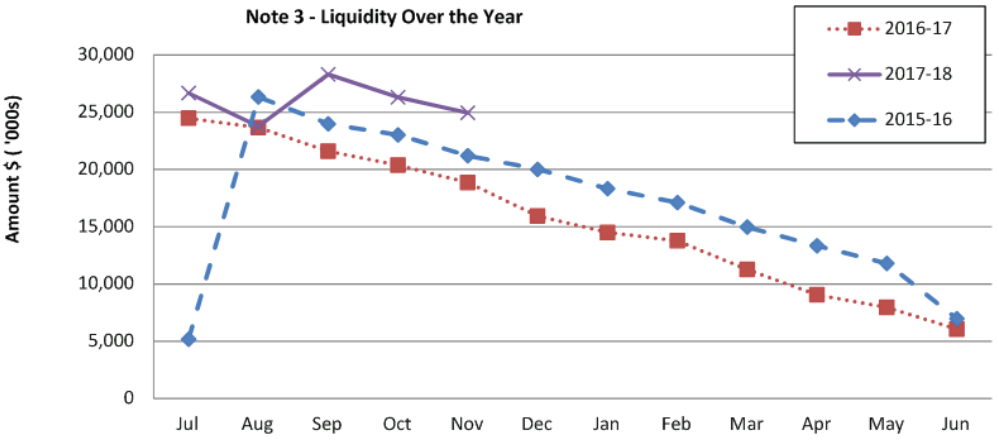
Note 2: EXPLANATION OF MATERIAL VARIANCES

Reporting Program	Var. $	Var. %	Var.	Timing/ Permanent	Explanation of Variance
Infrastructure Assets - Drainage	162,500	41.67%	▲	Timing	Variance is due the Hamersley St Drainage upgrade project having not yet commenced.
Infrastructure Assets - Other	3,926,426	39.97%	▲	Timing	Variance is due to the Town Beach Redevelopment project having not yet commenced.
Mobile Plant and Equipment	673,479	46.48%	▲	Timing	Most items of plant have yet to be ordered. This will normalise throughout the year
Fixed Plant and Equipment	3,268	12.38%	▲	Timing	Variance is due to invoices to be received for the servcies being provided for the BRAC aquatic project upgrade
Furniture and Equipment	118,333	14.62%	▲	Timing	Variance is due to numerous IT projects having not yet commenced.
Transfer from Reserves	(68,299)	(1.13%)			
Loan Principal	738	0.12%			
Transfer to Reserves	1,178,220	26.41%	▲	Timing	A number of recommendations for the use of the additional 2016-17 surplus resulted in amendments made to transfers to a number of reserves. However, the reconcilation of the transfers to and from reserve are done at the end of the financial year. This variance will diminish after those processes.

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 3: NET CURRENT FUNDING POSITION

	Note	YTD 30 Nov 2017	30 Jun 2017	YTD 30 Nov 2016
		Positive=Surplus (Negative=Deficit)		
		$	$	$
Current Assets				
Cash Unrestricted	4	19,674,786	6,223,947	14,101,916
Cash Restricted	4	31,413,549	31,382,437	29,023,407
Receivables - Rates	6	6,206,133	850,382	6,426,607
Receivables - Rates Other		346,482	57,991	293,439
Receivables - Debtors	6	720,856	532,320	502,868
Receivables - Other		72,651	300,008	228,028
Sundry Provisions & Accruals		38,938	139,356	34,245
Inventories		43,044	36,645	28,991
		58,516,438	39,523,087	50,639,501
Less: Current Liabilities				
Payables		(1,523,859)	(3,479,565)	(1,988,454)
Provisions		(631,480)	(1,054,622)	(765,581)
		(2,155,339)	(4,534,187)	(2,754,035)
Less: Cash Reserves	7	(31,413,556)	(31,382,437)	(29,023,407)
Rounding and Timing Adjustment		(1,471)		
Net Current Funding Position		**24,946,072**	**3,606,462**	**18,862,059**



Comments - Net Current Funding Position

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 4: CASH AND INVESTMENTS

		Interest Rate	Unrestricted $	Restricted $	Trust $	Total Amount $	Institution	Maturity Date
(a)	**Cash Deposits**							
	Municipal Bank Account	0.15%	5,374,704			5,374,704	CommBank	At Call
	Business Online Saver	0.60%	15,857,966			15,857,966	CommBank	At Call
	BRAC Bank Account	0.10%	86,996			86,996	CommBank	At Call
	BPAY Bank Account	0.00%	0			0	CommBank	At Call
	Reserve Bank Account	0.60%		13,549		13,549	CommBank	At Call
	Trust Bank Account	0.00%			886,056	886,056	CommBank	At Call
	Cash On Hand	Nil	4,400			4,400	N/A	On Hand
(b)	**Term Deposits**							
	Term Deposit	2.64%		20,000,000		20,000,000	CBA	18-Jun-18
	Term Deposit	2.50%		11,400,000		11,400,000	BWA	11-Jan-18
	Term Deposit	2.35%	4,000,000			4,000,000	BWA	08-Jan-18
	Term Deposit	2.50%	4,000,000			4,000,000	NAB	08-Feb-18
	Term Deposit	2.51%	4,000,000			4,000,000	NAB	09-Apr-18
	Term Deposit	2.20%	4,000,000			4,000,000	BWA	20-Dec-17
	Term Deposit					0	NAB	
	WATC grant in Trust				3,979,536	3,979,536	WATC	
	Total		37,324,066	31,413,549*	4,865,593‡	73,603,208		
	Adjustments							
	Payment Timing Adjustments**		17,649,281					
	Add back Cash on Hand		4,400					
	Total		**19,670,386**					

Comments/Notes - Investments

*Note - The total of Restricted Cash balances to the reserves on Note 7

**NOTE - Payment Timing adjustments indicate payments that have been recorded on the ledger but have yet to be paid out of the bank. The bank accounts are reconciled monthly to ensure no discrepancies occur.

‡Note - A discrepancy between Trust balance and the balance of Note 11 is a result of money in transit, either as a refund or a payment, or an unpresented cheque.

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 5: BUDGET AMENDMENTS
Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Account Code	Job Number	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
					$	$	$	$
		Budget Adoption		Opening Surplus				0
		Permanent Changes						
		Opening surplus adjustment				1,727,141		1,727,141
		Budgeted EOY Surplus/(Deficit)					0	1,727,141
		General Purpose Funding						
30301		Grants Commission - Op Inc - Other General Purpose Funding		Operating Income			(81,799)	1,645,342
		Governance						
22230		Legal Exps Op Exp - Other Governance		Operating Expenditure			(42,215)	1,603,127
23040		Youth Development Programme & Working Group - Op Exp - Other Governance		Operating Expenditure			(6,543)	1,596,584
22172		Community Sponsorship Program - Op Exp - Other Governance		Operating Expenditure			(4,545)	1,592,039
								1,592,039
		Law, Order and Public Safety						
508216		Bush Fire Mitigation - Op Exp - Fire Prevention		Operating Expenditure			(6,535)	1,585,504
		Health						
75020		Mosquito Control & Pest Control - Op Exp - Preventive Service-Pest Control		Operating Expenditure		26		1,585,530
717599		Transfer From Restricted Cash Reserve - Cap Inc - Health Service - Pest Control		Capital Income		6,974		1,592,504
		Community Amenities						
105546	105550	Project - Broome Townsite Coastal Hazard Risk Mgt & Adaptation Plan Consult -Op Exp - Prot of Envrn		Operating Expenditure		464		1,592,968
105541		Coastal Grants & Reimb Rec'd		Operating Income		5,000		1,597,968
104281		Transfer to Drainage Reserve - Cap Exp - Urban Stormwater Drainage		Capital Expenditure			(250,000)	1,347,968
								1,347,968
		Recreation and Culture						
117132		Plant & Equip Renewal/Replacement - Cap Exp - BRAC - Aquatic		Capital Expenditure			(5)	1,347,963
116151		Non Operating Grants Other Culture - Non Op Inc		Capital Income		66,636		1,414,599
113708		Grant Funded Operational Expense - Rec Serv		Operating Expenditure			(6,684)	1,407,915
117010	117011	Aquatic Building & Pool General Maint Exp		Operating Expenditure			(11,940)	1,395,975
117414		Grant Non Op - BRAC Aquatic - Cap Inc MUN		Capital Income			(169,717)	1,226,258
117210		BRAC Ovals Maint - Op Exp		Operating Expenditure			(15,000)	1,211,258
111989		Transfer to POS Reserve - Cap Exp - Parks & Ovals		Capital Expenditure			(377,739)	833,519
								833,519

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 5: BUDGET AMENDMENTS
Amendments to original budget since budget adoption. Surplus/(Deficit)

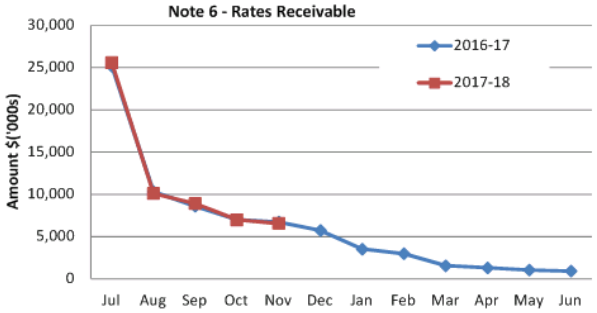
GL Account Code	Job Number	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
		Transport						
121100	RU433	Hamersley Napier Black Spot Project - Cap Exp		Capital Expenditure			(73)	833,446
121501	RU12	Crab Creek Road - SLK 1.53 to 2.13 - New alignment from BR Ind. - Cap Ex - Upgrade		Capital Expenditure		84,875		918,321
121906		Transfer From Restricted Cash Reserve - Road Construction		Capital Income			(84,802)	833,519
120305		WALGGC Road Grants Untied Op Grant Rec'd		Operating Income			(103,450)	730,069
121761		Aboriginal Roads Non Op Grant from MRWA - Op Inc - Rd Const		Capital Income			(8,000)	722,069
121950		Transfer to Road Reserve - Cap Exp - Cons Streets Roads Bridges Dep		Capital Expenditure			(250,000)	472,069
125950		Transfer to Footpath Reserve		Capital Expenditure			(331,600)	140,469
								140,469
		Economic Services						
132141	132142	Pearl Lugger Const Upgrade - Cap Exp - Tourism		Capital Expenditure			(25,165)	115,304
1365495	136549	New Caravan Dumping Point - Other Infrastructure - Tourism &		Capital Expenditure			(23,880)	91,424
132938		Transfer From Restricted Cash Reserve - Tourism & Area Promotion		Capital Income		23,880		115,304
		Other Property and Services						
142043		Organisational Training - General		Operating Expenditure		8,117		123,421
142232		LGIS Insurance Funded Expenses (Inc in 142393) - Op Exp - Corp Gov		Operating Expenditure		594		124,015
143038		Consultants Engineering Office		Operating Expenditure			(43,800)	80,215
143405		Grant Op - R4R KRGS - Op Inc - Eng Off		Operating Income		37,785		118,000
147371		Shire Office Barker St - Building Upgrade Wks - Cap Exp - Corp Gov Support		Capital Expenditure			(80,000)	38,000
146122		Software >$5000 Cap Exp - IT		Capital Expenditure			(38,000)	0
					0	1,961,492	(1,961,492)	

Classifications Pick List
Operating Revenue
Operating Expenses
Capital Revenue
Capital Expenses
Opening Surplus(Deficit)
Non Cash Item

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 6: RECEIVABLES

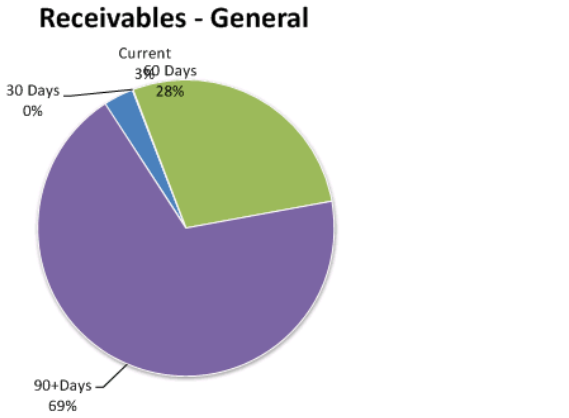
Receivables - Rates Receivable	YTD 30 Nov 2017	30 Jun 2017
	$	$
Opening Arrears Previous Years	850,382	819,335
Levied this year	21,888,216	21,460,516
Less Collections to date	(16,532,466)	(21,429,468)
Equals Current Outstanding	**6,206,133**	**850,382**
Net Rates Collectable	**6,206,133**	**850,382**
% Collected	72.71%	96.18%



Receivables - General	Credit*	Current	30 Days	60 Days	90+Days
		$	$	$	$
Receivables - General	(17,743)	24,185	611	206,215	507,588

Total Receivables General Outstanding **720,856**

Amounts shown above include GST (where applicable)



Comments/Notes - Receivables Rates

* NOTE - Rates were raised on 19 July 2017 and are due on 23 August 2017

**NOTE - The calculation of percentage of Rates collected only reports on current Rates, Arrears and Back Rates. For a full breakdown on Rates received, please see the Rates Receipt Statement in the info bulletin

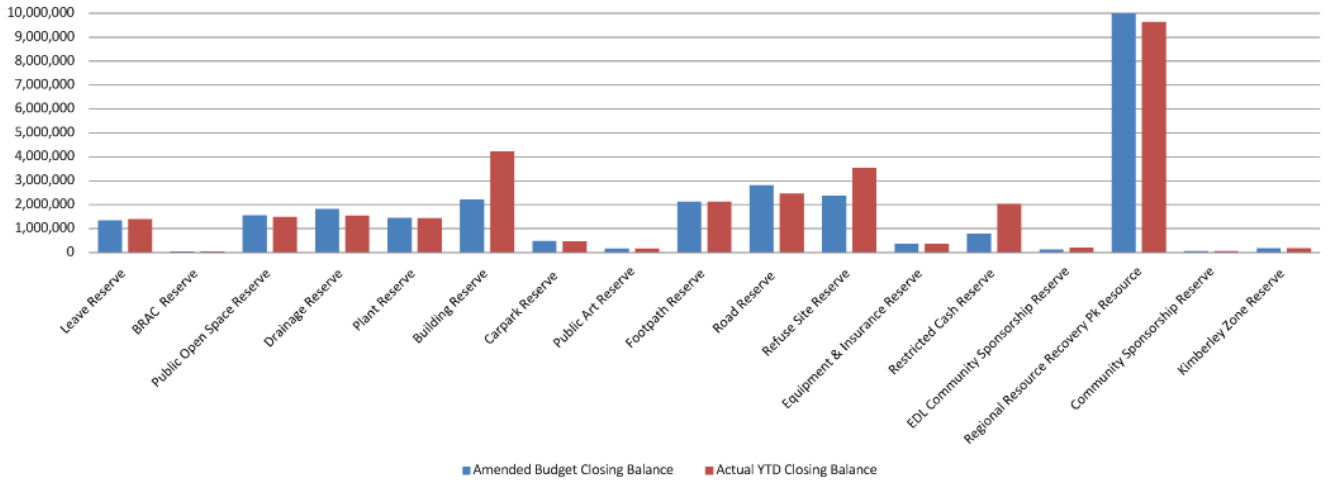
Comments/Notes - Receivables General

* Note - A credit refers to a debtor paying more than required in the current billing period. It sits as a credit against the account until the following period when it is applied

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 7: Cash Backed Reserve

2017-18 Name	Opening Balance	Amended Budget Interest Earned	Actual Interest Earned	Amended Budget Transfers In (+)	Actual Transfers In (+)	Amended Budget Transfers Out (-)	Actual Transfers Out (-)	Transfer out Reference	Amended Budget Closing Balance	Actual YTD Closing Balance
	$	$	$	$	$	$	$		$	$
Leave Reserve	1,392,788	34,700	1,477	0	0	(84,441)	0		1,343,047	1,394,265
BRAC Reserve	52,963	100	56	0	0	0	0		53,063	53,019
Public Open Space Reserve	1,484,517	40,100	1,574	422,517	0	(400,000)	0		1,547,134	1,486,091
Drainage Reserve	1,538,937	40,600	1,632	250,000	0	0	0		1,829,537	1,540,569
Plant Reserve	1,445,001	39,600	1,532	0	0	(29,000)	0		1,455,601	1,446,533
Building Reserve	4,225,521	94,400	4,480	40,000	0	(2,141,326)	0		2,218,595	4,230,001
Carpark Reserve	472,478	12,800	501	0	0	0	0		485,278	472,979
Public Art Reserve	158,517	2,300	168	0	0	0	0		160,817	158,685
Footpath Reserve	2,124,387	57,500	2,253	331,600	0	(385,000)	0		2,128,487	2,126,640
Road Reserve	2,466,646	60,100	2,615	337,000	0	(50,000)	0		2,813,746	2,469,261
Refuse Site Reserve	3,531,100	83,400	3,744	0	0	(1,236,053)	0		2,378,447	3,534,844
Equipment & Insurance Reserve	365,710	9,900	388	0	0	0	0		375,610	366,098
Restricted Cash Reserve	2,033,576	0	0	0	0	(1,241,914)	0		791,662	2,033,576
EDL Community Sponsorship Reserve	210,361	4,400	223	0	0	(80,000)	0		134,761	210,584
Regional Resource Recovery Pk Resource	9,637,910	259,800	10,219	2,334,202	0	(400,000)	0		11,831,912	9,648,129
Community Sponsorship Reserve	61,986	1,300	66	0	0	0	0		63,286	62,052
Kimberley Zone Reserve	180,039	4,700	191	0	0	0	0		184,739	180,230
	31,382,437	**745,700**	**31,119**	**3,715,319**	**0**	**(6,047,734)**	**0**		**29,795,722**	**31,413,556**



SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 8 CAPITAL DISPOSALS

Actual YTD Profit/(Loss) of Asset Disposal				Disposals		Amended Current Budget YTD 30 Nov 2017			Comments
Cost	Accum Depr	Proceeds	Profit (Loss)			Amended Annual Budget Profit/(Loss)	Actual Profit/(Loss)	Variance	
$	$	$	$			$	$	$	
				P Number	Plant and Equipment				
			0	P113	Utility Crew Cab w Tray Isuzu D-Max SX Auto (Ranger 1) 1EHR084	(8,100)	0	0	
			0	P213	Utility Crew Cab w Tray Isuzu D-Max SX Man (Ranger 2) 1EHR085	(7,125)	0	0	
			0	P16512	ISUZU - D-MAX SX UTILITY - 4WD CREW - CAB (DSD - COMPLIANCE) 1EAD664	(7,200)	0	0	
			0	P10112	Isuzu D-Max SX 4x4 Crew Cab Ute (MHS) 1DXC557	(3,850)	0	0	
			0	P12112	Hyundai Santa Fe Wagon CRDi 4x4 (MCD) 1DWL167	(1,000)	0	0	
			0	P4412	Isuzu D-Max SX 4x4 Crew Cab Ute Canopy (MBS) 1DWL170	(3,900)	0	0	
			0	P7511	Isuzu D-Max SX Crew Cab 4WD Tray Top (Surveyor) 1DUD117	(3,900)	0	0	
			0	P11312	Isuzu D-Max SX 4x4 Crew Cab Ute Canopy (D&SE) 1DWL168	(3,900)	0	0	
			0	P3812	Isuzu D-Max SX 4x4 Crew Cab Ute Canopy (P&G) 1DWL184	(3,900)	0	0	
			0	P85807	TRAILER POLMAC DUAL AXLE - P&G	0	0	0	
			0	P6913	John Deere 1565 Front Deck Ride on Mower (P&Gs) 1ELL395	(2,267)	0	0	
			0	P6910	4WD Front Deck Mower John Deere 1565 BM28612	0	0	0	
			0	P10513	Mower Ride on Front Deck John Deere 1565 (P&Gs) 1GCB289	(1,495)	0	0	
95,500	(13,503)	(45,000)	(36,997)	P1910	Truck Tipper 8t Single Cab - P&Gs UD Nissan PK9	(40,400)	(36,997)	3,403	
			0	P2713	Utility Isuzu D-Max SX Space Cab w tray (Mowing 1. P&GS) BM25118	(8,200)	0	0	
			0	P2512	Isuzu D-Max SX 4x4 Space Cab Alloy Tray (P&Gs) Retic 3 (1EAD681)	(5,850)	0	0	
			0	P6812	Isuzu D-Max SX 4x4 Space Cab Alloy Tray (P&Gs) Retic 1(1EAD682)	(5,850)	0	0	
			0	P6212	Isuzu D-Max SX 4x4 Crew Cab Steel Tray Top (P&Gs) Snr Supvr 1DWL178	(3,900)	0	0	
			0	P9112	Isuzu D-Max EX 4x4 Single Cab Steel Tipper Body (P&Gs) Supvr 1DYG927	(2,600)	0	0	
			0	P13611	Rota slasher Howard EHD180 (P&Gs)	0	0	0	
			0	P88515	HOWARD STEALTH S2 WING TIP MOWER (REPLACES P88513) INSURANCE	(20,328)	0	0	
			0	P8913	Woodchipper Bandit 1390XP (P&Gs) 1TNQ120	(14,747)	0	0	
			0	P13209	Tractor John Deere 6430 4WD PTO 72kW - P & Gs BM21763	0	0	0	
			0	P8703	Trailer Dean No 17 Flatbed Tilting (for ride-on mower) BM11268	0	0	0	
91,563	(20,105)	(33,000)	(38,458)	P83307	ROLLER VIBRATING SOIL COMPACTER HAMM 3411 - WORKS	(34,375)	(38,458)	(4,083)	
			0	P1611	4WD Utility Crew Cab - Isuzu D-Max Works Team Leader - Construction 1GCB288	(6,922)	0	0	
			0	P10605	Pump Water Robin PTG405DS - 8.5hp 4" diesel	0	0	0	
			0	P2201	Generator 6KVA EH36DH/SIN6 - Signs	0	0	0	
			0	P11412	Isuzu D-Max SX 4x4 Standard Cab Steel tray Top - Stores 1DWL185	(1,467)	0	0	
			0	P16612	Pressure Cleaner Spitwater SW151 with attachments (Depot)	1,000	0	0	
95,500	(33,609)	(78,000)	(75,454)			(190,276)	(75,454)	(679)	

Comments - Capital Disposal/Replacements

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 9: RATING INFORMATION		Rate in $	Number of Properties	Rateable Value $	Rate Revenue $	Interim Rates $	Back Rates $	Total Revenue $	Amended Budget Rate Revenue $	Amended Budget Interim Rate $	Amended Budget Back Rate $	Amended Budget Total Revenue $
RATE TYPE												
Differential General Rate												
Gross Rental Valuations												
GRV -	Residential	9.7547	4,786	121,481,660	11,851,039	0	10,000	11,861,039	11,851,039	0	10,000	11,861,039
GRV -	Residential - Vacant	15.7916	148	2,453,450	387,711			387,711	387,711			387,711
GRV -	Commercial/Industrial	10.7652	582	53,984,924	5,790,824			5,790,824	5,790,824			5,790,824
GRV -	Tourism	14.9725	426	16,887,828	2,528,530			2,528,530	2,528,530			2,528,530
Unimproved Value Valuations												
UV -	Rural	0.6570	55	20,820,000	136,787			136,787	136,787			136,787
UV -	Mining	12.3270	41	944,372	116,413			116,413	116,413			116,413
UV -	Commercial Rural	3.0779	21	6,643,773	204,489			204,489	204,489			204,489
Sub-Totals			6,059	223,216,007	21,015,793	0	10,000	21,025,793	21,015,793	0	10,000	21,025,793
Minimum Payment		**Minimum $**										
Gross Rental Valuations												
GRV -	Residential	1,220	73	821,692	89,060			89,060	89,060			89,060
GRV -	Residential - Vacant	1,220	216	1,269,480	263,520			263,520	263,520			263,520
GRV -	Commercial/Industrial	1,220	26	194,054	31,720			31,720	31,720			31,720
GRV -	Tourism	1,220	412	1,880,840	502,640			502,640	502,640			502,640
Unimproved Value Valuations												
UV -	Rural	1,220	4	191,300	4,880			4,880	4,880			4,880
UV -	Mining	500	31	44,610	14,500			14,500	14,500			14,500
UV -	Commercial Rural	1,220	2	28,300	2,440			2,440	2,440			2,440
Sub-Totals			764	4,430,276	908,760	0	0	908,760	908,760	0	0	908,760
								21,934,553				21,934,553
UV Concession - Coconut Well								(978)				(978)
UV Concession - Twelve Mile								(5,339)				(5,339)
UV Concession - Horticulture Land Use								(984)				(984)
Amount from General Rates								21,927,252				**21,927,252**
Ex-Gratia Rates								0				0
Specified Area Rates								0				0
Totals								**21,927,252**				**21,927,252**

Comments - Rating Information

NOTE - This note represents the budgeted rating and back rating revenue expected for the 2017/18 financial year. The Statement of Financial Activity (by Reporting Program) examines the reporting program for rates which also includes other items, such as debt recovery and rates instalments charges, which are not represented in this table as they do not form part of ordinary rates modelling.

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

10. INFORMATION ON BORROWINGS
(a) Debenture Repayments

Particulars	Principal 30-Jun-17	New Loans	Principal Repayments		Principal Outstanding		Interest Repayments	
			Actual $	Amended Budget $	Actual $	Amended Budget $	Actual $	Amended Budget $
Loan 191 - BRAC Inf & Stage 2B	171,375		0	57,049	171,375	114,326	(62)	7,538
Loan 193 - Civic Centre Redevelopment	2,764,382		0	433,508	2,764,382	2,330,874	(1,016)	104,286
Loan 194 - BRAC Oval Pavillion	543,115		50,355	102,186	492,760	440,929	10,291	27,707
Town Beach Redevelopment Loan	0	1,956,053	0	0	0	0	0	0
Chinatown Revitalisation Loan	0	1,700,000	0	0	0	0	0	0
			0	0	0	0	0	0
			0	0	0	0	0	0
			0	0	0	0	0	0
			0	0	0	0	0	0
			0	0	0	0	0	0
			0	0	0	0	0	0
	3,478,872	3,656,053	50,355	592,743	3,428,517	2,886,129	9,212	139,531

All debenture repayments were financed by general purpose revenue.

(b) New Debentures

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 11: TRUST FUND

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

Description	Opening Balance 1 Jul 17	Amount Received	Amount Paid	Closing Balance 30-Nov-17
	$	$	$	$
Verge Bonds	32,276	0	0	**32,276**
Library Transient Borrower Deposits	70	0	0	**70**
Election Nomination Deposits	0	800	0	**800**
Civic Centre Event Takings	3,654	0	0	**3,654**
Key & Other General Purpose Deposits	8,493	0	0	**8,493**
BCITF Collection & Refund Deposits	6,532	16,179	(17,224)	**5,488**
Japanese Cemetery Improvements Deposits	0	0	0	**0**
Town Planning Related Bond Deposits	106,208	0	0	**106,208**
Cemetery Plot Reservation Deposits	33,596	0	0	**33,596**
Recreation Facility use Bond Deposits	32,925	48,007	(49,437)	**31,494**
Cash In Lieu Of Public Open Space	99,876	0	0	**99,876**
Parking Facilities Bond Deposits	0	0	0	**0**
Road & Footpath Facilities Bond Deposits	506,947	0	0	**506,947**
Capital Works Bond Deposits	3,060	0	0	**3,060**
Bank Guarantee Deposits Received	16,431	0	0	**16,431**
Contract Bonds & Retentions	0	0	0	**0**
Overpayments Held	0	0	0	**0**
Unclaimed Monies	19,523	60	0	**19,583**
BRB Levy	5,947	18,029	(19,041)	**4,935**
Staff Rental Bonds	40,113	760	(5,080)	**35,793**
Key Deposits	2,545	0	0	**2,545**
Chinatown Revitalisation grant	9,169,410	39,869	(5,225,000)	**3,984,279**
	10,087,606	**123,705**	**(5,315,783)**	**4,895,528**

Level of Completion Indicators
0% ○
20% ○
40% ○
60% ◉
80% ○
100% ●
No Budget ☒

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 12: CAPITAL ACQUISITIONS

					YTD 30 Nov 2017					
% of Completion	Level of Completion Indicator	Infrastructure Assets	Acct	Job	Amended Annual Budget	Amended YTD Budget	YTD Actual	Variance (Under)/Over	YTD Actual (Renewal Exp)	Strategic Reference / Comment
		Governance								
0%	○						0		0	
0%	○	**Governance Total**			**0**	**0**	**0**	**0**	**0**	
		Law, Order And Public Safety								
0%	○	Vehicle & Mob Plant New -Cap Exp -Ranger Ops	52548		21,000	8,750	0	(21,000)	0	
0%	○	Vehicle & Mob Plant Renewal(Replacement) Exp -Cap Exp -Ranger Ops	52550		120,000	80,000	0	(120,000)	0	
0%	○	VBFB Building New Const - Cap Exp - Volunteer Bush Fire Brigade	53172		1,200,000	500,000	0	(1,200,000)	0	
0%	○						0		0	
0%	○						0		0	
0%	○	**Law, Order And Public Safety Total**			**1,341,000**	**588,750**	**0**	**(1,341,000)**	**0**	
		Education and Welfare								
0%	○	Vehicle & Mob Plant Renewal (Replacement) Cap Exp - Comm Services	82605		36,000	24,000	0	(36,000)	0	
No Budget	☒	VBFB Buildings Renewal - Cap Ex - VBFB	53174		0	0	0	5,580	5,580	
16%	○	**Education and Welfare Total**			**36,000**	**24,000**	**0**	**(30,420)**	**5,580**	
		Housing								
133%	●	Building Staff Housing - Cap Exp - New	95810		550,000	550,000	729,026	179,026	0	
0%	○						0		0	
133%	●	**Housing Total**			**550,000**	**550,000**	**729,026**	**179,026**	**0**	
		Health								
0%	○	Vehicle & Mob Plant Renewal(Replacement) - Cap Exp - Health Inspect's	74550		40,000	26,666	0	(40,000)	0	
0%	○						0		0	
0%	○	**Health Total**			**40,000**	**26,666**	**0**	**(40,000)**	**0**	
		Community Amenities								
12%	○	Buckleys Rd Closure Upgrade (was Opex 101302) - Cap Exp - San Gen Refuse	101545	101558	797,330	332,220	94,090	(703,240)	0	
0%	○	Other Infra Renewal Rubbish Services - Cap Exp - San Gen Refuse	101550	101552	295,723	123,215	0	(295,723)	0	
0%	○	Hamersley St Upgrade Drainage - Infa Cap Exp	104600	104695	390,000	162,500	0	(390,000)	0	
2%	○	Cemeteries Other Infrastructure Upgrade - Cap Exp- Oth Com A	107540	107541	56,000	23,335	1,120	(54,880)	0	
13%	○	Broome Cemetery New Infrastructure Cap Exp	107550	107556	44,000	18,335	5,614	(38,387)	0	
0%	○						0		0	
6%	○	**Community Amenities Total**			**1,583,053**	**659,605**	**100,824**	**(1,482,229)**	**0**	
		Recreation And Culture								
0%	○	Herbert Park New Infra Const - Cap Exp	113550	113554	12,500	5,210	0	(12,500)	0	
0%	○	Cable Beach Reserve P & G New Infra - Cap Exp	113550	113574	10,000	4,165	0	(10,000)	0	
0%	○	Demco Foreshore Plan Year 1 New Infra Const - Cap Exp	113550	113963	10,000	4,165	0	(10,000)	0	
24%	○	Cable Beach Reserve Renewal Works - Cap Exp	113551	113674	15,519	6,460	0	(11,829)	3,690	
0%	○	Town Beach Renewal Works - Infra Cap Exp	113551	113677	6,000	2,500	0	(6,000)	0	
58%	○	Sunset Park Renewal Infra - Cap Exp - Parks and Ovals	113551	113765	7,003	2,915	0	(2,928)	4,075	
0%	○	Solway Park renewal Infra - Cap Exp - Pks & Ovals	113551	113787	6,000	2,500	0	(6,000)	0	
0%	○	Cygnet Park Infrastructure Renewal - Cap Exp	113551	113788	13,500	5,620	0	(13,500)	0	
0%	○	Maritana Park Infratructure Renewal - Cap Exp	113551	113789	7,503	3,120	0	(7,503)	0	
0%	○	Six Seasons Parks Infrastructure Renewal - Cap Exp	113551	113790	8,516	3,545	0	(8,516)	0	
0%	○	Tolentino Park Infrastructure Renewal - Cap Exp	113551	113791	14,009	5,835	0	(14,009)	0	
0%	○	Haynes Oval Other Infrastructure Renewal - Cap Exp	113553	HAYN001	41,950	17,480	0	(41,950)	0	
49%	○	Bme Civic Centre Other Infrastructure Renewal - Cap Exp	116119	116120	18,050	7,515	0	(9,133)	8,917	
0%	○	Broome Entry Statement Signage New Const - Cap Exp - Other Cult	116125	116126	76,439	31,850	150	(76,289)	0	
0%	○	Broome Trails Signage New - Cap Exp - Other Cult	116125	116131	51,700	21,540	0	(51,700)	0	
29%	○	Plant & Equip Renewal/Replacement - Cap Exp - BRAC - Aquatic	117132		26,405	11,005	0	(18,668)	7,737	
3%	○	BRAC Building Upgrade - Cap Exp - BRAC Dry	117310	117311	121,766	50,735	3,991	(117,775)	0	
0%	○	BRAC Building Renewal - Cap Exp - BRAC Dry	117315	117316	25,000	10,415	0	(25,000)	0	

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 12: CAPITAL ACQUISITIONS

					YTD 30 Nov 2017					
% of Completion	Level of Completion Indicator	Infrastructure Assets	Acct	Job	Amended Annual Budget	Amended YTD Budget	YTD Actual	Variance (Under)/Over	YTD Actual (Renewal Exp)	Strategic Reference / Comment
172%	●	BRAC Ovals Renewal Infra Works - Cap Exp - BRAC Ovals	117455	117456	15,996	6,665	0	11,565	27,561	
0%	○	Town Beach Redevelopment -Other Infra New - Cap Exp	1181401		6,982,506	2,909,365	0	(6,982,506)	0	
0%	○	Youth Bike Recreation Area - New Construction - Cap Exp	1181420	YBRA001	159,870	66,610	0	(159,870)	0	
		TOWN BEACH - Playground -	113551	113627	0	0	0	0	0	
No Budget	☒	Town Bch Water Park Contract Wks-New Infra Cap Pks&Ova	113550	113672	0	0	279	279	0	
1%	○	**Recreation And Culture Total**			**7,630,232**	**3,179,215**	**4,420**	**(7,573,832)**	**51,980**	
		Transport								
106%	●	Cable Beach Rd East Upgrade - Cap Exp	121100	RU223	26,000	10,835	27,644	1,644	0	
43%	◎	Black Spot - Sanderling, Spoonbill, & Banu - Rd Upgrade Cap Exp	121100	RU225	102,165	42,570	43,426	(58,739)	0	
1%	○	Hamersley Napier Black Spot Project - Cap Exp	121100	RU433	1,450,939	604,598	15,906	(1,435,033)	0	
0%	○	Hunter St Renewal Rd Infra Const - Capex (was Herbert st)	121101	121552	786,000	327,500	0	(785,520)	480	
70%	◉	Urban Reseals Renewal Program - Various (Sealing Contractor) - Cap Ex - Renewal	121101	RRU	235,198	98,000	0	(70,786)	164,412	
93%	◎	Cape Leveque Rd Upgrade Const - Cap Exp (See 121507 for Reforms & Drainage)	121501	121540	142,000	59,165	132,343	(9,657)	0	
41%	◎	Crab Creek Road - SLK 1.53 to 2.13 - New alignment from BR Ind. - Cap Ex - Upgrade	121501	RU12	665,125	227,625	275,684	(389,441)	0	
106%	●	Broome / Cape Leveque Rd - Unsealed pindan section - Cap Ex - Renewal	121505	RR80	132,000	54,995	0	7,717	139,717	
0%	○	Car park renewals - Various	124600	124611	25,000	10,415	0	(25,000)	0	
0%	○	Frangiapani Subdivision Footpath Construction Expense - Cap Exp	125140	121597	14,800	6,165	0	(14,800)	0	
135%	●	Palmer Road - Footpath Construction	125140	125192	20,000	8,335	26,950	6,950	0	
0%	○	Roebuck Estate Subdivision - Various Stages	125140	125269	20,000	8,335	0	(20,000)	0	
0%	○	Broome North Footpath New Const - Capex	125140	125277	213,200	88,835	0	(213,200)	0	
0%	○	Six Seasons Estate - Januburu Subdivision - Various Stages	125140	125279	7,000	2,915	0	(7,000)	0	
0%	○	Sunset Rise Subdivision - Whole Estate - Various Paths	125140	125289	20,000	8,335	0	(20,000)	0	
31%	◎	Old Broome Estate Subdivision - Whole Estate - Various Paths	125140	125290	10,000	4,165	3,144	(6,856)	0	
80%	◎	Sandpiper Ave New Light Construction - Cap Exp	125200	STLN001	95,000	39,585	76,118	(18,882)	0	
0%	○	Street Lighting at Various Locations - Renewal	125225	125232	30,000	12,500	0	(30,000)	0	
70%	◉	Various Footpath Renewal - Renewal Construction - Cap Exp	125300	VARPATH	130,731	54,475	0	(39,068)	91,663	
0%	○	Various FootPath Upgrade - Cap Exp	1223481	FPUP001	80,000	33,335	0	(80,000)	0	
		Footpath Old Broome Road - One Mile Access/Sandpiper/Short St	125300	125291	0	0	0	0	0	
24%	◎	**Transport Total**			**4,205,158**	**1,702,683**	**601,216**	**(3,207,670)**	**396,272**	
		Economic Services								
27%	◎	Pearl Lugger Const Upgrade - Cap Exp - Tourism	132141	132142	35,165	29,330	9,365	(25,800)	0	
0%	○	Vehicle & Mob Plant Renewal(Replacement) - Cap Exp - Building Control	133550		40,000	26,666	0	(40,000)	0	
0%	○	Dampier St Upgrade - Cap Exp	1367404	1367407	3,288,569	1,370,230	0	(3,288,569)	0	
0%	○	Carnarvon St Upgrade - Cap Ex	1367404	1367408	2,358,250	982,600	0	(2,358,250)	0	
0%	○	Frederick St Lookout - Other Infra New - Cap Ex	1367405	1367409	732,984	305,410	0	(732,984)	0	
0%	○	Tourist Rest Stop at Pearl Lugger - Other Infra New - Cap Exp	1367405	1367410	542,984	226,240	0	(542,984)	0	
0%	○	New Caravan Dumping Point - Other Infrastructure - Tourism & Area Promotion - Cap Exp	1365495	136549	23,880	23,880	0	(23,880)	0	
0%	○						0		0	
0%	○	**Economic Services Total**			**7,021,832**	**2,964,356**	**9,365**	**(7,012,467)**	**0**	
		Other Property & Services								
0%	○	Vehicle & Mob Plant Renewal (Replacement) - Cap Exp - Gen Admin	142551		80,000	53,332	0	(80,000)	0	
40%	◎	Shire Office Build Haas St Renewal - Cap Exp - Corp Gov	142558		70,000	29,165	0	(41,793)	28,207	
15%	○	Vehicle & Plant Renewal(Replacement) - Cap Exp - P&G Operations	143610		825,000	549,994	0	(699,544)	125,456	
32%	◎	Equip & H'Ware > $5000 Cap Exp - IT	146120		463,170	192,985	149,400	(313,770)	0	
26%	◎	Software >$5000 Cap Exp - IT	146122		346,244	166,435	91,687	(254,557)	0	
27%	◎	Building Captial > $5k - Cap Exp - Unclassified General	147100		100,000	41,665	0	(73,438)	26,562	
0%	○	Shire Office Barker St - Building Renewal - Cap Exp - Corp Gov Support	147372		15,000	6,250	0	(15,000)	0	
2%	○	KRO1 Building Renewal - Cap Exp - Office Prop Leased	147374		845,000	352,080	0	(824,298)	20,702	
0%	○	KRO2 Building Renewal - Cap Exp - Office Prop Leased	147375		655,000	272,915	0	(654,281)	719	

SHIRE OF BROOME
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 November 2017

Note 12: CAPITAL ACQUISITIONS

					YTD 30 Nov 2017					
% of Completion	Level of Completion Indicator	Infrastructure Assets	Acct	Job	Amended Annual Budget	Amended YTD Budget	YTD Actual	Variance (Under)/Over	YTD Actual (Renewal Exp)	Strategic Reference / Comment
0%	○	Vehicle & Mobile Plant Renewal(Replacement) - Cap Exp - Depot Ops	148610		50,000	33,332	0	(50,000)	0	
72%	◉	Vehicle & Mob Plant Renewal(Replacement) - Cap Exp - Works Ops	148611		224,000	149,332	0	(62,196)	161,804	
0%	○	Vehicle & Mob Plant New - Cap Exp - Works Ops	148621		13,000	8,666	0	(13,000)	0	
0%	○	Shire Office Barker St - Building Upgrade Wks - Cap Exp - Corp Gov Support	147371		80,000	80,000	0	(80,000)	0	
16%	○	**Other Property & Services Total**			**3,766,414**	**1,936,151**	**241,087**	**(3,161,877)**	**363,450**	
10%	○	**GRAND TOTAL**			**26,173,689**	**11,631,426**	**1,685,938**	**(23,670,469)**	**817,282**	
42%	◉	Land & Buildings - New			1,750,000	1,050,000	729,026	(1,020,974)	0	
2%	○	Land & Buildings - Upgrade			201,766	130,735	3,991	(197,775)	0	
5%	○	Land & Buildings - Renewal			1,710,000	712,490	0	(1,628,230)	81,770	
		Works in Progress Land & Buildings			0	0	0	0	0	
22%	○	Land & Buildings - Total			3,661,766	1,893,225	733,017	(2,846,979)	81,770	
0%	○	Recreation Areas Infrastructure - New			192,370	80,150	279	(192,091)	0	
		Recreation Areas Infrastructure - Upgrade			0	0	0	0	0	
38%	○	Recreation Areas Infrastructure - Renewal			94,046	39,160	0	(58,720)	35,326	
		Works In Progress Recreation Areas Infrastructure			0	0	0	0	0	
12%	○	Recreation Areas Infrastructure - Total			286,416	119,310	279	(250,811)	35,326	
10%	○	Roads, F/Paths & Bridges Infrastructure - New			305,000	127,085	30,094	(274,906)	0	
6%	○	Roads, F/Paths & Bridges Infrastructure - Upgrade			8,113,048	3,330,958	495,004	(7,618,044)	0	
30%	○	Roads, F/Paths & Bridges Infrastructure - Renewal			1,308,929	545,385	0	(912,657)	396,272	
		Works in Progress - Rds, F/Paths & Bridges			0	0	0	0	0	
9%	○	Roads, F/Paths & Bridges Infrastructure - Total			9,726,977	4,003,428	525,098	(8,805,607)	396,272	
		Drainage Infrastructure - New			0	0	0	0	0	
0%	○	Drainage Infrastructure - Upgrade			390,000	162,500	0	(390,000)	0	
		Drainage Infrastructure - Renewal			0	0	0	0	0	
		Works in Progress Drainage Infrastructure			0	0	0	0	0	
0%	○	Drainage Infrastructure - Total			390,000	162,500	0	(390,000)	0	
1%	○	Other Infrastructure - New			8,549,493	3,576,205	81,882	(8,467,611)	0	
12%	○	Other Infrastructure - Upgrade			888,495	384,885	104,575	(783,920)	0	
2%	○	Other Infrastructure - Renewal			385,723	160,710	0	(376,806)	8,917	
		Works In Progress Other Infrastructure			0	0	0	0	0	
2%	○	Other Infrastructure - Total			9,823,711	4,121,800	186,457	(9,628,337)	8,917	
0%	○	Mobile Plant & Equip New			34,000	17,416	0	(34,000)	0	
		Mobile Plant & Equip Upgrade			0	0	0	0	0	
20%	○	Mobile Plant & Equipment Renewal (Replacement)			1,415,000	943,322	0	(1,127,740)	287,260	
20%	○	Mobile Plant & Equip - Total			1,449,000	960,738	0	(1,161,740)	287,260	
		Fixed Plant & Equipment - New			0	0	0	0	0	
		Fixed Plant & Equipment - Upgrade			0	0	0	0	0	
29%	○	Fixed Plant & Equipment - Renewal			26,405	11,005	0	(18,668)	7,737	
29%	○	Fixed Plant & Equipment - Total			26,405	11,005	0	(18,668)	7,737	
30%	○	Furniture & Equipment - New			809,414	359,420	241,087	(568,327)	0	
30%	○	Furniture & Equipment - Total			809,414	359,420	241,087	(568,327)	0	
10%	○	**Capital Expenditure Total**			26,173,689	11,631,426	1,685,938	(23,670,469)	817,282	

SHIRE OF BROOME
Monthly Statement of Financial Activity
For the Period Ending 30 November 2017

Appendix A: SUPPLEMENTARY NOTES TO THE MONTHLY REPORT

NOTES TO THIS MONTH'S REPORT

OVERVIEW

For the period ended 30 November 2017, the following are key indicators supporting the year to-date budget position with respect to the Annual Forecast Budget:

Budget Year elapsed	41.92%
Total Rates Raised Revenue	100% (of which 72.71% were paid)
Total Other Operating Revenue	49%
Total Operating Expenditure	34%
Total Capital Revenue	35%
Total Capital Expenditure	10%
Total Sale of Assets Revenue	21%

The budget was adopted at the Ordinary Meeting of Council on 29 June 2017. Council adopted a balanced annual budget, which included a net carried forward balance of $1,879,323, being $393,426 of carry-over projects, plus $1,485,897 Financial Assistance Grants received in advance.

It should be noted that the end of financial year (EOFY) processes are now completed and the Annual Financial statements were presented to the Audit Committee on 16 October 2017 before the recommendations were presented to the Ordinary Meeting of Council on 19 October 2017. The final report included recommendations for the use of an additional $1,727,141 in carried forward surplus. These recommendations were approved by Council and incorporated into the 2017-18 budget.

More information on the Shire's current position can be found on Note 3 of these Financial Statements.

The details of all amendments year-to-date can be found on Note 5 of the Financial Report.

ADJUSTMENTS TO DETERMINE THE CASH POSITION

Budget Allocations

No amendments for Wages, Overhead and Plant Costs have been made this year.

CURRENT POSITION

Currently, to the end of November, the current position stands at $24.94M.

Cash

Total Cash Assets are now $51.08 having decreased by $1.44M.

The major revenue items this month include receipt of:

- $300K in 17/18 Financials Assistance Grant 1st quarter;
- $113K in BAS lodgement refund for Oct 17.

The major expenditure items this month include payments of:

- $164K to McCorry Brown Earthmoving equipment hire- Construction on crab creek road;
- $184K to Tox Free Pty Ltd. for waste removal services;
- $138K to Advantagarde technologies(RFQ16-63) towards State CCTV project;
- $88K to Truck centre WA for vehicle purchase- Workshop.
- $78K to Horizon power for street lighting;

Receivables

Sundry debtors including GST refundable stand at $793K.

Rates and rubbish debtors stands at $6.55M due to annual rates being raised on 19 July 2017. The due date for rates was 23 August 2017. Rates & Rubbish debtors will continue to reduce throughout the year as ratepayers on instalment and payment plans continue to pay their rates.

Other Assets

These stand at $81.9K having decreased by $22K since the previous month.

Cash Liabilities

These stand at $542K. This represents our obligation on our outstanding loans. This will reduce when a payment becomes due.

Creditors and Payables

Sundry Creditors are $683K, as invoices were processed and/or are paid.

Other Payables comprising Tax Payable, FESA Levy Collected, Accrued Loan Interest, Prepayments Received and accruals stand at $839K.

Employee Provisions and Accruals

In the normal course of events, these figures are adjusted in June and July each year by end of year accounting adjustments.

Currently leave provisions are $2.025M. Accruals to reflect the year end position have been completed for the 2016-2017 year.

SHIRE OF BROOME
SCHEDULE 2
GENERAL FUND SUMMARY OF FINANCIAL ACTIVITY

Financial Statement For The Period Ending 30/11/2017

Particulars		Income		Expenditure	
		Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
Operating Section					
GENERAL PURPOSE FUNDING	03	$23,179,752.00	$22,627,021.02	$647,688.00	$149,178.58
GOVERNANCE	04	$28,450.00	$661.49	$2,338,120.00	$921,093.57
LAW ORDER AND PUBLIC SAFETY	05	$133,795.00	$72,857.06	$1,091,470.00	$442,188.70
HEALTH	07	$184,700.00	$138,724.58	$798,406.00	$307,326.68
EDUCATION AND WELFARE	08	$15,000.00	$0.00	$688,681.00	$212,808.37
HOUSING	09	$628,275.00	$260,365.68	$789,497.00	$310,918.95
COMMUNITY AMENITIES	10	$7,497,240.00	$4,453,171.45	$9,492,502.00	$2,798,834.45
RECREATION AND CULTURE	11	$1,361,545.00	$471,334.34	$11,302,623.00	$4,384,341.08
TRANSPORT	12	$1,694,626.00	$309,447.48	$13,664,659.00	$5,016,914.25
ECONOMIC SERVICES	13	$881,553.00	$485,344.30	$5,229,869.00	$903,946.72
OTHER PROPERTY AND SERVICES	14	$2,024,621.00	$915,530.60	$3,252,725.00	$1,218,651.66
Total Operating Section		**$37,629,557.00**	**$29,734,458.00**	**$49,296,240.00**	**$16,666,203.01**
Capital Section					
GOVERNANCE	04	$80,000.00	$0.00	$10,400.00	$479.67
LAW ORDER AND PUBLIC SAFETY	05	$1,239,000.00	$0.00	$1,341,000.00	$5,580.00
HEALTH	07	$19,974.00	$0.00	$40,000.00	$0.00
EDUCATION AND WELFARE	08	$8,000.00	$0.00	$36,000.00	$0.00
HOUSING	09	$550,000.00	$0.00	$590,000.00	$729,025.98
COMMUNITY AMENITIES	10	$1,891,053.00	$0.00	$4,553,355.00	$116,586.73
RECREATION AND CULTURE	11	$6,161,114.00	$66,636.37	$8,685,692.00	$108,384.30
TRANSPORT	12	$3,027,990.00	$462,629.80	$5,004,158.00	$1,002,857.46
ECONOMIC SERVICES	13	$10,183,381.00	$4,750,000.00	$7,021,832.00	$9,365.00
OTHER PROPERTY AND SERVICES	14	$2,170,347.00	$78,000.00	$3,945,014.00	$612,412.99
Total Capital Section		**$25,330,859.00**	**$5,357,266.17**	**$31,227,451.00**	**$2,584,692.13**
TOTAL INCOME AND EXPENDITURE		**$62,960,416.00**	**$35,091,724.17**	**$80,523,691.00**	**$19,250,895.14**
		$62,960,416.00	**$35,091,724.17**	**$80,523,691.00**	**$19,250,895.14**
Surplus / Deficit C/Fwd		**$17,563,275.00**	**$0.00**	**$0.00**	**$15,840,829.03**
		$80,523,691.00	**$35,091,724.17**	**$80,523,691.00**	**$35,091,724.17**

SURPLUS / DEFICIT REPRESENTED BY:

NET CURRENT ASSETS

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SHIRE OF BROOME
Schedule 03
GENERAL PURPOSE FUNDING
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
FUNCTION SUMMARY				
Operating Expenditure				
Rates			647,688.00	149,178.58
TOTAL OPERATING EXPENDITURE	**$0.00**	**$0.00**	**$647,688.00**	**$149,178.58**
Operating Income				
Rates	22,321,672.00	22,197,981.02		
Other General Purpose Funding	858,080.00	429,040.00		
TOTAL OPERATING INCOME	**$23,179,752.00**	**$22,627,021.02**	**$0.00**	**$0.00**
TOTAL GENERAL PURPOSE FUNDING	**$23,179,752.00**	**$22,627,021.02**	**$647,688.00**	**$149,178.58**

SUB-FUNCTION DETAIL FOLLOWS.....

SHIRE OF BROOME
Schedule 03
GENERAL PURPOSE FUNDING
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Rates						
Operating Expenditure						
0030145 - Debt Collection Recovery				95,700.00	33,553.63	35%
0030149 - Legal & Rates Consulting Exp - Op Exp - Rates				175,000.00	44,794.54	26%
0030251 - Rates Reduced/Written Off - Op Exp - Rates				15,000.00	798.29	5%
0030530 - Admin Cost Alloc - Op Exp - Rates				150,288.00	53,030.15	35%
0032220 - Valuation Expenses - Op Exp - Rates				177,000.00	3,051.38	2%
0032230 - Rates Review Land Use Pickup - Op Exp - Rates				2,000.00	0.00	0%
0032250 - General Expenditure - Op Exp - Rates				31,500.00	13,950.59	44%
0032290 - Refunds - Over/ Prepaid Rates - Op Exp - Rates				1,000.00	0.00	0%
0032291 - Refunds/Reimbursements of Fees - Op Exp - Rates				200.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$647,688.00**	**$149,178.58**	
Operating Income						
0030105 - Rates Broome - Op Inc - Rates	21,917,252.00	21,882,455.23	100%			
0030146 - Interest - Rates Instalments - Op Inc - Rates	100,000.00	139,026.04	139%			
0030147 - Rates Admin Instalment Charge - Op Inc - Rates	40,000.00	41,279.00	103%			
0030201 - Rates Non Payment Int - Op Inc - Rates	130,000.00	76,866.18	59%			
0030203 - Interest - Deferred Rates - Op Inc - Rates	0.00	-1,208.94	100%			
0032480 - Rates Enquiry Fees - Op Inc - Rates	32,500.00	12,540.00	39%			
0032481 - Rates Other Fees for Service (ex GST)- Op Inc - Rates	2,200.00	4,615.00	210%			
0032489 - Legal Expense Recovery Inc GST - Op Inc - Rates	3,000.00	110.00	4%			
0032490 - Legal Expense Recovery No GST - Op Inc - Rates	86,220.00	36,537.56	42%			
0032491 - Other Refunds/Reimbursements - Op Inc - Rates	500.00	0.00	0%			
0032492 - Back Rates - Op Inc - Rates	10,000.00	5,760.95	58%			
Sub Total To Programme Summary	**$22,321,672.00**	**$22,197,981.02**		**$0.00**	**$0.00**	
Total Rates	**$22,321,672.00**	**$22,197,981.02**		**$647,688.00**	**$149,178.58**	
Other General Purpose Funding						
Operating Income						
0030301 - Grants Commission - Op Inc - Other General Purpose Funding	858,080.00	429,040.00	50%			
Sub Total To Programme Summary	**$858,080.00**	**$429,040.00**		**$0.00**	**$0.00**	
Total Other General Purpose Funding	**$858,080.00**	**$429,040.00**		**$0.00**	**$0.00**	

SHIRE OF BROOME
Schedule 03
GENERAL PURPOSE FUNDING
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
TOTAL GENERAL PURPOSE FUNDING	**$23,179,752.00**	**$22,627,021.02**	**$647,688.00**	**$149,178.58**

SHIRE OF BROOME
Schedule 04
GOVERNANCE
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
FUNCTION SUMMARY				
Operating Expenditure				
Council Member Activities			730,719.00	307,413.54
Other Governance Activities			1,607,401.00	613,680.03
Kimberley Regional Collaborative Group (Zone)				
TOTAL OPERATING EXPENDITURE	**$0.00**	**$0.00**	**$2,338,120.00**	**$921,093.57**
Operating Income				
Council Member Activities	2,000.00			
Other Governance Activities	21,750.00	470.59		
Kimberley Regional Collaborative Group (Zone)	4,700.00	190.90		
TOTAL OPERATING INCOME	**$28,450.00**	**$661.49**	**$0.00**	**$0.00**
Capital Expenditure				
Other Governance Activities			5,700.00	288.77
Kimberley Regional Collaborative Group (Zone)			4,700.00	190.90
TOTAL CAPITAL EXPENDITURE	**$0.00**	**$0.00**	**$10,400.00**	**$479.67**
Capital Income				
Other Governance Activities	80,000.00			
Kimberley Regional Collaborative Group (Zone)				
TOTAL CAPITAL INCOME	**$80,000.00**	**$0.00**	**$0.00**	**$0.00**
TOTAL GOVERNANCE	**$108,450.00**	**$661.49**	**$2,348,520.00**	**$921,573.24**

SUB-FUNCTION DETAIL FOLLOWS.....

SHIRE OF BROOME
Schedule 04
GOVERNANCE
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Council Member Activities						
Operating Expenditure						
0024010 - Conferences Travel & Accom Op Exp - Members				42,000.00	14,206.07	34%
0024020 - Shire President & CEO Special Travel - Op Exp - Members				11,000.00	13.64	0%
0024040 - Election Expenses Op Exp - Members				43,000.00	3,281.45	8%
0024060 - Broome Shire Council Allowances Members Op Exp - Members				251,887.00	125,943.00	50%
0024070 - Other Council Sitting Fees & Allowances Op Exp - Members						
0024160 - Subscriptions Op Exp - Members				43,000.00	41,731.01	97%
0024280 - Sundry Expenses - Op Exp - Members				4,000.00	2,525.61	63%
0024530 - Admin Costs Alloc-Op Exp - Members				262,536.00	92,634.95	35%
0403298 - IT Costs Allocated - Council Members				73,296.00	27,077.81	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$730,719.00**	**$307,413.54**	
Operating Income						
0024390 - Reimbursements & Sundry Income With GST - Op Inc - Members	1,000.00	0.00	0%			
0024391 - Reimbursements & Sundry Income No GST - Op Inc - Members	1,000.00	0.00	0%			
Sub Total To Programme Summary	**$2,000.00**	**$0.00**		**$0.00**	**$0.00**	
Total Council Member Activities	**$2,000.00**	**$0.00**		**$730,719.00**	**$307,413.54**	
Other Governance Activities						
Operating Expenditure						
0022110 - Refreshments & Receptions - Op Exp - Other Governance				35,000.00	16,136.72	46%
0022115 - Minor Asset & Equip <$5K - Op Exp - Other Governance				1,000.00	0.00	0%
0022118 - Kullarri Patrol Support - Op Exp - Other Governance				20,000.00	0.00	0%
0022120 - Naturalisation Ceremonies - Op Exp - Other Governance				5,000.00	0.00	0%
0022121 - Kimberley Zone - SOB's Members Costs - Op Exp - Kimberley Zone				20,000.00	4,907.48	25%
0022124 - Contribution to Kimberley Zone Secretariat				65,000.00	55,000.00	85%
0022125 - WARCA (WA Regional Capitals Alliance) - Op Exp - Other Governance				55,000.00	8,500.00	15%
0022130 - Sundry Op Exp - Other Governance				500.00	0.00	0%
0022171 - Council Newsletter & Community Info Op Exp - Other Governance				55,000.00	14,903.49	27%
0022172 - Community Sponsorship Program - Op Exp - Other Governance				65,945.00	21,136.17	32%

SHIRE OF BROOME
Schedule 04
GOVERNANCE
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual	Expenditure Current Year Estimated	Expenditure Current Year Actual	
0022173 - EDL sponsorship programme Reserve Funded - Op Exp - Other Governance			80,000.00	14,000.00	18%
0022174 - Sundry In Kind Donations Op Exp - Other Governance			32,893.00	26,048.97	79%
0022175 - CEO Ad hoc Sponsorship Programme - Op Exp - Other Governance			10,000.00	3,077.00	31%
0022177 - LandCorp Bme North Community-Sponsorship Prog Grant Exps - Op Exp - Other Gov			5,000.00	1,000.00	20%
0022200 - Audit Fees Op Exp - Other Governance			51,000.00	17,893.42	35%
0022230 - Legal Exps Op Exp - Other Governance			67,215.00	74,009.50	110%
0022290 - Sister City Relations/Japanese Youth Ambassador - Op Exp - Other Governance			5,000.00	878.63	18%
0022530 - Gen Agenda Items & Councillor Support - IT Eng & Admin Costs Alloc - Op Exp			189,768.00	66,958.96	35%
0023010 - Salary - Op Exp - Other Governance			431,897.00	160,657.00	37%
0023014 - Superannuation Employee Expense- Other Governance			55,900.00	22,753.97	41%
0023015 - Executive Travel & Accom - Op Exp - Other Governance			25,000.00	13,895.86	56%
0023016 - Promotions Exp - Op Exp - Other Governance			41,178.00	2,793.78	7%
0023031 - Other Employment Costs - Other Gov			55,950.00	19,013.48	34%
0023035 - Plant & Vehicle Op Exp - Other Governance			20,400.00	5,371.96	26%
0023040 - Youth Development Programme & Working Group - Op Exp - Other Governance			42,543.00	1,917.64	5%
0023052 - Volunteers Day Program Op Exp - Other Governance			2,000.00	0.00	0%
0023096 - Loss On Sale Of Assets Op Exp - Other Governance					
0023099 - Fixed Asset Dep'n Expense - Op Exp - Other Governance					
0023450 - Consultants - Op Exp - Other Governance			100,000.00	26,299.10	26%
0023451 - Staff EBA Review Provision - Op Exp - Other Gov			20,000.00	19,453.21	97%
0023453 - Review of Strategies Relating to the Community Strategic Plan - Op Exp - Other Gov			3,000.00	0.00	0%
0404298 - IT/Records Costs Allocated - Other Governance			46,212.00	17,073.69	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**	**$1,607,401.00**	**$613,680.03**	
Operating Income					
0022116 - Reimbursements Including GST Op Inc. - Other Governance					
0022218 - Grants - Op Inc - Other Governance					

SHIRE OF BROOME
Schedule 04
GOVERNANCE
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0022450 - User Charges - Sale of Minutes & Rolls Op Inc. - Other Governance	50.00	0.00	0%			
0023050 - Grant Op - Youth Coordinating Committee Op Inc. - Other Governance	16,000.00	181.82	1%			
0023093 - Profit On Sale Of Assets - Op Inc. - Other Governance						
0023530 - Interest Rec EDL Sponsorship Reserve - Op Inc. - Other Governance	4,400.00	223.05	5%			
0023535 - Interest Rec Community Sponsorship Reserve - Op Inc. - Other Governance	1,300.00	65.72	5%			
Sub Total To Programme Summary	**$21,750.00**	**$470.59**		**$0.00**	**$0.00**	
Capital Expenditure						
0023571 - Vehicle & Mobile Plant Renewal (Replacement) Cap Exp - Other Gov						
0023592 - Transfer to EDL Sponsorship Reserve - Cap Exp - Other Governance				4,400.00	223.05	5%
0023595 - Transfer to Community Sponsorship Reserve - Cap Exp - Other Governance				1,300.00	65.72	5%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$5,700.00**	**$288.77**	
Capital Income						
0023094 - Proceeds On Sale Of Assets - Cap Inc - Other Governance						
0023593 - Transfer From EDL Sponsorship Reserve - Cap Inc - Other Gov	80,000.00	0.00	0%			
Sub Total To Programme Summary	**$80,000.00**	**$0.00**		**$0.00**	**$0.00**	
Total Other Governance Activities	**$101,750.00**	**$470.59**		**$1,613,101.00**	**$613,968.80**	
Kimberley Regional Collaborative Group (Zone)						
Operating Expenditure						
0022137 - Kimberley Zone - Sundry Expenses - Op Exp						
0022146 - Kimberley Zone - Strategic Community Plan 2012-2021 - Op Exp						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Operating Income						
0023026 - Kimberley Zone - Member Contribution Strategic Community Plant - Op Inc						
0023536 - Kimberley Zone - Interest on Reserve - Op Inc.	4,700.00	190.90	4%			
Sub Total To Programme Summary	**$4,700.00**	**$190.90**		**$0.00**	**$0.00**	
Capital Expenditure						
0023597 - Kimberley Zone - Transfer to Kimberley Zone Reserve - Cap Exp -				4,700.00	190.90	4%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$4,700.00**	**$190.90**	
Capital Income						

SHIRE OF BROOME
Schedule 04
GOVERNANCE
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
0023598 - Transfer From Kimberley Zone Reserve - Cap Inc - Kimberley Zone				
Sub Total To Programme Summary	**$0.00**	**$0.00**	**$0.00**	**$0.00**
Total Kimberley Regional Collaborative Group (Zon	**$4,700.00**	**$190.90**	**$4,700.00**	**$190.90**
TOTAL GOVERNANCE	**$108,450.00**	**$661.49**	**$2,348,520.00**	**$921,573.24**

SHIRE OF BROOME
Schedule 05
LAW ORDER AND PUBLIC SAFETY
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
FUNCTION SUMMARY				
Operating Expenditure				
Emergency & Ranger Administration			2,000.00	909.00
Ranger Operations			552,981.00	226,255.16
Fire Prevention			126,090.00	65,938.10
Animal Control			290,321.00	101,256.55
Other Law Order & Public Safety			87,117.00	13,527.63
Volunteer Bush Fire Brigade			12,203.00	17,556.96
SES/Fire & Emergency Services			20,758.00	16,745.30
TOTAL OPERATING EXPENDITURE	**$0.00**	**$0.00**	**$1,091,470.00**	**$442,188.70**
Operating Income				
Ranger Operations				
Fire Prevention	6,000.00	1,500.00		
Animal Control	79,500.00	46,372.04		
Other Law Order & Public Safety	18,500.00	11,272.95		
Volunteer Bush Fire Brigade	9,037.00	3,158.08		
SES/Fire & Emergency Services	20,758.00	10,553.99		
TOTAL OPERATING INCOME	**$133,795.00**	**$72,857.06**	**$0.00**	**$0.00**
Capital Expenditure				
Ranger Operations			141,000.00	
Volunteer Bush Fire Brigade			1,200,000.00	5,580.00
SES/Fire & Emergency Services				
TOTAL CAPITAL EXPENDITURE	**$0.00**	**$0.00**	**$1,341,000.00**	**$5,580.00**
Capital Income				
Ranger Operations	39,000.00			
Volunteer Bush Fire Brigade	1,200,000.00			
SES/Fire & Emergency Services				
TOTAL CAPITAL INCOME	**$1,239,000.00**	**$0.00**	**$0.00**	**$0.00**
TOTAL LAW ORDER AND PUBLIC SAFETY	**$1,372,795.00**	**$72,857.06**	**$2,432,470.00**	**$447,768.70**

SUB-FUNCTION DETAIL FOLLOWS.....

SHIRE OF BROOME
Schedule 05
LAW ORDER AND PUBLIC SAFETY
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual	Expenditure Current Year Estimated	Expenditure Current Year Actual	
Emergency & Ranger Administration					
Operating Expenditure					
0052116 - Phone Expenses Op Exp - Emerg & Rang Serv			2,000.00	796.27	40%
0052184 - Sundry Equip - Op Exp - Emerg & Rang Serv			0.00	112.73	100%
Sub Total To Programme Summary	**$0.00**	**$0.00**	**$2,000.00**	**$909.00**	
Total Emergency & Ranger Administration	**$0.00**	**$0.00**	**$2,000.00**	**$909.00**	
Ranger Operations					
Operating Expenditure					
0052020 - Other Employment Costs - Op Exp - Ranger Operations			7,414.00	3,132.58	42%
0052281 - Ranger Uniforms - Op Exp - Ranger Operations			2,500.00	0.00	0%
0052282 - Other Minor Exp - Op Exp - Ranger Operations					
0052284 - Advertising & Promotion - Op Exp - Ranger Operations			10,000.00	3,714.87	37%
0052285 - Phone Exp - Op Exp - Ranger Operations			4,400.00	1,650.91	38%
0052296 - Loss on Asset Sale - Op Exp - Ranger Operations			22,425.00	0.00	0%
0052530 - Admin Costs Alloc - Op Exp - Ranger Operations			99,396.00	35,073.73	35%
0052800 - Vehicle & Plant Exps - Rangers (Post Expenses to the Plant Number Only) - Op Exp - Ranger Operations			31,700.00	9,800.39	31%
0053010 - 10731800			201,804.00	83,024.41	41%
0053011 - Superannuation Employee Expense - Ranger Ops			61,542.00	23,980.73	39%
0053015 - Relief Staff Exp - Op Exp - Ranger Operations			0.00	17,996.53	100%
0053017 - Fines Enforcement Registry Exp - Op Exp - Ranger Operations			5,000.00	13,334.20	267%
0053018 - Rangers Equipment - Op Exp - Ranger Operations			12,500.00	472.65	4%
0053033 - Security Beach Patrols - Op Exp - Ranger Operations			10,000.00	2,928.01	29%
0507298 - IT/Records Allocated - Ranger Operations			84,300.00	31,146.15	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**	**$552,981.00**	**$226,255.16**	
Operating Income					
0053341 - Commercial Trading Licence Fee Rec'd - Op Inc - Ranger Operations					
Sub Total To Programme Summary	**$0.00**	**$0.00**	**$0.00**	**$0.00**	
Capital Expenditure					
0052548 - Vehicle & Mob Plant New -Cap Exp -Ranger Ops			21,000.00	0.00	0%

SHIRE OF BROOME
Schedule 05
LAW ORDER AND PUBLIC SAFETY
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0052550 - Vehicle & Mob Plant Renewal(Replacement) Exp -Cap Exp -Ranger Ops				120,000.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$141,000.00**	**$0.00**	
Capital Income						
0052950 - Proceeds From Sale of Assets - Cap Inc- Ranger Operations	39,000.00	0.00	0%			
Sub Total To Programme Summary	**$39,000.00**	**$0.00**		**$0.00**	**$0.00**	
Total Ranger Operations	**$39,000.00**	**$0.00**		**$693,981.00**	**$226,255.16**	
Fire Prevention						
Operating Expenditure						
0051010 - Salaries - Op Exp - Fire Prevention				50,450.00	21,051.64	42%
0051015 - 569300				4,062.00	198.81	5%
0051051 - FESA Levy Paid on Shire Land - Op Exp - Fire Prevention				8,500.00	10,505.67	124%
0051530 - Admin cost Alloc - Op Exp - Fire Prevention				36,144.00	12,754.09	35%
0508206 - Other Employment Costs - Op Exp - Fire Prevention				799.00	720.85	90%
0508216 - Bush Fire Mitigation - Op Exp - Fire Prevention				26,135.00	20,707.04	79%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$126,090.00**	**$65,938.10**	
Operating Income						
0051400 - Fines - Op Inc - Fire Prevention	1,000.00	1,500.00	150%			
0051410 - User Charges - Fire - Slashing Etc - Op Inc - Fire Prevention	5,000.00	0.00	0%			
Sub Total To Programme Summary	**$6,000.00**	**$1,500.00**		**$0.00**	**$0.00**	
Total Fire Prevention	**$6,000.00**	**$1,500.00**		**$126,090.00**	**$65,938.10**	
Animal Control						
Operating Expenditure						
0052010 - Salaries - Op Exp - Animal Control				126,127.00	53,251.25	42%
0052011 - Reimbursement Exp - Op Exp - Animal Control						
0052012 - Advertising Tags & Other Animal Control Exps - Op Exp - Animal Control				4,000.00	1,438.46	36%
0052040 - Pound Fees Animal Destruction & Disposal - Op Exp - Animal Control				80,000.00	18,584.77	23%
0052286 - Cat Sterilisation Program - Op Exps - Animal Control				2,000.00	0.00	0%
0052287 - Dog Sterilisation Program - Op Exps - Animal Control				2,000.00	0.00	0%
0057530 - Admin Costs Alloc to Animal Control - Op Exp - Animal Control				74,196.00	26,179.44	35%
0509206 - Other Employment Costs - Op Exp - Animal Control				1,998.00	1,802.63	90%

SHIRE OF BROOME
Schedule 05
LAW ORDER AND PUBLIC SAFETY
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$290,321.00**	**$101,256.55**	
Operating Income						
0052335 - Reimbursements Rec'd - OP Inc - Animal Control						
0052400 - Animal Fines & Penalties - Op Inc - Animal Control	10,000.00	10,547.20	105%			
0052410 - Dog Impounding Fees & Sundries - Op Inc - Animal Control	27,500.00	10,178.25	37%			
0052411 - Dog Handling Accessories - Op Inc - Animal Control MUN	0.00	129.09	100%			
0052416 - Cat Registration - Op Inc - Animal Control	2,000.00	748.25	37%			
0052420 - Dog Registration - Op Inc - Animal Control	40,000.00	24,874.50	62%			
0052486 - Cat Sterilisation Program Income - Op Inc - Animal Control	0.00	-105.25	100%			
Sub Total To Programme Summary	**$79,500.00**	**$46,372.04**		**$0.00**	**$0.00**	
Total Animal Control	**$79,500.00**	**$46,372.04**		**$290,321.00**	**$101,256.55**	
Other Law Order & Public Safety						
Operating Expenditure						
0053034 - Surf Club Operating Exps - Op Exp - Other Law Order & Public Safety				16,403.00	6,264.24	38%
0053036 - Surf Club Building Maint - Op Exp - Other Law Order & Public Safety				2,000.00	0.00	0%
0053060 - Impounding of Vehicles Expense - Op Exp - Other Law Order & Public Safety				10,000.00	3,390.00	34%
0053283 - 4394200				20,000.00	0.00	0%
0053286 - Warning Signs Maintenance - Op Exp - Other Law Order & Public Safety				4,673.00	0.00	0%
0053288 - Local Laws Review - Op Exp - Other Law Order & Public Safety				0.00	-27.24	100%
0053410 - Fixed Asset Dep'n - Op Exp - Other Law Order & Public Safety				34,041.00	3,900.63	11%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$87,117.00**	**$13,527.63**	
Operating Income						
0053340 - Surf Club - Rent & Recoup Income - Op Inc	6,000.00	0.00	0%			
0053400 - Sundry (ORV Etc) Fines & Penalties - Op Inc - Other Law Order & Public Safety	10,000.00	11,272.95	113%			
0053405 - Vehicle Impounding Fees - Op Inc - Other Law Order & Public Safety	1,500.00	0.00	0%			
0053450 - Sale of Impounded Vehicles & Goods - Op Inc - Other Law Order & Public Safety	1,000.00	0.00	0%			
Sub Total To Programme Summary	**$18,500.00**	**$11,272.95**		**$0.00**	**$0.00**	
Total Other Law Order & Public Safety	**$18,500.00**	**$11,272.95**		**$87,117.00**	**$13,527.63**	
Volunteer Bush Fire Brigade						

SHIRE OF BROOME
Schedule 05
LAW ORDER AND PUBLIC SAFETY
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Operating Expenditure						
0051050 - Insurance Exp - VBFB/FESA - Op Exp - Volunteer Bush Fire Brigade				2,137.00	2,136.82	100%
0053146 - Utilities Rates & Taxes - VBFB/FESA - Op Exp - Volunteer Bush Fire Brigade				1,500.00	215.46	14%
0053198 - Dep'n Exp - VBFB/FESA - Op Exp - Volunteer Bush Fire Brigade				3,166.00	14,003.20	442%
0053291 - Vehicles & Boat Maint - VBFB/FESA - Op Exp - Volunteer Bush Fire Brigade				5,400.00	1,201.48	22%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$12,203.00**	**$17,556.96**	
Operating Income						
0051401 - Bush Fire Brigade FESA Operating Grant - Op Inc - Volunteer Bush Fire Brigade	9,037.00	3,158.08	35%			
Sub Total To Programme Summary	**$9,037.00**	**$3,158.08**		**$0.00**	**$0.00**	
Capital Expenditure						
0053172 - VBFB Building New Const - Cap Exp - Volunteer Bush Fire Brigade				1,200,000.00	0.00	0%
0053174 - VBFB Buildings Renewal - Cap Ex - VBFB				0.00	5,580.00	100%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$1,200,000.00**	**$5,580.00**	
Capital Income						
0053390 - Capital Grant Funding For Plant/Equip/ Buildings - Cap Inc - Volunteer Bush Fire Brigade	1,200,000.00	0.00	0%			
Sub Total To Programme Summary	**$1,200,000.00**	**$0.00**		**$0.00**	**$0.00**	
Total Volunteer Bush Fire Brigade	**$1,209,037.00**	**$3,158.08**		**$1,212,203.00**	**$23,136.96**	
SES/Fire & Emergency Services						
Operating Expenditure						
0055125 - Vehicles & Boats Maint - - Op Exp - SES/ Fire & Emergency Services				4,800.00	1,700.07	35%
0055130 - Land & Building Maint - Op Exp - SES/ Fire & Emergency Services						
0055146 - Utilities Rates & Taxes - - Op Exp - SES/ Fire & Emergency Services				12,400.00	3,835.49	31%
0055150 - Other Good & Services - Op Exp - SES/ Fire & Emergency Services						
0055155 - Insurance Exp - - Op Exp - SES/ Fire & Emergency Services				3,558.00	3,557.64	100%
0055198 - Dep'n Exp - Op Exp - SES/ Fire & Emergency Services				0.00	7,652.10	100%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$20,758.00**	**$16,745.30**	
Operating Income						
0055199 - Profit On Sale of Assets Exp - SES/FESA - Op Inc - SES						

SHIRE OF BROOME
Schedule 05
LAW ORDER AND PUBLIC SAFETY
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual
0055300 - State Grants/Reimbursements - Op Inc - SES/ Fire & Emergency Services	20,758.00	10,553.99	51%		
Sub Total To Programme Summary	**$20,758.00**	**$10,553.99**		**$0.00**	**$0.00**
Capital Expenditure					
0055167 - Vehicles & Mob Plant Renewal > $3000 - Cap Exp - SES/ FESA					
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**
Capital Income					
0055190 - Non Op Grant Funding for Plant/Equip/Buildings - Op Inc - SES/ Fire & Emergency Services 0055470 - Proceeds From the Sale Of Assets (Income from the sale or trade-in of assets) > $3000 - Cap Inc - S					
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**
Total Ses/Fire & Emergency Services	**$20,758.00**	**$10,553.99**		**$20,758.00**	**$16,745.30**
TOTAL LAW ORDER AND PUBLIC SAFETY	**$1,372,795.00**	**$72,857.06**		**$2,432,470.00**	**$447,768.70**

SHIRE OF BROOME
Schedule 07
HEALTH
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
FUNCTION SUMMARY				
Operating Expenditure				
Health Service - Inspection			758,232.00	291,673.81
Health Service - Pest Control			20,174.00	4,315.18
Health Service - Other			20,000.00	11,337.69
TOTAL OPERATING EXPENDITURE	**$0.00**	**$0.00**	**$798,406.00**	**$307,326.68**
Operating Income				
Health Service - Inspection	182,700.00	134,846.37		
Health Service - Pest Control	2,000.00	2,198.21		
Health Service - Other		1,680.00		
TOTAL OPERATING INCOME	**$184,700.00**	**$138,724.58**	**$0.00**	**$0.00**
Capital Expenditure				
Health Service - Inspection			40,000.00	
Health Service - Pest Control				
TOTAL CAPITAL EXPENDITURE	**$0.00**	**$0.00**	**$40,000.00**	**$0.00**
Capital Income				
Health Service - Inspection	13,000.00			
Health Service - Pest Control	6,974.00			
TOTAL CAPITAL INCOME	**$19,974.00**	**$0.00**	**$0.00**	**$0.00**
TOTAL HEALTH	**$204,674.00**	**$138,724.58**	**$838,406.00**	**$307,326.68**

SUB-FUNCTION DETAIL FOLLOWS.....

SHIRE OF BROOME
Schedule 07
HEALTH
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Health Service - Inspection						
Operating Expenditure						
0074010 - Salary - Op Exp - Preventive - Inspection/Admin				463,886.00	183,203.07	39%
0074012 - Superannuation Employee Expense - Health				59,566.00	20,818.94	35%
0074028 - FBT & Staff Utilities Expense - Op Exp - Preventive - Inspection/Admin						
0074280 - Other Minor Expenditure - Op Exp - Preventive - Inspection/Admin				7,520.00	3,636.72	48%
0074296 - Loss on Sale Of Assets - Op Exp - Preventive - Inspection/Admin				3,850.00	0.00	0%
0074298 - Fixed Asset Dep'n - Op Exp - Preventive - Inspection/Admin				2,567.00	510.72	20%
0074530 - Admin Costs Alloc - Op Exp - Preventive - Inspection/Admin				121,284.00	42,793.32	35%
0078800 - Vehicle & Plant Exps - Op Exp - Preventive - Inspection/Admin				25,300.00	10,495.46	41%
0716206 - Other Employment Costs - Op Exp - Health Services Inspection				11,079.00	6,872.65	62%
0716298 - IT/Records Costs Allocated -Health Services Inspection				63,180.00	23,342.93	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$758,232.00**	**$291,673.81**	
Operating Income						
0074400 - Health Fines & Penalties - Op Inc - Preventive - Inspection/Admin	100.00	0.00	0%			
0074413 - Commercial Pool Inspection Fees - Op Inc - Preventive - Inspection/Admin	85,800.00	35,921.00	42%			
0074414 - Water Sampling (Not Swimming Pools) - Op Inc - Health Service Inspect	2,860.00	243.00	8%			
0074420 - Health Licences - Op Inc - Preventive - Inspection/Admin	70,000.00	70,484.28	101%			
0074421 - Inspections and Minor Charges includes GST - Op Inc - Preventive - Inspection/Admin	500.00	509.09	102%			
0074425 - Service on Demand Fees - Op Inc - Health Service Inspection	500.00	0.00	0%			
0074490 - Trading Licences - All Except Beach - Op Inc - Prevent - Inspection/Admin	22,940.00	27,689.00	121%			
Sub Total To Programme Summary	**$182,700.00**	**$134,846.37**		**$0.00**	**$0.00**	
Capital Expenditure						
0074550 - Vehicle & Mob Plant Renewal(Replacement) - Cap Exp - Health Inspect's				40,000.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$40,000.00**	**$0.00**	
Capital Income						
0074950 - Proceeds from Sale of Assets - Cap Inc - Health Inspect	13,000.00	0.00	0%			
Sub Total To Programme Summary	**$13,000.00**	**$0.00**		**$0.00**	**$0.00**	
Total Health Service - Inspection	**$195,700.00**	**$134,846.37**		**$798,232.00**	**$291,673.81**	

SHIRE OF BROOME
Schedule 07
HEALTH
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Health Service - Pest Control						
Operating Expenditure						
0075020 - Mosquito Control & Pest Control - Op Exp - Preventive Service-Pest Control				16,974.00	3,782.41	22%
0075030 - Eradication Flies/Rodents - Op Exp - Preventive Service-Pest Control				2,000.00	0.00	0%
0075800 - Vehicle & Plant Exps - Op Exp - Preventive Service-Pest Control				1,200.00	532.77	44%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$20,174.00**	**$4,315.18**	
Operating Income						
0075391 - Grants and Contributions Rec'd Op Inc - Prev Svcs - Pest Control	2,000.00	2,198.21	110%			
Sub Total To Programme Summary	**$2,000.00**	**$2,198.21**		**$0.00**	**$0.00**	
Capital Expenditure						
0074596 - Transfer to Restricted Cash Reserve - Cap Exp - Health						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Capital Income						
0717599 - Transfer From Restricted Cash Reserve - Cap Inc - Health Service - Pest Control	6,974.00	0.00	0%			
Sub Total To Programme Summary	**$6,974.00**	**$0.00**		**$0.00**	**$0.00**	
Total Health Service - Pest Control	**$8,974.00**	**$2,198.21**		**$20,174.00**	**$4,315.18**	
Health Service - Other						
Operating Expenditure						
0076020 - Analytical Expenses - Op Exp - Preventive Services Other				20,000.00	11,337.69	57%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$20,000.00**	**$11,337.69**	
Operating Income						
0076030 - Grants Contributions Rec'd - Op Inc - Preventive Services Other	0.00	1,680.00	100%			
Sub Total To Programme Summary	**$0.00**	**$1,680.00**		**$0.00**	**$0.00**	
Total Health Service - Other	**$0.00**	**$1,680.00**		**$20,000.00**	**$11,337.69**	
TOTAL HEALTH	**$204,674.00**	**$138,724.58**		**$838,406.00**	**$307,326.68**	

SHIRE OF BROOME
Schedule 08
EDUCATION AND WELFARE
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
FUNCTION SUMMARY				
Operating Expenditure				
Aged & Disabled Services			8,000.00	
Community Services			680,681.00	212,808.37
TOTAL OPERATING EXPENDITURE	**$0.00**	**$0.00**	**$688,681.00**	**$212,808.37**
Operating Income				
Community Services	15,000.00			
TOTAL OPERATING INCOME	**$15,000.00**	**$0.00**	**$0.00**	**$0.00**
Capital Expenditure				
Community Services			36,000.00	
TOTAL CAPITAL EXPENDITURE	**$0.00**	**$0.00**	**$36,000.00**	**$0.00**
Capital Income				
Community Services	8,000.00			
TOTAL CAPITAL INCOME	**$8,000.00**	**$0.00**	**$0.00**	**$0.00**
TOTAL EDUCATION AND WELFARE	**$23,000.00**	**$0.00**	**$724,681.00**	**$212,808.37**

SUB-FUNCTION DETAIL FOLLOWS.....

SHIRE OF BROOME
Schedule 08
EDUCATION AND WELFARE
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Aged & Disabled Services						
Operating Expenditure						
0082034 - Disability Access and Inclusion Maint & Operating Exp - Op Exp - Aged & Disabled Services				8,000.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$8,000.00**	**$0.00**	
Total Aged & Disabled Services	**$0.00**	**$0.00**		**$8,000.00**	**$0.00**	
Community Services						
Operating Expenditure						
0082600 - Salary - Op Exp - Community Services				368,033.00	105,635.12	29%
0082602 - Other Employment Costs - Community Services				14,540.00	7,688.93	53%
0082603 - Legal Exp - Op Exp - Community Services				10,000.00	0.00	0%
0082604 - Vehicle & Plant Exps - Op Exp - Community Services				10,400.00	4,658.58	45%
0082608 - Loss On Sale Of Assets Op Exp - Community Services				1,000.00	0.00	0%
0082610 - Relief Staff - Op Exp - Community Services)				0.00	553.00	100%
0082611 - Consultants - Op Exp - Community Services						
0082612 - Function Expenses - Op Exp - Community Services						
0082613 - Advertising Promotion & Printing - Op Exp - Community Services				3,000.00	0.00	0%
0082616 - Superannuation Employee Expense - Community Services				46,488.00	12,698.74	27%
0082617 - Community Development Strategy - Op Exp - Community Services						
0082621 - Sundry Exp - Op Exp - Community Services				600.00	128.00	21%
0082630 - Admin Costs Alloc - Comm Serv				137,448.00	48,499.10	35%
0821298 - IT/Records Costs Alloc - Comm Serv				89,172.00	32,946.90	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$680,681.00**	**$212,808.37**	
Operating Income						
0082672 - Reimb & Other Income - Op Inc - Com Services						
0082675 - Grants For Community Programs - Op Inc - Community Services	15,000.00	0.00	0%			
Sub Total To Programme Summary	**$15,000.00**	**$0.00**		**$0.00**	**$0.00**	
Capital Expenditure						
0082605 - Vehicle & Mob Plant Renewal (Replacement) Cap Exp - Comm Services				36,000.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$36,000.00**	**$0.00**	
Capital Income						

SHIRE OF BROOME
Schedule 08
EDUCATION AND WELFARE
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Current Year Actual		Expenditure Current Year Estimated	Current Year Actual
0082606 - Proceeds On Sale Of Assets - Cap Inc - Community Services	8,000.00	0.00	0%		
Sub Total To Programme Summary	**$8,000.00**	**$0.00**		**$0.00**	**$0.00**
Total Community Services	**$23,000.00**	**$0.00**		**$716,681.00**	**$212,808.37**
TOTAL EDUCATION AND WELFARE	**$23,000.00**	**$0.00**		**$724,681.00**	**$212,808.37**

SHIRE OF BROOME
Schedule 09
HOUSING
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
FUNCTION SUMMARY				
Operating Expenditure				
Staff Housing			648,725.00	261,245.13
Other Housing			140,772.00	49,673.82
TOTAL OPERATING EXPENDITURE	**$0.00**	**$0.00**	**$789,497.00**	**$310,918.95**
Operating Income				
Staff Housing	628,275.00	260,365.68		
TOTAL OPERATING INCOME	**$628,275.00**	**$260,365.68**	**$0.00**	**$0.00**
Capital Expenditure				
Staff Housing			590,000.00	729,025.98
TOTAL CAPITAL EXPENDITURE	**$0.00**	**$0.00**	**$590,000.00**	**$729,025.98**
Capital Income				
Staff Housing	550,000.00			
TOTAL CAPITAL INCOME	**$550,000.00**	**$0.00**	**$0.00**	**$0.00**
TOTAL HOUSING	**$1,178,275.00**	**$260,365.68**	**$1,379,497.00**	**$1,039,944.93**

SUB-FUNCTION DETAIL FOLLOWS.....

SHIRE OF BROOME
Schedule 09
HOUSING
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Staff Housing						
Operating Expenditure						
0092299 - Fixed Asset Dep'n - Op Exp - Staff Housing				47,426.00	5,155.85	11%
0095110 - 2/10 Frederick Street (ex Manager Infra break lease)				0.00	142.73	100%
0095200 - Staff Housing Rental Costs (External Arrangement)				536,000.00	223,577.37	42%
0096100 - Staff Housing - Planned Maint & Minor Works - Op Exp				10,000.00	3,133.20	31%
0096101 - Staff Housing - Reactive Maint - Op Exp				16,500.00	5,281.20	32%
0096102 - Staff Housing - Operating Expense - Op Exp				38,799.00	23,954.78	62%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$648,725.00**	**$261,245.13**	
Operating Income						
0095400 - Rented Staff Housing Annual Operating Income - Staff housing	536,000.00	218,819.33	41%			
0095442 - 69 Robinson St Rent & Recoup Income - Op Inc	10,300.00	1,802.59	18%			
0096200 - 1/17 Honeyeater Loop - Rent & Recoup Income - Op Inc	11,375.00	6,050.00	53%			
0096201 - 8/83 Walcott Street - Rent & Recoup Income - Op Inc	11,375.00	4,552.86	40%			
0096202 - 8/6 Ibis Way - Rent & Recoup Income - Op Inc	5,650.00	5,049.99	89%			
0096203 - 11/6 Ibis Way - Rent & Recoup Income - Op Inc	11,375.00	6,050.00	53%			
0096204 - 2/50 Tanami Drive - Rent & Recoup Income - Op Inc	12,500.00	4,200.00	34%			
0096205 - 4/50 Tanami Drive - Rent & Recoup Income - Op Inc	12,500.00	6,690.91	54%			
0145561 - Lot 1002 Shelduck Way - Rent & Recoup Income - Op Inc	17,200.00	7,150.00	42%			
Sub Total To Programme Summary	**$628,275.00**	**$260,365.68**		**$0.00**	**$0.00**	
Capital Expenditure						
0095810 - Building Staff Housing - Cap Exp - New				550,000.00	729,025.98	133%
0095816 - Shire Staff Housing Building Renewal - Staff Housing						
0095901 - Transfer to Building Reserve - Cap Exp - Housing				40,000.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$590,000.00**	**$729,025.98**	
Capital Income						
0095910 - Transfer From Building Reserve - Staff Housing - Cap Inc	550,000.00	0.00	0%			
Sub Total To Programme Summary	**$550,000.00**	**$0.00**		**$0.00**	**$0.00**	
Total Staff Housing	**$1,178,275.00**	**$260,365.68**		**$1,238,725.00**	**$990,271.11**	
Other Housing						

SHIRE OF BROOME
Schedule 09
HOUSING
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual	Expenditure Current Year Estimated	Expenditure Current Year Actual	
Operating Expenditure					
0947294 - Admin Costs Allocated Op Exp - Other Housing			140,772.00	49,673.82	35%
Sub Total To Programme Summary	**$0.00**	**$0.00**	**$140,772.00**	**$49,673.82**	
Total Other Housing	**$0.00**	**$0.00**	**$140,772.00**	**$49,673.82**	
TOTAL HOUSING	**$1,178,275.00**	**$260,365.68**	**$1,379,497.00**	**$1,039,944.93**	

SHIRE OF BROOME
Schedule 10
COMMUNITY AMENITIES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
FUNCTION SUMMARY				
Operating Expenditure				
Regional Resource Recovery Park			400,000.00	1,315.45
Sanitation - General Refuse			4,806,798.00	1,149,616.07
Sanitation - Other			962,479.00	371,855.92
Sewerage			6,500.00	850.40
Storm Water Drainage			1,306,898.00	510,629.64
Town Planning/Regional Development			833,685.00	337,266.48
Development Services Support			694,994.00	271,088.99
Protection of Environment			76,726.00	24,656.60
Other Community Amenities			404,422.00	131,554.90
TOTAL OPERATING EXPENDITURE	**$0.00**	**$0.00**	**$9,492,502.00**	**$2,798,834.45**
Operating Income				
Regional Resource Recovery Park	259,800.00	10,218.92		
Sanitation - General Refuse	7,081,400.00	4,394,210.47		
Sanitation - Other	2,000.00	1,821.77		
Sewerage	1,000.00	4,838.00		
Storm Water Drainage	40,600.00	1,631.75		
Town Planning/Regional Development	82,500.00	26,395.62		
Development Services Support	5,000.00			
Protection of Environment	5,000.00	5,000.00		
Other Community Amenities	19,940.00	9,054.92		
TOTAL OPERATING INCOME	**$7,497,240.00**	**$4,453,171.45**	**$0.00**	**$0.00**
Capital Expenditure				
Regional Resource Recovery Park			259,800.00	10,218.92
Sanitation - General Refuse			3,510,655.00	97,834.47
Storm Water Drainage			680,600.00	1,631.75
Other Community Amenities			102,300.00	6,901.59
TOTAL CAPITAL EXPENDITURE	**$0.00**	**$0.00**	**$4,553,355.00**	**$116,586.73**
Capital Income				
Regional Resource Recovery Park	400,000.00			
Sanitation - General Refuse	1,236,053.00			
Storm Water Drainage	255,000.00			

SHIRE OF BROOME
Schedule 10
COMMUNITY AMENITIES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
Development Services Support				
TOTAL CAPITAL INCOME	**$1,891,053.00**	**$0.00**	**$0.00**	**$0.00**
TOTAL COMMUNITY AMENITIES	**$9,388,293.00**	**$4,453,171.45**	**$14,045,857.00**	**$2,915,421.18**

SUB-FUNCTION DETAIL FOLLOWS.....

SHIRE OF BROOME
Schedule 10
COMMUNITY AMENITIES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Regional Resource Recovery Park						
Operating Expenditure						
0108001 - New Refuse Site Exp - Op Exp - Regional Resource Recovery Park				400,000.00	1,315.45	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$400,000.00**	**$1,315.45**	
Operating Income						
0101426 - Interest - Reg Res Rec Pk Reserve - Op Inc - Reg Res Recov Pk	259,800.00	10,218.92	4%			
Sub Total To Programme Summary	**$259,800.00**	**$10,218.92**		**$0.00**	**$0.00**	
Capital Expenditure						
0101895 - Transfer to Regional Resource Recovery Park Reserve - Cap Exp - Reg Res Rec Pk				259,800.00	10,218.92	4%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$259,800.00**	**$10,218.92**	
Capital Income						
0101995 - Transfer from Regional Resource Recovery Reserve - Cap Inc - Reg Res Recov	400,000.00	0.00	0%			
Sub Total To Programme Summary	**$400,000.00**	**$0.00**		**$0.00**	**$0.00**	
Total Regional Resource Recovery Park	**$659,800.00**	**$10,218.92**		**$659,800.00**	**$11,534.37**	
Sanitation - General Refuse						
Operating Expenditure						
0101010 - Salary & Wages Default - Op Exp - Sanitation General Refuse				101,269.00	16,755.62	17%
0101011 - Salary & Wages Workers Comp - Op Exp - Sanitation General Refuse						
0101020 - Kerbside Refuse Collection - Op Exp - Sanitation Gen Refuse				412,000.00	128,774.09	31%
0101022 - Kerbside Recycling Collection -Op Exp - San Gen Refuse				714,000.00	258,822.62	36%
0101023 - Commercial Recycling - Op Exp - Sanitation Gen Refuse				143,000.00	0.00	0%
0101024 - Less On Cost Allocated - Op Exp - Sanitation General Refuse				-324,748.00	-154,377.02	48%
0101027 - Recycling Advertising - Op Exp - San Gen Refuse				1,000.00	0.00	0%
0101028 - 20415300				311,313.00	123,357.29	40%
0101029 - Salary - Waste Co-ordinator - Op Exp -Sanitation Gen Refuse				121,959.00	0.00	0%
0101030 - 23245900				1,521,103.00	535,917.42	35%
0101031 - Liquid Waste - Op Exp - Sanitation Gen Refuse				49,500.00	602.25	1%
0101032 - Other Employment Costs - Op Exp - Sanitation General Refuse				20,460.00	11,748.34	57%
0101033 - Superannuation Employee Expense - Op Exp - Sanitation General				84,989.00	31,869.98	37%
0101036 - Mobile Phone & Sundries - Op Exp - Sanitation Gen Refuse				720.00	315.10	44%

SHIRE OF BROOME
Schedule 10
COMMUNITY AMENITIES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0101038 - Training & Staff Meeting Expenses - Op Exp - Sanitation Gen Refuse				19,361.00	4,204.92	22%
0101040 - Consultants - Op Exp - Sanitation Gen Refuse						
0101080 - Refuse Site Building Maint & Operating - Op Exp - Sanitation Gen Refuse				50,041.00	19,005.50	38%
0101285 - Minor Assets Equipment & Consumables - Op Exps - Sanitation Gen Refuse				5,000.00	1,836.45	37%
0101295 - Dep'cn Expense Infrastructure - Op Exps - Sanitation Gen Refuse				35,405.00	19,395.44	55%
0101296 - Loss on Sale of Assets - Sanitation Gen Refuse						
0101299 - Dep'n Exp Furniture & Fittings - Sanitation Gen Refuse				0.00	84.86	100%
0101530 - Admin Costs Alloc - Op Exps - Sanitation Gen Refuse				299,148.00	105,556.85	35%
0101800 - Vehicle & Plant Exps - Op Exps - Sanitation Gen Refuse				29,100.00	17,866.66	61%
1011298 - IT/Record Costs Allocated - Op Exps - Sanitation Gen Refuse				51,444.00	19,007.82	37%
1026218 - Kerbside Collection Disposal Costs - (Internal Shire Charge) - Op Exp - San Gen Refuse				1,145,500.00	0.00	0%
1026296 - Fixed Asset Dep'n - Op Exp - Sanitation General Refuse				15,234.00	8,871.88	58%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$4,806,798.00**	**$1,149,616.07**	
Operating Income						
0101410 - Refuse & Recycling Chgs - Op Inc - Sanitation Gen Refuse	3,274,000.00	3,283,183.11	100%			
0101411 - Refuse & Recycling Removal Chgs - Additional & C'van Pk Services - Op Inc - Sanitation Gen Refuse	335,000.00	309,407.52	92%			
0101420 - Charges Refuse Site - Op Inc - Sanitation Gen Refuse	2,200,000.00	757,618.07	34%			
0101423 - Sundry Income (Inc. GST) - Op Inc - Sanitation Gen Refuse	6,500.00	2,840.00	44%			
0101424 - EDL Lease - Op Inc - Sanitation Gen Refuse	36,000.00	36,227.70	101%			
0101425 - Interest - Refuse Site Reserve - Op Inc - Sanitation Gen Refuse	83,400.00	3,744.07	4%			
0101427 - Contributions Rec'd Op & Non Op - - Op Inc - Sanitation Gen Refuse						
0101480 - Refuse & Recycling Bin Sales - Op Inc - Sanitation Gen Refuse	1,000.00	1,190.00	119%			
0101481 - Sundry Income (No GST) - Op Inc Sanitation Gen Refuse						
0101499 - Profit On Sale Of Assets - Op Inc - Sanitation Gen Refuse						
0102636 - Kerbside Collection Disposal Costs - Internal Shire charge - Op Inc - Sanitation Gen Refuse	1,145,500.00	0.00	0%			
Sub Total To Programme Summary	**$7,081,400.00**	**$4,394,210.47**		**$0.00**	**$0.00**	
Capital Expenditure						

SHIRE OF BROOME
Schedule 10
COMMUNITY AMENITIES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Current Year Actual		Expenditure Current Year Estimated	Current Year Actual	
0101510 - Vehicle & Mob Plant Renewal(Replacement)-Cap Exp- Sanit Gen Refuse						
0101512 - Transfer to Resource Recovery Park Reserve - Cap Exp - San Gen Refuse				2,334,202.00	0.00	0%
0101515 - Transfer to Refuse Reserve - Cap Exp - Sanitation Gen Refuse				83,400.00	3,744.07	4%
0101520 - 8000000						
0101545 - Other Infra Upgrade Const - Cap Exp - Sanitation Gen Refuse				797,330.00	94,090.40	12%
0101550 - Other Infra Renewal Const - Cap Exp - Sanitation Gen Refuse				295,723.00	0.00	0%
0101999 - Other Infrastructure Sanitation - WIP Cap Exp						
0102556 - Furniture & Equip New Cap Exp - San Gen Refuse						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$3,510,655.00**	**$97,834.47**	
Capital Income						
0101500 - Proceeds From Sale of Assets - Cap Inc - Sanitation Gen Refuse						
0101525 - Transfer From Refuse Site Reserve - Sanitation Gen Refuse	1,236,053.00	0.00	0%			
Sub Total To Programme Summary	**$1,236,053.00**	**$0.00**		**$0.00**	**$0.00**	
Total Sanitation - General Refuse	**$8,317,453.00**	**$4,394,210.47**		**$8,317,453.00**	**$1,247,450.54**	
Sanitation - Other						
Operating Expenditure						
0102010 - 3577300				898,502.00	352,244.57	39%
0102060 - 2419000				9,910.00	0.00	0%
0102070 - Purchase of Bins- Op Exp - Sanitation Other				0.00	95.00	100%
0102530 - Admin Costs Alloc - Op Exp - Sanitation Other				53,268.00	18,795.50	35%
1027206 - Other Employment Costs - Sanitation Other				799.00	720.85	90%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$962,479.00**	**$371,855.92**	
Operating Income						
0102390 - Litter Control Bin Hire Etc User Charges - Op Inc - Sanitation Other	0.00	896.77	100%			
0102400 - Litter - fines & Penalties & Reimb (No GST)- Op Inc - Sanitation Other	2,000.00	925.00	46%			
Sub Total To Programme Summary	**$2,000.00**	**$1,821.77**		**$0.00**	**$0.00**	
Total Sanitation - Other	**$2,000.00**	**$1,821.77**		**$962,479.00**	**$371,855.92**	
Sewerage						
Operating Expenditure						
0103101 - Sewerage Facility Maintenance Exps - Op Exp - Sewerage				6,500.00	850.40	13%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$6,500.00**	**$850.40**	

SHIRE OF BROOME
Schedule 10
COMMUNITY AMENITIES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Operating Income						
0103480 - Septic Tank Fees - Op Inc - Sewerage	1,000.00	4,838.00	484%			
Sub Total To Programme Summary	**$1,000.00**	**$4,838.00**		**$0.00**	**$0.00**	
Total Sewerage	**$1,000.00**	**$4,838.00**		**$6,500.00**	**$850.40**	
Storm Water Drainage						
Operating Expenditure						
0102202 - 13884400				136,019.00	39,813.64	29%
0102210 - Drainage Consultant/Strategy - op Exp - Urban Stormwater Drainage				50,000.00	0.00	0%
0102295 - Fixed Asset Dep'n - Op Exp - Urban Stormwater Drainage				1,120,879.00	470,816.00	42%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$1,306,898.00**	**$510,629.64**	
Operating Income						
0102983 - Interest Rec Drainage Reserve -Op IncUrban S'water Drainage	40,600.00	1,631.75	4%			
Sub Total To Programme Summary	**$40,600.00**	**$1,631.75**		**$0.00**	**$0.00**	
Capital Expenditure						
0104281 - Transfer to Drainage Reserve - Cap Exp - Urban Stormwater Drainage				290,600.00	1,631.75	1%
0104600 - Drainage Upgrade Infra Const - Urban Stormwater Drainage				390,000.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$680,600.00**	**$1,631.75**	
Capital Income						
0104480 - Transfer From Drainage Reserve - Urban Stormwater Drainage - Cap Inc						
0104482 - Headworks Contribution - Non Op Inc - Urban Stormwater Drainage						
0104484 - Gen Non Op Grants - Cap Inc - Urban Stormwater Drainage	255,000.00	0.00	0%			
Sub Total To Programme Summary	**$255,000.00**	**$0.00**		**$0.00**	**$0.00**	
Total Storm Water Drainage	**$295,600.00**	**$1,631.75**		**$1,987,498.00**	**$512,261.39**	
Town Planning/Regional Development						
Operating Expenditure						
0106010 - Salary - Op Exp - Planning				480,805.00	194,785.74	41%
0106011 - Superannuation Employee Expense - Planning				49,010.00	22,522.23	46%
0106024 - Other Employment Costs - Op Exp - Planning				9,225.00	7,147.01	77%
0106030 - Consultants & Project Employees - Op Exp - Town Planning/Reg Dev				42,261.00	29,097.51	69%
0106032 - Relief Staff - Op Exp - Town Planning/Regional Devel						
0106039 - Planning Appeals - Op Exp - Town Planning/ Regional Devel				10,000.00	0.00	0%

SHIRE OF BROOME
Schedule 10
COMMUNITY AMENITIES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0106040 - Advertising - Op Exp - Town Planning/Regional Devel				5,000.00	1,234.77	25%
0106051 - Engagement Expenses - Op Exp - Town Planning/Regional Dev				3,000.00	0.00	0%
0106279 - Copying & Printing Expenses - Op Exp - Town Planning/Regional Devel				500.00	0.00	0%
0106280 - Sundry Expenses - Op Exp - Town Planning/Regional Devel				500.00	0.00	0%
0106290 - Reimbursement Expense Legal & Other - Town Planning				2,000.00	0.00	0%
0106530 - Admin Cost Alloc - Town Planning & Reg Dev - Op Exp				181,200.00	63,938.25	35%
0106531 - Engineering Office Staff Time - Op Exp - Town Planning & Reg Develop						
0106800 - Vehicle & Plant Exps - Planning						
1030298 - IT/Records Costs Allocated -Town Planning & Reg Development				50,184.00	18,540.97	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$833,685.00**	**$337,266.48**	
Operating Income						
0106410 - Planning Fees (GST Free) - Op Inc - Town Planning/Regional Devel	75,000.00	23,815.62	32%			
0106420 - Rezoning Fees (Incl GST) - Op Inc - Town Planning/Regional Devel	5,000.00	0.00	0%			
0106421 - Rezoning Fees (Excl GST) - Op Inc - Town Planning	0.00	2,500.00	100%			
0106430 - Subdivision/ Strata Title Fees - Op Inc - Town Planning/Regional Devel	2,000.00	0.00	0%			
0106479 - Reimbursements Consultants etc. - Op Inc - Town Planning/Regional Devel						
0106480 - Other Minor Charges No GST - Op Inc - Town Planning/Regional Devel	500.00	80.00	16%			
0106481 - Other Minor Charges Includes GST - Op Inc - Town Planning/Regional Devel						
Sub Total To Programme Summary	**$82,500.00**	**$26,395.62**		**$0.00**	**$0.00**	
Total Town Planning/Regional Development	**$82,500.00**	**$26,395.62**		**$833,685.00**	**$337,266.48**	
Development Services Support						
Operating Expenditure						
0106038 - Legal Expenses - Development Services				50,000.00	38,762.33	78%
0106100 - Salary - Op Exp - Development Services				383,749.00	139,784.72	36%
0106102 - Other Employment Costs - Development Services				17,295.00	7,552.23	44%
0106104 - Vehicle & Plant Exps - Development Services				7,200.00	2,706.60	38%
0106105 - Relief Staff - Op Exp - Development Services						
0106106 - Consultants & Project Employees - Op Exp - Development Services				15,000.00	0.00	0%
0106107 - Superannuation Employee Expense - Development Services				49,114.00	19,763.93	40%

SHIRE OF BROOME
Schedule 10
COMMUNITY AMENITIES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Current Year Actual		Expenditure Current Year Estimated	Current Year Actual	
0106120 - Conferences Travel & Accom - Development Services				0.00	463.64	100%
0106125 - Sundry Expenses - Development Services				1,600.00	708.93	44%
0106630 - Admin Costs Alloc - Dev Serv				116,520.00	41,115.15	35%
0106631 - Engineering Office Staff Time - Op Exp Dev Serv Sup				0.00	89.85	100%
1031298 - IT/Records Costs Alloc - Development Services				54,516.00	20,141.61	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$694,994.00**	**$271,088.99**	
Operating Income						
0106390 - Reimbursements Received - Development Services	5,000.00	0.00	0%			
Sub Total To Programme Summary	**$5,000.00**	**$0.00**		**$0.00**	**$0.00**	
Capital Income						
0106986 - Transfer From Restricted Cash - Development Services						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Total Development Services Support	**$5,000.00**	**$0.00**		**$694,994.00**	**$271,088.99**	
Protection of Environment						
Operating Expenditure						
0105054 - 1231900				23,437.00	3,440.77	15%
0105295 - Motor Vehicle & Plant Running Costs - Op Exp - Minyirr Park						
0105297 - Fixed Asset Dep'n - Op Exp - Protection of Environment				5,931.00	1,841.58	31%
0105530 - Admin Costs Alloc - Op Exp - Protection of Environment				31,860.00	11,243.74	35%
0105535 - Asbestos Removal- Moonlight to Demco - Op Exp - Protection of Environment						
0105546 - Consultants - Environmental - Op Exp - Prot of Envirn				7,036.00	7,500.00	107%
0105565 - Water Quality Monitoring Expenses - Op Exp (Inc in 105545) - Prot of Env						
0113300 - 2055200				8,462.00	630.51	7%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$76,726.00**	**$24,656.60**	
Operating Income						
0105541 - Coastal Grants & Reimb Rec'd	5,000.00	5,000.00	100%			
Sub Total To Programme Summary	**$5,000.00**	**$5,000.00**		**$0.00**	**$0.00**	
Total Protection Of Environment	**$5,000.00**	**$5,000.00**		**$76,726.00**	**$24,656.60**	
Other Community Amenities						
Operating Expenditure						
0107010 - Public Toilets - Building Maintenance Exps				22,000.00	6,586.56	30%

SHIRE OF BROOME
Schedule 10
COMMUNITY AMENITIES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0107028 - Cemetery Operating Expenses - Other Comm Amen				35,890.00	21,090.13	59%
0107029 - 4585900				0.00	161.42	100%
0107030 - 7644000				114,717.00	24,354.57	21%
0107034 - Broome Cemetery Survey & Other - Op Exp - Other Comm Amen				8,000.00	-1,705.50	-21%
0107035 - Cemeteries CCTV & Wireless Network Maint - Op Exp - Other Comm Amen				2,000.00	1,839.00	92%
0107071 - 450000				149,263.00	53,299.20	36%
0107100 - Cleaning Materials Util & Sundries - Op Exp - Other Community Amenities				360.00	82.00	23%
0107530 - Admin Costs Alloc - Op Exp - Other Community Amenities				39,480.00	13,928.81	35%
1033296 - Fixed Asset Depn - Op Exp - Other Community Amenities				32,712.00	11,918.71	36%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$404,422.00**	**$131,554.90**	
Operating Income						
0107370 - Cemetery Fees Inc GST - Op Inc - Other Community Amenities	17,000.00	7,811.83	46%			
0107375 - Cemetery related Licenses - GST Free - Op Inc - Other Community Amenities	640.00	1,075.00	168%			
1033399 - Interest Rec - Public Art Reserve - Op Inc - Other Comm Amen	2,300.00	168.09	7%			
Sub Total To Programme Summary	**$19,940.00**	**$9,054.92**		**$0.00**	**$0.00**	
Capital Expenditure						
0107540 - Cemeteries Other Infrastructure Upgrade - Cap Exp - Other Com Amenit				56,000.00	1,120.00	2%
0107550 - Cemeteries Other Infrastructure New - - Cap Exp - Other Community Amenities				44,000.00	5,613.50	13%
0107580 - Cemeteries Fixed Plant & Equip (CCTV) New-Cap Exp-Other Comm Amenities						
1033499 - Transfer to Public Art Reserve - Cap Exp - Other Community Amenities				2,300.00	168.09	7%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$102,300.00**	**$6,901.59**	
Total Other Community Amenities	**$19,940.00**	**$9,054.92**		**$506,722.00**	**$138,456.49**	
TOTAL COMMUNITY AMENITIES	**$9,388,293.00**	**$4,453,171.45**		**$14,045,857.00**	**$2,915,421.18**	

SHIRE OF BROOME
Schedule 11
RECREATION AND CULTURE
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
FUNCTION SUMMARY				
Operating Expenditure				
Public Halls & Civic Centres			218,670.00	76,948.48
Libraries			1,351,752.00	503,364.67
Broome Civic Centre (Was Arts Centre)			985,798.00	330,063.11
Other Culture			454,395.00	153,334.51
Recreation Services			291,778.00	91,382.94
Swimming Areas & Beaches			250,355.00	138,513.63
Other Recreation & Sport			692,436.00	168,672.22
Parks & Ovals			3,251,141.00	1,164,706.89
BRAC - General			2,073,535.00	808,366.38
BRAC - Aquatic			459,474.00	173,507.40
BRAC - Dry			821,724.00	565,406.00
BRAC - Ovals			451,565.00	210,074.85
TOTAL OPERATING EXPENDITURE	**$0.00**	**$0.00**	**$11,302,623.00**	**$4,384,341.08**
Operating Income				
Public Halls & Civic Centres	500.00			
Libraries	38,740.00	9,228.79		
Broome Civic Centre (Was Arts Centre)	244,500.00	64,004.50		
Other Culture	54,500.00	300.00		
Recreation Services	80,000.00	15,000.00		
Swimming Areas & Beaches				
Other Recreation & Sport	132,605.00	33,807.98		
Parks & Ovals	60,100.00	45,370.30		
BRAC - General	162,600.00	65,088.33		
BRAC - Aquatic	377,000.00	164,676.59		
BRAC - Dry	157,000.00	56,000.38		
BRAC - Ovals	54,000.00	17,857.47		
TOTAL OPERATING INCOME	**$1,361,545.00**	**$471,334.34**	**$0.00**	**$0.00**
Capital Expenditure				
Libraries				
Broome Civic Centre (Was Arts Centre)			451,558.00	8,916.63
Other Culture			128,139.00	150.00

SHIRE OF BROOME
Schedule 11
RECREATION AND CULTURE
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual	Expenditure Current Year Estimated	Expenditure Current Year Actual
Other Recreation & Sport			7,142,376.00	
Parks & Ovals			615,117.00	9,618.30
BRAC - General			100.00	56.15
BRAC - Aquatic			26,405.00	7,736.65
BRAC - Dry			146,766.00	3,990.91
BRAC - Ovals			175,231.00	77,915.66
TOTAL CAPITAL EXPENDITURE	**$0.00**	**$0.00**	**$8,685,692.00**	**$108,384.30**
Capital Income				
Libraries	4,555.00			
Other Culture	91,636.00	66,636.37		
Recreation Services				
Swimming Areas & Beaches				
Other Recreation & Sport	5,990,923.00			
Parks & Ovals				
BRAC - General				
BRAC - Aquatic				
BRAC - Dry	74,000.00			
TOTAL CAPITAL INCOME	**$6,161,114.00**	**$66,636.37**	**$0.00**	**$0.00**
TOTAL RECREATION AND CULTURE	**$7,522,659.00**	**$537,970.71**	**$19,988,315.00**	**$4,492,725.38**

SUB-FUNCTION DETAIL FOLLOWS.....

SHIRE OF BROOME
Schedule 11
RECREATION AND CULTURE
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Public Halls & Civic Centres						
Operating Expenditure						
0111021 - 1970000				56,742.00	26,834.34	47%
0111530 - Admin Costs Alloc - Op Exp - Public Halls Civic Centres				30,444.00	10,740.28	35%
1135296 - Fixed Asset Dep'n - Op Exp - Public Halls				131,484.00	39,373.86	30%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$218,670.00**	**$76,948.48**	
Operating Income						
0111411 - Lotteries House - Rent & Recoup Income - Op Inc	500.00	0.00	0%			
Sub Total To Programme Summary	**$500.00**	**$0.00**		**$0.00**	**$0.00**	
Total Public Halls & Civic Centres	**$500.00**	**$0.00**		**$218,670.00**	**$76,948.48**	
Libraries						
Operating Expenditure						
0115010 - Salary - Op Exp - Libraries				538,716.00	200,663.12	37%
0115011 - Superannuation Employee Expense - Libraries				62,140.00	22,750.59	37%
0115024 - Other Employment Costs - Op Exp - Library				6,074.00	1,647.81	27%
0115070 - IT Costs Alloc Lib - Op Exp - Libraries				270,240.00	99,841.07	37%
0115270 - Local History Resources - Op Exp - Library				1,800.00	346.73	19%
0115279 - Minor Assets Expensed - Op Exp Library				8,200.00	8,672.73	106%
0115280 - Grant Program Expenses - Op Exp - Library (Income in 115480)				5,820.00	7,272.72	125%
0115281 - 2500000				101,467.00	45,452.45	45%
0115282 - Library Office - Op Exp - Libraries				4,950.00	1,343.67	27%
0115284 - Subscriptions - Op Exp - Libraries				14,020.00	7,211.79	51%
0115285 - Freight - Op Exp - Libraries				4,000.00	133.42	3%
0115286 - SLWA Travel & Accommodation Op Exp - Library				24,580.00	2,717.09	11%
0115287 - Loan Reservation Service - Op Exp - Libraries				1,800.00	728.80	40%
0115289 - Programmes & Materials - Op Exp - Libraries				3,450.00	2,982.33	86%
0115290 - Lost/Damaged Items Exp - Library				1,700.00	1,500.00	88%
0115292 - Books & Binding - Op Exp				8,820.00	1,724.78	20%
0115293 - Office Equipment - Op Exp - Libraries				2,000.00	0.00	0%
0115294 - Advertising & Promotions Exp - Op Exp - Libraries				4,200.00	334.54	8%
0115295 - Sundry Exp - Op Exp - Libraries				350.00	116.45	33%
0115299 - Dep'n - Furniture & Fittings - Op Exp - Libraries				988.00	1,196.44	121%
0115530 - Admin Costs Alloc - Op Exp - Libraries				189,768.00	66,958.96	35%

SHIRE OF BROOME
Schedule 11
RECREATION AND CULTURE
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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
1136206 - Other Employment Costs - Op Exp - Libraries				11,827.00	7,867.17	67%
1136296 - Fixed Asset Dep'n - Op Exp - Libraries				84,842.00	21,902.01	26%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$1,351,752.00**	**$503,364.67**	
Operating Income						
0115380 - Grant Op - State SLWA Library Grant	24,580.00	0.00	0%			
0115410 - Lost/Damaged Items - Op Inc - Libraries	1,500.00	778.49	52%			
0115420 - Sundry Income & Special Op Grants - Op Inc - Libraries	2,340.00	765.61	33%			
0115431 - Income Library (photocopier mobile and fax services) - Op Inc - Libraries	10,320.00	5,685.14	55%			
0115480 - Grant Program Income - Op Inc - Library (Expense in 115280)	0.00	1,999.55	100%			
Sub Total To Programme Summary	**$38,740.00**	**$9,228.79**		**$0.00**	**$0.00**	
Capital Expenditure						
0115511 - Transfer to Restricted Cash Reserve - Libraries - Cap Exp						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Capital Income						
0115311 - Transfer from Restricted Cash Reserve - Libraries - Cap Inc	4,555.00	0.00	0%			
Sub Total To Programme Summary	**$4,555.00**	**$0.00**		**$0.00**	**$0.00**	
Total Libraries	**$43,295.00**	**$9,228.79**		**$1,351,752.00**	**$503,364.67**	
Broome Civic Centre (Was Arts Centre)						
Operating Expenditure						
0116106 - Interest Expense Broome Civic Centre Loan 193 - Op Exp- Bme Civic Centre				104,286.00	-1,016.18	-1%
0116107 - Fixed Asset Dep'n - Op Exp - Bme Civic Centre				297,967.00	76,622.55	26%
0116470 - Broome Civic Centre Build Maint & Services Op Exp - Bme Civic Centre				42,000.00	10,027.69	24%
0116486 - Salary - Op Exp - Broome Civic Centre - Op Exp				47,556.00	20,198.83	42%
0116489 - Operational Expenses - Broome Civic Centre - Production/Events				33,000.00	14,678.07	44%
0116491 - Minor Assets - Op Exp - Bme Civic Centre				13,000.00	4,719.00	36%
0116493 - Advertising Promotion & Printing Expenses - Broome Civic Centre - Op Exp				30,000.00	4,886.88	16%
0116494 - Broome Civic Centre - Operating Expense - Op Exp				123,311.00	91,650.72	74%
0116495 - Performance Production Expenses - Broome Civic - Op Exp				54,000.00	23,568.44	44%
0116497 - Superannuation Employee Expense - Broome Civic Centre				3,780.00	1,820.52	48%

SHIRE OF BROOME
Schedule 11
RECREATION AND CULTURE
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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0116730 - Admin Costs Alloc - Op Exp - Bme Civic Centre				233,040.00	82,230.30	35%
1137206 - Other Employment Costs - Op Exp - Broome Civic Centre				3,858.00	676.29	18%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$985,798.00**	**$330,063.11**	
Operating Income						
0116483 - Broome Civic Centre Operational Grants & Contributions - Op Inc - Bme Civic Centre	40,000.00	0.00	0%			
0116540 - Broome Civic Centre Reimbursements Received - Op Inc - Bme Civic Centre	45,000.00	16,617.85	37%			
0116541 - Broome Civic Centre Venue Income - Op Income - Bme Civic Centre	159,500.00	47,386.65	30%			
Sub Total To Programme Summary	**$244,500.00**	**$64,004.50**		**$0.00**	**$0.00**	
Capital Expenditure						
0116116 - Princ Repay Broome Civic Centre Loan 193 - Cap Exp - Bme Civic Centre				433,508.00	0.00	0%
0116119 - Broome Civic Centre Other Infrastructure Renewal - Cap Exp - Bme Civic Centre				18,050.00	8,916.63	49%
0116130 - Mobile Plant & Equip New - Cap Exp - Bme Civic Centre						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$451,558.00**	**$8,916.63**	
Total Broome Civic Centre (Was Arts Centre)	**$244,500.00**	**$64,004.50**		**$1,437,356.00**	**$338,979.74**	
Other Culture						
Operating Expenditure						
0116084 - Community Signage - Op Exp - Other Culture				13,570.00	0.00	0%
0116090 - 890000				36,049.00	15,208.02	42%
0116101 - Festival Events and Culture Promotion Program General - Op Exp - Other Culture				58,500.00	0.00	0%
0116120 - Public Art Masterplan- Op Exp - Other Culture						
0116122 - Community Murals - Op Ex - Other Culture						
0116175 - Community Storage Shed Expenditure				4,264.00	10,856.37	255%
0116180 - Event Sponsorship - Op Exps - Other Culture				68,000.00	68,000.00	100%
0116184 - Festivals & Events Contributions/Support Op Exp - Other Culture				187,137.00	35,831.98	19%
0116282 - Triple J Maintenance & Operating Exp - Other Culture				2,200.00	1,352.72	61%
0116283 - Public Statue & Artwork Maintenance & Operating Exp - Other Culture				4,430.00	0.00	0%
0116297 - Dep'cn - Land & Building - Op Exp - Other Culture				13,624.00	5,714.35	42%

SHIRE OF BROOME
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RECREATION AND CULTURE
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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
1138296 - Fixed Asset Dep'n - Op Exp - Other Culture				66,621.00	16,371.07	25%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$454,395.00**	**$153,334.51**	
Operating Income						
0116070 - Community Storage Facility Income - Op Inc	4,500.00	0.00	0%			
0116071 - Festival & Events Sundry Inc - Op Inc - Other Culture	0.00	300.00	100%			
0116098 - Reimb & Other Income - Op Inc - Other Culture						
1138332 - Grant Income - Op Inc- Other Culture	50,000.00	0.00	0%			
Sub Total To Programme Summary	**$54,500.00**	**$300.00**		**$0.00**	**$0.00**	
Capital Expenditure						
0116111 - Community Storage Shed New Const - Cap Ex)						
0116125 - Other Infrastructure New Const - Cap Exp - Other Cult				128,139.00	150.00	0%
0116961 - Transfer to POS Reserve - Other Culture - Cap Exp						
0116998 - Community Storage Shed - WIP Cap Exp						
0116999 - Other Infrastructure - WIP Cap Exp - Broome Entry Signage and Jetty To Jetty						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$128,139.00**	**$150.00**	
Capital Income						
0116151 - Non Operating Grants Other Culture - Non Op Inc	91,636.00	66,636.37	73%			
0116520 - Transfer From Building Reserve - Cap Inc - Other Culture						
1138501 - Transfer From Public Art Reserve - Cap Inc - Other Culture						
Sub Total To Programme Summary	**$91,636.00**	**$66,636.37**		**$0.00**	**$0.00**	
Total Other Culture	**$146,136.00**	**$66,936.37**		**$582,534.00**	**$153,484.51**	
Recreation Services						
Operating Expenditure						
0113697 - Superannuation Employee Expense - Recreation Services				9,854.00	3,918.47	40%
0113699 - Salary - Op Exp - Rec Services				104,670.00	41,668.04	40%
0113702 - Club Development Officer Programs Exp - Rec Services				20,300.00	444.74	2%
0113704 - Consultants - Op Exp - Rec Services				30,000.00	10,000.00	33%
0113708 - Grant Funded Operational Expense - Rec Serv				46,684.00	5,841.00	13%
1139206 - Other Employment Costs - Recreation Services				1,658.00	1,491.94	90%
1139297 - Admin Costs Allocated - Op Exp - Recreation Services				61,824.00	21,816.20	35%

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
1139298 - IT/Records Costs Allocated -Recreation Services				16,788.00	6,202.55	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$291,778.00**	**$91,382.94**	
Operating Income						
0113751 - Operating Grants & Contributions Rec'd - Recreation Services - Op Inc	80,000.00	15,000.00	19%			
Sub Total To Programme Summary	**$80,000.00**	**$15,000.00**		**$0.00**	**$0.00**	
Capital Income						
0113752 - Transfer From Restricted Cash Reserve - Recreation Service - Cap Inc						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Total Recreation Services	**$80,000.00**	**$15,000.00**		**$291,778.00**	**$91,382.94**	
Swimming Areas & Beaches						
Operating Expenditure						
0112053 - 20000 1140201 - Salary - Op Exp - Swim Areas & Beach Life Guard 1140202 - Superannuation Employee Exp - Op Exp - Swim Areas & Beach Life Guard				1,619.00	319.20	20%
1140203 - Other Employee Exp - Op Exp - Swim Areas & Beach Life Guard				0.00	-423.81	100%
1140211 - General Operating Exp - Swim Areas & Beach Life Guard				240,239.00	135,629.18	56%
1140213 - Cable Beach Life Guard Office Maint - Op Exp - Swim Areas & Beach Life Guard				500.00	0.00	0%
1140291 - Vehicle and Plant Exp - Op Exp - Swim Areas & Beach Life Guard				6,100.00	2,507.01	41%
1140296 - Fixed Asset Dep'n - Op Exp - Swimming Areas & Beaches				1,897.00	482.05	25%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$250,355.00**	**$138,513.63**	
Operating Income						
0112499 - Profit of Sale of Assets - Swimming Areas & Beaches						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Capital Income						
0112500 - Proceeds From Sale of Assets Swimm Areas & Bchs						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Total Swimming Areas & Beaches	**$0.00**	**$0.00**		**$250,355.00**	**$138,513.63**	
Other Recreation & Sport						
Operating Expenditure						
0113001 - Haynes Oval Pavilion Maint & Operating Exp - Other Rec & Sport				25,735.00	13,900.30	54%

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0113005 - Weed Control - Op Exp - Other Rec & Sport				203,232.00	75,222.16	37%
0113026 - 1152500				23,041.00	191.74	1%
0113060 - 1537300				10,209.00	739.05	7%
0113297 - Dep'cn - Land & Buildings - Op Exp - Other Recreation & Sport				0.00	314.36	100%
0113298 - Dep'cn - Plant & Equip - Op Exp - Other Recreation & Sport				0.00	656.17	100%
0113394 - Other Recreation Projects & Events - Op Exp - Other Rec						
0113466 - Minor Assets Expensed - Op Exp - Other Rec & Sport						
0116100 - Library Gazebo (Old Wackett Roof) Expenses - Op Exp				853.00	352.80	41%
1141296 - Fixed Asset Dep'n - Op Exp - Other Recreation & Sport				195,795.00	77,295.64	39%
1181201 - Jetty to Jetty Town Beach - Design/Plans/Feasibility - Op Exp - Other Recreation & Sport				233,571.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$692,436.00**	**$168,672.22**	
Operating Income						
0113391 - Haynes Oval & Pavilion Income - Op Inc	96,078.00	4,946.38	5%			
0113392 - Haynes Oval Sporting Precinct - Netball & Basketball Courts- Op Inc - Other Rec & Sport						
0113411 - Venue Hire Inc - Amphitheatre & Oth Rec Areas (not Ovals) - Op Inc - Other Rec & Sport	15,000.00	7,383.75	49%			
0113412 - Cable Beach Club - Rent & Recoup Income - Op Inc	19,827.00	19,460.85	98%			
0113416 - Event Application Fees No GST - Amphitheatre & Oth Rec Areas (not Ovals) - Op Inc - Other Rec & Spor	1,700.00	2,017.00	119%			
Sub Total To Programme Summary	**$132,605.00**	**$33,807.98**		**$0.00**	**$0.00**	
Capital Expenditure						
0112070 - Gantheaume Point Rotunda Building Renewal - Cap Exp - Other Recreation & Sport						
1181401 - Town Beach Redevelopment -Other Infra New - Cap Exp				6,982,506.00	0.00	0%
1181420 - Youth Bike Recreation New Infra Const - Cap Exp - Other Recreation & Sport				159,870.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$7,142,376.00**	**$0.00**	
Capital Income						
0113403 - Grants - Non Op - Cap Inc - Other Rec & Sport	3,625,000.00	0.00	0%			
0113406 - Council Loans Received - Other Rec & Sport	1,956,053.00	0.00	0%			
0113409 - Transfer From Restricted Cash Reserve - Other Rec & Sport	9,870.00	0.00	0%			
0113489 - Transfer From POS Reserve - Other Rec & S	400,000.00	0.00	0%			

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Sub Total To Programme Summary	**$5,990,923.00**	**$0.00**		**$0.00**	**$0.00**	
Total Other Recreation & Sport	**$6,123,528.00**	**$33,807.98**		**$7,834,812.00**	**$168,672.22**	
Parks & Ovals						
Operating Expenditure						
0113000 - Parks & Reserves Maint - Op Exp - Parks & Ovals				3,221,931.00	1,157,987.35	36%
0113283 - 70000				3,160.00	42.64	1%
0113380 - Consultants & Concept Plan Exps - Op Exp - Parks & Ovals						
0113396 - Reticulation Control System Maint Op Exp - Parks & Ovals				11,050.00	1,727.08	16%
0113398 - Work for the Dole Turf Reduction & L/scaping Project - Op Exp - Parks & Ovals				0.00	579.16	100%
0115222 - Haynes Oval Utility Exp - OP Exp - Parks & Ovals				15,000.00	4,370.66	29%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$3,251,141.00**	**$1,164,706.89**	
Operating Income						
0112989 - Interest Rec-REC-POS Reserve - Op Inc - Parks & Ovals	40,100.00	1,574.05	4%			
0113410 - Male Oval & Concourse - Op Inc - Other Rec & Sport	15,000.00	10,617.20	71%			
0113413 - Town Beach Hire - Op Inc - Other Rec & Sport	5,000.00	783.50	16%			
0113417 - Event Application Fee (No GST) Male Oval & Concourse - Op Inc - Other Rec & Sport	0.00	9,598.00	100%			
0113418 - Event application Fee (No GST) Town Beach Hire - Op Inc - Other Rec & Sport	0.00	1,231.00	100%			
0113419 - Work for the Dole Contribution - Op Inc - Parks & Ovals						
0113420 - Sundry Contributions - Op Inc - Parks & Ovals	0.00	21,566.55	100%			
Sub Total To Programme Summary	**$60,100.00**	**$45,370.30**		**$0.00**	**$0.00**	
Capital Expenditure						
0111989 - Transfer to POS Reserve - Cap Exp - Parks & Ovals				462,617.00	1,574.05	0%
0113550 - Parks - Infrastructure - New Construction - Cap Exp - Parks & Ovals				32,500.00	279.25	1%
0113551 - Parks - Infrastructure - Renewal - Cap Exp - Parks & Ovals				78,050.00	7,765.00	10%
0113553 - Parks - Other Infrastructure - Renewal - Cap Exp - Parks & Ovals				41,950.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$615,117.00**	**$9,618.30**	
Capital Income						
0113316 - Grants - non Operating Income for Parks & Oval Const - Cap Inc - Parks & Ovals						

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Total Parks & Ovals	**$60,100.00**	**$45,370.30**		**$3,866,258.00**	**$1,174,325.19**	
BRAC - General						
Operating Expenditure						
0117000 - BRAC General Building Maint & Op Exp - BRAC Gen				476,928.00	213,705.69	45%
0117004 - Salary - Op Exp - Admin Staff - BRAC General				690,785.00	268,456.70	39%
0117005 - Superannuation Employee Expense - BRAC General Admin				84,708.00	31,717.01	37%
0117006 - Salary - Op Exp - Cleaning & Maint Exp - BRAC General				68,593.00	26,994.60	39%
0117013 - First Aid - Op Exp - BRAC - General				2,000.00	1,057.11	53%
0117017 - Consultants - Op Exp - BRAC - General				16,000.00	0.00	0%
0117022 - Uniforms BRAC				2,500.00	0.00	0%
0117044 - Licence Exps - BRAC				6,000.00	1,299.32	22%
0117049 - Rubbish & Recycling - Op Exp - BRAC - Genera				12,000.00	7,729.80	64%
0117058 - Sundry Equipment - Op Exp - BRAC - Genera				2,000.00	1,109.50	55%
0117080 - Marketing - BRAC				5,000.00	568.78	11%
0117235 - Cost of Goods Sold Goods Kiosk - Op Exp - BRAC - General MUN				60,000.00	16,850.15	28%
0117268 - Cost of Goods Equip - Op Exp - BRAC - Genera				6,000.00	2,756.41	46%
0117296 - Loss on Asset Disposal - BRAC General						
0117336 - Cost Of Goods Sold Direct (Consumables) Op Exp - BRAC General				29,000.00	13,644.73	47%
0117530 - Admin Costs Alloc - Op Exp - BRAC - General				598,776.00	211,281.52	35%
0117555 - Plant and Equipment Maintenance - Op Exp - BRAC General				1,000.00	175.92	18%
1143206 - Other Employment Costs - BRAC General				12,245.00	11,019.14	90%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$2,073,535.00**	**$808,366.38**	
Operating Income						
0117038 - Reimbursement Rec'd - Op Inc - BRAC - General						
0117200 - Hire of BRAC Staff Inc Recd - Op Inc - BRAC General	2,500.00	897.27	36%			
0117233 - Kiosk Sales - No GST	15,000.00	3,342.80	22%			
0117234 - Kiosk Sales - Op Inc - BRAC - General	75,000.00	30,900.55	41%			
0117236 - Consumables Sales	58,000.00	23,740.20	41%			
0117269 - Sales Income Equipment - Op Inc - BRAC General	12,000.00	6,151.36	51%			
0117499 - Profit on Sale of Assets - Op Inc - BRAC - General						

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0117982 - Interest Rec'd; All BRAC Reserves - BRAC General	100.00	56.15	56%			
Sub Total To Programme Summary	**$162,600.00**	**$65,088.33**		**$0.00**	**$0.00**	
Capital Expenditure						
0117398 - Vehicle & Mobile Plant Renewal (Replacement) -Cap Exp- BRAC General						
0117983 - Transfer to BRAC Reserve - Cap Exp - BRAC - General				100.00	56.15	56%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$100.00**	**$56.15**	
Capital Income						
0117500 - Proceeds From The Sale Of Assets - BRAC General						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Total Brac - General	**$162,600.00**	**$65,088.33**		**$2,073,635.00**	**$808,422.53**	
BRAC - Aquatic						
Operating Expenditure						
0112014 - Aquatic Utilities Exp - BRAC				102,000.00	32,725.88	32%
0117001 - Superannuation Employee Expense - BRAC Aquatic				25,584.00	10,151.42	40%
0117002 - Salary -Op Exp - Lifeguard - BRAC Aquatic				233,360.00	78,829.17	34%
0117003 - Relieving Staff Exp - Op Ex - BRAC Aquatic				0.00	10,380.36	100%
0117009 - Plant & Equip Maint - Aquatic				6,000.00	40.87	1%
0117010 - Aquatic Building & Pool Maint Exp				28,940.00	14,318.35	49%
0117015 - 3000000				41,500.00	14,034.90	34%
0117016 - Reimbursements/Refunds - Aquatic				500.00	624.54	125%
0117148 - Group Fitness Program - Op Exp - BRAC - Aquatic				8,000.00	5,074.22	63%
0117150 - Swimming Lessons Program- Op Exp - BRAC Aquatic				2,500.00	1,246.03	50%
0117182 - Salary & Related Swimming Lesson Exp - BRAC - Aquatic				0.00	47.54	100%
0117184 - BRAC Equipment - Wet Programs - Op Exp - BRAC Aquatic				1,000.00	89.09	9%
0117186 - Inflatable Operating Exp - BRAC Aquatic				1,000.00	110.00	11%
1144206 - Other Employment Costs - BRAC Aquatic				3,765.00	3,602.15	96%
1144296 - Fixed Asset Dep'n - Op Exp - BRAC Aquatic				5,325.00	2,232.88	42%
1144297 - BRAC Aquatic Centre Loan Interest & Fee Exp - Op Exp						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$459,474.00**	**$173,507.40**	
Operating Income						
0117262 - Education Inc - Aquatic	2,000.00	63.18	3%			
0117280 - Group Fitness by BRAC Inc - Aquatic	40,000.00	15,863.19	40%			

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0117282 - Swimming Lessons by BRAC Inc	100,000.00	61,036.12	61%			
0117285 - School Program Income - Op Inc - BRAC Aquatic	20,000.00	8,228.18	41%			
0117286 - Inflatable Hire Fees - Op Inc - BRAC Aquatic	10,000.00	3,173.63	32%			
0117287 - BBQ & Party Hire Fees - Op Inc - BRAC Aquatic	5,000.00	1,536.36	31%			
0117410 - Entry Fees and Spectator Fees - Op Inc - BRAC Aquatic	200,000.00	74,775.93	37%			
0117412 - State Swimming Pool Grant - Op Inc - BRAC - Aquatic						
Sub Total To Programme Summary	**$377,000.00**	**$164,676.59**		**$0.00**	**$0.00**	
Capital Expenditure						
0117132 - Plant & Equip Renewal/Replacement - Cap Exp - BRAC - Aquatic				26,405.00	7,736.65	29%
0117136 - BRAC Aquatic Centre Loan Principal Exp						
0117999 - BRAC Aquatic Upgrade - Works in Progress - BRAC - Aquatic						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$26,405.00**	**$7,736.65**	
Capital Income						
0117414 - Grant Non Op - BRAC Aquatic - Cap Inc MUN						
0117719 - Transfer From Building Reserve - Cap Inc - BRAC Aquatic						
0117720 - Transfer From BRAC Reserve - Cap Inc - BRAC Aquatic						
0117722 - Transfer From Restricted Cash Reserve - BRAC Aquatic						
1144561 - Loans Received - BRAC Aquatic - Cap Inc						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Total Brac - Aquatic	**$377,000.00**	**$164,676.59**		**$485,879.00**	**$181,244.05**	
BRAC - Dry						
Operating Expenditure						
0117081 - Building & Facility Maint Exp - BRAC Dry				50,000.00	25,391.29	51%
0117101 - Loan 171 Interest & Fee Exp BRAC Stage1 - Op Exp - BRAC Dry						
0117140 - BRAC Equipment - Dry Programs - Op Exp - BRAC - Dry				8,000.00	8,184.61	102%
0117142 - Holiday Program Op Exp - BRAC - Dry				5,500.00	1,621.23	29%
0117146 - Netball Expenses - Op Exp - BRAC - Dry				5,000.00	120.00	2%
0117152 - Volleyball Expenses - Op Exp - BRAC - Dry				1,500.00	0.00	0%
0117156 - Program Annual Events - Op Exp - BRAC Dry				8,000.00	4,466.45	56%
0117160 - Salary - Op Exp - BRAC Dry				15,902.00	4,303.94	27%

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0117161 - Superannuation Employee Expense - BRAC Dry				3,885.00	341.64	9%
0117170 - Creche Program Expenses - Op Exp - BRAC				0.00	2,988.02	100%
0117171 - Salary - Op Exp - Holiday Prog Exps - BRAC Dry				23,310.00	5,797.26	25%
0117173 - Grant Submission Costs - Op Exp - BRAC				0.00	588.10	100%
0117800 - Vehicle & Plant Exps - BRAC Dry - (Inc Gen Set) - Op Exp				7,600.00	4,140.40	54%
1145206 - Other Employment Costs - BRAC Dry				2,173.00	544.87	25%
1145296 - Fixed Asset Dep'n - Op Exp - BRAC Dry				690,854.00	506,918.19	73%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$821,724.00**	**$565,406.00**	
Operating Income						
0117203 - Photocopying & Public Phone Inc Rec'd - Dry BRAC						
0117246 - Netball BRAC Program - Op Inc - BRAC Dry	15,000.00	8,890.91	59%			
0117248 - Squash BRAC Program Inc	25,000.00	8,779.90	35%			
0117250 - Tennis BRAC Program Inc	22,000.00	8,838.67	40%			
0117251 - Outdoor Court Hire - Op Inc - BRAC Dry	15,000.00	4,727.28	32%			
0117252 - Introductory Programs - Op Inc - BRAC Dry	8,000.00	0.00	0%			
0117256 - Program Annual Events - Op Inc - BRAC Dry	12,000.00	3,204.55	27%			
0117260 - Creche User Fees Inc. Rec'd	6,000.00	1,262.73	21%			
0117266 - Multipurpose Room Hire Inc - BRAC	8,000.00	1,896.80	24%			
0117272 - Holiday Program Enrolment Fees Rec'd	25,000.00	7,536.37	30%			
0117275 - Stadium Venue Hire Inc. Rec'd - Op Inc - Dry BRAC	20,000.00	10,664.76	53%			
0117277 - Back Bar & Grassed Area Venue Hire BRAC Inc. Rec'd - Dry BRAC	1,000.00	198.41	20%			
Sub Total To Programme Summary	**$157,000.00**	**$56,000.38**		**$0.00**	**$0.00**	
Capital Expenditure						
0117301 - Princ Repay BRAC Stage 1 - Loan 171						
0117310 - BRAC Building Upgrade - Cap Exp - BRAC Dry				121,766.00	3,990.91	3%
0117315 - BRAC Building Renewal - Cap Exp - BRAC Dry				25,000.00	0.00	0%
0117998 - BRAC Building Renewal/Upgrade - WIP - BRAC Dry						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$146,766.00**	**$3,990.91**	
Capital Income						
0117294 - Grant Income - Non-Op Inc - BRAC Dry	74,000.00	0.00	0%			
Sub Total To Programme Summary	**$74,000.00**	**$0.00**		**$0.00**	**$0.00**	

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Total Brac - Dry	**$231,000.00**	**$56,000.38**		**$968,490.00**	**$569,396.91**	
BRAC - Ovals						
Operating Expenditure						
0117102 - Interest & Fees Repayment Loan 186 BRAC Ovals Stg 2A - Op Exp						
0117105 - Interest & Fees Exp on Loan 191 BRAC Ovals Stg 2B - Op Exp				7,538.00	-62.07	-1%
0117106 - Int Repaym't Loan 194 BRAC Oval Pavilion - Op Exp				27,707.00	10,290.52	37%
0117210 - BRAC Ovals Maint - Op Exp				244,509.00	141,646.52	58%
0117212 - BRAC Ovals Utility Exp - Op Exp				108,400.00	34,240.34	32%
0117218 - Pavilion Building Maint & Operating Expenses - Op Exp - BRAC Ovals				28,700.00	15,240.42	53%
0117487 - Fixed Asset Dep'n - Op Exp - BRAC Ovals				34,711.00	8,719.12	25%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$451,565.00**	**$210,074.85**	
Operating Income						
0117289 - BRAC Field - Glenn & Pat Medlend Pavilion Fees - Op Inc - BRAC Ovals	4,000.00	4,588.65	115%			
0117291 - BRAC Fields - Electricity Reimb and Other Income - Op Inc	20,000.00	6,412.92	32%			
0117292 - BRAC Fields - Joseph Nipper Roe Playing Field Fees and Other Income - Op Inc	5,000.00	2,169.09	43%			
0117293 - BRAC Fields - Father McMahon Playing Field Fees and Other Income - Op Inc	25,000.00	4,686.81	19%			
Sub Total To Programme Summary	**$54,000.00**	**$17,857.47**		**$0.00**	**$0.00**	
Capital Expenditure						
0117303 - Princ Repay BRAC Ovals Stg 2A - Loan 186						
0117305 - Princ Repay BRAC Ovals Stg 2B - Loan 191				57,049.00	0.00	0%
0117306 - Princ Repay BRAC Ovals Pavilion - Loan 194				102,186.00	50,355.13	49%
0117455 - BRAC Ovals Renewal Infra Works - Cap Exp - BRAC Ovals				15,996.00	27,560.53	172%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$175,231.00**	**$77,915.66**	
Total Brac - Ovals	**$54,000.00**	**$17,857.47**		**$626,796.00**	**$287,990.51**	
TOTAL RECREATION AND CULTURE	**$7,522,659.00**	**$537,970.71**		**$19,988,315.00**	**$4,492,725.38**	

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Schedule 12
TRANSPORT
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
FUNCTION SUMMARY				
Operating Expenditure				
Crossovers & General Expenses			8,266,037.00	3,449,780.78
Road Maintenance			3,500,888.00	785,067.92
Road Operating Expenses			1,778,055.00	734,988.93
Parking Control & Management			119,679.00	47,076.62
TOTAL OPERATING EXPENDITURE	**$0.00**	**$0.00**	**$13,664,659.00**	**$5,016,914.25**
Operating Income				
Car Park Construction	12,800.00	500.98		
Footpath Construction	57,500.00	2,252.52		
Road Construction	60,100.00	2,615.43		
Crossovers & General Expenses	37,000.00			
Road Maintenance	1,502,226.00	292,723.00		
Parking Control & Management	25,000.00	11,355.55		
TOTAL OPERATING INCOME	**$1,694,626.00**	**$309,447.48**	**$0.00**	**$0.00**
Capital Expenditure				
Bus Shelter Construction				
Car Park Construction			37,800.00	500.98
Footpath Construction			904,831.00	124,009.81
Road Construction			3,936,527.00	802,228.52
Street Lighting Construction			125,000.00	76,118.15
TOTAL CAPITAL EXPENDITURE	**$0.00**	**$0.00**	**$5,004,158.00**	**$1,002,857.46**
Capital Income				
Footpath Construction	385,000.00			
Road Construction	2,642,990.00	462,629.80		
TOTAL CAPITAL INCOME	**$3,027,990.00**	**$462,629.80**	**$0.00**	**$0.00**
TOTAL TRANSPORT	**$4,722,616.00**	**$772,077.28**	**$18,668,817.00**	**$6,019,771.71**

SUB-FUNCTION DETAIL FOLLOWS.....

SHIRE OF BROOME
Schedule 12
TRANSPORT
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Bus Shelter Construction						
Capital Expenditure						
0125145 - Bus Facilities Program Renewal - Cap Exp						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Total Bus Shelter Construction	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Car Park Construction						
Operating Income						
0124988 - Interest Recd - Car Park Reserve -Op IncCons Sts Rds Bridges Dep	12,800.00	500.98	4%			
Sub Total To Programme Summary	**$12,800.00**	**$500.98**		**$0.00**	**$0.00**	
Capital Expenditure						
0121390 - Transfer to Carpark Reserve - Cap Exp - Carpark Const				12,800.00	500.98	4%
0124600 - Car Park Renewal Wks - Cap Exp - Car Park Const				25,000.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$37,800.00**	**$500.98**	
Total Car Park Construction	**$12,800.00**	**$500.98**		**$37,800.00**	**$500.98**	
Footpath Construction						
Operating Income						
0125988 - Interest Recd Footpath Reserve -Op IncCons Sts Rds Bridges Dep	57,500.00	2,252.52	4%			
Sub Total To Programme Summary	**$57,500.00**	**$2,252.52**		**$0.00**	**$0.00**	
Capital Expenditure						
0125140 - Footpath Construction New - Cap Exp - Cons Streets Roads Bridges				305,000.00	30,094.00	10%
0125300 - Footpath Const Renewal - Cap Exp - Cons Streets Roads Bridges				130,731.00	91,663.29	70%
0125950 - Transfer to Footpath Reserve				389,100.00	2,252.52	1%
0125999 - F/Path Construction - WIP Cap Exp						
1223481 - Footpath Const Upgrade - Cap Exp - Cons Streets Roads Bridges				80,000.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$904,831.00**	**$124,009.81**	
Capital Income						
0121782 - Dev Contrib - Footpaths						
0125960 - Transfer From Footpath Reserve - Footpath Construction	385,000.00	0.00	0%			
Sub Total To Programme Summary	**$385,000.00**	**$0.00**		**$0.00**	**$0.00**	
Total Footpath Construction	**$442,500.00**	**$2,252.52**		**$904,831.00**	**$124,009.81**	
Road Construction						

SHIRE OF BROOME
Schedule 12
TRANSPORT
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Operating Income						
0121985 - Interest Recd on Road Reserve - Op IncCons Sts Rds Bridges Dep	60,100.00	2,615.43	4%			
Sub Total To Programme Summary	**$60,100.00**	**$2,615.43**		**$0.00**	**$0.00**	
Capital Expenditure						
0113661 - Street & Verge Upgrade by P & G - Infra Cap Exp - Rd Const						
0121000 - Urban Road New Construction - Cap Exp - Cons Streets Roads Bridges						
0121100 - Urban Road Upgrade Const - Cap Exp				1,579,104.00	86,976.64	6%
0121101 - Urban Road Renewal Const - Cap Exp				1,021,198.00	164,891.96	16%
0121501 - Rural Road Upgrade Const - Cap Exp				807,125.00	408,027.09	51%
0121505 - Rural Road Renewal Const - Cap Exp				132,000.00	139,717.40	106%
0121950 - Transfer to Road Reserve - Cap Exp - Cons Streets Roads Bridges Dep				397,100.00	2,615.43	1%
0121951 - Transfer to Restricted Cash Reserve - Road Construction - Cap Exp						
1254421 - Access & Inclusion Improvements New Infra - Cap Exp						
1254499 - Road Construction - WIP Cap Exp						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$3,936,527.00**	**$802,228.52**	
Capital Income						
0121761 - Aboriginal Roads Non Op Grant from MRWA - Op Inc - Rd Const	124,000.00	72,000.00	58%			
0121763 - Black Spot Non Op Grant (Commonwealth/Federal)	745,336.00	27,244.00	4%			
0121770 - Rds to Recovery Grant for Rural Rds - Non Op Inc - Rd Const	365,007.00	77,217.00	21%			
0121771 - Black Spot State Non Op Grant	0.00	13,764.40	100%			
0121776 - Rds To Recovery Non Op Grant for Urban Rds - Non Op Inc						
0121778 - Regional Rd Group (RRG) Rural Rd Const Funding -Non Op Inc-Rd Const	823,011.00	272,404.40	33%			
0121779 - Regional Rd Group (RRG) Urban Rd Const Funding - Non Op Inc - Rd Const						
0121783 - Developer Contributions - Roadworks						
0121906 - Transfer From Restricted Cash Reserve - Road Construction	535,636.00	0.00	0%			
0121960 - Transfer From Road Reserve Road Construction - Cap Inc	50,000.00	0.00	0%			
Sub Total To Programme Summary	**$2,642,990.00**	**$462,629.80**		**$0.00**	**$0.00**	
Total Road Construction	**$2,703,090.00**	**$465,245.23**		**$3,936,527.00**	**$802,228.52**	
Street Lighting Construction						
Capital Expenditure						

SHIRE OF BROOME
Schedule 12
TRANSPORT
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Current Year Actual		Expenditure Current Year Estimated	Current Year Actual	
0125200 - Street Lighting New - Cap Exp - Cons Streets Roads Bridges				95,000.00	76,118.15	80%
0125225 - Street Lighting Renewal Const - Cap Exp - St Lighting				30,000.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$125,000.00**	**$76,118.15**	
Total Street Lighting Construction	**$0.00**	**$0.00**		**$125,000.00**	**$76,118.15**	
Crossovers & General Expenses						
Operating Expenditure						
0121209 - 1057000				28,338.00	2,581.24	9%
0121217 - 397100				34,151.00	8,270.15	24%
0121541 - 496400				14,985.00	0.00	0%
0121550 - Statutory Contrib for Crossovers - Op Exp - Crossovers & General				20,000.00	5,150.00	26%
0121990 - 4767900				43,753.00	12,781.58	29%
0122207 - 1374700				21,070.00	0.00	0%
0122285 - 1224900				12,888.00	0.00	0%
0122295 - Dep'cn Infrastructure - Op Exp - Mtce Streets Roads Bridges Dep				8,090,852.00	3,420,997.81	42%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$8,266,037.00**	**$3,449,780.78**	
Operating Income						
0121404 - MRWA Grant Rec'd For St Lighting Op Costs - Op Inc - Cross & Gen	37,000.00	0.00	0%			
Sub Total To Programme Summary	**$37,000.00**	**$0.00**		**$0.00**	**$0.00**	
Total Crossovers & General Expenses	**$37,000.00**	**$0.00**		**$8,266,037.00**	**$3,449,780.78**	
Road Maintenance						
Operating Expenditure						
0122000 - Urban Road Maintenance - Op Exp - Mtce Streets Roads Bridges				1,551,688.00	439,829.33	28%
0123000 - 82817600				1,949,200.00	345,238.59	18%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$3,500,888.00**	**$785,067.92**	
Operating Income						
0120305 - WALGGC Road Grants Untied Op Grant Rec'd	344,474.00	172,237.00	50%			
0120306 - Dep't Premier & Cabint Natural Disaster Grant - Cape Leveque Rd	977,752.00	0.00	0%			
0121762 - State Direct MRWA/RRG Rd Maint Op Grant Rec'd	180,000.00	120,486.00	67%			
Sub Total To Programme Summary	**$1,502,226.00**	**$292,723.00**		**$0.00**	**$0.00**	
Total Road Maintenance	**$1,502,226.00**	**$292,723.00**		**$3,500,888.00**	**$785,067.92**	
Road Operating Expenses						
Operating Expenditure						

SHIRE OF BROOME
Schedule 12
TRANSPORT
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Current Year Actual		Expenditure Current Year Estimated	Current Year Actual	
0122204 - Street Lighting - Mnthly Elect Accts & Insurance - Op Exp - Road Operating Exp				500,000.00	179,797.39	36%
0126000 - Road Operating Expenses - Op Exp - Rd Op Exps				932,164.00	460,648.21	49%
0126050 - 2547000				61,996.00	1,150.09	2%
0126051 - 1257600				283,895.00	93,393.24	33%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$1,778,055.00**	**$734,988.93**	
Total Road Operating Expenses	**$0.00**	**$0.00**		**$1,778,055.00**	**$734,988.93**	
Parking Control & Management						
Operating Expenditure						
0124010 - 9413900				75,676.00	30,891.32	41%
0124530 - Admin Cost Alloc - Op Exp - Parking Facilities				42,804.00	15,103.53	35%
1260206 - Other Employment Costs - Parking Control				1,199.00	1,081.77	90%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$119,679.00**	**$47,076.62**	
Operating Income						
0124910 - Parking Fines - Op Inc - Parking Facilities	25,000.00	11,355.55	45%			
Sub Total To Programme Summary	**$25,000.00**	**$11,355.55**		**$0.00**	**$0.00**	
Total Parking Control & Management	**$25,000.00**	**$11,355.55**		**$119,679.00**	**$47,076.62**	
TOTAL TRANSPORT	**$4,722,616.00**	**$772,077.28**		**$18,668,817.00**	**$6,019,771.71**	

SHIRE OF BROOME
Schedule 13
ECONOMIC SERVICES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual	Expenditure Current Year Estimated	Expenditure Current Year Actual
FUNCTION SUMMARY				
Operating Expenditure				
Tourism & Area Promotion			818,201.00	386,551.25
Building Control			454,272.00	168,018.29
Economic Services Special Projects			3,366,801.00	156,545.58
Other Economic Services			590,595.00	192,831.60
TOTAL OPERATING EXPENDITURE	**$0.00**	**$0.00**	**$5,229,869.00**	**$903,946.72**
Operating Income				
Tourism & Area Promotion	558,965.00	239,692.04		
Building Control	179,500.00	145,296.26		
Economic Services Special Projects	143,088.00			
Other Economic Services		100,356.00		
TOTAL OPERATING INCOME	**$881,553.00**	**$485,344.30**	**$0.00**	**$0.00**
Capital Expenditure				
Tourism & Area Promotion			59,045.00	9,365.00
Building Control			40,000.00	
Economic Services Special Projects			6,922,787.00	
TOTAL CAPITAL EXPENDITURE	**$0.00**	**$0.00**	**$7,021,832.00**	**$9,365.00**
Capital Income				
Tourism & Area Promotion	23,880.00			
Building Control	13,000.00			
Economic Services Special Projects	10,146,501.00	4,750,000.00		
TOTAL CAPITAL INCOME	**$10,183,381.00**	**$4,750,000.00**	**$0.00**	**$0.00**
TOTAL ECONOMIC SERVICES	**$11,064,934.00**	**$5,235,344.30**	**$12,251,701.00**	**$913,311.72**

SUB-FUNCTION DETAIL FOLLOWS.....

SHIRE OF BROOME
Schedule 13
ECONOMIC SERVICES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Tourism & Area Promotion						
Operating Expenditure						
0132020 - Australia's North West Tourism Contribution - Op Exp - Tourism				175,000.00	175,000.00	100%
0132044 - Visitors Centre Const Loans 185 Interest & Fee Exp - Op Exp-Tour & Area						
0132050 - Broome Visitor Centre Complex-Op Exp - Tourism & Area Promotion				184,016.00	74,235.79	40%
0132060 - Tourism Development - Op Exp - Tourism & Area Promotion				50,000.00	0.00	0%
0132070 - Broome Visitor Centre - Annual Subsidy - Op Exp - Tourism & Area Promot				100,000.00	55,000.00	55%
0132075 - Sundry Exp - Tourism & Area Promotion						
0132078 - Promotional Signage Structures Maint Exp - Tourism & Area Promotion				10,605.00	109.24	1%
0132310 - 1021000				12,564.00	1,589.12	13%
0132311 - Commercial & Tourism Consultants - Op Exp				10,000.00	9,039.82	90%
0132314 - Sanctuary Caravan Park Op Exp - Tourism & Area Promotion						
0132530 - Admin Costs Alloc - Op Exp - Tourism & Area Promotion				60,396.00	21,312.76	35%
1365296 - Fixed Asset Dep'n - Op Exp - Tourism & Area Promotion				215,620.00	50,264.52	23%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$818,201.00**	**$386,551.25**	
Operating Income						
0132380 - Promotional Banners & Sundry Income Inc GST Tourism	6,000.00	1,477.27	25%			
0132381 - Shire Directory Sales Income - Tourism	40,000.00	0.00	0%			
0132410 - Roebuck Bay CP - Rent & Recoup Income - Op Inc	337,500.00	150,960.45	45%			
0132411 - Stat Fees & Lic - Caravan Parks	15,000.00	14,129.00	94%			
0132414 - Broome Visitor Centre - Rent & Recoup Income - Op Inc	102,266.00	46,243.02	45%			
0132415 - Broome Visitor Centre Courthouse - Rent & Recoup Income - Op Inc	58,199.00	26,882.30	46%			
Sub Total To Programme Summary	**$558,965.00**	**$239,692.04**		**$0.00**	**$0.00**	
Capital Expenditure						
0132038 - Transfer to Restricted Cash Reserve - Cap Exp - Tourism & Area Promo						
0132110 - Roebuck Bay Caravan Pk Building Redevelopment Const - Cap Exp						
0132141 - Pearl Lugger Const Upgrade - Cap Exp - Tourism				35,165.00	9,365.00	27%
0132544 - Visitors Centre Const Loans 185 Principal Exp						
0132950 - Transfer to Building Reserve - Tourism & Area Promotion						
0132999 - Roebuck Bay CP - WIP Cap Exp - Tourism & Area Promotion						

SHIRE OF BROOME
Schedule 13
ECONOMIC SERVICES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
1365495 - Other Infrastructure - New Const - Cap Exp				23,880.00	0.00	0%
1365499 - Other Infrastructure - WIP Cap Exp - Tourism & Area Promotion						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$59,045.00**	**$9,365.00**	
Capital Income						
0132938 - Transfer From Restricted Cash Reserve - Tourism & Area Promotion	23,880.00	0.00	0%			
1365494 - Grants & Contr. Received Non Op - Cap Inc - Tourism & Area Promotion						
Sub Total To Programme Summary	**$23,880.00**	**$0.00**		**$0.00**	**$0.00**	
Total Tourism & Area Promotion	**$582,845.00**	**$239,692.04**		**$877,246.00**	**$395,916.25**	
Building Control						
Operating Expenditure						
0133010 - Salary - Op Exp - Building Control				162,955.00	64,101.00	39%
0133011 - Salary - Op Exp - Swimming Pool Inspections				44,789.00	17,592.30	39%
0133013 - Superannuation Employee Expense- Building Control				29,328.00	11,592.46	40%
0133015 - Consultants - Op Exp - Building Control				10,000.00	245.00	2%
0133027 - Other Employment Costs - Op Exp - Building Control				6,544.00	2,995.42	46%
0133030 - Subscriptions - Op Exp - Building Control				3,000.00	845.23	28%
0133283 - Sundry Expenses - Op Exp - Building Control				500.00	250.46	50%
0133284 - Reimbursements Exps - Build Control				500.00	0.00	0%
0133296 - Loss on Sale of Assets - Op Exp - Building Control				3,900.00	0.00	0%
0133800 - Vehicle & Plant Exps - Building				7,500.00	4,195.44	56%
1366217 - Legal Expenses - Building Services						
1366297 - Admin Cost Allocated - Building Control				135,072.00	47,660.01	35%
1366298 - IT/Records Costs Allocated -Building Control				50,184.00	18,540.97	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$454,272.00**	**$168,018.29**	
Operating Income						
0133410 - Stat Fees & Lic - Building Permits	70,000.00	29,260.68	42%			
0133411 - Building Strata Application Fees - Op Inc - Building Control	500.00	0.00	0%			
0133420 - Stat Fees & Lic - Demolition Permits	2,000.00	1,571.70	79%			
0133440 - Stat Fees & Lic - Pool Inspections	94,000.00	90,138.85	96%			
0133480 - Other Minor Charges Inc GST - Op Inc - Building Control	12,000.00	23,880.03	199%			
0133485 - Other Minor Building Charges & Penalties No GST - Op Inc - Building Control	1,000.00	445.00	45%			

SHIRE OF BROOME
Schedule 13
ECONOMIC SERVICES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Sub Total To Programme Summary	**$179,500.00**	**$145,296.26**		**$0.00**	**$0.00**	
Capital Expenditure						
0133550 - Vehicle & Mob Plant Renewal(Replacement) - Cap Exp - Building Control				40,000.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$40,000.00**	**$0.00**	
Capital Income						
0133950 - Proceeds from Sale of Assets - Cap Inc - Building Control	13,000.00	0.00	0%			
Sub Total To Programme Summary	**$13,000.00**	**$0.00**		**$0.00**	**$0.00**	
Total Building Control	**$192,500.00**	**$145,296.26**		**$494,272.00**	**$168,018.29**	
Economic Services Special Projects						
Operating Expenditure						
1367206 - Salary - Op Exp - Economic Services Special Projects				111,874.00	42,555.43	38%
1367207 - Superannuation Employee Exp - Op Exp - Economic Services Special Projects				17,186.00	6,596.03	38%
1367208 - Other Employment Costs - Op Exp - Economic Services Special Projects				8,097.00	3,152.88	39%
1367209 - Phone & PC - Op Exp - Economic Services Special Projects				360.00	448.48	125%
1367211 - Chinatown Revitalisation Consultant and Other Expenese - Op Exp - Economic Services Special Project				3,044,328.00	26,178.14	1%
1367212 - Chinatown Revitalisation Grant/Seed Funding for Enhanced Lanways Projects				180,000.00	75,523.23	42%
1367215 - Vehicle Lease Exps - Op Exp - Economic Services Special Projects				4,956.00	2,091.39	42%
1382295 - Loss on Derecognition of WIP - Op Exp - Economic Services Special Projects						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$3,366,801.00**	**$156,545.58**	
Operating Income						
1367301 - Grants & Contributions Received - Op Inc - Economic Services Special Projects	143,088.00	0.00	0%			
Sub Total To Programme Summary	**$143,088.00**	**$0.00**		**$0.00**	**$0.00**	
Capital Expenditure						
1367404 - Chinatown Revitalisation - Road Upgrade - Cap Exp				5,646,819.00	0.00	0%
1367405 - Chinatown Revitalisation - Other Infra New - Cap Exp				1,275,968.00	0.00	0%
1367451 - Chinatown Revitalisation - Other Infrastucture WIP						
1367998 - Transfer to Restricted Cash Reserve - Cap Exp - Economic Services Special Projects						

SHIRE OF BROOME
Schedule 13
ECONOMIC SERVICES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$6,922,787.00**	**$0.00**	
Capital Income						
1367502 - Loans Received China Town Revitalisation - Cap Inc - Economic Services Special Projects	1,700,000.00	0.00	0%			
1367504 - Grants & Contr. Received Non Op - Cap Inc - Economic Services Special Projects	7,823,912.00	4,750,000.00	61%			
1367505 - Transfer From Restricted Cash Reserve - Chinatown Revitalisation	622,589.00	0.00	0%			
Sub Total To Programme Summary	**$10,146,501.00**	**$4,750,000.00**		**$0.00**	**$0.00**	
Total Economic Services Special Projects	**$10,289,589.00**	**$4,750,000.00**		**$10,289,588.00**	**$156,545.58**	
Other Economic Services						
Operating Expenditure						
1367201 - Salary - Op Exp - Economic Services				374,570.00	112,861.89	30%
1367202 - Superannuation Employee Expense - Op Exp - Economic Services				44,278.00	12,874.18	29%
1367204 - Other Employment Costs - Op Exp - Economic Services				10,695.00	9,274.76	87%
1367205 - Relieving Staff Exp - Op Exp - Oth Economic Services						
1367210 - Economic Development Program Expense - Op Exp - Other Economic Services						
1367213 - Event Innovation - Op Exp - Other Economic Services						
1367297 - Admin Cost Allocated - Economic Services				101,304.00	35,745.00	35%
1367298 - IT/Records Costs Allocated - Economic Services				59,748.00	22,075.77	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$590,595.00**	**$192,831.60**	
Operating Income						
1367310 - Grants & Contributions Received - Op Inc - Other Economic Services	0.00	100,356.00	100%			
Sub Total To Programme Summary	**$0.00**	**$100,356.00**		**$0.00**	**$0.00**	
Total Other Economic Services	**$0.00**	**$100,356.00**		**$590,595.00**	**$192,831.60**	
TOTAL ECONOMIC SERVICES	**$11,064,934.00**	**$5,235,344.30**		**$12,251,701.00**	**$913,311.72**	

SHIRE OF BROOME
Schedule 14
OTHER PROPERTY AND SERVICES
Financial Statement For The Period Ending 30/11/2017

Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
FUNCTION SUMMARY				
Operating Expenditure				
Private Works			52,977.00	4,735.55
Engineering Office			1,258,749.00	408,270.96
Parks & Gardens Operations			-786,545.00	-346,473.40
Works Operations			-71,540.00	-16.43
Depot Operations			776,522.00	285,553.56
Plant Operation			-124,001.00	-124,826.50
Salaries & Wages				
Corporate Governance & Support			344,082.00	318,982.63
IT and Records Operations			9,916.00	47,806.73
Unclassified General			336,041.00	137,623.36
Other Buildings Leased - Unclassified			127,893.00	41,224.76
Community Facilities Leased - Unclassified			648,900.00	161,014.73
Office Properties Leased - Unclassified			679,731.00	284,755.71
TOTAL OPERATING EXPENDITURE	**$0.00**	**$0.00**	**$3,252,725.00**	**$1,218,651.66**
Operating Income				
Private Works	44,918.00	17,659.16		
Engineering Office	139,385.00	28,719.61		
Parks & Gardens Operations		13,696.01		
Works Operations				
Depot Operations	45,527.00	44,527.00		
Corporate Governance & Support	352,769.00	119,539.95		
IT and Records Operations	9,900.00	387.77		
Unclassified General	20,400.00			
Other Buildings Leased - Unclassified	223,117.00	93,674.72		
Community Facilities Leased - Unclassified	149,830.00	46,955.68		
Office Properties Leased - Unclassified	1,038,775.00	550,370.70		
TOTAL OPERATING INCOME	**$2,024,621.00**	**$915,530.60**	**$0.00**	**$0.00**
Capital Expenditure				
Engineering Office			39,600.00	1,532.16
Parks & Gardens Operations			825,000.00	125,455.55
Works Operations			237,000.00	161,803.60

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Particulars	Income		Expenditure	
	Current Year Estimated	Current Year Actual	Current Year Estimated	Current Year Actual
Depot Operations			50,000.00	
Corporate Governance & Support			374,100.00	34,163.75
IT and Records Operations			819,314.00	241,475.15
Unclassified General			100,000.00	26,562.00
Community Facilities Leased - Unclassified				
Office Properties Leased - Unclassified			1,500,000.00	21,420.78
TOTAL CAPITAL EXPENDITURE	**$0.00**	**$0.00**	**$3,945,014.00**	**$612,412.99**
Capital Income				
Private Works	25,737.00			
Engineering Office				
Parks & Gardens Operations	209,000.00	45,000.00		
Works Operations	82,000.00	33,000.00		
Depot Operations	26,673.00			
Corporate Governance & Support	180,441.00			
IT and Records Operations	125,170.00			
Unclassified General	21,326.00			
Office Properties Leased - Unclassified	1,500,000.00			
TOTAL CAPITAL INCOME	**$2,170,347.00**	**$78,000.00**	**$0.00**	**$0.00**
TOTAL OTHER PROPERTY AND SERVICES	**$4,194,968.00**	**$993,530.60**	**$7,197,739.00**	**$1,831,064.65**

SUB-FUNCTION DETAIL FOLLOWS.....

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Private Works						
Operating Expenditure						
0141271 - 1796200				43,822.00	4,735.55	11%
0141610 - 570800				9,155.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$52,977.00**	**$4,735.55**	
Operating Income						
0141450 - Works Private Works Income - Not Prepaid	20,502.00	2,473.92	12%			
0141451 - Works - Blue & White Directional Signs & Prepaid Private Works Income	13,430.00	15,185.24	113%			
0141600 - P & G Private Works - Fees Charged	10,986.00	0.00	0%			
Sub Total To Programme Summary	**$44,918.00**	**$17,659.16**		**$0.00**	**$0.00**	
Capital Income						
0141960 - Transfer From Restricted Cash Reserve Private Wks Rd Const - Cap Inc	25,737.00	0.00	0%			
Sub Total To Programme Summary	**$25,737.00**	**$0.00**		**$0.00**	**$0.00**	
Total Private Works	**$70,655.00**	**$17,659.16**		**$52,977.00**	**$4,735.55**	
Engineering Office						
Operating Expenditure						
0143010 - Salary - Op Exp - Engineering Office				614,747.00	125,928.79	20%
0143013 - Superannuation Employee Expense - Engineering				70,933.00	29,105.43	41%
0143020 - Reimb & Other Exp - Op Exp - Eng Office				1,000.00	25.10	3%
0143021 - Survey Consumables - Op Exp - Eng Office				1,000.00	318.88	32%
0143022 - Minor Assets Expensed - Op Exp - Eng Office				1,000.00	0.00	0%
0143025 - Safety Audit Op Exp - Eng Office				10,000.00	0.00	0%
0143027 - Relieving Staff - Op Exp - Engineering				0.00	15,609.31	100%
0143029 - Other Employment Costs - Engineering				30,230.00	12,647.92	42%
0143031 - Survey Equipment & Maintenance - Op Exp - Engineering Office				500.00	0.00	0%
0143032 - Minor Non IT Items Exp Engineering				3,800.00	1,294.12	34%
0143033 - Title Searches/Survey Info - Op Exp - Engineering Office				10,000.00	4,678.66	47%
0143035 - Map Printing & Photos - Op Exp - Engineering Office				300.00	0.00	0%
0143036 - Advertising - Op Exp - Engineering Office				2,500.00	280.60	11%
0143038 - Consultants Engineering Office				195,800.00	45,686.76	23%
0143102 - Less Design & Project Management Costs Alloc - Eng Office - Op Exp				-99,350.00	-73,042.20	74%

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0143110 - Office Duties & Non Productive Eng Office Staff Time - Op Exp-Eng Office				0.00	96,691.49	100%
0143295 - Stationery Exp - Op Exp - Engineering Office						
0143296 - Loss on Sale of Assets - Op Exp - Engineering Office						
0143800 - Vehicle & Plant Exps - Eng Office				40,300.00	14,043.75	35%
1471296 - Fixed Asset Dep'n - Op Exp - Engineering Office				4,769.00	633.15	13%
1471297 - Admin Costs Allocated - Op Exp - Engineering				167,412.00	59,071.56	35%
1471298 - IT/Records Costs Allocated - Op Exp - Engineering				203,808.00	75,297.64	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$1,258,749.00**	**$408,270.96**	
Operating Income						
0143390 - Reimb Received No GST Incl Diesel Fuel Rebate & Insurance - Op Inc	60,000.00	24,687.45	41%			
0143405 - Grant Op - R4R KRGS - Op Inc - Eng Off	37,785.00	0.00	0%			
0143485 - Subdivision Engineering Supervision Charges - Op Inc - Eng Off	2,000.00	2,500.00	125%			
0143499 - Profit on Sale of Assets - Op Inc - Engineering Office						
0143988 - Interest Rec Plant Reserve - Op Inc - Engineering Office	39,600.00	1,532.16	4%			
Sub Total To Programme Summary	**$139,385.00**	**$28,719.61**		**$0.00**	**$0.00**	
Capital Expenditure						
0142988 - Transfer to Plant Reserve - Cap Exp - Engineering Office				39,600.00	1,532.16	4%
0148004 - Vehicle & Mobile Plant Renewal(Replacement)- Cap Exp - Eng Office						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$39,600.00**	**$1,532.16**	
Capital Income						
0143600 - Proceeds from Sale of Assets - Cap Inc - Engineering Office						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Total Engineering Office	**$139,385.00**	**$28,719.61**		**$1,298,349.00**	**$409,803.12**	
Parks & Gardens Operations						
Operating Expenditure						
0113048 - 1596100				23,879.00	0.00	0%
0143048 - Other Employment Costs - Op Exp - Parks				71,176.00	41,786.17	59%
0143049 - Relieving Staff Exp - P&G - Gen Admin				0.00	51,630.81	100%
0143500 - Salary - Op Exp - P & G (Management)				398,132.00	164,168.79	41%
0143501 - Minor Tools & Equipment - Op Exp - Parks and Gardens Ops				14,000.00	5,897.59	42%
0143502 - Staff Meetings - P & G Workers				66,846.00	17,822.99	27%

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0143503 - Workers Compensation - Op Exp - Parks & Gardens Operations				0.00	11,867.85	100%
0143504 - 3940900				78,695.00	33,201.83	42%
0143507 - P & G Equipment Replacement Exp - P & G Ops				25,000.00	1,856.27	7%
0143508 - Wages & Related Sick & Holiday - P & G Ops				449,280.00	120,852.05	27%
0143510 - Protective Clothing & Equip Uniforms & Boots - Op Exp - P & G Ops				22,815.00	9,709.73	43%
0143511 - General Expenses - Op Exp - Parks & Gardens Operations				4,200.00	636.16	15%
0143512 - Medicals - Op Exp - Parks & Gardens Operations						
0143520 - Loss on Sale of Assets - Op Exp - Parks & Gardens Operations				109,537.00	36,996.54	34%
0143521 - PWOH Parks Allocated - Op Exp - Parks & Gardens Operations				-3,145,099.00	-1,224,429.31	39%
0143523 - Superannuation Employee Expense - P & G Management				49,972.00	6,275.67	13%
0143526 - Superannuation Employee Expense - P&G Ops				245,362.00	90,642.28	37%
0143585 - Phone Exps - P & G				5,400.00	1,058.52	20%
0143801 - Vehicle & Plant Exps - P & G Ops				125,600.00	43,498.56	35%
1472296 - Fixed Asset Dep'n - Op Exp - Parks & Gardens				32,564.00	13,649.08	42%
1472297 - Admin Cost Allocated - P & G				518,400.00	182,920.46	35%
1472298 - IT/Records Costs Allocated -P & G				117,696.00	43,484.56	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**-$786,545.00**	**-$346,473.40**	
Operating Income						
0143384 - Reimbursements - W. Comp & Sundry No GST P & G Ops - Op Inc	0.00	13,696.01	100%			
0143415 - Surplus Minor Equipment Sales - Op Inc - Parks & Gardens Operations						
0143518 - Profit on Sale of Assets - Op Inc - Parks & Gardens Operations						
Sub Total To Programme Summary	**$0.00**	**$13,696.01**		**$0.00**	**$0.00**	
Capital Expenditure						
0143610 - Vehicle & Plant Renewal(Replacement) - Cap Exp - P&G Operations				825,000.00	125,455.55	15%
0143621 - Vehicle & Plant New - Cap Exp - P&G Operations						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$825,000.00**	**$125,455.55**	
Capital Income						
0143601 - Proceeds from Sale of Assets - Cap Inc - Parks & Gardens Operations	209,000.00	45,000.00	22%			
Sub Total To Programme Summary	**$209,000.00**	**$45,000.00**		**$0.00**	**$0.00**	
Total Parks & Gardens Operations	**$209,000.00**	**$58,696.01**		**$38,455.00**	**-$221,017.85**	

Works Operations

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Operating Expenditure						
0142045 - 544400				37,730.00	9,176.61	24%
0143050 - Wages & related Sick & Annual Leave Workers Exp - Works Ops				224,438.00	73,919.99	33%
0143054 - Superannuation Employee Expense - Works Operations				144,690.00	53,714.58	37%
0143055 - Relieving Staff Exp - Works - Gen Admin				0.00	19,087.87	100%
0143056 - Workers Compensation - Op Ex - Works Operations						
0143080 - Works Protective Clothing - Op Exp - Works Operations				16,245.00	5,439.89	33%
0143290 - Less On Costs Alloc - Op Exp - Works Operations				-1,573,788.00	-628,930.31	40%
0148010 - Salary - Op Exp - Works (Management)				395,463.00	192,272.09	49%
0148015 - Superannuation Employee Expense - Works Management				69,706.00	14,713.03	21%
0148035 - Other Employment Costs - Works Ops				29,284.00	17,968.85	61%
0148281 - 4248300				50,663.00	24,411.04	48%
0148282 - 59700				0.00	105.00	100%
0148283 - Minor Equipment Replacement - Op Exp - Works Operations				6,600.00	357.70	5%
0148284 - Sundry Mobile & Sat Phone Exp - Works Ops				7,000.00	2,361.54	34%
0148287 - Workshop Renewal - Fabrication Area - Op Ex				2,660.00	0.00	0%
0148396 - Loss On Sale Of Assets - Op Exp - Works Operations				41,297.00	38,457.87	93%
0148800 - Vehicle & Plant Exps - Works Ops				93,600.00	40,485.13	43%
1473297 - Admin Cost Allocated - Woks Ops				302,004.00	106,563.73	35%
1473298 - IT/Records Costs Allocated -Works Ops				80,868.00	29,878.96	37%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**-$71,540.00**	**-$16.43**	
Operating Income						
0148406 - Reimbursements Rec'd No GST - Works Ops - Op Inc						
0148415 - Surplus Minor Equip Sales Works Ops - OP Inc						
0148499 - Profit On Sale of Assets - Op Inc - Works Operations						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Capital Expenditure						
0148611 - Vehicle & Mob Plant Renewal(Replacement) - Cap Exp - Works Ops				224,000.00	161,803.60	72%
0148621 - Vehicle & Mob Plant New - Cap Exp - Works Ops				13,000.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$237,000.00**	**$161,803.60**	
Capital Income						
0148395 - Transfer from Plant Reserve - Works Ops	29,000.00	0.00	0%			

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0148600 - Proceeds from Sale of Assets - Cap Inc - Works Operations	53,000.00	33,000.00	62%			
Sub Total To Programme Summary	**$82,000.00**	**$33,000.00**		**$0.00**	**$0.00**	
Total Works Operations	**$82,000.00**	**$33,000.00**		**$165,460.00**	**$161,787.17**	
Depot Operations						
Operating Expenditure						
0000800 - Oils & Lubricants - Op Exp - Depot Operations				23,000.00	9,950.70	43%
0148025 - Staff Meetings & Office Duties Exp - Depot Operations				195,144.00	6,289.55	3%
0148050 - Default Wages Sick & Annual Leave Mechanics Exp - Depot				42,271.00	47,526.76	112%
0148051 - Superannuation Employee Expense - Depot Staff				24,310.00	9,683.15	40%
0148060 - Contract Staff Op Exp - Depot Ops				57,200.00	20,477.73	36%
0148070 - Salary - Op Exp - Depot (Management)				83,287.00	34,970.35	42%
0148071 - Superannuation Employee Expense - Depot				12,766.00	5,095.02	40%
0148078 - Minor Assets - Op Exp - Depot Operations				8,050.00	1,006.15	12%
0148100 - Depot Building & Grounds Op Exps - Depot Operations				214,196.00	75,108.10	35%
0148271 - Workshop Consumables Exp - Depot				11,500.00	4,543.15	40%
0148291 - Consumables - Op Exp - Depot Operations				19,200.00	4,768.44	25%
0148292 - Tool Replacement - Op Exp - Depot Operations				12,450.00	619.74	5%
0148293 - Safety Equip - Op Exp - Depot Operations				26,400.00	17,194.91	65%
0148297 - 1107700				17,200.00	8,082.91	47%
0148298 - 535700				8,089.00	2,093.55	26%
0148299 - Insurances - Op Exp - Depot Operations				0.00	105.39	100%
0148301 - Depot Overheads Alloc - Op Exp - Depot Operations				-276,499.00	-54,345.09	20%
0148305 - IT Costs Alloc - Depot Ops				64,080.00	23,676.41	37%
0148630 - Admin Costs Alloc - Op Exp - Depot Operations				114,624.00	40,443.88	35%
0148696 - Loss on Sale of Assets - Op Exp - Depot Operations				1,467.00	0.00	0%
0148801 - Vehicle & Plant Exps - Depot Ops				20,900.00	4,399.57	21%
0149028 - Workshop Cleaning & Other Operational Exps - Op Exp				22,955.00	3,534.18	15%
0149225 - Depot Sundry Exp - Depot Ops				1,500.00	80.84	5%
1474206 - Other Employment Costs - Depot Staff				6,684.00	6,146.06	92%
1474296 - Fixed Asset Depn - Op Exp - Depot				65,748.00	14,102.11	21%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$776,522.00**	**$285,553.56**	

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Operating Income						
0148602 - Apprentice Subsidy/Grants/Contributions - Op Inc - Depot Ops	44,527.00	44,527.00	100%			
0148605 - Reimb & Sundry Income Rec'd - Op Inc - Depot Operations						
0148606 - Reimbursements Rec'd W. Comp & Sundry No GST - Depot Ops - Op Inc						
0148699 - Profit on Sale of Assets - Op Inc - Depot Operations	1,000.00	0.00	0%			
Sub Total To Programme Summary	**$45,527.00**	**$44,527.00**		**$0.00**	**$0.00**	
Capital Expenditure						
0148230 - Transfer to Restricted Cash Reserve - Cap Exp - Depot Operations						
0148240 - Furn & Equip Over $3000 Cap Exp - Depot						
0148242 - Depot Building Upgrade - Cap Exp - Depot Operations						
0148610 - Vehicle & Mobile Plant Renewal(Replacement) - Cap Exp - Depot Ops				50,000.00	0.00	0%
0148999 - Depot Building - Works in Progress - Depot Ops						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$50,000.00**	**$0.00**	
Capital Income						
0148601 - Proceeds From Sale of Assets - Cap Inc - Depot Operations	14,000.00	0.00	0%			
0148613 - Transfer From Restricted Cash Reserve - Cap Inc - Depot Operations	12,673.00	0.00	0%			
Sub Total To Programme Summary	**$26,673.00**	**$0.00**		**$0.00**	**$0.00**	
Total Depot Operations	**$72,200.00**	**$44,527.00**		**$826,522.00**	**$285,553.56**	
Plant Operation						
Operating Expenditure						
0145101 - Plant Repair Wages - Op Exp - Plant Operation				741,591.00	267,835.15	36%
0145102 - Plant Tyres & Tubes - Op Exp - Plant Operation				65,000.00	25,465.48	39%
0145103 - Plant Parts & Repairs - Op Exp - Plant Operation				300,000.00	122,434.07	41%
0145104 - Plant Insurance & Licences - Op Exp - Plant Operation				107,234.00	54,634.16	51%
0145105 - Plant Fuel & Oil - Op Exp - Plant Operation				280,000.00	133,480.85	48%
0145106 - Plant Depreciation - Op Exp - Plant Operation				723,363.00	239,118.16	33%
0145290 - Plant Operation Costs Allocated - Op Exp - Plant Operation				-1,764,723.00	-722,644.45	41%
0145291 - Plant Dep'n Op Alloc (Credits) - Op Exp - Plant Operation				-576,466.00	-245,149.92	43%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**-$124,001.00**	**-$124,826.50**	

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Total Plant Operation	**$0.00**	**$0.00**	**-$124,001.00**	**-$124,826.50**	
Salaries & Wages					
Operating Expenditure					
0146010 - Salaries & Wages For Year - Op Exp - Salaries & Wages			13,287,475.00	5,380,882.05	40%
0146200 - Salaries & Wages Allocated - Op Exp - Salaries & Wages			-13,287,475.00	-5,380,882.05	40%
Sub Total To Programme Summary	**$0.00**	**$0.00**	**$0.00**	**$0.00**	
Total Salaries & Wages	**$0.00**	**$0.00**	**$0.00**	**$0.00**	
Corporate Governance & Support					
Operating Expenditure					
0141800 - Vehicle & Plant Exps - Gen Admin			11,300.00	2,438.63	22%
0141801 - Vehicle Running Exps - Property Management			5,100.00	1,568.91	31%
0142000 - 16630000			522,785.00	212,726.02	41%
0142002 - Salary - Op Exp - Corp Serv Directorate			149,984.00	60,920.19	41%
0142003 - Superannuation Employee Expense - Corp Service Directorate			14,248.00	9,442.65	66%
0142004 - Salary - Op Exp - Finance			869,016.00	345,768.79	40%
0142005 - Superannuation Employee Expense - Finance			105,222.00	41,969.18	40%
0142006 - Salary - Op Exp - Human Resources			295,367.00	106,390.85	36%
0142007 - Superannuation Employee Expense - HR			39,780.00	12,078.87	30%
0142008 - Relieving Staff Exp - HR			0.00	7,419.60	100%
0142010 - Salary - Op Exp - Gen Admin			568,032.00	191,399.84	34%
0142011 - Superannuation Employee Expense - General Admin			67,054.00	31,279.98	47%
0142012 - Relieving Staff Exp - DCS - Gen Admin			98,000.00	85,520.65	87%
0142013 - Salary - Op Exp - Property Management			276,991.00	73,690.39	27%
0142015 - All Employee Centrelink Paid Parental Leave - Op Exp - Gen Admin O'Heads			0.00	12,510.00	100%
0142016 - Superannuation Employee Expense - Property Management			31,694.00	9,158.42	29%
0142020 - Other Employment Costs - Corp Serv Directorate			13,614.00	6,084.43	45%
0142025 - Other Employment Costs - General Admin			12,871.00	8,829.45	69%
0142027 - Other Employment Costs - Property Management			9,854.00	6,111.50	62%
0142034 - Other Employment Costs - Finance			17,828.00	13,121.88	74%
0142037 - Other Employment Costs - Human Resources			7,002.00	4,990.81	71%
0142040 - All Ex Employee LSL & Other Exps (From any work area) - Gen Admin					

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0142042 - Performance Based Rewards - Gen Admin			9,978.00	1,526.07	15%
0142043 - Organisational Training - General			265,870.00	111,947.86	42%
0142044 - Uniform - Op Exp - General Admin O'Heads			18,000.00	7,762.56	43%
0142046 - Recruitment Expenses - Op Exp - General Admin O'Heads			86,505.00	23,088.87	27%
0142048 - HRM Consultancy - Op Exp			10,000.00	8,712.00	87%
0142049 - Employee Assistance Programme - Op Exp			9,000.00	4,575.00	51%
0142050 - Shire Office Barker St - Op Exps - Corp Gov Support			134,918.00	48,487.77	36%
0142060 - IT Costs Allocated - Op Exp - General Administration O'Heads			327,816.00	121,116.47	37%
0142070 - Printing & Stationery - Op Exp - General Admin O'Heads			22,000.00	5,817.35	26%
0142090 - Postage & Freight - Op Exp - General Administration O'Heads			32,000.00	12,786.40	40%
0142100 - Advertising - Op Exp - General Administration O'Heads			3,000.00	422.99	14%
0142111 - Minor Asset Purchases - Op Exp - General Administration O'Heads			10,000.00	3,124.65	31%
0142112 - Sundry Exp Corp Serv - Op Exp - General Administration O'Heads			500.00	0.00	0%
0142120 - Bank Charges with GST Only - Op Exp - General Administration O'Heads			41,000.00	28,184.16	69%
0142121 - Bank Charges - No GST - Op Exp - General Administration O'Heads			100.00	313.71	314%
0142160 - Other Office Expenses - Op Exp - General Administration O'Heads			5,000.00	2,225.56	45%
0142184 - Gifts & Miscellaneous Employee Op Exp - Corp Gov			1,000.00	143.59	14%
0142191 - Relocation & Removal Costs - All Staff - Op Exp - Corp Gov			30,000.00	0.00	0%
0142230 - Legal Corp Serv - Op Exp - Corp Gov & Support (legal recovery opinc see 142391)			5,000.00	3,000.00	60%
0142231 - Consultants Corp Serv - Op Exp - Corp Gov Support			38,000.00	0.00	0%
0142232 - LGIS Insurance Funded Expenses (Inc in 142393) - Op Exp - Corp Gov			125,015.00	40,270.19	32%
0142233 - Consultants Administration Dept - Op Exp - Corp Gov Support			4,500.00	1,300.00	29%
0142260 - Insurance - Op Exp - General Administration O'Heads			194,765.00	192,868.86	99%
0142261 - Occupation Health & Safety - Op Exp - General Admin O'Heads			11,000.00	0.00	0%
0142273 - HR Staff Printing & Stationery and Other Exp - Op Exp - General Admin O'Heads			1,600.00	1,422.02	89%
0142281 - Refund Overpayments - Op Exp - General Admin (Clearing)			1,000.00	173.80	17%
0142296 - Loss on Asset Disposal - Gen Admin			7,800.00	0.00	0%
0142298 - Dep'n Exp Plant & Equip Op Exp - Corp Gov & Support			0.00	3,140.14	100%

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0142299 - Dep'cn Furniture & Fittings - Op Exp-Corp Gov & Support				0.00	3,037.10	100%
0142300 - Accrued Leave Expense				100,000.00	0.00	0%
0142305 - Doubtful Debt Expenses - Op Exp - General Administration O'Heads				4,000.00	0.00	0%
0142548 - Local Number Plate Purchases - Op Exp - General Administration O'Heads				2,000.00	690.20	35%
0142999 - Less Cost Alloc - Op Exp - General Administration O'Heads				-4,755,984.00	-1,678,169.35	35%
0144027 - Property Dept Legal Expenses - Op Exp - Property Dep't (see legal recovery opinc 142995)				20,000.00	0.00	0%
1441244 - Drug & Alcohol Testing - General				8,000.00	0.00	0%
1477296 - Fixed Asset Depn - Op Exp - Corporate Governance				454,957.00	127,593.62	28%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$344,082.00**	**$318,982.63**	
Operating Income						
0142212 - Interest Rec on Muni Investment - Op Inc - General Administration O'Heads	161,712.00	40,260.56	25%			
0142322 - Unpresented Cheques Cancelled Income						
0142390 - Reimb Bonuses Rebates & Sundry Income Inc GST - Op Inc - General Admin O'Heads	2,500.00	0.00	0%			
0142393 - LGIS Insurance Bonus & Funding (Exp in 142232) - Op Inc - Corp Gov	47,237.00	51,377.69	109%			
0142394 - Legal Employee Leave & Other No GST Reimb from Others Op Inc - Corp Gov						
0142395 - All Employee Paid Parental Leave Reimb - Op Inc - Gen Admin O'Heads	0.00	12,510.00	100%			
0142440 - Sales Information Of Records (i.e. FOI) - Op Inc - General Administration O'Heads	200.00	0.00	0%			
0142441 - Photocopying & Sundries + GST - Op Inc - General Administration O'Heads	20.00	0.00	0%			
0142471 - Commission - DFES / FESA ESL Levy collection	8,500.00	7,980.00	94%			
0142481 - HR Operating Grants Rec'd - Op Inc - Gen Admin						
0142499 - Profit on Sale of Assets - Op Inc - General Administration O'Heads						
0142500 - Local Number Plate Sales Op Inc - Gen Admin	3,000.00	1,454.55	48%			
0142791 - Interest Rec Building Reserve - Op Inc - General Administration O'Heads	94,400.00	4,480.36	5%			
0142995 - Reimbursement Property Dept Legal Fee - Op Inc - Corp Gov & Supp (Legal opex refer 144027)	500.00	0.00	0%			
0142997 - Interest Rec Leave Reserve - Op Inc - General Administration O'Heads	34,700.00	1,476.79	4%			
Sub Total To Programme Summary	**$352,769.00**	**$119,539.95**		**$0.00**	**$0.00**	
Capital Expenditure						
0141790 - Transfer to Building Reserve - Cap Exp - General Administration O'Heads				94,400.00	4,480.36	5%

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0141997 - Transfer to Leave Reserve - Cap Exp - Corp Gov & Support				34,700.00	1,476.79	4%
0142551 - Vehicle & Mob Plant Renewal (Replacement) - Cap Exp - Gen Admin				80,000.00	0.00	0%
0142552 - Shire Office Haas St Fixed Plant New -Cap Exp- Corp Gov						
0142558 - Shire Office Build Haas St Renewal - Cap Exp - Corp Gov				70,000.00	28,206.60	40%
0147371 - Shire Office Barker St - Building Upgrade Wks - Cap Exp - Corp Gov Support				80,000.00	0.00	0%
0147372 - Shire Office Barker St - Building Renewal - Cap Exp - Corp Gov Support				15,000.00	0.00	0%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$374,100.00**	**$34,163.75**	
Capital Income						
0142320 - Transfer From Leave Reserve Corp Gov & Support	84,441.00	0.00	0%			
0142790 - Transfer From Building Reserve Gen Admin	70,000.00	0.00	0%			
0142794 - Transfer From Plant Reserve - Corp Gov & Support						
0142951 - Proceeds from Sale of Assets - Cap Inc - General Administration	26,000.00	0.00	0%			
Sub Total To Programme Summary	**$180,441.00**	**$0.00**		**$0.00**	**$0.00**	
Total Corporate Governance & Support	**$533,210.00**	**$119,539.95**		**$718,182.00**	**$353,146.38**	
IT and Records Operations						
Operating Expenditure						
0142075 - Records Management Exps - IT				3,500.00	1,166.17	33%
0146102 - License Maint and Support - IT Exp				419,400.00	304,878.49	73%
0146104 - Equip Maint & Supplies - IT Exp - OP Exp				88,765.00	38,645.52	44%
0146105 - Salary - Op Exp - IT				319,837.00	121,396.59	38%
0146106 - Salary - Op Exp - Records				260,018.00	92,125.66	35%
0146108 - Superannuation Employee Expense - IT				35,516.00	16,096.93	45%
0146109 - Software<$5000 - IT Exp				22,200.00	0.00	0%
0146110 - Minor Assets<$5000 - IT Exp				103,000.00	35,012.78	34%
0146111 - IT Contract Consultants - Exp				80,000.00	30,714.14	38%
0146113 - Superannuation Employee Expense - Records				28,548.00	10,517.72	37%
0146117 - Other Employment Costs - IT				8,940.00	5,334.13	60%
0146121 - Other Employment Costs - Records				6,443.00	4,461.78	69%
0146159 - Less Op Costs Alloc - IT				-1,805,160.00	-666,941.05	37%
0146199 - Fixed Asset Dep'n - Op Exp - IT				438,909.00	54,397.87	12%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$9,916.00**	**$47,806.73**	
Operating Income						
0142996 - Interest Rec Equip & Ins Reserve - Op Inc - General Administration O'Heads	9,900.00	387.77	4%			

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Sub Total To Programme Summary	**$9,900.00**	**$387.77**		**$0.00**	**$0.00**	
Capital Expenditure						
0141995 - Transfer to Equip & Insurance Reserve IT Operations Cap Exp				9,900.00	387.77	4%
0146120 - Equip & H'Ware > $5000 Cap Exp - IT				463,170.00	149,400.46	32%
0146122 - Software >$5000 Cap Exp - IT				346,244.00	91,686.92	26%
0146126 - Furniture & Equipment - Works in Progress - IT & Records Operations						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$819,314.00**	**$241,475.15**	
Capital Income						
0146178 - Grants Received - Non Op Inc - IT & Records Operations	125,170.00	0.00	0%			
Sub Total To Programme Summary	**$125,170.00**	**$0.00**		**$0.00**	**$0.00**	
Total It And Records Operations	**$135,070.00**	**$387.77**		**$829,230.00**	**$289,281.88**	
Unclassified General						
Operating Expenditure						
0014295 - Loss from Theft/Fraud - Unclassified General						
0114310 - Broome Turf Club Recoupable Expenses (Income in 114401) - Op Exp - Unclassified General				19,233.00	19,233.38	100%
0147103 - Survey & Misc Expenses Leased Properties - Op Exp - Unclassified Gen				50,000.00	24,244.68	48%
0147104 - Consultant Expenses - Op Exp - Unclassified General						
0147287 - Recoupable Expenses (Inc in 147587 & 147588)- Op Exp - Un Clas Gen						
0147530 - Admin Costs Alloc - Op Exp - Unclassified General				266,808.00	94,145.30	35%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$336,041.00**	**$137,623.36**	
Operating Income						
0114401 - Turf Club - Rent & Recoup Income - Op Inc	19,500.00	0.00	0%			
0147493 - Turf Club - Reserve Point - Op Inc - Unclassified General						
0147585 - Recovery of theft loss - Op Inc - Unclassified General						
0147586 - Reimbursements & Other Income - Op Inc - Unclassified General	500.00	0.00	0%			
0147587 - Recouped Income (Exp In 147287) -Op Inc-Unclass Gen	200.00	0.00	0%			
0147588 - Recoupable Income Non-GST - Op Inc - Unclassified General	200.00	0.00	0%			
Sub Total To Programme Summary	**$20,400.00**	**$0.00**		**$0.00**	**$0.00**	
Capital Expenditure						
0147100 - Building Captial > $5k - Cap Exp - Unclassified General				100,000.00	26,562.00	27%

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$100,000.00**	**$26,562.00**	
Capital Income						
0147510 - Transfer From Building Reserve - Unclassified)	21,326.00	0.00	0%			
Sub Total To Programme Summary	**$21,326.00**	**$0.00**		**$0.00**	**$0.00**	
Total Unclassified General	**$41,726.00**	**$0.00**		**$436,041.00**	**$164,185.36**	
Other Buildings Leased - Unclassified						
Operating Expenditure						
0112051 - 630800				4,966.00	2,445.76	49%
0132000 - Office Bagot St - Op Exp - Tourism & Area Promotion				8,070.00	5,384.90	67%
0147409 - Cable Beach Restaurant Facilities (Zanders) Build Maint & Operating - Op Exp-Other Build Leased				500.00	0.00	0%
0147482 - 510000				5,675.00	3,347.09	59%
0147862 - Sam Male Lugger - Op Exp-Other Build Leased				1,630.00	630.02	39%
1480296 - Fixed Asset Depn - Op Exp - Other Buildings Leased				107,052.00	29,416.99	27%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$127,893.00**	**$41,224.76**	
Operating Income						
0112483 - Town Beach Cafe - Rent & Recoup Income - Op Inc	63,500.00	30,387.48	48%			
0146408 - Zanders - Rent & Recoup Income - Op Inc	38,050.00	18,283.62	48%			
0147181 - Office Bagot St (Magabala Books) - Rent & Recoup Income - Op Inc	41,770.00	17,499.96	42%			
0147491 - Old Broome Lock Up - Rent & Recoup Income - Op Inc	15,900.00	5,335.20	34%			
0147492 - Broome Last Resort Carpark (Reserve 34305) - Rent & Recoup Income - Op Inc	18,500.00	0.00	0%			
0147502 - Comms Tower Crown Castle BRAC (Reserve 39420) - Rent & Recoup Income - Op Inc	28,897.00	10,918.46	38%			
0147865 - Sam Male Lugger - Op Inc - Other Build Leased	16,500.00	11,250.00	68%			
Sub Total To Programme Summary	**$223,117.00**	**$93,674.72**		**$0.00**	**$0.00**	
Total Other Buildings Leased - Unclassified	**$223,117.00**	**$93,674.72**		**$127,893.00**	**$41,224.76**	
Community Facilities Leased - Unclassified						
Operating Expenditure						
0114201 - Broome Speedway Club Maint & Operating Expenses - Op Exp - Community Facilities Leased				1,000.00	0.00	0%
0114601 - Naval Cadets Building Maint & Operating Expenses - Op Exp - Community Facilities Leased				2,200.00	131.56	6%

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
0146020 - Child Care Centre Cnr Guy & Herb Sts - Op Exp - Comm Fac Leasd				17,686.00	7,273.61	41%
0146030 - Broome Golf Club Maint & Operating Expenses - Op Exp - Community Facilities Leased				8,424.00	8,424.08	100%
0146040 - Broome Pistol Club Maint & Operating Expenses - Op Exp - Community Facilities Leased				3,468.00	3,468.00	100%
0146050 - 4 Jones Place Maint & Operating Expenses - Op Exp - Comm Fac Leased				7,480.00	4,503.55	60%
0146091 - Scout & Guide Shed Maint & Operating Exps - Op Exp - Com Fac Leased				500.00	0.00	0%
0146297 - Dep'n - Land & Buildings - Community Facilities Leased				138,748.00	43,044.88	31%
0146670 - Bowling Club Maint & Operating Expenses - Op Exp - Community Facilities Leased				8,685.00	7,864.40	91%
0149420 - 930000				10,347.00	3,796.33	37%
1481296 - Fixed Asset Depn - Op Exp - Commercial Facilities Leased				450,362.00	82,508.32	18%
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$648,900.00**	**$161,014.73**	
Operating Income						
0147496 - Mulberry Tree Child Care - Rent & Recoup Income - Op Inc	88,129.00	34,455.70	39%			
0149408 - Rent & Recoup Income - Op Inc - Community Facilities Leased	22,000.00	0.00	0%			
0149410 - BOSCCA - Rent & Recoup Income - Op Inc	35,500.00	12,499.98	35%			
0149450 - 4 Jones Place - Reent & Recoup Income - Op Inc	4,201.00	0.00	0%			
Sub Total To Programme Summary	**$149,830.00**	**$46,955.68**		**$0.00**	**$0.00**	
Capital Expenditure						
0146682 - Bowling Club Building Renewal - Cap Exp - Com Fac Leased						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$0.00**	**$0.00**	
Total Community Facilities Leased - Unclassified	**$149,830.00**	**$46,955.68**		**$648,900.00**	**$161,014.73**	
Office Properties Leased - Unclassified						
Operating Expenditure						
0147265 - KRO Business Plan - Op Exp - Office Prop Leased						
0147270 - 21700000				451,307.00	243,403.12	54%
0147280 - Shire Office Cable Beach Rd - Op Exp - Office Properties Leased				6,302.00	1,880.01	30%
1482295 - Loss on Derecognition of WIP - Op Exp - Office Properties Leased						
1482296 - Fixed Asset Dep'n - Op Exp - Office Properties Leased				222,122.00	39,472.58	18%
1482297 - KRO Loan Interest & Fee Exp - Op Exp						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$679,731.00**	**$284,755.71**	

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Particulars	Income Current Year Estimated	Income Current Year Actual		Expenditure Current Year Estimated	Expenditure Current Year Actual	
Operating Income						
0147463 - Far North Community Services Tenancy 567 - KRO2 - Rent & Recoup Income - Op Inc	50,000.00	31,397.22	63%			
0147464 - Anglicare Tenancy 23 - KRO2 - Rent & Recoup Income - Op Inc	178,000.00	88,944.72	50%			
0147465 - Dept Corrective Services KRO1 Rent Rec'd - Op Inc - Office Prop Leased						
0147467 - Main Roads WA Tenancy 9 - KRO1 - Rent & Recoup Income - Op Inc	15,000.00	0.00	0%			
0147472 - BEC - Rent & Recoup Income - Op Inc	21,796.00	9,398.22	43%			
0147483 - Dept of Housing Tenancy 11 - KRO1 - Rent & Recoup Income - Op Inc	203,003.00	98,901.24	49%			
0147484 - Tenancy 1 - KRO2 - Rent & Recoup Income - Op Inc	20,000.00	0.00	0%			
0147485 - Dep Corrective Serivces - KRO2 (Tenancy 4)- Rent & Recoup Income - Op Inc	131,976.00	64,778.52	49%			
0147487 - WA Police Tenancy 10 - KRO1 - Rent & Recoup Income - Op Inc	65,000.00	59,250.00	91%			
0147489 - User Charges KRO Outgoings - Op Inc - Office Properties Leased	354,000.00	197,700.78	56%			
Sub Total To Programme Summary	**$1,038,775.00**	**$550,370.70**		**$0.00**	**$0.00**	
Capital Expenditure						
0147374 - KRO1 Building Renewal - Cap Exp - Office Prop Leased				845,000.00	20,702.00	2%
0147375 - KRO2 Building Renewal - Cap Exp - Office Prop Leased				655,000.00	718.78	0%
0147999 - Works in Progress - KRO2 Building Renewal & KRO3 New Building Construction						
1482298 - KRO Loan Principal Exp						
1482446 - KRO3 Building New Const - Cap Exp - Office Prop Leased						
Sub Total To Programme Summary	**$0.00**	**$0.00**		**$1,500,000.00**	**$21,420.78**	
Capital Income						
0147355 - Transfer From Building Reserve Leased Offices Un Clas	1,500,000.00	0.00	0%			
0147390 - Transfer From Restricted Cash Reserve Cap Inc - Office Prop Leased						
1486561 - Loans Received KRO3 - Cap Inc - Other Property Leased						
Sub Total To Programme Summary	**$1,500,000.00**	**$0.00**		**$0.00**	**$0.00**	
Total Office Properties Leased - Unclassified	**$2,538,775.00**	**$550,370.70**		**$2,179,731.00**	**$306,176.49**	
TOTAL OTHER PROPERTY AND SERVICES	**$4,194,968.00**	**$993,530.60**		**$7,197,739.00**	**$1,831,064.65**	

9.4.3 MINUTES OF THE JOINT MEETING OF THE KIMBERLEY ZONE OF WALGA AND REGIONAL COLLABORATIVE GROUP HELD 1 SEPTEMBER 2017

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	OGS03 & RCG01
AUTHOR:	Executive Assistant to the CEO
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Chief Executive Officer
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	29 November 2017

SUMMARY: This report requests Council to receive and endorse the Minutes from the Joint meeting of the Kimberley Zone of WALGA and Regional Collaborative Group held on 1 September 2017.

BACKGROUND

Previous Considerations

A copy of the minutes from the meeting held 1 September 2017 between members of the Kimberley Zone of WALGA and Kimberley Regional Collaborative Group (RCG) are attached for Council consideration *(refer Attachment 1 - Kimberley Regional Group Minutes 1 September 2017)*.

As a result of a past decision of the group, both the Kimberley Zone and RCG meetings are joined.

It should be remembered that the Kimberley Zone of WALGA is a group established to represent regional issues to the State Council of the Western Australian Local Government Association (WALGA).

The RCG is a deed of agreement between four (4) local governments with the Minister for Local Government to progress regional reform.

COMMENT

The minutes and respective background information are attached to this report and the following comments are made in relation to the resolutions passed by the Group. Additional recommendations have been made where necessary for Council's consideration.

8.1 SECRETARIAT NOMINATION

The Shire of Derby West Kimberley held the position as Secretariat for the Kimberley Zone of WALGA and Kimberley Regional Group from February 2016 until the October 2017 Ordinary Council elections. The report recommended the Shire of Broome to be the nominated secretariat for the Kimberley Zone of WALGA and Kimberley Regional Group.

RESOLUTION:

(REPORT RECOMMENDATION)

That the Kimberley Zone of WALGA endorse the Shire of Broome as the nominated Secretariat for the Kimberley Zone of WALGA and Kimberley Regional Group to take effect after the 2017 Ordinary Local Government Elections for a tenure until the 2019 Ordinary Local Government Elections.

Moved: Cr C Mitchell ***Seconded: Cr V O'Neil***

CARRIED UNANIMOUSLY 11/0

8.2 STATE COUNCIL MEETING AGENDA AND PRESIDENT'S REPORT

The State Council Agenda and President's Report was received on 17 August 2017 for member consideration. A copy of the summary minutes from the State Council meeting held 8 September 2017 are attached for Council's information (*refer Attachment 2 – State Council Summary Minutes)*.

RESOLUTION:

(REPORT RECOMMENDATION)

That the Kimberley Zone of WALGA notes the State Council Meeting Agenda and Presidents Report.

Moved: Com R Yuryevich ***Seconded: Cr H Tracey***

CARRIED UNANIMOUSLY 11/0

9.1 KIMBERLEY REGIONAL GROUP MEETING RESOLUTION STATUS REPORT

A status report was provided from the Kimberley Zone Project Officer outlining progress or otherwise on Resolutions passed by the Zone/RCG since July 2016. The status report was received and noted for finalisation under the authorisation of the Secretariat.

RESOLUTION:

(REPORT RECOMMENDATION)

That the Kimberley Regional Group:

1. ***Notes the outstanding Resolution Status Report;***
2. ***Authorises the Secretariat to proceed with co-ordinating the finalisation of outstanding action items arising from meeting resolutions.***

Moved: Cr C Mitchell ***Seconded: Cr M Edwards***

CARRIED UNANIMOUSLY 11/0

9.2 KIMBERLEY REGIONAL GROUP 16/17 FINANCIAL ACTIVITY REPORT

A Financial Activity Report was presented for adoption, indicating the KRG have a surplus of $186,261 as at end of August 2017.

RESOLUTION:

(REPORT RECOMMENDATION)

That the Kimberley Regional Group adopts the Financial Activity Report for the period ended 24 August 2017.

Moved: Cr C Mitchell ***Seconded: Cr M Edwards***
CARRIED UNANIMOUSLY 11/0

9.3 REGIONAL WASTE TECHNICAL ADVISORY GROUP (TAG) – MINUTES OF MEETING

This report presented the minutes from the Regional Waste TAG meeting held 14 August 2017. A copy of the minutes are attached for Council's information *(refer Attachment 3 – Waste TAG Minutes 14 August 2017).*

RESOLUTION:

That the Kimberley Regional Group:

1. ***Receives the minutes from the Regional Waste TAG meeting held 14 August 2017;***
2. ***Strengthens the relationship between the Waste TAG and WALGA.***

Moved: Cr C Mitchell ***Seconded: Cr V O'Neil***
CARRIED UNANIMOUSLY 11/0

Reason for amendment: To facilitate better alignment with State and Regional strategies.

CONSULTATION

Nil

STATUTORY ENVIRONMENT

Nil

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

There are no direct financial implications to the Shire of Broome from any of the aforementioned resolutions passed by the Kimberley Zone of WALGA/Regional Collaborative Group.

It is noted that in-kind support will be provided by the Shire of Broome in it's capacity as the Zone Secretariat.

RISK

There is minimal risk associated with the recommendation of this report to the Shire of Broome.

STRATEGIC IMPLICATIONS
Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Affordable services and initiatives to satisfy community need

High level social capital that increases community capacity

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

An organisational culture that strives for service excellence

Sustainable and integrated strategic and operational plans

Responsible resource allocation

Effective community engagement

Retention and attraction of staff

Improved systems, processes and compliance

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council receives and endorses the resolutions of the Kimberley Zone of WALGA/Regional Collaborative Group as attached in the minutes from the Joint Meeting held 1 September 2017 enbloc.

Attachments

1. Kimberley Regional Group Minutes 1 September 2017
2. State Council Summary Minutes 8 September 2017
3. Waste TAG Minutes 14 August 2017

Kimberley Regional Group Meeting

MINUTES

10.30am Friday 1 September 2017

Beingthere Video Conference

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Kimberley Regional Group

1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The chairperson opened the meeting at 10.30am

2. RECORD OF ATTENDANCE / APOLOGIES

ATTENDANCE:

Stephen Gash	Shire of Derby/West Kimberley
Cr Elsia Archer	Shire of Derby/West Kimberley
Sam Mastrolembo	Shire of Broome
James Watt	Shire of Broome
Cr Chris Mitchel	Shire of Broome
Cr Harold Tracey	Shire of Broome
Carl Askew	Shire of Wyndham East Kimberley
Commissioner Ron Yuryevich	Shire of Wyndham East Kimberley
Rodger Kerr-Newell	Shire of Halls Creek
Cr Malcolm Edwards	Shire of Halls Creek
Cr Virginia O'Neil	Shire of Halls Creek
Aaron Bowman	Shire of Cocos (Keeling) Islands
Cr Balmut Pirus	Shire of Cocos (Keeling) Islands
Cr Yakin Capstan	Shire of Cocos (Keeling) Islands
David Price	Shire of Christmas Island
Cr Gordon Thomson	Shire of Christmas Island
Cr Kee Heng Foo	Shire of Christmas Island
Tim Bray	Kimberley Development Commission
Greg Hayes	WALGA Roadwise
Ken Parker	DLGC
Mark Batty	WALGA
Jo Burges	WALGA
Jodie Holbrook	Department of Communities

APOLOGIES:

Glen Chidlow	Australia's North-West Tourism
Cr Paul White	Shire of Derby/West Kimberley
Rebecca Herbert	Kimberley Regional Group

3. DECLARATION OF INTEREST

- **Financial Interest**
  Nil.
- **Impartiality Interest**
  Nil.
- **Proximity Interest**
  Nil.

4. CONFIRMATION OF MINUTES

RESOLUTION/OFFICER RECOMMENDATION

That the Minutes of the combined Kimberley Regional Group Meeting held on 31 July 2017 be confirmed as a true and accurate record of that meeting.

Moved: Cr M Edwards ***Seconded: Cr C Mitchell***

For:11
Against: 0

5. BUSINESS ARISING FROM PREVIOUS MEETING

Nil.

6. PRESENTATIONS FROM REPRESENTATIVES

6.1 Jodie Holbrook
Department of Communities
Municipal services reform update

7. REPORTS FROM REPRESENTATIVES

7.1 KIMBERLEY DEVELOPMENT COMMISSION
Tim Bray

7.2 AUSTRALIA'S NORTH WEST
Apology

7.3 REGIONAL DEVELOPMENT AUSTRALIA
Chris Mitchell

- RDA Review
  - Funded until December 2020 but no extra funds
  - Chairs advertised in place until January 2018
  - New charter introduced
  - Executive officer may change to Director
- Aged Strategy to be launched on October/November
- Defence Strategy – opportunities to maximise local spend – small business
- Building Better Regions – another round at the end of 2017

7.4 DEPARTMENT OF LOCAL GOVERNMENT AND COMMUNITIES
Ken Parker

- February next year RSRU – 20 staff all regional, now 41 people
- Part of broader Department of Communities under Tracey Gillet
- Essential and Municipal Audit – draft to Local governments
- Another audit essential including power/water
- 10 communities out for tender
- DOH – MUNS (roads) and RASP

- Tenders being developed, still being defined in Commonwealth program
- Feedback on Public Health Plan
- Aboriginal Health Plan

7.5 WALGA ROADWISE

Greg Hayes

- 250 students design own seatbelt. Resources to school next week. 2016 finalist in Community Safety award
- I Slow Down in Halls Creek promotion launched
- Data gathering, enforcement, community awareness great feedback from Minister, Road Safety Council
- Derby Tigers good promotion road safety/promotion in Grand Final
- WACHS – policy, checking child restraints. Policy and audited
- Kimberley Industry Road Alliance update of planning stage. Greg will represent Roadwise Committee

7.6 WALGA

Mark Batty and Jo Burges

Attachment 7.6 Kimberley Country Zone Status Report August 2017

- Discussion paper on container deposits submission due 23 October and WALGA by 20 October. Key areas of focus
  - Indigenous communities
  - Reasonable access to collection point.
- Rebecca Brown will attend next Zone meeting to talk waste management. Progress on tyre stewardship Australia

8. REPORTS FROM KIMBERLEY COUNTRY ZONE

8.1 SECRETARIAT NOMINATION

LOCATION/ADDRESS:	Kimberley Region
APPLICANT:	Nil
FILE:	KRG01
AUTHOR:	Project Manager, Kimberley Regional Group
CONTRIBUTOR/S	Nil
RESPONSIBLE OFFICER:	Project Manager, Kimberley Regional Group
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	18 August 2017

SUMMARY: This report recommends that the Shire of Broome be endorsed as the Secretariat for the Kimberley Zone of WALGA and Kimberley Regional Group.

BACKGROUND

Previous Considerations

Nil

COMMENT

The Shire of Derby West Kimberley currently holds the position as Secretariat for the Kimberley Zone of WALGA and Kimberley Regional Group until the October 2017 Ordinary Council elections. It has held this position since 15 February 2016. Prior to this the Shire of Broome was appointed Secretariat.

CONSULTATION/STAKEHOLDERS

Chief Executive Officers of the Kimberley Zone

STATUTORY ENVIRONMENT

Nil

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The role of Secretariat has financial implications. Where financial implications are relevant these will be presented to the zone meetings for approval.

STRATEGIC IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

RESOLUTION/REPORT RECOMMENDATION:

That the Kimberley Zone of WALGA endorse the Shire of Broome as the nominated Secretariat for the Kimberley Zone of WALGA and Kimberley Regional Group to take effect after the 2017 Ordinary Local Government Elections for a tenure until the 2019 Ordinary Local Government Elections.

Moved: Cr C Mitchell ***Seconded: Cr V O'Neil***

FOR: 11
AGAINST: 0

Attachment: Nil

8.2 STATE COUNCIL MEETING AGENDA AND PRESIDENTS REPORT

LOCATION/ADDRESS:	Kimberley Region
APPLICANT:	Nil
FILE:	KRG01
AUTHOR:	Project Manager, Kimberley Regional Group
CONTRIBUTOR/S	Nil
RESPONSIBLE OFFICER:	Project Manager, Kimberley Regional Group
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	17 August 2017

SUMMARY: The State Council Agenda and Presidents Report has been received on the 17 August 2017 and are attached for member consideration. It is important to note that member Councils should consider this item and provide instruction to the Chairperson as delegate to the State Council on matters that have regional significance.

BACKGROUND

Previous Considerations

Nil

COMMENT

For Member consideration

CONSULTATION/STAKEHOLDERS

Nil

STATUTORY ENVIRONMENT

Nil

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

RESOLUTION/REPORT RECOMMENDATION:

That the Kimberley Zone of WALGA notes the State Council Meeting Agenda and Presidents Report.

Moved: Com R Yuryevich ***Seconded: Cr H Tracey***

FOR: 11
AGAINST: 0

Attachment 1: 207 pages
Attachment 2: 3 pages

9. REPORTS FROM KIMBERLEY REGIONAL GROUP

9.1 KIMBERLEY REGIONAL GROUP MEETING RESOLUTION STATUS REPORT

LOCATION/ADDRESS:	Kimberley Region
APPLICANT:	Nil
FILE:	KRG01
AUTHOR:	Project Manager, Kimberley Regional Group
CONTRIBUTOR/S	Nil
RESPONSIBLE OFFICER:	Project Manager, Kimberley Regional Group
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	x August 2017

SUMMARY: This report provides the outstanding resolution status report from the Kimberley Regional Group meetings held.

BACKGROUND

Previous Considerations

Kimberley Regional Group Meeting 2 September 2016	Item 9.1
Kimberley Regional Group Meeting 1 December 2016	Item 9.1
Kimberley Regional Group Meeting 24 February 2017	Item 9.1
Kimberley Regional Group Meeting 28 April 2017	Item 9.1
Kimberley Regional Group Meeting 30 June 2017	Item 9.1
Kimberley Regional Group Meeting 31 July 2017	Item 9.1

COMMENT

This report has been established to ensure proactive completion of meeting resolution items in a timely manner. The following meeting resolutions are outstanding.

KRG - 24 February 2017 – Halls Creek					
Item	**Zone/ RCG**	**Title**	**Resolution**	**Action Items**	**Status**
9.3	KRG	TAKEAWAY ALCOHOL MANAGEMENT SYSTEM UPDATE	That the Kimberley Regional Group; 1. Notes the MOU extension period regarding the Kununurra Wyndham Takeaway Alcohol Management System use, 2. Refer the matter back to the CEO group to scope up a proposal for a regional solution and seek external funding opportunities.	1. Noted. 2. Prepare a project scope for the CEO group.	1. Complete 2. In progress

KRG - 30 June 2017 – Broome					
Item	**Zone/ RCG**	**Title**	**Resolution**	**Action Items**	**Status**
11.2	General Business	Liquid Waste	The CEO group are to investigate a liquid waste partnership with the Water Corporation.	Matter to be discussed at the next Waste TAG	In progress

CONSULTATION/STAKEHOLDERS

Nil

STATUTORY ENVIRONMENT

Nil

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The Resolution Status Report contains financial implications however they do not record discussion on funding applications which may lead to further financial implications in the future. Where financial implications are relevant these will be presented to the Kimberley Regional Group meetings for approval.

STRATEGIC IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

RESOLUTION/REPORT RECOMMENDATION:

That the Kimberley Regional Group:

1. Notes the outstanding Resolution Status Report;

2. Authorises the Secretariat to proceed with co-ordinating the finalisation of outstanding action items arising from meeting resolutions.

Moved: Cr C Mitchell Seconded: Cr M Edwards

FOR: 11
AGAINST: 0

Attachment: Nil

9.2 KIMBERLEY REGIONAL GROUP 16/17 FINANCIAL ACTIVITY REPORT

LOCATION/ADDRESS:	Kimberley Region
APPLICANT:	Nil
FILE:	KRG01
AUTHOR:	Project Manager, Kimberley Regional Group
CONTRIBUTOR/S	Nil
RESPONSIBLE OFFICER:	Project Manager, Kimberley Regional Group
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	24 August 2017

SUMMARY: This report recommends that the Kimberley Regional Group adopt the Financial Activity Report for the period ended 24 August 2017.

BACKGROUND

Previous Considerations

Nil

COMMENT

As at the 24 August 2017, the Kimberley Regional Group have a surplus of $186,261.

Kimberley Regional Group	Budget Income	Budget Expenditure	Actual Income	Actual Expenditure
Opening Surplus Carry Forward	151,274	0	151,274	0
$55,000 contribution from each of the 4 Shires	220,000	0	0	0
Regional Project Manager	0	-142,000	0	23,758
Vehicle Expenses	0	-18,244	0	1,445
Forums & Conferences	0	-2,500	0	0
Kimberley Zone & RCG Meeting Expenses	0	-52,000	0	2,872
Reimbursement of Kimberley Zone & RCG Meeting Expenses	48,000	0	8,702	0
Meeting Expenses	0	-7,000	0	0
Reimbursement of Meetings	3,000	0	0	0
Legal advice	0	-5,000	0	0
Audit Fees	0	-5,000	0	0
Office Expenses	0	-10,569	0	0
IT Support	0	-1,000	0	0
Sundry Expenses	0	-1,000	0	0
Training & Development	0	-11,700	0	39
Kimberley Waste Management Plan	0	-14,710	0	0
Savannah Way Membership	0	-5,000	0	0
AWARE Emergency Management Training	20,000	-36,890	20,000	0
Interest on Reserve	10,000	0	0	0
OPERATING TOTAL	**301,000**	**-312,613**	**28,702**	**-28,075**
Surplus / Deficit Carry Forward		**-11,613**		**627**
TOTAL Surplus Carry Forward with Carryover		**139,661**		**186,261**

CONSULTATION/STAKEHOLDERS

Nil

STATUTORY ENVIRONMENT

Local Government (Financial Management) Regulation 1996

34. Financial activity statement required each month (Act s. 6.4)

- *(1A) In this regulation —*

  committed assets *means revenue unspent but set aside under the annual budget for a specific purpose.*

- *(1) A local government is to prepare each month a statement of financial activity reporting on the revenue and expenditure, as set out in the annual budget under regulation 22(1)(d), for that month in the following detail —*
  - *(a) annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c); and*
  - *(b) budget estimates to the end of the month to which the statement relates; and*
  - *(c) actual amounts of expenditure, revenue and income to the end of the month to which the statement relates; and*
  - *(d) material variances between the comparable amounts referred to in paragraphs (b) and (c); and*
  - *(e) the net current assets at the end of the month to which the statement relates.*
- *(2) Each statement of financial activity is to be accompanied by documents containing —*
  - *(a) an explanation of the composition of the net current assets of the month to which the statement relates, less committed assets and restricted assets; and*
  - *(b) an explanation of each of the material variances referred to in subregulation (1)(d); and*
  - *(c) such other supporting information as is considered relevant by the local government.*
- *(3) The information in a statement of financial activity may be shown —*
  - *(a) according to nature and type classification; or*
  - *(b) by program; or*
  - *(c) by business unit.*
- *(4) A statement of financial activity, and the accompanying documents referred to in subregulation (2), are to be —*
  - *(a) presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates; and*
  - *(b) recorded in the minutes of the meeting at which it is presented.*
- *(5) Each financial year, a local government is to adopt a percentage or value, calculated in accordance with the AAS, to be used in statements of financial activity for reporting material variances.*

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

These are detailed above.

STRATEGIC IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

RESOLUTION/REPORT RECOMMENDATION:

That the Kimberley Regional Group adopts the Financial Activity Report for the period ended 24 August 2017.

Moved: Cr C Mitchell ***Seconded: Cr M Edwards***

FOR: 11
AGAINST: 0

Attachment: Nil

9.3 REGIONAL WASTE TECHNICAL ADVISORY GROUP (TAG) – MINUTES OF MEETING

LOCATION/ADDRESS:	Kimberley Region
APPLICANT:	Nil
FILE:	KRG01
AUTHOR:	Project Manager, Kimberley Regional Group
CONTRIBUTOR/S	Nil
RESPONSIBLE OFFICER:	Project Manager, Kimberley Regional Group
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	17 August 2017

SUMMARY: This agenda item provides the minutes from the Regional Waste Technical Advisory Group (TAG) meeting held 14 August 2017.

BACKGROUND

Previous Considerations

Waste TAG Meeting 6 June 2017
Waste TAG Meeting 30 June 2017
Waste TAG Meeting 14 August 2017

COMMENT

The Kimberley Region Waste TAG held its first meeting on the 6 June 2017.

The next scheduled meeting of the group is 2 October 2017 to be held via Beingthere Video Conference.

CONSULTATION/STAKEHOLDERS

All members of the group have been provided with the minutes of the meeting held.

STATUTORY ENVIRONMENT

Nil

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That the Kimberley Regional Group receives the minutes from the Regional Waste TAG meeting held 14 August 2017.

Moved: ***Seconded:***

FOR:
AGAINST:

Attachment: 2 pages

RESOLUTION:

That the Kimberley Regional Group

1. ***receives the minutes from the Regional Waste TAG meeting held 14 August 2017.***
2. ***Strengthens the relationship between the Waste TAG and WALGA***

Moved: Cr C Mitchell ***Seconded: Cr V O'Neil***

FOR:11
AGAINST:0

Reason for amendment: To facilitate better alignment with State and Regional strategies.

10. CORRESPONDENCE

The following incoming and outgoing correspondence was tabled at the Meeting.

Date	Type of Correspondence	To/From	Subject Matter
31/7/17	Incoming Letter	Shire of Plantagenet	GST Distribution
25/7/17	Outgoing Letter	SOB	Cashless Welfare Card Trial
25/7/17	Outgoing Letter	Michael Harvey	Sydney to Broome transcontinental highway
25/7/17	Outgoing Letter	Rangelands NRM	Nomination for Zone representative on the NRM Bio-security group
18/8/17	Outgoing Letter	Minister Tudge	Cashless Debit Card Trial

11. GENERAL BUSINESS

11.1 GST Distribution

The Shire of Plantagenet is seeking the support from all WA Local Governments to send a letter to Prime Minister Turnbull to recognise the damaging impacts of the low GST share and seek a greater share of the GST revenue.

11.2 MOTION OF THANKS

Cr C Mitchell on behalf of the Zone moved a motion of thanks to the Zone Chair for the leadership provided over the past 2 years.

12. MEETING CLOSURE

The Chair closed the meeting at 11.10am.

Western Australian Local Government Association Zone Standing Orders

1. INTERPRETATIONS
For the purposes of these Standing Orders, if not inconsistent with the context, the following words shall have the following meanings:

1.1 ***"Absolute Majority"*** means:
a total majority of delegates for the time being of the Zone whether present and voting or not.

1.2 ***"Association"*** means:
the Western Australian Local Government Association.

1.3 ***"Constitution"*** means:
the Constitution of the Western Australian Local Government Association.

1.4 **"Delegate or Deputy Delegate"** means:
those persons duly elected, from time to time, for a fixed term to represent a Council at a Zone of the Western Australia Local Government Association.

1.5 **"Deputy President or Chairman"** means:
the Deputy President or Chairman for the time being of the Zone.

1.6 ***"Meeting"*** means:
a meeting of a Zone of the Western Australia Local Government Association.

1.7 ***"President or Chairman"*** means:
the President or Chairman for the time being of the Zone.

1.8 ***"Simple Majority"*** means:
a majority comprising enough of the delegates for the time being of the Zone for their number greater than 50% of the number of voting delegates that are present

1.9 **"State Council"** means:
the Executive of the Western Australian Local Government Association.

1.10 **"Zone"** means:
a geographically based subdivision containing Councils and incorporated within a country and metropolitan constituency as listed in Schedule three of the Constitution.

1.11 ***"Zone Secretary"*** means:
a person or persons nominated or appointed by the Zone or the Association to undertake Zone secretarial functions as required.

2. ORDINARY AND SPECIAL MEETINGS
Meetings of the Zone shall be of two kinds: "ordinary" and "special". No business shall be transacted at a special meeting other than for which the meeting was called.

3. CONDUCT OF MEETINGS
The proceedings and business of meetings of the Zone shall be conducted according to these Standing Orders.

4. NOTICE OF MEETING

4.2 The Zone Secretary shall give at least 7 days notice of a meeting to all delegates of the Zone unless all of the delegates have agreed in writing to shorter notice.

4.2 Notice shall be given at the destinations appearing in the records of the Zone Secretary. Notice shall include the agenda for the meeting and will be deemed to have been delivered immediately if transmitted electronically or on the second working date after posting.

4.2 Ordinary Meetings of the Zone shall be called by the Zone Secretary pursuant to sub-clause 4.1.

4.2 Special Meetings of the Zone shall be called by the Zone Secretary on the written request of the President or Chairman or at least one quarter of the delegates.

5. QUORUM

5.1 The Zone shall not conduct business at a meeting unless a quorum is present.

5.2 At any meeting of the Zone, greater than 50% of delegates present and entitled to vote shall form a quorum.

5.3 If a quorum has not been established within the 30 minutes after a meeting is due to begin then the meeting can be adjourned –

(a) by the President or Chairman of the meeting;
(b) if the President or Chairman is not present, by the Deputy President or Deputy Chairman of the meeting;
(c) if the President or Chairman or Deputy President or Deputy Chairman is not present, by a majority of delegates present;
(d) if only one delegate is present, by that delegate; or
(e) if no delegate is present by the Zone Secretary.

The business that could have been transacted had there been a quorum at the meeting may be transacted at the resumption of the adjourned meeting.

5.4 If at any time during a meeting a quorum is not present, the President or Chairman shall suspend proceedings for five (5) minutes and if a quorum is not present after that period, the meeting shall be deemed to have been adjourned and the person presiding is to reschedule it to some future time.

5.5 Notice of a meeting adjourned because of the absence of a quorum shall be given to all delegates.

6. MEETINGS OPEN TO THE PUBLIC

The business of the Zone shall be open to the public except upon such occasions as the Zone may by resolution otherwise decide.

7. ORDER OF BUSINESS

Unless the meeting should decide otherwise, the order of business at Zone meetings, with he exception of special meetings or an adjourned meeting, shall be as follows:

(a) Recording of attendance and apologies;
(b) Announcements;
(c) Adjourned business (if any);
(d) Confirmation of minutes of previous meetings;
(e) Matters for decision;
(f) Reports – President or Chairman and Zone Representative to State Council;
(g) State Council agenda items;
(h) General business.

8. SPECIAL URGENT BUSINESS

At any time during a meeting a delegate may, with the approval of an absolute majority, introduce a motion relating to special urgent business that calls for an expression of opinion from the meeting.

In presenting an item of special urgent business, a delegate shall have sufficient copies of the motion in writing for distribution to all delegates present at the meeting and, where practicable, give prior notice to the President or Chairman of such intention.

9. PRESIDENT OR CHAIRMAN

In the construction of these Standing Orders unless the context requires otherwise, the word *"President or Chairman"* shall in the absence of the Chairman or President include the Deputy President or Deputy Chairman or the delegate chosen by resolution to preside at any meeting.

10. DELEGATE AND DEPUTY DELEGATE

10.1 In the construction of these Standing Orders unless the context requires otherwise, the word "delegate" shall in the absence of the delegate include the deputy delegate.

10.2 A deputy delegate elected to act in the capacity of a delegate unable to attend a meeting shall exercise all rights of that delegate.

11. PRESIDENT OR CHAIRMAN TO PRESIDE

11.1 The Chairman or President shall preside at all meetings of the Zone but in absence of the President or Chairman, the Deputy President or Deputy Chair shall preside.

11.1.1 In the absence of the President or Chairman and the Deputy President or Deputy Chairman, the Zone shall choose by resolution a delegate present to preside at the meeting.

12. DEBATE PROCEDURES

12.1 A delegate moving a substantive motion may speak for –
(a) 10 minutes in his or her opening address; and
(b) 5 minutes in exercising the right to reply.

12.2 Other speeches for or against motions are to be limited to 5 minutes.

12.3 No delegate, except the mover of a motion in reply, is to speak more than once on the same motion except by way of personal explanation.

12.4 As soon as the right of reply has been exercised, the motion is to be forthwith put to the vote without further comment.

12.5 No discussion shall take place on any motion unless it is moved and seconded. Only one amendment on any one motion shall be received at a time, and such amendment shall be disposed of before any further amendment can be received. Any number of amendments may be proposed.

12.6 The provisions of these Standing Orders applicable to motions apply mutatis mutandis to amendments, except that the mover of an amendment shall have no right of reply.

12.7 When a motion has been moved and seconded, the person presiding shall at once proceed to take a vote thereon unless a delegate opposes it or an amendment is proposed.

12.8 No more then two delegates shall speak in succession on one side, either for or against the question before the Zone, and if at the conclusion of the second speaker's remarks, no delegate speaks on the other side, the motion or amendment shall at once be put to the Zone.

12.9 Notwithstanding clause 12.7, where a composite motion is moved which embodies the core aspects of subsequent motions listed on the agenda, a delegate whose motion has been superseded shall have the opportunity to speak on the question of the composite motion before it is put. Once a composite motion has been carried, no further debate shall be permitted in respect of the superseded motions.

12.10 At any time during a debate, but after the conclusion of a delegate's comments, a delegate who has not spoken during the debate may move, without discussion, "that the question be now put". If that motion is seconded and carried by a majority, the question shall be submitted at once to the Conference, after the mover has replied.

13. QUESTIONS
Any delegate seeking to ask a question at any meeting of the Zone shall direct the question to the President or Chairman.

14. DELEGATES TO ADDRESS THE PRESIDENT OR CHAIRMAN
A delegate moving or seconding a motion or amendment or taking part in a discussion thereon shall address the President or Chairman.

15. POINT OF ORDER
A delegate who is addressing the President or Chairman shall not be interrupted except on a point of order, in which event the delegate shall wait until the delegate raising the point of order has been heard

and the question of order has been disposed of, whereupon the delegate so interrupted may, if permitted, continue.

16. MOTION - SUBSTANCE TO BE STATED

A delegate seeking to propose an original motion or amendment shall state its substance before addressing the meeting thereon and, if so required by the President or Chairman, shall put the motion or amendment in writing.

17. PRIORITY OF SPEAKERS

If two or more delegates wish to speak at the same time the President or Chairman shall decide who is entitled to priority.

18. PRESIDENT OR CHAIRMAN TO BE HEARD

Whenever the President or Chairman signifies a desire to speak during a debate, any delegate speaking or offering to speak is to be silent, so that the President or Chairman may be heard without interruption.

19. PRESIDENT OR CHAIRMAN MAY CALL TO ORDER

The President or Chairman shall preserve order, and may call any delegate to order when holding an opinion that there shall be cause for so doing.

20. RULING BY PRESIDENT OR CHAIRMAN

The President or Chairman shall decide all questions of order or practice, whose decision shall be final and be accepted by the Zone without argument or comment unless in any particular case the Zone resolves that a different ruling shall be substituted for the ruling given by the President or Chairman. Discussions shall be permitted on any such motion.

21. LIMITATION OF SPEECHES

21.1 A delegate shall not speak upon any motion or amendment or in reply for a longer period than five (5) minutes without consent of the Zone which shall be signified without debate.

21.2 No delegate shall speak more than once on any motion unless in exercising a right to speak in closing the debate on a motion which the delegate has moved.

22. RESOLUTIONS

22.1 Except as otherwise provided in these Standing Orders, all motions concerning the affairs of the Zone shall be passed by a simple majority.

22.2 Any matter considered by the Zone at a Special Meeting shall not be passed unless having received an absolute majority.

23. NO DISCUSSION

Where there is no discussion on a motion, the President or Chairman may deem the motion to be passed unless the meeting resolves otherwise.

24. PERMISSIBLE MOTIONS DURING DEBATE

24.1 When a motion is under debate, no further motion shall be moved except the following:

(a) that the motion be amended;
(b) that the meeting be adjourned;
(c) that the debate be adjourned;
(d) that the question be now put;
(e) that the meeting proceed with the next business;
(f) that the meeting sits behind closed doors.

24.2 Any delegate who has not already spoken on the subject of a motion at the close of the speech of any other delegate may move without notice any one of the motions listed in clause 23.1 (b)-(f) and, if the motion is seconded, it shall be put forthwith.

24.3 When a debate is adjourned, the delegate who moves the adjournment shall be the first to speak on the motion when the debate is resumed unless the delegate advises of no desire to speak on the motion. Where this occurs, the President or Chairman shall then call for further speakers.

25. METHOD OF TAKING VOTES

The President or Chairman shall, in taking a vote on any motion or amendment, put the question first in the affirmative, and then in the negative and may do so as often as is necessary to enable formation and declaration of an opinion as to whether the affirmative or the negative has the majority on the voices or by a show of hands.

26. DIVISION

The result of voting openly is determined on the voices or by a show of hands and, immediately upon a vote being taken, a delegate may call for a division.

27. WITHDRAWAL OF MOTION

A motion or amendment may be withdrawn by the mover, with the consent of the meeting, which shall be signified without debate. No delegate may speak upon it after the mover has asked permission for its withdrawal, unless such permission shall have been refused.

28. ALL DELEGATES TO VOTE

28.1 At meetings of the Zone, a delegate present at the meeting when a question is put shall vote on the question.

28.2 Each delegate shall be entitled to exercise one deliberative vote on any matter considered by the Zone.

28.3 The President or Chairman shall exercise a deliberative vote in respect of a matter considered by the Zone. In the event of there being an equality of votes in respect of a matter, the President or Chairman shall exercise a second vote.

28.4 Where the Deputy President or Deputy Chairman is required to preside at a meeting, the Deputy President or Deputy Chairman shall exercise a deliberative vote in respect of a matter considered by the Zone. In the event of there being an equality of votes in respect of a matter, the Deputy President or Deputy Chairman shall exercise a second vote.

28.5 In the absence of the President or Chairman and Deputy President or Chairman, the delegate chosen by resolution to preside over the meeting shall exercise a deliberative vote in respect of a matter considered by the Zone. In the event of there being an equality of votes in respect of a matter, the presiding delegate shall exercise a second vote.

29. RESCISSION OF RESOLUTION

29.1 At the same meeting

Unless a greater majority is required for a particular kind of decision under the Standing Orders (in which event that shall be the majority required), the Zone may, by simple majority at the same meeting at which it is passed, rescind or alter a resolution if all the delegates who were present at the time the original resolution was passed are present in their seats when the rescission or alteration is proposed.

29.2 At a Future Meeting

Unless a greater majority is required for a particular kind of decision under the Standing Orders (in which event that shall be the majority required), the Zone may rescind or alter a resolution made at an earlier meeting:

(a) by simple majority, where the delegate intending to move the motion has, through the Zone Secretary, given written notice of the intended motion to each of the other delegates at least seven (7) days before the meeting; or

(b) by absolute majority, in any other case.

30. SUSPENSION OF STANDING ORDERS

30.1 In cases of urgent necessity or whilst the Zone is sitting behind closed doors, any of these Standing Orders may be suspended on a motion duly made and seconded, but that motion shall not be declared carried unless a simple majority of the delegates voting on the question have voted in favour of the motion.

30.2 Any delegates moving the suspension of a Standing Order shall state the object of the motion, but discussion shall not otherwise take place.

31. NO ADVERSE REFLECTION ON ZONE
A delegate of the Zone shall not reflect adversely upon a resolution of the Zone, except on a motion that the resolution be rescinded.

32. NO ADVERSE REFLECTION ON DELEGATE
A delegate of the Zone shall not reflect adversely upon the character or actions of another delegate nor impute any motive to a delegate unless the Zone resolves, without debate, that the question then before the Zone cannot otherwise be adequately considered.

33. MINUTES
Minutes of meetings shall be permanently recorded and copies supplied to all delegates.

34. CONFIRMATION OF MINUTES
The minutes of any preceding meeting, whether ordinary or special, not previously confirmed shall be submitted at the next Ordinary Meeting of the Zone and no discussion thereon shall be permitted except as to their accuracy as a record of the proceedings.

35. GENERAL BUSINESS
A delegate may under general business introduce a motion relating to any item of interest to Local Government, but not otherwise.

36. AMENDMENTS
These Standing Orders may be altered, added to or repealed subject to a resolution passed by not less than 75% of delegates present at a meeting of the Zone. Copies of proposed alterations, additions or amendments shall be forwarded to all delegates by the Zone Secretary prior to the meeting.

SUMMARY MINUTES

STATE COUNCIL MEETING

8 September 2017

NOTICE OF MEETING

Meeting No. 4 of 2017 of the Western Australian Local Government Association State Council to be held at Rendezvous Hotel, Preston A Room, 148 The Esplanade, Scarborough on Friday 8 September 2017 beginning at 11.10am.

1. ATTENDANCE, APOLOGIES & ANNOUNCEMENTS

1.1 Attendance

Chair	President of WALGA	Cr Lynne Craigie
	Deputy President of WALGA North Metropolitan Zone	Mayor Tracey Roberts JP
Members	Avon-Midland Country Zone	Cr Darren Slyns
	Central Country Zone	Cr Brendan Whitely (Deputy)
	Central Metropolitan Zone	Cr Janet Davidson OAM JP
		Mayor Heather Henderson
	East Metropolitan Zone	Cr Sue Bilich
		Cr Darryl Trease JP
	Goldfields Esperance Country Zone	President Cr Malcolm Cullen
	Gascoyne Country Zone	President Cr Cheryl Cowell
	Great Eastern Country Zone	President Cr Stephen Strange
	Great Southern Country Zone	President Cr Ken Clements
	Kimberley Country Zone	President Cr Elsia Archer OAM
	Murchison Country Zone	Cr Les Price
	North Metropolitan Zone	Cr Russ Fishwick JP
	North Metropolitan Zone	Cr Frank Cvitan (Deputy)
	Northern Country Zone	President Cr Karen Chappel
	Peel Country Zone	Cr Wally Barrett OAM
	South East Metropolitan Zone	Mayor Henry Zelones OAM JP
		Cr Fiona Reid
	South Metropolitan Zone	Mayor Carol Adams
		Cr Doug Thompson
		Mayor Logan Howlett
	South West Country Zone	President Cr Wayne Sanford
Ex-Officio	Local Government Professional	Mr Jonathan Throssell
Secretariat	Chief Executive Officer	Ms Ricky Burges
	Deputy Chief Executive Officer	Mr Wayne Scheggia
	EM Environment & Waste	Mr Mark Batty
	EM Governance & Organisational Services	Mr Tony Brown
	Acting EM Finance & Marketing	Mr Rick Murray
	Acting EM People & Place	Ms Melissa Pexton
	Acting EM Environment & Waste	Ms Nicole Matthews
	EM Infrastructure	Mr Ian Duncan
	EM Business Solutions	Mr John Filippone
	EO Governance	Ms Ann Ibrahim

1.2 Apologies

North Metropolitan Zone	Mayor Giovani Italiano
Central Country Zone	President Cr Philip Blight
Pilbara Country Zone	Mayor Peter Long
Pilbara Country Zone	President Cr Kerry White (Deputy)
Executive Manager, Finance & Marketing	Mr Zac Donovan
Executive Manager People & Place	Ms Joanne Burges
Executive Manager Environment & Waste	Mr Mark Batty
Manager Strategy & Association Governance	Mr Tim Lane
Manager Governance	Mr James McGovern

OBSERVERS
Cr Catherine Ehrhardt, Deputy East Metropolitan Zone
Mr Mustafa Yildiz, Executive Manager, Governance and Legal - City of Wanneroo

MEETING ASSESSMENT

President Cr Ken Clements was requested to provide feedback as to the effectiveness of the meeting.

ANNOUNCEMENTS

The President, Cr Lynne Craigie thanked the City of Wanneroo and the North Metropolitan Zone for hosting the September 2017 Regional State Council Meeting.

2. MINUTES OF THE PREVIOUS MEETINGS

2.1 Minutes of July State Council Meeting

Moved: **Mayor Carol Adams**
Seconded: **Mayor Heather Henderson**

That the Minutes of the Western Australian Local Government Association (WALGA) State Council Meeting held on 5 July 2017 be confirmed as a true and correct record of proceedings.

RESOLUTION 87.9/2017 **CARRIED**

2.1.1 Business Arising from the Minutes of July 2017.

Nil

3. DECLARATION OF INTEREST

Pursuant to our Code of Conduct, State Councillors must declare to the Chair any potential conflict of interest they have in a matter before State Council as soon as they become aware of it.

I note that there are several State Councillors and deputies that may be directly or indirectly associated with the recommendations of the Selection Committee. I ask that if you are affected by these recommendations, that you excuse yourself from the meeting and do not participate in deliberations.

Mayor Henry Zelones item 5.14 – Selection Committee Minutes

PAPERS

State Councillors have been distributed the following papers under separate cover:

- President's Report (previously emailed to your Zone meeting)
- Item 5.12 - State Council Regional Meetings (01-004-02-0001 TB)
- Item 5.13 - Executive Committee Minutes (01-006-03-0006 TB)
- Item 5.14 - Selection Committee Minutes (01-006-03-0011 MD)
- CEO' s report to State Council

4. EMERGING ISSUES

4.1 Department of Local Government, Sport and Cultural Industries, Representation at Zone meetings

Moved: **Cr Brendan Whitely**
Seconded: **Cr Wally Barrett**

That the emerging issue on Department of Local Government, Sport and Cultural Industries, representation at Zone meetings be considered by the meeting.

RESOLUTION 88.9/2017 **CARRIED**

The Central Country Zone has raised the issue in respect to the lack of regular attendance by the Department of Local Government, Sport and Cultural Industries at Zone Meetings.
The Zone has requested the matter be listed as an emerging issue item.

SECRETARIAT COMMENT

WALGA is aware of the concerns in respect to Department of Local Government Sport and Cultural Industries support to the sector and has raised the matter with the new Director General, who has given a commitment to better engage with the Local Government sector.

As the matter has been raised with the Director General, no further action be taken.

5. MATTERS FOR DECISION

5.1 2017 Annual General Meeting Minutes (01-003-02-0003 TB)

By Tony Brown, Executive Manager Governance and Organisational Services

WALGA RECOMMENDATION

That Annual General Meeting Items 4.1B and 4.2B be noted and referred to the relevant WALGA policy unit for consideration.

Avon Midland Country Zone	WALGA Recommendation Supported
Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South East Metropolitan Zone	WALGA Recommendation Supported
South Metropolitan Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported

East Metropolitan Zone

That:

1. East Metropolitan Zone General Meeting Items 4.1B and 4.2B be noted and referred to the relevant WALGA policy unit for consideration.

2. That the East Metro Zone supports the disclosure requirements under AASB 124 Related Party Disclosures.

SECRETARIAT COMMENT

The Zones support is noted and will be considered by the Governance and Organisational Services Policy Team.

Moved: President Cr Karen Chappel

Seconded: Cr Janet Davidson

That Annual General Meeting Items 4.1B and 4.2B be noted and referred to the relevant WALGA policy unit for consideration.

RESOLUTION 89.9/2017 **CARRIED**

5.2 2018-19 State Budget Submission (05-001-03-0006 DM)

By Dana Mason, (Policy Manager - Economics)

WALGA RECOMMENDATION

That WALGA's submission to the State Government in advance of the 2018-19 Budget be endorsed.

Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South East Metropolitan Zone	WALGA Recommendation Supported
South Metropolitan Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported
East Metropolitan Zone	WALGA Recommendation Supported

Avon Midland Country Zone

That the WA Local Government Association be requested to advocate for retention of the third instalment of $32,000 due 2017/2018 under the Community Pools Revitalisation Program to enable projects already in train to be completed.

Great Eastern Country Zone

Support the State Budget Submission with a request for the reinstatement of the swimming pool subsidy.

Goldfields Esperance Country Zone

GVROC supports the WALGA recommendation subject to further comment being included relating to Royalties for Regions and in particular the Goldfields Esperance Revitalisation Fund and funding for CLGF for Training of Elected Members.

SECRETARIAT COMMENT
Funding for Country Local Government Fund, training of Elected Members is already included in the Budget Submission.

Moved: Cr Wally Barrett

Seconded: Cr Les Price

That WALGA's submission to the State Government in advance of the 2018-19 Budget be endorsed subject to the inclusion of the following:

a) **include the Goldfields Esperance Revitalisation Funding commitments. That WALGA's submission to the State Government in advance of the 2018-19 Budget be endorsed subject to the inclusion of the following:**

b) **retention of the third instalment of $32,000 due 2017/2018 under the Community Pools Revitalisation Program to enable projects already in train to be completed.**

LOST

Moved: President Cr Wayne Sandford

Seconded: President Cr Karen Chappel

That WALGA's submission to the State Government in advance of the 2018-19 Budget be endorsed subject to the inclusion of the following:

a) **retention of the third instalment of $32,000 due 2017/2018 under the Community Pools Revitalisation Program to enable projects already in train to be completed.**

RESOLUTION 90.9/2017 **CARRIED**

5.3 Review of the Emergency Services Levy (05-24-02-0001 MP)

Melissa Pexton, Manager Emergency Management

WALGA RECOMMENDATION

That the interim submission to the Economic Regulation Authority (ERA) on the Review of the Emergency Services Levy (ESL) Draft Report be endorsed.

Avon Midland Country Zone	WALGA Recommendation Supported
Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
East Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South Metropolitan Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported

South East Metropolitan Zone

That the South East Metropolitan Zone supports Item 5.3 within the September 2017 State Council Agenda, with the following amendment:

> That the interim submission to the Economic Regulation Authority (ERA) on the Review of the Emergency Services Levy (ESL) Draft Report be endorsed, subject to:
>
> > Recommendations 1 and 15 should not be supported. Instead, the WALGA submission should suggest that the ESL be remitted directly to the State Government to ensure transparency and to ensure that the taxing authority is also the collecting authority.

SECRETARIAT COMMENT

Both the first and final WALGA submissions state that it is Local Governments preference to not collect the ESL on behalf of the State Government.
In doing so, emphasis is given to Local Government concerns that many in the community perceive it as a Local Government tax and there are considerable administrative costs in collecting the ESL. The ERA's conclusion that it should remain with Local Government is based on their assessment that this is the most economically efficient means of collection and that Local Governments would be fully compensated for these costs, including the costs associated with collection of unpaid debts. All other zones have accepted this proposition.

Moved: **Mayor Henry Zelones**
Seconded: **Cr Doug Thompson**

That the interim submission to the Economic Regulation Authority (ERA) on the Review of the Emergency Services Levy (ESL) Draft Report be endorsed.

RESOLUTION 91.9/2017 **CARRIED**

5.4 Outcomes of Consultation – Third Party Appeal Rights in Planning (06-06-01-0001 GC)

Graham Congdon, Project Officer Planning, Planning and Development

WALGA RECOMMENDATION

That:

1. **WALGA maintain its current policy position on Third Party Appeal rights; that the Local Government sector does not support the introduction of Third Party Appeal rights.**
2. **State Council notes that while there is increased support for the introduction of some form of Third Party Appeal rights, there is no consistent agreement on the form and scope any such rights should take.**
3. **WALGA undertakes further consultation with members on Third Party Appeal Rights, to discuss the various concerns and suggestions raised in response to the discussion paper, to determine if a consensus on a new policy position could be reached.**
4. **WALGA continue to advocate that an independent review of decision making within the WA planning system is required, including the roles and responsibilities of State and Local Government and other decision making agencies, Development Assessment Panels and the State Administrative Tribunal appeal process.**

Avon Midland Country Zone	WALGA Recommendation Supported
Central Country Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
Northern Country Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported

Central Metropolitan Zone

That the Central Metropolitan Zone supports WALGA developing a Third Party Appeal Rights proposal for progression through the Zones.

East Metropolitan Zone

That:

1. WALGA maintains its current policy position on Third Party Appeal rights; that the Local Government sector does not support the introduction of Third Party Appeal rights.
2. State Council notes that while there is increased support for the introduction of some form of Third Party Appeal rights, there is no consistent agreement on the form and scope any rights should take.
3. WALGA undertakes further consultation with members on third Party Appeal Rights, to discuss the various concerns and suggestions raised in response to the discussion paper, to determine if a consensus on a new policy position could be reached.
4. WALGA continue to advocate that an independent review of decision making within the WA planning system is required, including the roles and responsibilities of States and Local Government and other decision making agencies, Development Assessment Panels and the State Administrative Tribunal Process.

5. Particular note be made of use of discretion at the State Administrative Tribunal and the possible removal of discretion from local town planning processes.

Peel Zone

WALGA recommendation 2, 3 and 4 are supported; the Peel Zone requests the deletion of part 1 of the recommendation, as follows:

That WALGA maintain its current policy position on Third Party appeal Rights; that the Local Government sector does not support the introduction of the Third Party Appeal rights.

North Metropolitan Zone

That:
1. WALGA supports the limited introduction of Third Party Appeals into the Western Australian planning framework, however considers that there would be some merit in the introduction of Third Party Appeal Rights in circumstances where determinations have been issued by the Development Assessment Panels (DAPS), the State Administrative Tribunal (SAT), and the Western Australian Planning Commission.
2. WALGA, prior to pursuing the introduction of Third Party Appeal Rights, undertake further consultation and review with relevant stakeholders.

South East Metropolitan Zone

That:

1. The original State Council recommendation not be endorsed.
2. The majority of the Local Government sector, particularly Elected Members, support the introduction of Third Party Appeal Rights in some form.
3. WALGA undertakes further consultation with members on Third Party Appeal Rights, including Elected Member workshops, to discuss the various concerns and suggestions raised in response to the Discussion Paper, the form and scope any such appeal right should take and determine a preferred model.
4. The findings be distributed for comment and the Item then be reconsidered by State Council.
5. WALGA continue to advocate that an independent review of decision making within WA Planning system is required, including the roles and responsibilities of State and Local Government and other decision-making agencies, Development Assessment Panels and the State Administrative Tribunal appeal process.

South Metropolitan Zone

That:

1. State Council notes that while there is increased support for the introduction of some form of Third Party Appeal rights, there is no consistent agreement on the form and scope any such rights should take.
2. WALGA undertakes further consultation with members on Third Party Appeal Rights, to discuss the various concerns and suggestions raised in response to the discussion paper, to determine if a consensus on a new policy position could be reached.
3. WALGA continue to advocate that an independent review of decision making within the WA planning system is required, including the roles and responsibilities of State and Local Government and other decision making agencies, Development Assessment Panels and the State Administrative Tribunal appeal process.

SECRETARIAT COMMENT

With regards to the comments raised at the South East Metro Zone meeting regarding item 5.4 Outcomes of Consultation – Third Party Appeal Rights in Planning, please note that the summary of submissions provided on page 20 incorrectly stated that 14 Council Resolutions were received 'In Favour', while four (4) Council Resolutions were received 'Against', the introduction of some form of Third Party Appeal Rights.

The summary should read as follows:

38 Submissions in total

- 20 submissions in favour of some form of Third Party Appeal Rights in Planning
- 3 submissions in favour of a further review for Third Party Appeal Rights
- 15 submissions against Third Party Appeal Rights

3 Submissions in favour of further review (8%)

- 1 submission from individual Local Government Planning Officer
- 1 submission advising Council's support for further investigation into the application of Third Party Appeal Rights (formal letter)
- 1 submission as Council Resolution supporting further consideration of Third Party Appeal Rights upon a discussion paper being released by the Department of Planning/WAPC citing options and examples.

20 Submissions for Third Party Appeal Rights (53%)

- 1 submission from a Local Government planning officer
- 2 submissions from private planners who work with/for Local Governments
- 3 submissions from Councillors providing their personal views
- 14 submissions as Council resolutions

15 Submissions against Third Party Appeal Rights (39%)

- 1 submission from private planner who works with/for Local Government
- 2 submissions on behalf of the 'City/Town/Shire'
- 2 submissions from individual Local Government planning officers
- 3 submissions advising a Council position (formal letter or email)
- 4 submissions on behalf of the administration and/or officers
- 3 submissions as Council resolutions

The reason for the error is that the Council resolution (Submission No.35) stated that the Council '*is prepared to support further consideration of third party appeals in Western Australia for development applications, structure plans and planning scheme amendments upon a discussion paper being released by the Department of Planning / Western Australian Planning Commission citing options and examples of third party appeals'.*

There was debate as to whether to consider this submission as being in favour or opposed to the introduction of third party appeals, as it is supporting further review subject to actions of the State Government. This resulted in the Table of Submissions in Appendix 1 indicating that the submission supported Third Party Appeals, while the summary counted it as being against. In order to provide greater clarity as to the exact nature of the submissions, the above summary has therefore been updated to clearly indicate which submissions were actually in favour of further review.

Additionally, Appendix 1: Table of Submissions on Third Party Appeal Rights in Planning should be amended, by changing the information within submission 35, column four (**In favour of Third Party Appeal Rights in Planning? Yes/No**) from 'Yes' to 'Supports further review'.

As to the inclusion of submissions from private planning consultants, these consultants are individually contracted to several regional Local Governments to provide town planning services. For example, Submission No. 3 is from a the private planner who is contracted to three Wheatbelt Local Governments and the private planner who provided Submission No.16 contracts to a number

of regional Local Governments in the Gascoyne and Wheatbelt regions. Despite these planners representing multiple Local Governments, each submission was counted as one submission.

The Composite Recommendation has been based on the Zone feedback.

Moved: **Cr Friona Reid**
Seconded: **Mayor Heather Henderson**

That:

1. **State Council notes that there is increased support for the introduction of some form of Third Party Appeal rights.**

2. **WALGA undertakes further consultation with members on Third Party Appeal Rights, including Elected Member workshops, discuss the various concerns and suggestions raised in response to the discussion paper, the form and scope of any such appeal right should include the appropriate jurisdiction including JDAPS, SAT and WAPC to determine a preferred model.**

3. **The findings to be distributed for comment and the Item then be reconsidered by State Council.**

4. **WALGA continue to advocate that an independent review of decision making within the WA planning system is required, including the roles and responsibilities of State and Local Government and other decision making agencies, Development Assessment Panels and the State Administrative Tribunal appeal process.**

RESOLUTION 92.9/2017 **CARRIED**

5.5 Interim Submission – Development Control Policy 2.2 – Residential Subdivision (05-036-03-0060 VJ)

Vanessa Jackson, Policy Manager Planning and Improvement

WALGA RECOMMENDATION

That the interim submission to the WA Planning Commission on Development Control Policy 2.2 – Residential Subdivision be endorsed.

Avon Midland Country Zone	WALGA Recommendation Supported
Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
East Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South East Metropolitan Zone	WALGA Recommendation Supported
South Metropolitan Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported

Moved: **Cr Wally Barrett**
Seconded: **Mayor Tracey Roberts**

That the interim submission to the WA Planning Commission on Development Control Policy 2.2 – Residential Subdivision be endorsed.

RESOLUTION 93.9/2017 **CARRIED**

5.6 National Disability Insurance Scheme (NDIS) Costs position paper submission (05-021-01-0002/1)

Nina Hewson, Senior Community Policy Advisor

WALGA RECOMMENDATION

That the interim submission to the Productivity Commission's National Disability Insurance Scheme (NDIS) position paper be endorsed.

Avon Midland Country Zone	WALGA Recommendation Supported
Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
East Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South East Metropolitan Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported

ADDITIONAL INFORMATION

On 31 January 2017, the Commonwealth and Western Australian Governments signed a Bilateral Agreement for a nationally consistent, locally delivered National Disability Insurance Scheme (NDIS) in Western Australia.

Funding arrangements under the National Disability Insurance Scheme (NDIS) are outlined in the current 'Bilateral Agreement between the Commonwealth and Western Australia, Transition to a National Disability Insurance Scheme in Western Australia'. A full pdf copy of the Agreement is available at http://www.disability.wa.gov.au/wa-ndis/wa-ndis/.

The Agreement was signed by the previous State Government. The current State Government is in negotiation with the Commonwealth and is yet to make a final decision on whether to continue under the current State delivery model or change to delivery under the Commonwealth model. A change to the Commonwealth model would require a new bilateral agreement between the State and Commonwealth Governments.

Moved: **Mayor Heather Henderson**
Seconded: **Cr Janet Davidson**

That the interim submission to the Productivity Commission's National Disability Insurance Scheme (NDIS) position paper be endorsed.

RESOLUTION 94.9/2017 **CARRIED**

5.7 Productivity Commission Inquiry – Introducing Competition and Informed User Choice into Human Services: Reforms to Human Services (05-031-01-0001 JH)

Nina Hewson, Senior Community Policy Advisor

WALGA RECOMMENDATION

That the interim submission to the Productivity Commission Inquiry on Introducing Competition and Informed User Choice into Human Services – Reforms to Human Services, be endorsed.

Avon Midland Country Zone	WALGA Recommendation Supported
Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
East Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South East Metropolitan Zone	WALGA Recommendation Supported
South Metropolitan Zone	WALGA Recommendation Supported

South West Country Zone

That the WALGA submission be supported and that WALGA give consideration to including comment in their submission relating to the declining rate revenue caused by the practice of the Housing Authority "contracting out" management if its properties to rate exempt charitable Community Housing organisations.

Moved: **President Cr Wayne Sanford**
Seconded: **Cr Darren Slyns**

That the interim submission to the Productivity Commission Inquiry on Introducing Competition and Informed User Choice into Human Services – Reforms to Human Services, be endorsed with the addition of comment relating to the declining rate revenue caused by the practice of the Housing Authority "contracting out" management of its properties to rate exempt charitable Community Housing organisations.

RESOLUTION 95.9/2017 **CARRIED**

5.8 Interim Submission to the Australian Government Committee on the Impacts of Climate Change (05-028-03-0018 LS)

By Laura Simes, Environment Policy Advisor

WALGA RECOMMENDATION

That the interim submission in response to the Inquiry into the impacts of climate change be endorsed.

Avon Midland Country Zone	WALGA Recommendation Supported
Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
East Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South East Metropolitan Zone	WALGA Recommendation Supported
South Metropolitan Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported

Moved: **Cr Doug Thompson**
Seconded: **Mayor Logan Howlett**

That the interim submission in response to the Inquiry into the impacts of climate change be endorsed.

RESOLUTION 96.9/2017 **CARRIED**

WALGA

5.9 Interim Submission - Possible Amendments to Telecommunications Powers and Immunities (05-036-03-0048MB)

By Mark Bondietti, Policy Manager Transport and Roads

WALGA RECOMMENDATION

That the interim submission to the Department of Communications and the Arts on the 'Possible Amendments to Telecommunications Powers and Immunities' be endorsed.

Avon Midland Country Zone	WALGA Recommendation Supported
Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
East Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South East Metropolitan Zone	WALGA Recommendation Supported
South Metropolitan Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported

Moved: **Cr Fiona Reid**
Seconded: **Mayor Henry Zelones**

That the interim submission to the Department of Communications and the Arts on the 'Possible Amendments to Telecommunications Powers and Immunities' be endorsed.

RESOLUTION 97.9/2017 **CARRIED**

5.10 Submission in Response to the Inquiry into Airfare Pricing in Regional Western Australia (05-003-02-0005 MM)

By Marissa MacDonald, Policy Officer - Transport and Roads

WALGA RECOMMENDATION

That the interim submission in response to the 'Inquiry into Airfare Pricing in Regional Western Australia' be endorsed.

Avon Midland Country Zone	WALGA Recommendation Supported
Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
East Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South East Metropolitan Zone	WALGA Recommendation Supported
South Metropolitan Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported

Moved: **President Cr Cheryl Cowell**
Seconded: **President Cr Malcolm Cullen**

That the interim submission in response to the 'Inquiry into Airfare Pricing in Regional Western Australia' be endorsed.

RESOLUTION 98.9/2017 **CARRIED**

5.11 Interim Submission to the National Freight and Supply Chain Priorities Inquiry (05-006-03-0012 ID)

By Ian Duncan, Executive Manager Infrastructure

WALGA RECOMMENDATION

That the interim submission in response to the Australian Government Inquiry into National Freight and Supply Chain Priorities be endorsed.

Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South East Metropolitan Zone	WALGA Recommendation Supported
South Metropolitan Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported

Avon Midland Country Zone

That the Zone recommends that the "Orange Route" (as part of the Perth-Adelaide National Highway to improve the safety and access for heavy vehicles entering the Perth Metropolitan area from the wheatbelt and as the major access to freight from the eastern States) from Roe Highway to Northam be included as a priority project in the submission being prepared by the WA Local Government Association to the Department of Infrastructure and Regional Development for the National Freight and Supply Chain Priorities report.

East Metropolitan Zone

That The interim submission in response to the Australian Government Inquiry into National Freight and Supply Chain Priorities be endorsed, with the addition of a recommendation 14:

Federal and State Government should invest in the completion of the planning and commence construction of the "Orange Route" from Roe Highway to Northam as part of the Perth-Adelaide National Highway to improve the safety and access for Heavy Vehicles entering the Perth Metropolitan area from the Wheatbelt and as the major access to freight from the Eastern States.

Moved: **Cr Darren Slyns**
Seconded: **Cr Darryl Trease**

That The interim submission in response to the Australian Government Inquiry into National Freight and Supply Chain Priorities be endorsed, with the addition of recommendation 14:

Request Federal and State Government invest in the completion of the planning and commence construction of the "Orange Route" from Roe Highway to Northam as part of the Perth-Adelaide National Highway to improve the safety and access for Heavy Vehicles entering the Perth Metropolitan area from the Wheatbelt and as the major access to freight from the Eastern States.

RESOLUTION 99.9/2017 **CARRIED**

MATTERS FOR CONSIDERATION BY STATE COUNCILLORS (UNDER SEPARATE COVER)

5.12 2018 State Council Meeting Schedule and Regional Meetings (01-004-02-0001 TB)

Moved: Cr Fiona Reid
Seconded: President Cr Malcolm Cullen

That the 2018 State Council Meeting Schedule and Regional Meetings for 2018 be endorsed.

RESOLUTION 100.9/2017 **CARRIED**

5.13 Executive Committee Minutes (01-006-03-0006 TB)

Moved: Mayor Logan Howlett
Seconded: Mayor Carol Adams

That the Minutes of the Executive Committee meeting held 16 August 2017 be endorsed.

RESOLUTION 101.9/2017 **CARRIED**

5.14 Selection Committee Minutes (01-006-03-0011 MD)

Mayor Henry Zelones declared an interest and left the meeting at 12noon.
Cr Cheryl Cowell left the meeting at 12.02 pm.

Moved: Mayor Logan Howlett
Seconded: Cr Wally Barrett

That:

1. **The recommendations from the Selection Committee Minutes of 22 August 2017 be endorsed by State Council.**
2. **The resolutions from the Selection Committee Minutes of 22 August 2017 be noted by State Council.**

RESOLUTION 102.9/2017 **CARRIED**

Mayor Henry Zelones returned at 12.07pm.

5.15 Use of the Association's Common Seal (01-004-07-0001 RB)

Moved: Cr Doug Thompson
Seconded: Mayor Logan Howlett

RESOLUTION 103.9/2017 **CARRIED**

That the use of the Association's common seal for the following purpose be noted:

Document	Document Description	Signatories	State Council prior approval
Respondent's Submission Form	LGANT Part 3 - Respondent's Submission Form - Provision of Workplace Relations & Advocacy Advice	Cr Lynne Craigie Ricky Burges	No

6. MATTERS FOR NOTING / INFORMATION

6.1 National Disability Insurance Scheme (NDIS) and role of Local Government report (05-021-01-0002/1)

WALGA RECOMMENDATION

That State Council notes that the Association commissioned ACIL Allen consultants to provide a report and recommendations on Local Governments' roles under the National Disability Insurance Scheme (NDIS).

Avon Midland Country Zone	WALGA Recommendation Supported
Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
East Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South East Metropolitan Zone	WALGA Recommendation Supported
South Metropolitan Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported

Moved: **Cr Doug Thompson**
Seconded: **President Cr Karen Chappel**

That State Council notes that the Association commissioned ACIL Allen consultants to provide a report and recommendations on Local Governments' roles under the National Disability Insurance Scheme (NDIS).

RESOLUTION 104.9/2017 **CARRIED**

6.2 First Interim State Public Health Plan (05-031-01-0001 EDR)

WALGA RECOMMENDATION

That the release of the Department of Health's First Interim State Public Health Plan for Local Government feedback, and the development of two WALGA papers that support Local Government in implementing their obligations under the *Public Health Act 2016* be noted.

Avon Midland Country Zone	WALGA Recommendation Supported
Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
East Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South East Metropolitan Zone	WALGA Recommendation Supported
South Metropolitan Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported

Moved: **Mayor Logan Howlett**
Seconded: **Cr Doug Thompson**

That the release of the Department of Health's First Interim State Public Health Plan for Local Government feedback, and the development of two WALGA papers that support Local Government in implementing their obligations under the *Public Health Act 2016* be noted.

RESOLUTION 105.9/2017 **CARRIED**

6.3 Report Municipal Waste Advisory Council (MWAC) (01-006-03-0008 RNB)

WALGA RECOMMENDATION

That the resolution of the Municipal Waste Advisory Council at its 28 June 2017 meeting be noted.

Avon Midland Country Zone	WALGA Recommendation Supported
Central Country Zone	WALGA Recommendation Supported
Central Metropolitan Zone	WALGA Recommendation Supported
East Metropolitan Zone	WALGA Recommendation Supported
Gascoyne Zone	No meeting held
Goldfields Esperance Country Zone	WALGA Recommendation Supported
Great Eastern Country Zone	WALGA Recommendation Supported
Great Southern Country Zone	WALGA Recommendation Supported
Kimberley Zone	WALGA Recommendation Supported
Murchison Country Zone	No meeting held
North Metropolitan Zone	WALGA Recommendation Supported
Northern Country Zone	WALGA Recommendation Supported
Peel Zone	WALGA Recommendation Supported
Pilbara Zone	WALGA Recommendation Supported
South East Metropolitan Zone	WALGA Recommendation Supported
South Metropolitan Zone	WALGA Recommendation Supported
South West Country Zone	WALGA Recommendation Supported

Moved: **Cr Doug Thompson**
Seconded: **Cr Darren Slyns**

That the resolution of the Municipal Waste Advisory Council at its 28 June 2017 meeting be noted.

RESOLUTION 106.9/2017 **CARRIED**

President Cr Karen Chappel left at 12.16pm.

7. ORGANISATIONAL REPORTS

7.1 Key Activity Reports

7.1.1 Report on Key Activities, Environment and Waste Policy Team (01-006-03-0017 MB)

Moved: Mayor Logan Howlett
Seconded: Cr Doug Thompson

That the Key Activities Report from the Environment and Waste Unit to the August 2017 State Council meeting be noted.

RESOLUTION 107.9/2017 **CARRIED**

7.1.2 Report on Key Activities, Governance and Organisational Services (01-006-03-0007 TB)

Moved: Mayor Heather Henderson
Seconded: Cr Janet Davidson

That the Key Activities Report from the Governance and Organisational Services Unit to the August 2017 State Council meeting be noted.

RESOLUTION 108.9/2017 **CARRIED**

7.1.3. Report on Key Activities, Infrastructure (05-001-02-0003 ID)

Moved: Mayor Howlett
Seconded: Cr Doug Thompson

That the Key Activities Report from the Infrastructure Unit to the August 2017 State Council meeting be noted.

RESOLUTION 109.9/2017 **CARRIED**

7.1.4 Report on Key Activities, People and Place (01-006-03-0014 JB)

Moved: Cr Wally Barrett
Seconded: Mayor Henry Zelones

That the Key Activities Report from the People and Place Unit to August 2017 State Council meeting be noted.

RESOLUTION 110.9/2017 **CARRIED**

7.2 Policy Forum Report (01-006-03-0007 TB)

Moved: President Cr Wayne Sanford
Seconded: Cr Doug Thompson

That the report on the key activities of the Association's Policy Forums to the August 2017 State Council meeting be noted.

RESOLUTION 111.9/2017 **CARRIED**

WALGA

7.3 President's Report

Moved: Cr Henry Barrett
Seconded: Mayor Logan Howlett

That the President's Report for August 2017 be received.

RESOLUTION 112.9/2017 **CARRIED**

7.4 CEO's Report

Moved: Mayor Howlett
Seconded: Mayor Adams

That the CEO's Report for September 2017 be received.

RESOLUTION 113.9/2017 **CARRIED**

7.5 Local Government Professionals (WA)

Local Government Professionals (WA) President, Mr Jonathan Throssell provided an update to State Council.

8. ADDITIONAL ZONE RESOLUTIONS

Moved: Cr Doug Thompson
Seconded: Cr Janet Davidson

That the additional Zone Resolutions from the August 2017 round of Zones meetings as follows be referred to the appropriate policy area for consideration.

RESOLUTION 114.9/2017 **CARRIED**

EAST METROPOLITAN ZONE (People and Place)

Public Open Space

That the Western Australian Local Government Association advocates for the Western Australian Planning Commission to change its policies, procedures and practices relating to the provision of public open space) POS as part of the subdivision of land, so that the POS can only be provided as land unless the Local Government supports the POS or part thereof to be provided as a cash-in-lieu contribution.

EAST METROPOLITAN ZONE (Economics)

That WALGA prepare an analysis and draft a position paper for Local Government relating to smart technology and artificial intelligence, and the broad implications for communities arising thereof for the next State Budget submission in 2019-20.

PEEL ZONE (People and Place)

Native Title Settlement: Indigenous Land Use Agreements: Local Government Response to the "Whadjuk" and "Swan River People 2" Native Title Claims

That the WALGA State Council is requested to investigate what the likely impact of the current situation regarding Indigenous Land Use Agreements will be and update the affected member Councils within the claimant area.

SOUTH EAST METROPOLITAN ZONE (Governance and Organisational Service)

Freedom of Information Act – Resource Implications

That WALGA prepare a report for State Council consideration addressing the operation of the Freedom of Information Act and specifically the implications of and potential solutions for vexatious or malicious applications and withdrawn applications which have incurred substantial costs to the Local Government.

CENTRAL COUNTRY ZONE (Infrastructure)

Reduction of Direct Grant Road Funding to Local Government

That:

1. **WALGA be advised that the Central County Zone does not support the $10m cut from Direct Road Grants;**
2. **Following the release of the 2017/2018 State Budget the Zone Executive Committee review the details of any road funding cuts in the budget and should the Member Councils be impacted by the cuts the Zone Executive Committee be granted delegated authority to determine a Zone position on any advocacy.**
3. **The Central County Zone write to the Minister for Transport Hon Rita Saffioti MLA extending an invitation to the Minister to attend a Zone Meeting to discuss transport related issues in the Wheatbelt.**

CENTRAL COUNTRY ZONE (Environment and Waste)

Kukerin Septic Tank Effluent System – Shire of Dumbleyung

A. That the Central Country Zone write to Premier the Hon. Mark McGowan MLA and the Minister for Water the Hon. Dave Kelly MLA to:

   1. **Express their disappointment at the withdrawal of funding for the STEDs Program, the Water Corporation's severe miscalculation of cost estimates and the disregards for the health and well-being of small rural towns; and**
   2. **In light of the health issues, call for the reinstatement of the STEDs Program for Kukerin, Boyup Brook, Leonora and Bindoon.**

B. That the Zone request WALGA, in conjunction with local governments affected by the cut to the STEDs Program, to convene a meeting with the Minister for Water.

SOUTH WEST COUNTY ZONE

Cat Act 2011 Review (Governance and Organisational Services)

THAT WALGA be requested to lobby the State Government to seek amendments to the Cat Act 2011 to make it an offence under the Cat Act 2011 to have an uncontrolled, untethered cat in a public place and to provide the power for local governments to designate certain public places where cats are prohibited.

ESL FUNDING–DFES OPERATIONS (People and Place)

That WALGA be requested to lobby the State Government for:

1. ***A maximum contribution of 70% from the ESL to fund the administrative operations of DFES, with the other 30% coming from state government general revenue; and***

2. ***The Office of Emergency Management to take over the role of advising Treasury how ESL funds should be distributed.***

ANNOUNCEMENT

President Craigie acknowledged retiring State Councillors Mayor Heather Henderson, Cr Wally Barrett and Cr Elsia Archer.

9. MEETING ASSESSMENT

President Cr Ken Clements provided feedback as to the effectiveness of the meeting.

10. DATE OF NEXT MEETING

That the next meeting of the Western Australia Local Government Association State Council be held in the Boardroom at WALGA, ONE70 Railway Parade, West Leederville, on Wednesday 6 December 2017 commencing 4pm.

11. CLOSURE at 12.30pm

Waste TAG – Meeting Minutes

Date: Monday 14 August 2017
Venue: Beingthere Video Conference
Time: 11.00am – 12.00pm

Attendees: Rebecca Herbert – Kimberley Regional Group
Stuart Martin - Shire of Derby/West Kimberley
Steven Harding - Shire of Broome
David Klye - Shire of Wyndham/East Kimberley

Apologies: Musa Mono - Shire of Halls Creek

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1. Discussion Items

a) Tyre Recycling

Previous Action items

- Both Wyndham & Halls Creek shires to advise the actual number of tyres on each site – Outstanding
- Approach Derby Shire to ask if they would be interested in joining the processing of the tyres rather than storing them on site. – Indicated an interest

New business

- SOB want to send at least 10,000 tyres to Perth for recycling. They are currently developing a RFQ.

New Action items

- Each shire to let SOB know quantities of tyres and their response if they will send tyres to Broome, to be part of this initial shipment to Perth.

b) Liquid Waste Management

New business

- SDWK are currently reviewing their fees and charges.
- SWEK are looking at putting in a similar facility to Broome
- SOB is looking at getting a process engineer to review their operation and maintenance program. This information

New Action items

- SOB to share their review through the TAG.

c) Domestic Bin collection

Previous Action items

- Advise Halls Creek Shire of who is the gas contractor in Broome to remove the gas. - Outstanding

- Broome Shire is to check if the bins are weighed when collected by Toxfree. - Outstanding

New business

- SDWK are currently reviewing their fees and charges.
- SOB currently doing an audit of bin chips/correlation of households
- It was discussed that a bin replacement time of 15yrs is valid.

New Action items

- SOB to find out if the bin chips record the bin volume.

2. Business to be discussed at next meeting- 2 October 2017 via Beingthere Video Conference

- Regional Waste Management Plan (copy attached)

3. Close

9.4.4 REVIEW OF DELEGATIONS OF AUTHORITY

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	ARE02
AUTHOR:	Manager Governance
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Corporate Services
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	27 November 2017

SUMMARY: The purpose of this report is for Council to review and consider its delegations to the Chief Executive Officer, and to adopt the reviewed Delegations of Authority Register.

BACKGROUND

Previous Considerations

OMC 21 December 2006	Item 9.1.3
OMC 24 July 2008	Item 9.1.5
OMC 17 December 2008	Item 9.1.7
OMC 19 March 2009	Item 9.1.2
OMC 18 March 2010	Item 9.1.1
OMC 17 March 2011	Item 9.1.2
OMC 15 March 2012	Item 9.4.4
OMC 20 June 2013	Item 9.4.4
OMC 27 March 2014	Item 9.4.4
OMC 18 December 2014	Item 9.4.2
OMC 31 March 2016	Item 9.4.4
OMC 23 February 2017	Item 9.4.6

Under section 5.42 of the *Local Government Act 1995* (the Act), a Local Government may delegate to the Chief Executive Officer any of its powers or the discharge of any of its duties under the Act, other than those prescribed under section 5.43 and any of its duties under the *Planning and Development Act 2005* section 214(2)(3) or (5).

Local Governments also have an ability to carry out statutory functions and duties via other related legislation. To delegate authority provides for the conferral of the ability to exercise a power or duty to a person from a person that is vested with the responsibility to exercise that power or duty.

The primary aim of delegated authority is to assist with improving time taken to make decisions within the constraints allowed by relevant legislation. Having appropriate delegations in place allow day to day decisions to be made by the Chief Executive Officer (CEO), who in turn can sub delegate these decisions to staff if statutorily allowable.

Section 5.18 and 5.46(2) of the Act requires that a Local Government keep a register of delegations of authority made under the Act and that these are reviewed at least once every financial year. Section 5.18 relates to Register of Delegations to Committees, and it is noted that there are no Committees with delegated authority.

The Delegation Register is a comprehensive document that includes delegations made under legislation other than the *Local Government Act 1995.* The Instrument of Delegation Register was last presented to Council for review on 23 February 2017.

COMMENT

The Chief Executive Officer, Directors and responsible officers have reviewed the current delegations. The Instrument of Delegation Register, with proposed amendments marked, forms an attachment to this report. Policies have been renumbered and any reference to a Policy within the Register of Delegations has been amended to reflect the reviewed policy numbering.

It should be noted that Section 5.44 of the Act allows for the Chief Executive Officer to sub-delegate to any employee of the Local Government the exercise of any of the Chief Executive Officer's powers or the discharge of any of the Chief Executive Officer's duties under the Act, other than the power of delegation. Sub delegations are included in the Shire of Broome Instrument of Delegation Register for consolidation purposes only and are not a matter for Council consideration.

A workshop was held with Councillors on Tuesday 28 November 2017 which was attended by Councillors Tracey, Male, Fryer, Marriott, Matsumoto, Mitchell and Rudeforth.

It is noted that where a delegation references a policy, the policy number has been updated to reflect numbering changes as a result of the biennial Policy review. Following is a summary of proposed amendments to the delegations:

Local Government Act 1995

- **LGA1 Activities Requiring Approval**
  Minor amendment proposed to include delegation to alter or vary a permit or licence.

- **LGA2 Administering the *Local Government (Miscellaneous Provisions) Act 1960***
  Reviewed – no changes proposed.

- **LGA4 Appointment of Acting CEO**
  Proposed to be withdrawn and replaced with a Council Policy.

- **LGA5 Approval of Signage within Active Reserves**
  Minor amendment to update position title.

- **LGA6 Approval to use Council Property for Activities Involving the Sale, Supply and Consumption of Liquor**
  Minor amendment to update position title.

- **LGA7 Approve Applications for Public Health Initiatives**
  Reviewed – no changes proposed.

- **LGA8 Broome Recreation and Aquatic Centre – Trading hours, Extension of**
  Reviewed – proposed to be withdrawn as this is a function of the CEO and therefore does not require a delegation.

- **LGA9 Broome Street Number Markers**

Reviewed – no changes proposed.

- **LGA10 Building Permits, Refund of Building Permit Fees**
  Minor amendment proposed to update the Directorate title.

- **LGA11 Cape Leveque Road, Wet Season Closure and Load Limits**
  Minor amendments proposed to update local law references.

- **LGA12 Council Chambers**
  Reviewed – no changes proposed.

- **LGA13 Declaring a Vehicle to be an Abandoned Vehicle Wreck**
  Reviewed – no changes proposed.

- **LGA14 Disposal and Acquisition of Assets (Other than Land)**
  Reviewed – no changes proposed.

- **LGA15 Disposal of Impounded Vehicles and Goods**
  It is proposed to remove the reference to section 3.40 of the Act as it is the subject of Delegation LGA13 – Declaring a Vehicle to be an Abandoned Vehicle Wreck.

- **LGA16 Disposing of Sick or Injured Impounded Animals**
  Reviewed – no changes proposed.

- **LGA18 Insurance**
  Reviewed – no changes proposed.

- **LGA19 Investment of Surplus Funds**
  Reviewed – no changes proposed.

- **LGA20 *Local Government (Uniform Local Provisions) Regulations 1996*, Consent Permission or Approvals**
  Reviewed – no changes proposed.

- **LGA22 Municipal/Trust Fund, Authorisation of Payments, including Creditors**
  Reviewed – no changes proposed.

- **LGA23 Operational – Authorised Officers, Appointment of**
  Local laws referenced have been updated and include 'as amended' to enable the delegation to be applied to amended local laws and legislation. Head of Power amended to incorporate the *Dog Act 1976, Health Act 1911* and the *Cemeteries Act 1986.*

- **LGA24 Operational – Community Sponsorship Program**
  Proposed changes to allow the CEO to allocate ad-hoc sponsorship in accordance with annual priorities set by the Community Sponsorship Assessment Working Group. Reflects changes proposed in Policy 3.4.2 - Community Sponsorship Program.

- **LGA25 Operational – Contract Price Variations**
  Reviewed – no changes proposed.

- **LGA26 Operational – Legal Representation, Costs Indemnification**
  Reviewed – no changes proposed.

- **LGA27 Permits, Road Trains and Extra Mass**
  Minor amendments proposed to update local law references.

- **LGA28 Private Works**
  Reviewed – no changes proposed.

- **LGA29 Purchase Orders, Issue of**
  Minor amendment to wording which does not change the intent of the delegation.

- **LGA30 Rates and Service Charges - Agreements**
  Reviewed – no changes proposed.

- **LGA32 Rating and Service Charges, Caveat**
  Reviewed – no changes proposed.

- **LGA33 Rating and Service Charges, Legal Action for Recovery**
  Reviewed – no changes proposed.

- **LGA34 Recovery of Rates and Service Charges – Leased Properties**
  Reviewed – no changes proposed.

- **LGA35 Road Closures, General and Temporary**
  Minor amendments proposed to update local law references.

- **LGA36 Significant Tree Register**
  It is proposed to remove this delegation as it is considered an administrative matter that does not require a delegation.

- **LGA37 Tenders, Decision to Invite**
  Reviewed – no changes proposed.

- **LGA38 Trading Licenses**
  This delegation has been amended to update local laws referenced, to include delegation to amend or vary a licence and to remove redundant provisions.

- **LGA39 Write Off of Debts Up to $1,000**
  Reviewed – no changes proposed.

- **LGA40 Lease Agreements – Community Storage Facility and Staff Housing**
  This is a proposed new delegation to provide authority to the CEO to enter into Community Storage Facility lease arrangements only with bodies the objects of which are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature. It will also cover staff housing leases.

Building Act 2011

- **BA1 Administering the *Building Act 2011***
  Reviewed – no changes proposed.

- **BA2 Encroachment, Access and Works on Shire Owned or Managed Land**
  Reviewed – no changes proposed.

- **BA3 Seeking Consent to Affect Other Land**
  Reviewed – no changes proposed.

Bush Fires Act 1995

- **BFA1 Administering the *Bush Fires Act 1954***
  Minor amendment proposed to update position title.

Cat Act 2011

- **CA1 Administering the *Cat Act 2011***
  Proposed amendments to provide further clarity around delegation.

Control of Vehicles (Off Road Areas) Act 1978

- **CVA1 Vehicular Access to Prohibited Areas of Cable Beach**
  Minor amendments proposed to update local law reference.

Dog Act 1976

- **DA1 Administering the *Dog Act 1976***
  Proposed amendments to provide further clarity around delegation.

Food Act 2008

- **FA1 Administering the *Food Act 2008***
  Reviewed – no changes proposed.

Health (Miscellaneous Provisions) Act 1911

- **HA1 *Health (Miscellaneous Provisions) Act 1911* – Appointment of Deputy to Meet Functions and Responsibilities of the Act**
  Reviewed – no changes proposed.

Public Health Act 2016

- **PHA1 *Public Health Act 2016* – Appointment of Authorised Officers**
  Reviewed – no changes proposed.

Planning and Development Act 2005 & Local Planning Scheme No 6

- **PLA1 Built Strata Certificate of Approval – Forms 24 & 26**
  Reviewed – no changes proposed.

- **PLA2 Certifying Premises Complies with Planning Laws**
  It is proposed to withdraw this delegation as it relates to the issue of a Section 40 Certificate under the *Liquor Control Act 1988*. The Shire is not issuing an approval, it is providing certification that the premises complies with planning laws. This action is covered by Authorisation CA1 – Execution of Documents.

- **PLA3 Certifying Premises Complies with Planning Laws – Motor Vehicles**
  It is proposed to withdraw this delegation as it relates to the issue of a certificate that motor vehicle premises comply with planning laws. The Shire is not issuing an approval, it is providing certification that the premises complies with planning laws. This action is covered by Authorisation CA1 – Execution of Documents.

- **PLA4 Delegation to Waive/Refund Planning Fees**
  Reviewed – no changes proposed.

- **PLA5 Determine Development Application**
  This delegation has been reviewed to update Part and Sections under Local Planning Scheme No 6 (LPS6) to reflect the gazettal of amendment No 4 to LPS6. Relevant Local Planning Policies have also been updated.

- **PLA6 Gaming and Wagering, Applications & Renewals**

It is proposed to withdraw this delegation as it relates to the issue of a certificate that a gaming premises complies with planning laws, The Shire is not issuing an approval, it is providing certification that the premises comply with planning laws. This action is covered by Authorisation CA1 – Execution of Documents.

- **PLA7 Issue of Stop, Direction, Works Notices – Planning**
  Minor amendments to update the relevant policy referenced.

- **PLA8 Local Development Plans**
  Reviewed – no changes proposed.

- **PLA9 Structure Plans**
  Reviewed – no changes proposed.

- **PLA10 Subdivision and Amalgamation Applications & Clearance**
  Reviewed – no changes proposed.

- **PLA11 Submit Responsible Authority Report**
  Minor amendments proposed to update titles of Local Planning Policies referenced.

CONSULTATION

Nil

STATUTORY ENVIRONMENT

Local Government Act 1995

5.18 Register of delegations to committees
A local government is to keep a register of the delegations made under this Division and review the delegations at least once every financial year.

5.42. Delegation of some powers and duties to CEO
(1) A local government may delegate to the CEO the exercise of any of its powers or the discharge of any of its duties under —*
(a) this Act other than those referred to in section 5.43; or
(b) the Planning and Development Act 2005 section 214(2), (3) or (5).
** Absolute majority required.*
(2) A delegation under this section is to be in writing and may be general or as otherwise provided in the instrument of delegation.

5.43. Limits on delegations to CEO
A local government cannot delegate to a CEO any of the following powers or duties -
(a) any power or duty that requires a decision of an absolute majority or a 75% majority of the local government;
(b) accepting a tender which exceeds an amount determined by the local government for the purpose of this paragraph;
(c) appointing an auditor;
(d) acquiring or disposing of any property valued at an amount exceeding an amount determined by the local government for the purpose of this paragraph;
(e) any of the local government's powers under section 5.98, 5.98A, 5.99, 5.99A or 5.100;
(f) borrowing money on behalf of the local government;

(g) hearing or determining an objection of a kind referred to in section 9.5;
(ha) the power under section 9.49A(4) to authorise a person to sign documents on behalf of the local government;
(h) any power or duty that requires the approval of the Minister or the Governor;
(i) such other powers or duties as may be prescribed.

5.44. CEO may delegate powers and duties to other employees
(1) A CEO may delegate to any employee of the local government the exercise of any of the CEO's powers or the discharge of any of the CEO's duties under this Act other than this power of delegation.
(2) A delegation under this section is to be in writing and may be general or as otherwise provided in the instrument of delegation.
(3) This section extends to a power or duty the exercise or discharge of which has been delegated by a local government to the CEO under section 5.42, but in the case of such a power or duty —
(a) the CEO's power under this section to delegate the exercise of that power or the discharge of that duty; and
(b) the exercise of that power or the discharge of that duty by the CEO's delegate,
are subject to any conditions imposed by the local government on its delegation to the CEO.
(4) Subsection (3)(b) does not limit the CEO's power to impose conditions or further conditions on a delegation under this section.
(5) In subsections (3) and (4) –
***conditions** includes qualifications, limitations or exceptions.*

5.45. Other matters relevant to delegations under this Division
(1) Without limiting the application of sections 58 and 59 of the Interpretation Act 1984-
(a) a delegation made under this Division has effect for the period of time specified in the delegation or where no period has been specified, indefinitely; and
(b) any decision to amend or revoke a delegation by a local government under this Division is to be by an absolute majority.
(2) Nothing in this Division is to be read as preventing -
(a) a local government from performing any of its functions by acting through a person other than the CEO; or
(b) a CEO from performing any of his or her functions by acting through another person.

5.46. Register of, and records relevant to, delegations to CEO and employees
(1) The CEO is to keep a register of the delegations made under this Division to the CEO and to employees.
(2) At least once every financial year, delegations made under this Division are to be reviewed by the delegator.
(3) A person to whom a power or duty is delegated under this Act is to keep records in accordance with regulations in relation to the exercise of the power or the discharge of the duty.

Other statutes administered by Local Governments such as *Planning and Development Act 2005, Building Act 2011, Health Act 1911, Food Act 2008, Cat Act 2011, Control of Vehicles (Off Road Areas) Act 1978, Caravan Parks and Camping Grounds Regulations 1997, Dog Act 1975 and Gaming and Wagering Commission Act 1987* also enable Local

Governments to delegate specific functions and powers to Officers. These are included in the Instrument of Delegation Register.

Health (Miscellaneous Provisions) Act 1911

26. *Powers of local government*
Every local government is hereby authorised and directed to carry out within its district the provisions of this Act and the regulations, local laws, and orders made thereunder:
Provided that a local government may appoint and authorise any person to be its deputy, and in that capacity to exercise and discharge all or any of the powers and functions of the local government for such time and subject to such conditions and limitations (if any) as the local government shall see fit from time to time to prescribe, but so that such appointment shall not affect the exercise or discharge by the local government itself of any power or function.

POLICY IMPLICATIONS

Relevant Policies are cross referenced throughout the Instrument of Delegation Register.

FINANCIAL IMPLICATIONS

Nil

RISK

Section 5.18 and 5.46(2) of the *Local Government Act 1995* requires that a Local Government keep a register of delegations of authority made under the Act and that these are reviewed at least once every financial year.

The Instrument of Delegation Register was last presented to Council for review on 23 February 2017. Council are therefore required to endorse the reviewed delegations prior to 30 June 2018 to ensure compliance with legislation. The risk is 'High' if this date is not met as it results in non-compliance with the legislative requirements of the *Local Government Act 1995*. The likelihood of this occurring is 'Rare' as the Instrument of Delegation Register has been reviewed and is being presented well in advance of this date.

STRATEGIC IMPLICATIONS

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

An organisational culture that strives for service excellence

Improved systems, processes and compliance

VOTING REQUIREMENTS
Absolute Majority

REPORT RECOMMENDATION:

That Council:

1. *Notes the review of the delegations.*
2. *Notes the Policy numbers referenced with the Instrument of Delegation Register have been updated following the biennial Policy Review.*
3. *Amends the delegations in the manner outlined within this report.*
4. *Adopts the following new delegation:*
   a) *LGA40 – Lease Agreements – Community Storage Facility and Staff Housing*
5. *Withdraws the following delegations:*
   a) *LGA4 – Appointment of Acting CEO*
   b) *LGA8 – Broome Recreation and Aquatic Centre – Trading hours, Extension of*
   c) *LGA36 – Significant Tree Register*
   d) *PLA2 – Certifying Premises Complies with Planning Laws*
   e) *PLA3 – Certifying Premises Complies with Planning Laws – Motor Vehicles*
   f) *PLA6 – Gaming and Wagering, Applications & Renewals*
6. *Adopts the delegations as detailed in the attached Instrument of Delegation Register.*

(ABSOLUTE MAJORITY REQUIRED)

Attachments

1. Instrument of Delegation Register

Instrument of Delegation Register

Powers and Duties of the Council Delegated to the Chief Executive Officer

All delegations are presented in accordance with Section 5.42 of the Local Government Act 1995 as amended or other statutes as applicable to specified officers. In accordance with Section 5.44 of the LGA 1995 as amended, sub-delegations are listed in this document for consolidation purposes only and are not a matter that is to be considered by Council.

- **Presentation to Council at the OMC …….–**
- **Notice to Officers ……..**

Standard Conditions of Delegation

Each instrument of delegation describes the function being delegated and the relevant statutory reference.

In addition to the Conditions imposed under the individual delegations, any person proposing to exercise a power under delegated authority shall comply with the following standard conditions of delegation:

- **In accordance with Section 5.71 of the *Local Government Act 1995* and the Shire of Broome Code of Conduct, if an employee has been delegated a power or duty relating to a matter in which the employee has an interest that employee must not exercise the power or discharge the duty and must in the case of the CEO, disclose to the Shire President the nature of the interest, and in the case of any other employee, must disclose to the CEO the nature of the interest. The LGA contains severe penalties for failure to comply.**

- **In accordance with Sections 5.75 and 5.76 of the *Local Government Act 1995* the delegation of a power or duty to an employee triggers the requirement to make disclosures in primary and annual returns. The LGA contains severe penalties for failure to comply. It is the responsibility of each individual employee to ensure compliance.**

- **Any delegation exercised shall comply with any laws and regulations in force, and the requirements of any Shire of Broome local laws, Council policies and resolutions of Council.**

In accordance with Section 5.46(3) of the *Local Government Act 1995* a person to whom a power or duty is delegated under this Act is to keep records in accordance with regulations in relation to the exercise of the power or the discharge of the duty. Regulation 19 of the *Local Government (Administration) Regulations 1996* requires the person to whom the power or duty has been delegated to keep a written record of :

(a) how the person exercised the power or discharged the duty;
(b) when the person exercised the power or discharged the duty; and
(c) the person 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.

Record and Reporting requirements are specified in the individual delegations.

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LOCAL GOVERNMENT ACT 1995

LGA1 Activities Requiring Approval

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated

Part	3 – Functions of local governments
Division	2 – Legislative functions of local governments 3 – Executive Functions of local governments
Section	3.18 – Performing executive functions 3.21 – Duties when performing functions 3.50 – Closing of certain thoroughfares to vehicles
Sub section	
Local Law	Shire of Broome Local Government Property and Public Places Local Law 2012~~2~~6 (or as amended)
Relevant Policies	34.2.5 – Traffic Management for Events 43.3.6 – Trading in Public Places 43.3.7 – Horses on Cable Beach 53.4.7 – Events 53.5.1 – BRAC Reserve Non Sporting Special Events

Previous Delegation # D.01

Detail of delegation

The Chief Executive Officer is delegated authority to approve activities on any local government property or public place within the Broome town site area in accordance with local law.

Power to amend, vary or alter permits and licences issued under the Local Government Property and Public Places Local Law 2016.

Conditions Imposed

The delegation is to be exercised in accordance with relevant Council policies.

Where appropriate and where the event will impact upon a public road the requirements of the Traffic Management for Events Code of Practice shall be adhered to.

Sub-delegation Permitted Yes

Sub-delegated to

~~Deputy Chief Executive Officer~~
Director Development ~~Services~~ & Community
Director Infrastructure
Manager Health, Emergency & Ranger Services
Manager Community Development
Coordinator Events & Economic Development ~~Coordinator~~ (the sub delegation to this position only applies to the approval of

	non-exclusive events and filming permits in accordance with Events Policy 3.4.7)
Record requirements	Documentation to be recorded to files LAW009, REP002, REP003, REP004 or REP005 or the appropriate reserve or property file as applicable.
Reporting requirements	To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA2 Administering the *Local Government (Miscellaneous Provisions) Act 1960*

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated

Part	
Division	
Section	364, 448, 449, 450, 451, 452, 453, 455, 456, 457, 460, 464, 474
Sub section	
Local Law	
Relevant Policies	

Previous Delegation #: N/A

Detail of delegation

The Council delegates authority to the Chief Executive Officer to perform the functions in relation to the administration of the *Local Government (Miscellaneous Provisions) Act 1960* including the following:

- s 364(2) - cause written notice of a new street alignment to be served on the owners of land affected.
- s 364(3C) - approve the execution of minor, but not substantial repairs in order to permit the reasonable preservation of building or work.
- s 364(6) - lease land, or a portion of it, to the owner of the land of which it abuts.
- s 364(7) - pay compensation to the owner of land dedicated and revested under section 364.
- s 364(9) - cause written notice of land revested under section 364 to be given.
- s 448 - give consent for cattle to be driven along or onto a street, way, or place.
- s 448 - impound cattle driven along or onto a street, way, or place, without permission.
- s 449 - establish and maintain one or more public pounds, appointing fit and proper persons to be keepers of those pounds.
- s 449 - appoint a Ranger or Rangers.
- s 450 - cause public notice to be given of the establishment of a public pound and the appointment of or removal of pound keepers and Rangers.
- s 451(1) - close a pound and dismiss the pound keeper and Rangers.
- s 452(1) - cause a public pound to be properly enclosed, and so adapted, that cattle impounded with contagious or infectious diseases can be segregated from cattle free from those diseases while impounded.
- s 453 - cause adequate shelter and water to be afforded to cattle whilst impounded.
- s 455(1) - supply the pound keeper with a copy of the *Local Government (Miscellaneous Provisions) Act 1960* and a pound book.
- s 456 - erect and maintain in proper repair at the public pound, a board displaying the holding capacity, fees, charges and rates at which damages may be claimed.
- s 457(3) - pay any unclaimed money held by the public pound to the trust fund.

- s 457(4) - after a period of two years, pay any unclaimed money received from the pound keeper into the municipal fund.
- s 460(3AA)(b) - appoint a person, and make arrangements, to carry out the sale of cattle impounded by a land owner or occupier, to which damages and sustenance charges have not been paid within 72 hours.
- s 464 - vary the poundage, trespass, sustenance, and rangers fees and charges.
- s 474(4)(a) - appoint a person, and make arrangements, to carry out the sale of unclaimed cattle impounded in a public pound.

Conditions Imposed

Delegation to be in writing, any sub-delegation to be in writing and reviewed every financial year.

Sub-delegation Permitted: Yes

Sub-delegated to:

Director Development and Community:
s 364(2), s 364(3C), s 364(9), s 448, s 449, s 452(1), s 453, s 455(1), s 456, s 460(3AA)(b), s 464, s 474(4)(a)

Manager Health, Emergency and Ranger Services:
s 448, s 449, s 452(1), s 453, s 455(1), s 456, s 460(3AA)(b), s 464, s 474(4)(a)

Ranger Coordinator:
s 448, s 452(1), s 453, s 455(1), s 456

Rangers:
s 448 (Impound Only), s 453

Record requirements Documentation to be recorded as per Shire Protocols.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register)

LGA3 Applications to Main Roads WA for the installation of Regulatory Signs

(Withdrawn OMC 28 September 2017 – Item 9.4.3)

~~LGA4 Appointment of Acting CEO~~

~~Head of Power~~ ~~*Local Government Act 1995* – (Section 5.42)~~

~~Power/Duty Delegated~~

~~Part~~	~~5 Administration~~
~~Division~~	~~4 – Local government employees~~
~~Section~~	~~5.36 – Local government employees~~
~~Sub section~~	~~(1)(a)~~
~~Local Law~~	~~Nil~~
~~Relevant Policies~~	~~Nil~~

~~Previous Delegation # D.03~~

~~Detail of delegation~~

~~Council delegates to the Chief Executive Officer the power under section 5.36(1)(a) of the *Local Government Act 1995* to appoint an employee of the Shire of Broome to be the Acting Chief Executive Officer for a period of absence of the Chief Executive Officer of not greater than 30 business days.~~

~~Conditions Imposed~~

~~1. The Chief Executive Officer must be satisfied that the person appointed as Acting CEO is suitably qualified for the position (refer to section 5.36(2)(a) of the Local Government Act.~~

~~2. The Chief Executive Officer must advise Council when an appointment is made.~~

~~Sub-delegation Permitted~~ ~~No~~

~~Sub-delegated to~~ ~~N/A~~

~~Record requirements~~ ~~The Chief Executive Officer is to ensure that an appropriate record is kept of all appointments to Acting CEO via the Higher Duties Official documentation. The original documentation is to be recorded to the relevant staff member's personnel file.~~

~~Reporting requirements~~ ~~The Chief Executive Officer to provide written advice to Councillors when this delegation is exercised.~~

LGA5 Approval of Signage within Active Reserves

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated

Part	3 Functions of local governments
Division	3 Executive functions of local governments
Section	3.54 Reserves under control of local government
Sub section	
Local Law	Local Government Property and Public Places Local Law
Relevant Policies	Policy 3.5.2 Advertising/Sponsors Signs within Active Reserves Local Planning Policy 5.10 – Signs

Previous Delegation # N/A

Detail of delegation

The Chief Executive Officer is delegated authority to approve advertising/sponsor signs within active reserves in accordance with the appropriate Council policy.

Conditions Imposed

The Chief Executive Officer is to have consideration for Policy 3.5.2 Advertising/Sponsors Signs within Active Reserves and Local Planning Policy 5.10 – Signs.

The Chief Executive Officer is to consult with Manager Health, Emergency and Ranger Services, Manager Infrastructure, Manager Sport and Recreation, Manager Community and Economic Development as required.

Sub-delegation Permitted Yes

Sub-delegated to ~~Deputy Chief Executive Officer~~
Director Development and Community
Manager Sport & Recreation

Record requirements Documentation to be recorded to the relevant reserve file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register)

LGA6 Approval to use Council Property for Activities Involving the Sale, or Supply and Consumption of Liquor

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated

Part	3 Functions of local government
Division	3 Executive functions of local governments
Section	3.54 Reserves under control of the local government
Sub section	
Local Law	Local Government Property and Public Places Local Law (or as amended)
Relevant Policies	43.3.1 Alcohol Management 53.4.7 Events

Previous Delegation # D.44

Detail of delegation

The Chief Executive Officer is delegated authority to permit or authorise the sale, or supply and consumption of liquor on property under the care, control and management of Council.

Conditions Imposed

The Chief Executive Officer is to have regard to the Alcohol Management Policy 3.3.1.

The approval is subject to the subsequent issue of an approved liquor licence issued by the appropriate authority for the sale of liquor if required by law.

The ~~Deputy Chief Executive Officer,~~ Director Development and Community ~~Services~~ and Manager Environmental Health, Emergency & Ranger Services shall liaise with Manager Community & Economic Development, Manager Sport & Recreation, Manager Planning & Building Services and Manager Infrastructure Operations before exercising this delegated power.

Sub-delegation Permitted Yes

Sub-delegated to

~~Deputy Chief Executive Officer~~
Director Development & Community ~~Services~~
Manager Health, Emergency & Ranger Services

Record requirements Documentation to be recorded to the relevant property or reserve file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA7 Approve Applications for Public Health Initiatives

Head of Power ***Local Government Act 1995*** **(sections 5.42 & 5.44)**

Power/Duty Delegated

Part	3 Functions of local governments
Division	3 Executive functions of local governments
Section	3.54 Reserves under control of a local government
Sub section	
Local Law	
Relevant Policies	

Previous Delegation # D.22

Detail of delegation

The Chief Executive Officer is delegated authority to approve applications for the public health initiative known as “condom trees”.

Conditions Imposed Nil

Sub-delegation Permitted Yes

Sub-delegated to Director Development and Community
Manager Health, Emergency & Ranger Services
Coordinator Environmental Health

Record requirements Documentation to be recorded to file ENH01.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA8 Broome Recreation and Aquatic Centre – Trading hours, Extension of

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated

Part	**3 Functions of local government**
Division	**1 - General**
Section	**3.1 General function**
Sub section	
Local Law	
Relevant Policies	

Previous Delegation # D.10

Detail of delegation

The Chief Executive Officer is delegated authority to approve extension of these trading hours for special and/or extraordinary events subject to all costs for extra staff, security, waste removal, cleaning and any other costs being covered by the users/customers.

Conditions Imposed

The Chief Executive Officer is to have regard to both the wet season and dry season trading hours for the Broome Recreation and Aquatic Centre.

Sub-delegation Permitted Yes

Sub-delegated to Deputy Chief Executive Officer
Manager Sport & Recreation

Record requirements Documentation to be recorded to RES 42502 (BRAC General), and the relevant event file (if applicable).

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA9 Broome Street Number Markers

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated

Part	3 Functions of local governments
Division	3 Executive functions of local governments
Section	3.54 Reserves under control of a local government
Sub section	
Local Law	Nil
Relevant Policies	Nil

Previous Delegation # D.12

Detail of delegation

The Chief Executive Officer is delegated authority to have installed new street house-numbers, remarks or changes to existing numbers to be painted on or affixed to existing on-street kerbing, utilising Council staff, contract or other organisation (such as the Department of Corrective Services).

Conditions Imposed

Sub-delegation Permitted Yes

Sub-delegated to Director Infrastructure
Manager Infrastructure Operations
~~Development & Subdivisions Engineer~~

Record requirements Documentation to be recorded to file PLA33 (Street Numbering), the relevant street, property, contract and/or property files.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA10 Waiving and refunding of fees for applications administered by Development Services

Head of Power ***Local Government Act 1995*** **(sections 5.42 & 5.44)**

Power/Duty Delegated

Part	6 Financial management
Division	4 General financial provisions
Section	6.12 Power to defer, waive or write off debts
Sub section	(1)(b)
Local Law	
Relevant Policies	C3.1.2 - Waiving and Refunding of Fees

Previous Delegation # D.15

Detail of delegation

The Chief Executive Officer is delegated the power to waive or refund fees in accordance with a Council adopted Policy and schedule of fees and charges for applications made under the following legislation and local laws administered by the Development and Community~~Services~~ Directorate:

(a) Building Act 2011;
(b) Bush Fires Act 1954;
(c) Food Act 2008;
(d) Local Government Act 1995;
(e) Public Health Act 2016;
(f) Local Government Property and Public Places Local Law 2012; and
(g) Trading, Outdoor Dining and Street Entertainment Local Law 2003.

Conditions Imposed

Sub-delegation Permitted Yes

Sub-delegated to Director Development and Community ~~Services~~
Manager Planning & Building Services
Manager Health, Emergency & Rangers

Record requirements Documentation to be placed on recorded to the relevant building and property permit file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA11 Cape Leveque Road, Wet Season Closure and Load Limits

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated

Part	3 Functions of local governments
Division	3 Executive functions of local governments
Section	3.50 Closing certain thoroughfares to vehicles
Sub section	2
Local Law	Local Government Property and Public Places Local Law 2012~~2~~6 ~~10.1 Notice to repair damage to thoroughfare~~ ~~10.2 Act and Regulations deal with closing of thoroughfares~~ ~~10.3 No access without consent~~
Relevant Policies	34.2.6 – Closure of Unsealed Roads Due to Wet Weather

Previous Delegation # D.18

Detail of delegation

The Chief Executive Officer is delegated authority to grant approval for the section of the Broome – Cape Leveque Road from the end of the bitumen south of the Manari Road turn off to the start of the northern most sealed section near Beagle Bay to all classes of vehicles of gross mass (GVM) 11 tonnes or more, for the period from 1 December to 31 March; each year;

That approvals only be issued for heavy vehicles in excess of 11 tonne GVM and assessed as providing “essential” transport under the conditions outlined below.

Conditions Imposed

Authority to grant approval is subject to the following conditions:

- Bogie Drive vehicles allowed only, rigid truck, B - Double or rigid truck and single trailer combination;
- Road Train trip requests to be considered on their merits and be subject to appropriate conditions;
- One trip per week only, unless a special permit is provided by the Chief Executive Officer;
- Each trip cannot commence before confirmation by the Shire that substantial rain has not occurred on the road within the 48 hours preceding the trip and that clear weather is forecast;
- If substantial rain has occurred or is occurring, the vehicle will have to wait until cleared by the Shire;
- No responsibility will be taken by the Shire to recover bogged or disabled vehicles and any damages caused by any ‘permit’ vehicles may be chargeable to the permit holders, depending on circumstances at the time;
- The permit can be cancelled at any time at the discretion of the Chief Executive Officer, if circumstances warrant;
- These conditions may be varied at the discretion of the Chief Executive Officer based on a risk assessment basis.

Sub-delegation Permitted Yes

Sub-delegated to Director Infrastructure

Manager Infrastructure Operations

Record requirements Documentation to be recorded to file ENR01.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register)

LGA12 Council Chambers

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated

Part	5 Administration
Division	4 Local Government Employees
Section	5.42 Delegation of some powers and duties to CEO
Sub section	
Local Law	
Relevant Policies	1.2.2 – Use of Council Chambers and Administration

Previous Delegation # D.23

Detail of delegation

The Chief Executive Officer is delegated authority to authorise the use of the Council Chambers for functions and meetings, other than Council related functions and meetings, when special circumstances exist.

Conditions Imposed

The Chief Executive Officer is to liaise with the Shire President in regard to these bookings.

Sub-delegation Permitted Yes

Sub-delegated to Director Corporate Services

Record requirements To be recorded to file RES 8519.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA13 Declaring A Vehicle To Be An Abandoned Vehicle Wreck

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated

Part	3 Functions of local governments
Division	3 Executive functions of local governments
Section	3.40A Abandoned vehicle wreck may be taken
Sub section	(4)
Local Law	
Relevant Policies	

Previous Delegation # N/A

Detail of delegation

In accordance with *Local Government Act 1995* section 3.40A(4) if after seven days from the removal of a vehicle deemed to be an abandoned wreck the owner of the vehicle has not been identified or after seven days from the giving of a notice the owner has not collected the vehicle the Chief Executive Officer may declare that the vehicle is an abandoned vehicle wreck.

Conditions Imposed

Nil

Sub-delegation Permitted Yes

Sub-delegated to Director Development and Community
Manager Health, Emergency & Rangers Services

Record requirements Documentation to be recorded to file LAW007.2 and any other relevant file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA14 Disposal and Acquisition of Assets (Other than Land)

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated

Part	3 Functions of local governments
Division	3 Executive functions of local governments
Section	3.58 Disposing of Property
Sub section	
Regulation	*Local Government (Functions and General) Regulations 1996* Regulation 30(3)
Local Law	
Relevant Policies	22.1.2 Purchasing 12.1.3 Local Regional Price Preference 35.3.2 Disposal of Assets

Previous Delegation # D.29

Detail of delegation

The Chief Executive Officer is delegated authority to acquire or dispose of Shire assets (other than land) by public tender, expressions of interest or public auction valued at an amount not exceeding $150,000.

Conditions Imposed

The delegation shall be exercised provided that appropriate provision is made in Council's Budget.

Sub-delegation Permitted Yes

Sub-delegated to
Deputy Chief Executive Officer
Director Infrastructure
Director Corporate Services
Director Development and Community
Manager Health, Emergency & Ranger Services

In accordance with values endorsed by the Chief Executive Officer.

Record requirements Documentation to be recorded to the relevant plant file and/or file EPL03 (Disposal – Auctions & Sales) if applicable.

Reporting requirements The Chief Executive Officer is to inform the Council of the detail of all acquisitions or disposals under this delegation.

LGA15 Disposal of Impounded Vehicles and Goods

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated

Part	3 Functions of local governments
Division	3 Executive functions of local governments
Section	~~3.40A Declare a vehicle to be an abandoned wreck~~ 3.47(2) Disposing of confiscated or uncollected goods
Sub section	
Local Law	*Parking and Parking Facilities Local Law 2012*
Relevant Policies	

Previous Delegation # D.38

Detail of delegation

The Council delegates authority to the Chief Executive Officer to perform the functions in relation to the administration of the *Local Government Act 1995* including the following:

~~s3.40a~~	~~declare a vehicle an abandoned wreck for the purposes of s3.40A of the Act.~~
S3.47(2	sell or otherwise dispose of any vehicles or goods that have been impounded

Conditions Imposed
This delegation is exercised provided that the estimated resale value of that particular vehicle is below the prescribed value and the statutory two month waiting period is completed.

Sub-delegation Permitted Yes

Sub-delegated to Director Development and Community
Manager Health, Emergency & Ranger Services

Record requirements Documentation to be recorded to file LAW007.2 and the relevant tender file if applicable.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA16 Disposing of Sick Or Injured Impounded Animals

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated

Part	3 Functions of local governments
Division	3 Executive functions of local governments
Section	3.47A Sick or injured animals, disposal of
Sub section	(1)
Local Law	*Dog Local Law 2012*
Relevant Policies	

Previous Delegation # N/A

Detail of delegation

The Chief Executive Officer is delegated the power under s3.47A – to determine that an impounded animal is ill or injured to such an extent that treating it is not practicable, to humanely destroy the animal and to dispose of the carcass.

Conditions Imposed

Officers must liaise with an authorised veterinarian if practicable and must not destroy an animal unless-

(a) because of the state of the animal, destroying it is urgent; or
(b) the local government has taken reasonable steps to notify the owner and has complied with statutory requirements.

Sub-delegation Permitted Yes

Sub-delegated to Director Development and Community ~~Services~~
Manager Health, Emergency & Ranger Services
Coordinator Rangers

Record requirements Documentation to be recorded to file LAW002.8

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA17 Execution of Documents – Authorisation without Common Seal

(Withdrawn OMC 7 September 2017 – Item 9.4.3)

LGA18 Insurance

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated *Local Government (Financial Management) Regulations 1996*

Part	5
Division	4 Local Government Employees
Section	5.42 Delegation of some powers to CEO
Sub section	
Regulation	*5* CEO's duties as to financial management (1)(e)
Local Law	
Relevant Policies	

Previous Delegation # D.39

Detail of delegation

The Chief Executive Officer is delegated authority to enter into appropriate contracts of insurance on behalf of Council, whilst Council's insurance portfolio is managed by Local Government Insurance Service.

Conditions Imposed

Sub-delegation Permitted Yes

Sub-delegated to Director Corporate Services

Record requirements Documentation to be recorded to file RIC10 (Insurance Policies & Renewals).

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA19 Investment of Surplus Funds

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated

Part	6. Financial management
Division	4 General financial management
Section	6.14 Power to invest
Regulation	*Local Government (Financial Management)* Regulations 19, 19C
Local Law	
Relevant Policies	22.2.3 – Investment of Surplus Funds

Previous Delegation # D.40

Detail of delegation

The Chief Executive Officer is delegated authority to invest surplus funds from the Municipal, Trust and Reserve funds in asset classes as set out in Policy 2.2.3 Investment of Surplus Funds.

Conditions Imposed

The Chief Executive Officer shall have regard to Policy 2.2.3 Investment of Surplus Funds.

Sub-delegation Permitted Yes

Sub-delegated to Director Corporate Services
Manager Financial Services
Coordinator Financial Services

Record requirements Documentation to be recorded to file FIN001.

Reporting requirements To be reported in the Monthly Financial Activity Report with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA20 *Local Government (Uniform Local Provisions) Regulations 1996*, Consent Permission or Approvals

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated *Local Government (Uniform Local Provisions) Regulations 1996*

Part	
Division	
Section	
Regulation	6, 11, 12, 13, 17
Sub section	
Local Law	Nil
Relevant Policies	Nil

Previous Delegation # D.45

Detail of delegation

The Chief Executive Officer is delegated authority to:-

- Give permission to obstruct a public thoroughfare by things placed and left,
- Give permission to make or make and leave an excavation in a public thoroughfare or on land adjoining a public thoroughfare,
- Approve the construction of a crossing giving access from a public thoroughfare to land or a private thoroughfare,
- Issue a notice requiring a person to construct or repair a crossing from a public thoroughfare to land or a private thoroughfare.
- Approve applications to undertake a construction on, over, or under a specified public thoroughfare or public place that is local government property.

Conditions Imposed

That no cost is imposed upon Shire of Broome.

Sub-delegation Permitted Yes

Sub-delegated to Director Infrastructure
Manager Infrastructure Services
~~Development & Subdivisions Engineer~~

Record requirements Documentation to be recorded to the relevant property file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA21 Management Orders, Acceptance of

(Revoked OMC 23 February 2017 – Item 9.4.6)

LGA22 Municipal / Trust Fund, Authorisation of Payments, including Creditors

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated

Local Government (Financial Management) Regulations 1996

Part	6 Financial management
Division	4 General financial provisions
Section	6.10 Financial management regulations
Sub section	
Regulation	12 Payment from municipal fund or trust fund 13 List of accounts
Local Law	
Relevant Policies	

Previous Delegation # D.47

Detail of delegation

The Chief Executive Officer is delegated authority to authorise payments from the municipal and trust funds with the information required under Regulation 13 of the *Local Government (Financial Management) Regulations 1996*.

Conditions Imposed

Authority is to be exercised in accordance with Regulation 12 of the *Local Government (Financial Management) Regulations 1996*.

Each payment from the Municipal Fund or the Trust Fund is to be noted on a list compiled for each month showing:

- The payee's name,
- The amount of the payment,
- The date of the payment, and
- Sufficient information to identify the transaction

The list referred to above is to be presented to the Council at the next Ordinary Meeting of the Council following the preparation of the list and is to be recorded in the minutes of the meetings at which it is presented.

Sub-delegation Permitted Yes

Sub-delegated to Director Corporate Services
Manager Financial Services
Coordinator Financial Services

Record requirements	The Council item, together with attachment (Authorisation of Expenditure Schedule), is to be recorded to file FRE02.
Reporting requirements	Presented to Council via the Ordinary Meetings of Council

LGA23 Operational – Authorised Officers, Appointment of

Head of Power ***Local Government Act 1995 – (Section 5.42)***
Local Government (Miscellaneous Provisions) Act 1960
Dog Act 1976
Health Act 1911
Cemeteries Act 1986

Power/Duty Delegated As listed below

Part	9 Miscellaneous Provisions
Division	2 Enforcement and legal proceedings
Sub Division	1 Miscellaneous Provisions about enforcement
Section	9.10 Appointment of Authorised Persons
Sub section	
Local Laws	Dog Local Law 2012 Health Local Law 2006 Parking and Parking Facilities Local Law 2012 Trading, Outdoor Dining and Street Entertainment Local Law 2016 Local Government Property and Public Places Local Law 2016 Cemeteries Local Law 2012

Previous Delegation # D.50

Detail of delegation

The Chief Executive Officer is delegated the power to appoint persons or classes of person as authorised officers in accordance with the various Acts, Regulations and Local Laws listed below and as amended:

- *Local Government Act 1995* – Part 9 Division 2 Section 9.10
- *Local Government (Miscellaneous Provisions) Act 1960* - Part XX Section 449 (appointment of Pound Keeper and/or Rangers) Act to be read as part of the Local Government Act
- Dog Local Law 2012
- Health Local Law 2006
- Parking and Parking Facilities Local Law 2012
- Trading, Outdoor Dining and Street Entertainment Local Law 2016
- Local Government Property and Public Places Local Law 2016
- Cemeteries Local Law 2012

Conditions Imposed Nil

Sub-delegation Permitted No

Sub-delegated to Nil

Record requirements Documentation to be recorded to the staff member's personnel file, and details of authorisation placed on the Authorised Persons Register.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA24 Operational – Community Sponsorship Program

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated

Part	5 Administration
Division	4 Local government employees
Section	5.42 Delegation of some powers to the CEO
Sub section	6.2 Local government to prepare annual budget
Local Law	Nil
Relevant Policies	53.4.2 Community Sponsorship Program

Previous Delegation # D.53

Detail of delegation

The Chief Executive Officer is delegated authority to approve ad hoc sponsorship to a maximum of $1,000 in accordance with ~~after reference to the Community Sponsorship Assessment Working Group and~~ Council's approved Financial Year Budget.

Conditions Imposed

The Chief Executive Officer shall have regard to Policy 3.4.2 Community Sponsorship Program and annual priorities for the ad hoc sponsorship funding established by the Community Sponsorship Assessment Working Group.

Sub-delegation Permitted Yes

Sub-delegated to ~~Deputy Chief Executive Officer~~Director Development & Community

Record requirements Documentation kept on to be recorded to file FIS07 (Ad Hoc Community Sponsorship).

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA25 Operational – Contract Price Variations

Head of Power ***Local Government Act 1995*** **(Sections 5.42)**

Power/Duty Delegated

Local Government (Functions and General) Regulations 1996

Part	4 Provision of goods and services
Division	2 Tenders for providing goods and services (s3.57)
Regulation	20 Variation of requirements before entry into contract 21A Varying a contract for the supply of goods or services
Local Law	
Relevant Policies	22.1.2 – Purchasing Policy

Previous Delegation # D.54

Detail of delegation

The Chief Executive Officer is delegated authority to approve:

- minor contract variations after a successful tenderer has been chosen but before a contact has been entered into for the supply of goods and services, subject to sufficient funds being available within the approved expenditure budget and that the Chief Executive Officer is satisfied that the price variation is necessary.

- contract variations after a contract has been entered into for the supply of goods and services when:
  (a) the variation is necessary in order for the goods or services to be supplied and does not change the scope of the contract; or
  (b) the variation is a renewal or extension of the term of the contract as described in regulation 11(2)(j) – *Local Government (Functions and General) Regulations 1996*.

Conditions Imposed

Any contract variation is to be recorded in a Contracts Register and is to be reported to the Council.

Sub-delegation Permitted No

Sub-delegated to

Record requirements Documentation to be recorded to the relevant contract file and the Contracts Register.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA26 Operational – Legal Representation, Costs Indemnification

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated

Part	5 Administration
Division	4
Section	5.42 Delegation of some powers and duties to CEO
Sub section	
Local Law	
Relevant Policies	Policy 1.2.3 – Legal Representation Cost Indemnification

Previous Delegation # D.57

Detail of delegation

The Chief Executive Officer is delegated authority to approve applications from elected members or staff for urgent legal services where there is a need for the services, before an application can be considered by Council.

Conditions Imposed

The Chief Executive Officer should reference legal advice on any application if he/she deems necessary and can exercise this authority up to the value of $20,000.

The Chief Executive Officer is to take into account Policy 1.2.3 of the Council in relation to this matter as determined and varied from time to time.

Sub-delegation Permitted Yes

Sub-delegated to ~~Deputy Chief Executive Officer~~
Director Development and Community ~~Services~~

Record requirements The advice documentation is to be recorded to the relevant subject, property or reserve file, and the staff member's personnel file.

Reporting requirements The Council is to be informed of all legal advice obtained and the advice is to be made available for inspection upon request.

LGA27 Permits, Road Trains and Extra Mass

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated

Part	3 Functions of local governments
Division	3 Executive functions of local governments
Section	3.50 Closing certain thoroughfares to vehicles
Sub section	
Local Law	Local Government Property and Public Places Local Law 2012~~2~~6 ~~3.2, 3.3, 3.4, 3.5~~
Relevant Policies	34.2.6 – Closure of Unsealed Roads Due to Wet Weather

Previous Delegation # D.61

Detail of delegation

The Chief Executive Officer is delegated authority to determine any application recommending approval or refusal, with conditions, to Main Roads WA to use road trains and applications for extra mass permits and/or over-dimensional vehicle permits on any local road within the district.

Conditions Imposed

The Chief Executive Officer is to have regard to:

1) All roads are subject to the appropriate approval by Main Roads WA and subsequent issue of relevant permits
2) Applicants are to supply Council with a copy of Main Roads WA permit before operations commence
3) That the speeds of the vehicles do not exceed 90km/h on gravel roads
4) Applicants are requested to utilise sealed routes, where possible, particularly during periods of wet weather
5) Council reserves the right to withdraw the approval with twenty four (24) hours notice.
6) Any policy of Council in place from time to time.

Sub-delegation Permitted Yes

Sub-delegated to Director Infrastructure

Record requirements Documentation to be recorded to files ENR01 or TRL03 as applicable.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA28 Private Works

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated

Part	6 Financial management
Division	5 Financing local government activities
Section	6.15 Local government's ability to receive revenue and income
Sub section	
Local Law	Nil
Relevant Policies	34.2.1 Private and Community Works

Previous Delegation # D.63

Detail of delegation

The Chief Executive Officer is delegated authority to undertake private works within the Shire of Broome when determined to be in the interests of Council and when written authorisation is provided by the client to proceed.

Conditions Imposed

Delegation to be in accordance with relevant policy.

Sub-delegation Permitted Yes

Sub-delegated to Director Infrastructure
Manager Infrastructure Operations

Record requirements Documentation to be recorded to the relevant reserve or property file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA29 Purchase Orders, Issue of

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated **Local Government (Financial Management) Regulations 1996**

Part	2
Division	Regulations 5, 11(2), 12(1)(a) 11A, 11
Section	
Sub section	
Local Law	N/A
Relevant Policies	22.1.2 - Purchasing 12.1.3 - Local Regional Price Preference

Previous Delegation # D.64

Detail of delegation

The Chief Executive Officer is delegated authority to issue Purchase Orders for those goods and services provided for in ~~Council's~~ the Shire's adopted budget.

Conditions Imposed

The Chief Executive Officer is to refer to Policy 2.1.2 Purchasing Policy

Sub-delegation Permitted Yes

Sub-delegated to In accordance with Management Directive 008 as endorsed by Chief Executive Officer.

Record requirements Audit trail maintained within Synergy Soft Financial Management System Purchasing Module.

Reporting requirements As per Management Directive 008 as reviewed and amended by the Chief Executive Officer from time to time.

LGA30 Rates and Service Charges - Agreements

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated

Part	6. Financial management
Division	6. Rates and service charges
Section	6.49 – Agreement as to payment of rates and service charges
Sub section	
Local Law	Nil
Relevant Policies	2.2.5 – Rates Debt Recovery

Previous Delegation # D.66

Detail of delegation

The Chief Executive Officer is delegated the power to accept payment of a rate or service charge that is due and payable by a person in accordance with an agreement made with that person.

Conditions Imposed

1. The Chief Executive Officer is required to observe any relevant policy.
2. In making any such agreement, the Chief Executive Officer is to exercise discretion in negotiating the best possible repayment schedule to protect the interests of the Shire without imposing undue financial hardship on the person.
3. The Chief Executive Officer is to ensure that appropriate written agreements are entered into and that appropriate internal controls are in place to monitor compliance with the agreed repayment schedule.
4. The Chief Executive Officer is to have regard to the Shire's debt collection policy should the person materially default with the terms of the agreement.

Sub-delegation Permitted Yes

Sub-delegated to Director Corporate Services
Manager Financial Services

Record requirements A written, signed agreement is to be entered into. Document is to be recorded to file ARA10 (Rates – Payment Arrangements & Instalments).

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA31 Rates, Unpaid – Power for Sale

(Revoked OMC 23 February 2017 – Item 9.4.6)

LGA32 Rating and Service Charges, Caveat

Head of Power ***Local Government Act 1995*** **(Sections 5.42)**

Power/Duty Delegated

Part	6. Financial management
Division	6 Rates and service charges
Section	6.64 Actions to be taken
Sub section	3
Local Law	
Relevant Policies	2.2.5 – Rates Debt Recovery

Previous Delegation # D.68

Detail of delegation

The Chief Executive Officer is delegated the power to lodge (and withdraw) a caveat to preclude dealings in land where rates or services charges are in arrears and the CEO is of the opinion that it is in the interests of the Shire to lodge the caveat.

Conditions Imposed

1. The Chief Executive Officer is required to observe any relevant policy.
2. The action to lodge a caveat is only to be taken, where in the opinion of the Chief Executive Officer, that action is necessary.
3. The action is only to be taken by persons with the specific written authority to lodge the caveat.

Sub-delegation Permitted No

Sub-delegated to

Record requirements Documentation to be recorded to file ARA06 (Rates – Debt Recovery & Legal Action).

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA33 Rating and Service Charges, Legal Action for Recovery

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated

Part	6. Financial Management
Division	6 Rates and Service Charges
Section	6.56 Rates and Service Charges Recoverable in Court
Sub section	
Local Law	
Relevant Policies	2.2.5 – Rates Debt Recovery

Previous Delegation # D.69

Detail of delegation

The Chief Executive Officer is delegated the power to instigate action through a court to recover a debt, including recovery costs, associated with a rate or service charge, if it remains unpaid after the time for payment under the Act, and in accordance with procedures outlined in the Shire debt collection policy.

Conditions Imposed

1. The Chief Executive Officer is required to observe any relevant policy.
2. The legal action is only to be taken, where in the opinion of the Chief Executive Officer, that action is a last resort to obtain payment.
3. The legal action is only to be taken by persons with the specific written authority to commence the action.

Sub-delegation Permitted Yes

Sub-delegated to Director Corporate Services
Manager Financial Services

Record requirements Documentation to be recorded Schedule to file ARA06 (Rates – Debt Recovery & Legal Action).

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA34 Recovery of Rates and Service Charges – Leased Properties

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated

Part	6 Financial Management
Division	6 Rates and Service Charges
Section	6.60 Local government may require lessee to pay rent
Sub-Section	
Local Law	
Relevant Policies	

Previous Delegation # D.71

Detail of delegation

The CEO is delegated:

1. The power to give notice to the lessee of land if payment of a rate or service charge imposed is due and payable requiring the lessee to pay any rent as it falls due in satisfaction of the rate or service charge.
2. The duty to give the lessor a copy of the notice with an endorsement that the original of it has been given to the lessee.
3. The power to recover the amount of the rate or service charge as a debt from the lessee if rent is not paid in accordance with the notice.
4. The power to request the occupier of property, or an agent of the owner of property to disclose the name and address of the owner or of the person receiving or authorised to receive the rate or service charge.
5. The duty to apply the money for or towards rates or service charges where money is paid on rates and charges due on the land in the order in which they become due.

Conditions Imposed

To observe all relevant provisions of *the Local Government Act 1995*, all other written law and regulations, Council policies, directions and guidelines.

Sub-delegation Permitted Yes

Sub-delegated to Director Corporate Services
Manager Financial Services

Record requirements Documentation to be recorded to file ARA06 (Rates – Debt Recovery & Legal Action) and to the relevant lease file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA35 Road Closures, General and Temporary

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated

Part	3 – Functions of Local Government
Division	3 – Executive Functions of Local Governments
Section	3.50 Closing certain thoroughfares to vehicles, 3.50A Partial closure o thoroughfare for repairs or maintenance
Sub section	
Local Law	Shire of Broome Property and Public Places Local Law 2012~~6 - 10.1 10.2 , 10.3~~
Relevant Policies	34.2.6 Closure of Unsealed Roads Due to Wet Weather

Previous Delegation # D.72

Detail of delegation

The Chief Executive Officer is delegated the authority to temporarily close a street or a portion of a street and/or any local road under Council's control to all traffic for any period not exceeding 28 days, or exceeding 28 days providing local public notice has been provided. This temporary closure is undertaken:

- as by reason of the heavy rain, a street is likely to be damaged by the passage of traffic generally and/or if it is considered the road is unsafe for public traffic; or
- for the purpose of conducting events in accordance with the Traffic Management for Events Code of Practice and the Road Traffic (Events on Roads) Regulations 1991.

Conditions Imposed

In accordance with Local Laws.

Sub-delegation Permitted Yes

Sub-delegated to Director Infrastructure
Manager Infrastructure Operations

Record requirements Documentation to be recorded to files ENR01 or ROR01 as applicable.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

~~LGA36 Significant Tree Register~~

~~Head of Power~~ ~~*Local Government Act 1995*~~ **~~(Section 5.42 & 5.44)~~**

~~Power/Duty Delegated~~

~~Part~~	~~3 Functions of local governments~~
~~Division~~	~~3 Executive functions of local governments~~
~~Section~~	~~3.54 Reserves under control of a local government~~
~~Sub section~~	
~~Local Law~~	~~Local Government Property and Public Places Local Law 2012~~
~~Relevant Policies~~	~~3.1.24 – Significant Tree Register~~

~~Previous Delegation # N/A~~

~~Detail of delegation~~

~~The Chief Executive Officer is delegated authority with respect to the inclusion of trees on the Register and for works of a minor nature. The application for the physical removal of any trees on the Register will be referred to Council for consideration.~~

~~Conditions Imposed~~

~~Trees that will be considered for inclusion on the Register, should substantially meet the following criteria:~~

1. ~~Outstanding aesthetic quality.~~
2. ~~Outstanding for its large height, trunk circumference or canopy spread.~~
3. ~~Is particularly old or venerable.~~
4. ~~Having associations with an important historical event.~~
5. ~~Any tree associated with a well-known public figure or ethnic group.~~
6. ~~Occurs in a unique location or situation, or provides a significant contribution to the landscape, important landmarks and trees which form part of an historical garden, park or setting within the townsite.~~
7. ~~Of a rare species or variety or very localised distribution.~~
8. ~~Horticultural or genetic value and could be an important source of propagating stock.~~
9. ~~Exhibits a curious growth form or physical feature, including unusually pruned forms.~~
10. ~~Any mature specimens of native trees whose natural distribution is mainly restricted to Broome and/or the Dampier Peninsula.~~

~~Any person desiring to cut, remove or otherwise alter the state of a tree listed on the Significant Tree Register shall require the approval of Council. The following exemptions to this are:~~

a. ~~Any tree or part of tree which is dead.~~
b. ~~Any part of a tree which has to be pruned clear of overhead wires to the requirements of Horizon Power, in accordance with Australian Standard AS 4373-1996 Pruning of Amenity Trees.~~
c. ~~Remedial pruning of remaining limbs (but not tree removal) after storm damage.~~
d. ~~Any tree deemed to be dangerous by the Council, following service of an order requiring the tree to be made safe by the owner.~~

Sub-delegation Permitted	Yes
Sub-delegated to	Director Infrastructure
Record requirements	Documentation to be recorded to file ARE12 (Significant Trees Register).
Reporting requirements	To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA37 Tenders, Expressions of Interest and Panels of Pre-qualified Suppliers

Head of Power **Local Government Act 1995 (Sections 5.42 & 5.44)**

Power/Duty Delegated

Part	3 Functions of local governments
Division	3 Executive functions of local governments
Section	3.57 Tenders for providing goods or services
Sub section	1
Regulations	*Local Government (Functions and General) Regulations 1996* 11(1),14(2a), 21(1), 18(4) & 23(3), 24AD(1), 24AD(3), 24AH(3)
Local Law	Nil
Relevant Policies	2.1.2 – Purchasing Policy 12.1.3 – Local Regional Price Preference 12.1.7 – Procurement via Panels of Pre-qualified Suppliers

Previous Delegation # D.79

Detail of delegation

Pursuant to Sections 5.42 and 5.43 of the *Local Government Act 1995,* the Chief Executive Officer is delegated the power:

1. To publicly call tenders for goods and services where provision has been made in the Annual Budget for those goods and services.
2. To decide to establish a panel of pre-qualified suppliers of particular goods or services, and to publicly invite persons to join the panel.
3. To determine in writing the criteria for deciding which tender or panel of pre-qualified suppliers should be accepted.
4. To seek Expressions of Interest for the supply of goods and services before entering into the Tender process.
5. To determine which of the Expressions of Interest received would be an acceptable Tenderer.
6. To accept a tender or an application to join a panel of pre-qualified suppliers where the consideration is less than $150,000.

Conditions Imposed

1. The decision to accept a tender or an application to join a panel of pre-qualified supplier must relate to goods or services that are subject to a specific budget expenditure authorisation or other express written authority of the Council.

2. The decision must be based upon a proper, fair and impartial public tender process that only considers tenders or applications to join a panel of pre-qualified suppliers that comply with all relevant requirements on opening.

3. The decision must be based upon the best value for money proposal that has been assessed by a proper and accountable assessment process.

4. The decision must be based upon full compliance with *Local Government (Functions and General) Regulations 1996* Part 4 Divisions 2 and 3, any relevant written law, Council policy or procedures.

Sub-delegation Permitted	Yes
Sub-delegated to	Director Corporate Services
Record requirements	Entry in the Tender Register in accordance with regulations 17 and 24AG of the *Local Government (Functions and General) Regulations 1996.* Documentation to be recorded to file LEG256 (Tender Register) and where applicable recorded to the relevant Tender or Panel of Pre-qualified Suppliers file.
Reporting requirements	Tender report to Council for tenders called over $150,000 and entry in the Tender Register in accordance with regulations. Tenders under $150,000, to be reported monthly in the Information Bulletin.

LGA38 Trading Licences

Head of Power ***Local Government Act 1995*** **(Section 5.42)**

Power/Duty Delegated

Part	5 Administration
Division	4 Local Government Employees
Section	5.42 Delegation of some powers and duties to CEO
Sub section	
Clause	
Local Law	Trading, Outdoor Dining and Street Entertainment Local Law 2016 Local Government Property and Public Places Local Law 2016
Relevant Policies	4.2.123.3.6 Trading in Public Places; Local Planning Policy 5.1 – Outdoor Dining

Previous Delegation # D.82

Detail of delegation

The Chief Executive Officer is delegated authority to:

- suspend/cancel any Trading Licence should a licence condition be breached.
- determine extension, suspension and cancellation of applications to conduct activities in accordance with the Trading, Outdoor Dining and Street Entertainment Local Law 2016 and Local Government Property and Public Local Law 2016.
- approve and determine applications to conduct activities in accordance with the Trading, Outdoor Dining and Street Entertainment Local Law 2016 and Local Government Property and Public Local Law 2016.
- Amend or vary licences issued under the Trading, Outdoor Dining and Street Entertainment Local Law 2016.
- approve applications for Outdoor Dining Licences.

Conditions Imposed

The Chief Executive Officer shall exercise this delegation in accordance with all Shire of Broome Policies.

Sub-delegation Permitted Yes

Sub-delegated to Director Development and Community
Manager Health, Emergency & Rangers Services
Manager Planning & Building Services

Record requirements	Documentation to be placed on the reserve/property file.
Reporting requirements	To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA39 Write Off of Debts Up to $1,000

Head of Power ***Local Government Act 1995*** **(Section 5.42 & 5.44)**

Power/Duty Delegated

Part	6. Financial Management
Division	4 General financial provisions
Section	6.12 Power To Defer, Grant Discounts, Waive Or Write Off Debts
Sub section	
Local Law	
Relevant Policies	22.2.5 Rates Debt Recovery Policy Business Operating Procedure 2.1.1 - Sundry Debt Recovery and Write Offf

Previous Delegation # D.88

Detail of delegation

The Chief Executive Officer is delegated authority to write off small amounts of any monies owed to the local government, up to a maximum of $1,000 per rates assessment and/or debtor record.

Conditions Imposed

1. The Chief Executive Officer is required to observe any relevant policy.
2. The debt write off is only to be actioned, where in the opinion of the Chief Executive Officer all of the following conditions are satisfied:
    a. the value of the debt inclusive of penalty interest, up to $1,000 is unrecoverable;
    b. it would be uneconomical to pursue formal debt recovery procedures; and
    c. the debtor has maintained a low credit risk history.
3. Monies owing and outstanding after 240 days that are considered doubtful and uneconomical to pursue further debt recovery may be written off after authorisation by either the Director Corporate Services or the Manager Financial Services.
4. All amounts stated are exclusive of GST

Sub-delegation Permitted Yes

Sub-delegated to Director Corporate Services
Manager Financial Services

Record requirements Documentation to be recorded to file ARA06 (Rates – Debt Recovery & Legal Action) or ADM06 (Debtors) as applicable.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LGA40 Lease Agreements – Community Storage Facility and Staff Housing

Head of Power ***Local Government Act 1995*** **(Sections 5.42 & 5.44)**

Power/Duty Delegated

Part	3 – Functions of local governments
Division	3 – Executive Functions of local governments
Section	3.58– Disposing of property
Sub section	1
Regulations	Regulation 30 of the *Local Government (Function & General) Regulations 1996*
Local Law	
Relevant Policies	21.3.4 – Staff Housing

Previous Delegation # N/A

Detail of delegation

Under section 5.42 of the *Local Government Act 1995*, the Chief Executive Officer is delegated to exercise the powers or discharge the duties of the Council to lease; sub-lease, reassign a lease of the Community Storage Facility Located on Reserve 42502 and staff housing under section 3.58 of the *Local Government Act 1995.*

Conditions Imposed

The power to lease; sub-lease, reassign a lease applies only to those leases that are subject to the provisions of Regulation 30 (2) (b) and (d) of the *Local Government (Function & General) Regulations 1996.*

3.58. Disposing of property
(1) In this section —

"dispose" includes to sell, lease, or otherwise dispose of, whether absolutely or not; **"property"** includes the whole or any part of the interest of a local government in property, but does not include money

30. Dispositions of property excluded from Act s. 3.58

(1) A disposition that is described in this regulation as an exempt disposition is excluded from the application of section 3.58 of the Act.

(2) A disposition of land is an exempt disposition if—

(a) the land is disposed of to an owner of adjoining land (in this paragraph called the ***transferee***) and —

(i) its market value is less than $5,000; and

(ii) the local government does not consider that ownership of the land would be of significant benefit to anyone other than the transferee;

or

(b) the land is disposed of to a body, whether incorporated or not —

(i) the objects of which are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature; and

(ii) the members of which are not entitled or permitted to receive any pecuniary profit from the body's transactions;

or

(c) the land is disposed of to —

(i) the Crown in right of the State or the Commonwealth; or

(ii) a department, agency, or instrumentality of the Crown in right of the State or the Commonwealth; or

(iii) another local government or a regional local government;

or

(d) it is the leasing of land to an employee of the local government for use as the employee's residence;

Sub-delegation Permitted Yes

Sub-delegated to

Record requirements Documentation to be recorded to files .

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

BUILDING ACT 2011

BA1 Administering the *Building Act 2011*

Head of Power ***Building Act 2011*** **(section 127)**

Power/Duty Delegated

Instrument	*Building Act 2011* and *Building Regulations 2012*
Part	Part 2, Part 4, Part 8
Division	
Sections of Building Act	18, 20, 21, 22, 23, 24, 27, 55, 58, 62, 65, 88, 96, 97, 98, 110, 111, 114, 117, 118, 119, 127, 128, 129, 130, 131, 132, 133, 145A.
Regulations in Building Regulation	23, 24, 26, 40, 51, 53, 61.
Local Law	
Relevant Policies	

Previous Delegation # N/A

Detail of delegation

The Council delegates authority to the Chief Executive Officer to perform the functions in relation to the administration of the *Building Act 2011* including to:

- s18 – require an applicant, for a building permit, to give any document or information that it requires to determine the application, require an applicant to verify the information by statutory declaration and refuse to consider an application if the applicant does not comply with a requirement.
- s20 – grant a building permit if satisfied with the specified matters.
- s21 – grant a demolition permit if satisfied with the specified matters.
- s22 – refuse to grant a building permit or demolition permit in the specified circumstances.
- s23 – decide whether or not to grant the building permit in the specified timeframes, or outside those timeframes.
- s24 – record the grounds on which a decision is based and provide written notice of the decision.
- s27 - impose conditions on a building permit or a demolition permit, vary or revoke any conditions imposed and provide notice of the variation or revocation of a condition.
- s55 - require an applicant, for an occupancy permit or building approval certificates, to give any document or information that it requires to determine the application, require an applicant to verify the information by statutory declaration and refuse to consider an application if the applicant does not comply with a requirement.
- s58 – grant or modify an occupancy permit or a building approval certificate if satisfied with the specified matters, and refuse to grant or modify the occupancy

permit or the building approval certificate if there is an error in the information or document provided for the application.

- s59 – decide whether or not to grant the occupancy permit or building approval certificate in the specified timeframes, or outside those timeframes.
- s60 – record the grounds on which a decision is based and provide written notice of the decision.
- s62 – impose conditions on an occupancy permit or building approval certificate, vary or revoke any conditions imposed and provide notice of the variation or revocation of a condition.
- s65 – extend the period in which an occupancy permit or a building approval certificate has effect.
- s88 – specify the way in which an outward facing side of a particular close wall must be finished in the specified circumstances.
- s96 – designate a person employed by the local government under the Local Government Act 1995 section 5.36, as an authorised person in relation to buildings and incidental structures located, or proposed to be located, in the district of the local government.
- s97 – give an identity card to each person designated as an authorised person.
- s98 – revoke or vary a condition of designation.
- s110 – make a building order in the specified circumstances and as specified.
- s111 – issue notice of a proposed building order and consider any submissions received.
- s114 – serve a copy of the order on each person to whom the order is directed.
- s117(1) - revoke a building order and serve notice of the revocation on each person to whom the notice is directed.
- s117(2) – decide whether a building order has been fully complied with and either revoke a building order or inform each person to whom the building order is directed that it remains in effect.
- s118(2) – cause an authorised person to take any action specified in a building order or commence, complete any work specified in the order or take steps to cause action to cease.
- s118(3) – in a court of competent jurisdiction, seek to recover as a debt from a person who as been served with a copy of a building order the costs and expenses incurred in acting under subsection (2).
- s127 – delegate to any other local government employee a power or duty of the local government that has been delegated to the CEO.
- s128 - keep a register of all building permits, demolition permits, occupancy permits and building approval certificates granted and building orders made.
- s129 – make the register available for inspection and provide copies of building permits, demolition permits, occupancy permits, building approval certificates or building orders.
- s130 – keep copies of the prescribed documents.
- s131 – allow an interested person to inspect a building record or provide an interested person with a copy of a building records.
- s132 – give the Building Commissioner prescribed information for inclusion in the annual report or as requested.
- s133 – commence a prosecution for an offence against the Act.
- s145A – refer an uncertified application to a building surveyor who is not employed by the local government and issue a certificate for a building or structure in the specified circumstances.

The Council delegates authority to the Chief Executive Officer to perform the functions in relation to the administration of the *Building Regulations 2012* including to:

- r23 – refuse to accept an application to extend the time during which the permit has effect after the expiry date for the permit in the specified circumstances.
- r24 – extend the time during which a permit has effect in the specified circumstances.
- r26 – approve a new person to be named as the builder on a building permit or the demolition contractor on the demolition permit and amend the permit details accordingly.
- r40 – refuse to accept an application for the extension of the period of duration after the expiry day for an occupancy permit or building approval certificate in the specified circumstances and to record the decision.
- r51 – approve alternative requirements in relation to a pool fence, barrier or gate.
- r53 – arrange for an authorised person to inspect a pool enclosure.
- r61 – approve the use of a battery powered smoke alarm.
- r70 – appoint approved officers and authorised officers for the purposes of the *Criminal Procedure Act 2004* and issue a certificate of appointment.

Conditions Imposed

Delegation to be in writing, any sub-delegation to be in writing and reviewed every financial year.

Sub-delegation Permitted: Yes, with the exception of sections 96, 97, 98 and 127 of the Building Act and regulation 70 of the Building Regulation.

Sub-delegated to:

Director Development ~~Services~~ and Community:

- Building Act – sections 18, 20, 21, 22, 23, 24, 27, 55, 58, 59, 60, 62, 65, 88, 110, 111, 114, 117, 118, 119, 128, 129, 130, 131, 132, 133 and 145A.
- Building Regulations – regulations 23, 24, 26, 40, 51, 53, and 61.

Manager Planning & Building Services:

- Building Act – sections 18, 20, 21, 22, 23, 24, 27, 55, 58, 59, 60, 62, 65, 88, 110, 111, 114, 117, 118, 119, 128, 129, 130, 131, 132, 133 and 145A.
- Building Regulations – regulations 23, 24, 26, 40, 51, 53, and 61.

Building Surveyor:

- Building Act – sections 18, 20, 21, 22, 23, 24, 27, 55, 58, 59, 60, 62, 65, 88, 110, 111, 114, 117, 118, 119, 128, 129, 130, 131, 132, 133 and 145A.
- Building Regulations – regulations 23, 24, 26, 40, 51, 53, and 61.

Record requirements Documentation to be recorded to the relevant file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

BA2 Encroachment, Access and Works on Shire Owned or Managed Land

Head of Power ***Building Act 2011*** **(section 127)**

Power/Duty Delegated

Instrument	Building Act 2011
Part	Part 6
Division	
Section	Sections 76, 77, 78, 79, 80, 81, 82
Sub section	
Local Law	Nil
Relevant Policies	

Previous Delegation # N/A

Detail of delegation

The Chief Executive Officer is delegated authority to:

- s76 – consent to the encroachment of part of a building or incidental structure onto Shire owned or managed land.
- s77 – consent to work adversely affecting Shire owned or managed land.
- s78 – consent to a temporary or permanent protection structure being placed onto Shire owned or managed land.
- s79 – consent to work being done that affects the structural, waterproofing, or noise insulation capacity of a party wall, a substantial dividing fence or a boundary retaining wall on Shire owned or managed land.
- s80 – consent to the removal of a fence, gate or other barrier on Shire owned or managed land.
- s81 – consent to a person accessing Shire owned or managed land to undertake work or conduct a survey.
- s82 – remove an encroaching building or structure or protection structure from Shire owned or managed land in the specified circumstances.

Conditions Imposed

Delegation to be in writing, any sub-delegation to be in writing and reviewed every financial year.

Sub-delegation Permitted: Yes

Sub-delegated to:
~~Deputy Chief Executive Officer~~
Director Development ~~Services~~ and Community
Director Corporate Services
Director Infrastructure

Record requirements Documentation to be recorded to the property file

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

BA3 Seeking Consent to Affect Other Land

Head of Power ***Building Act 2011*** **(section 127)**

Power/Duty Delegated

Instrument	*Building Act 2011*
Part	Part 6
Division	
Section	Sections 84, 85, 86
Sub section	
Local Law	Nil
Relevant Policies	

Previous Delegation # N/A

Detail of delegation

The Chief Executive Officer is delegated authority to:

- s84 – give notice of a notifiable event to each owner of affected land.
- s85 – provide notice in the prescribed way, request that a survey of the affected land be conducted and seek consent from each owner of affected land for access to the affected land for the survey.
- s86 – seek orders from the Magistrates Court if consent is not provided and provide a copy of the order to the person affected by the order if the order is made in their absence.

Conditions Imposed

Delegation to be in writing, any sub-delegation to be in writing and reviewed every financial year.

Sub-delegation Permitted: Yes

Sub-delegated to:
~~Deputy Chief Executive Officer~~
Director Development ~~Services~~ and Community
Director Corporate Services
Director Infrastructure

Record requirements Documentation to be recorded to property file.

Reporting requirements To be reported monthly in the Information Bulletin with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

BUSH FIRES ACT 1954

BFA1 Administering the *Bush Fires Act 1954*

Head of Power ***Bush Fires Act 1954*** **(Section 48)**

Power/Duty Delegated

Part	
Division	
Section	13,17,18,23, 24, 24F, 24G, 25, 25A, 27, 27D, 33, 34,36, 37, 38, 38A, 40, 41, 42, 46, 50, 52, 58, 59, 59A, 60, 67, 68
Sub section	
Local Law	Bush Fire Brigades Local Law 2003
Relevant Policies	

Previous Delegation # N/A

Detail of delegation

The Council delegates authority to the Chief Executive Officer to perform the functions in relation to the administration of the *Bush Fires Act 1954* including the following:

- s13(4) - request the Fire Emergency Services (FES) commissioner to transfer control of a bushfire burning within the district, in accordance with section 13(4).
- s17(7) - shorten, extend, suspend or reimpose the prohibited burning times by no more than 14 days.
- s17(8) - notify adjoining local governments, the FES commissioner and any other government department or instrumentality of any variation to prohibited burning times.
- s18(5) - shorten, extend, suspend or reimpose the restricted burning times by no more than 14 days.
- s18(11) - request a person who has started a fire that has escaped the land, or in the opinion of a bush fire control officer is out of control, to pay the expenses incurred by it in preventing the extension of the fire.
- s23(2)(a)(i) - issue a permit in writing to a owner or occupier of land for burning during prohibited burning times.
- s 24 - issue a permit to burn for the purposes of harvesting subterranean clover during prohibited burning times.
- s 24B - require production of a permit to burn.
- s 24F - issue written permission for garden refuse to be burned in an incinerator located within 2m of any building or fence, during limited burning times.
- s 24G(2) - publish a notice in the *Gazette* and local newspaper further restricting or prohibiting the burning of garden refuse within the district in addition to the restrictions imposed by limited burning times.
- s24G(5) - vary or cancel a notice issued further restricting or prohibiting the burning of garden refuse within the district in addition to the restrictions imposed by limited burning times, by publishing a further notice.

- s25(1)(a) - approve in writing the lighting of a fire for the purposes of camping or cooking during periods of catastrophic, extreme, severe or very high forecast fire dangers.
- s25(1)(b) - approve in writing the lighting of a fire for the purposes of the conversion of bush into charcoal, or a lime kiln for the production of lime.
- s25(1aa)(b)(i) - set aside an area for the purposes of using a gas appliance for the purpose of camping or cooking bearing a sign denoting that purpose.
- s25(1a) - publish or vary a notice in the Gazette and in a local newspaper prohibiting the lighting of fires for the purposes of camping or cooking in the open air within the district during specified prohibited burning times.
- s25A(5) - serve a notice in writing on a person holding an exemption from burning during a prohibited period, prohibiting them from lighting a fire to which the exemption relates.
- s27(2) - permit the use of tractors in orchards that are not fitted with vertical exhaust pipes during restricted or prohibited burning times.
- s27(3) - prohibit the operation of any tractor or self propelled harvester not fitted with a fire extinguisher by a notice published in a newspaper circulating and a radio station broadcasting within the district.
- s27(4)(b) - vary or cancel a notice prohibiting the operation of any tractor or self propelled harvester not fitted with a fire extinguisher.
- s27D(2)(b) - set the requirements of the local government for the carriage in a motor vehicle of incendiary material, in accordance with section 27D.
- s27D(3)(b) - set the requirements of the local government for the deposit of incendiary material on any land.
- s33(1) - publish or vary a notice in the *Government Gazette* and local newspaper requiring landowners or occupiers to take measures to prevent the outbreak or extension of bushfires within a specified time.
- s33(1) - give notice in writing to an owner or occupier of land situated within the district to take measures to prevent the outbreak or extension of bushfires within a specified time.
- s33(4)(a) - direct a bushfire control officer or any other officer of the local government to enter upon the land of the owner or occupier in order to carry out the requirements of a notice using such resources as he sees fit.
- s33(5)(a) - ascertain and fix the costs incurred in order for the local government to carry out the requirements of a notice issued under section 33 in order to give them to the owner or occupier of the land.
- s33(6) - at the request and expense of the landowner or occupier, authorise any such works for the removal or abatement of a fire danger.
- s33(6) - recover a debt due from a landowner or occupier in respect to any works carried out.
- s34(1a)(a) - consult with a person, body or government department responsible for the care, control and management of a crown reserve within the district.
- s36(a) - purchase and maintain appliances, equipment and apparatus for the prevention, control and extinguishment of bushfires.
- s36(b) - clear a street, road or reserve vested in the local government of bush and other inflammable material for the purpose of preventing the occurrence or spread of a bushfire.
- s36(d) - establish and maintain bushfire brigades for the prevention control and extinguishment of bush fires.
- s36(e) - pay the owner or hirer of any vehicle used to control or extinguish a bushfire, in respect to damage done to a tyre of that vehicle.
- s36(f) - assist the occupier of farm lands within the district to acquire appliances, equipment and apparatus for the prevention, control and extinguishment of bushfires.

- s37(1)(a) - obtain and keep current a policy of insurance that insures volunteer fire fighters for compensation relating to injury caused to them while they are engaged in normal brigade activities.
- s37(1)(b) - obtain and keep current a policy of insurance that insures against loss or damage to all appliances, equipment and apparatus including privately owned appliances, equipment that is used under the direction of a bushfire control officer, or an officer or member of a bushfire brigade for the purposes of the Act.
- s38(1) - appoint such persons as required to act as bushfire control officers on behalf of the local government including, but not limited to, a chief and deputy chief bushfire control officer.
- s38(5A) - issue directions to a bushfire control officer appointed by the local government, or to an officer of a bushfire brigade registered by the local government, to burn bush on, or at the margins of streets, roads, and ways under the care, control, and management of the local government.
- s38A(1) - request the FES Commissioner to designate a person employed by the department as Chief Bush Fire Control Officer.
- s40(1) - join with other local governments to appoint, employ and remunerate bushfire control officers.
- s41(1) - establish and maintain bushfire brigades in accordance with local laws made for the purpose for the prevention control and extinguishment of bush fires.
- s41(2) - keep, maintain or cancel a register of bush fire brigades and their members.
- s41(2a) - notify the FES Commissioner of any changers to the register of bushfire brigades and their members.
- s42(1) - join with other local governments to establish, maintain, and equip with appliances, equipment and apparatus to act as a bush fire brigade.
- s46(1A)(a) - prohibit or postpone the lighting of a fire where, if lit, it would be, or become a source of danger by escaping from the land.
- s46(1A)(b) - direct that all reasonable steps be taken to extinguish a fire that is burning on land if it is in danger of escaping from that land.
- s46(3) - refund any fees paid to the local government in respect to an application for a permit to set fire to the bush if the local government if the applicant is precluded from using the permit and it becomes useless to him.
- s50(1)(a) - maintain records of all the bushfire control officers appointed by the local government.
- s50(1)(c) - maintain records of the particulars, nature, quantity and quality of the bush fire fighting equipment and appliances that are generally available within the district.
- s52(1) - apply to the Minister to have the district or part of it declared as an approved area.
- s58(3)(a) - recover the amount of the expense incurred by a person acting under the provisions of the Act, from a person committing an offence against the Act as a debt due in a court of competent jurisdiction.
- s59(1) - institute and carry on proceedings against a person for an offence alleged to be committed against the Act.
- s59(2) - reimburse a person instituting and carrying on proceedings against a person for an offence alleged to be committed against the Act, all costs and expenses that he may incur, or be put to in or about the proceedings.
- s59A(2) - serve a notice to a person, informing him that if he does not wish to be prosecuted for an alleged offence in a court, he may pay to an officer specified in the notice, within the time therein specified, the amount of the penalty prescribed for the offence.
- s67(1) - appoint persons as seen fit to act as a bush fire advisory committee.
- s67(3) - fix the quorum for the transaction of business at meetings of the bush fire advisory committee meetings.

- s67(3)(a) - make rules for the guidance of the bush fire advisory committee.
- s67(3)(b) - accept the resignation in writing of, or remove any member of the bush fire advisory committee.
- s67(3)(c) - appoint a person to fill any vacancy in the office of a member of the bush fire advisory committee.
- s68(1) - make an agreement with other local governments to join in appointing a regional bush fire advisory committee.

The Council delegates authority to the Director Development and Community, Manager Health, Emergency & Rangers and Coordinator Rangers to perform the functions in relation to the administration of the *Bush Fires Act 1954* including the following:

- s59(1) - institute and carry on proceedings against a person for an offence alleged to be committed against the Act; and
- s59A(2) - serve a notice to a person, informing him that if he does not wish to be prosecuted for an alleged offence in a court, he may pay to an officer specified in the notice, within the time therein specified, the amount of the penalty prescribed for the offence.

Conditions Imposed

The power to institute and carry on proceedings under section 59(1) delegated to the Director Development Services, Manager Health, Emergency & Rangers and Coordinator Rangers can only be exercised with prior approval from the Chief Executive Officer or Council.

Sub-delegation Permitted: No

Sub-delegated to: Nil

Record requirements Documentation to be recorded to file LAW003.1 (Firebreak Infringements & Prosecutions).

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

CARAVAN PARKS AND CAMPING ACT 1995

CPCA1 Administering the *Caravan Parks and Camping Act 1995*

(Withdrawn OMC 28 September 2017 – Item 9.4.3)

CAT ACT 2011

CA1 Administering the *Cat Act 2011*

Power/Duty Delegated

Part	4
Division	2
Section	44 ~~8, 10, 11, 12, 13, 26, 36, 37, 38, 39, 40, 42, 45, 47, 48, 49, 67, 70, 77~~
Sub section	(1)
Local Law	
Relevant Policies	

Previous Delegation # N/A

Detail of delegation

The Council pursuant to section 44 of the *Cat Act 2011 (*the Act) delegates authority to the Chief Executive Officer ~~to perform the functions in relation to the administration of the *Cat Act 2011* including the following~~ the exercise of its powers or the discharge of any of its duties including but not limited to the following:

- S3 – a local government may approve in writing an operator of a cat management facility.
- s8(2) - receive applications for the grant or renewal of the registration of a cat
- s9(1)(a) - grant or refuse to grant a registration.
- s9(1)(b) - grant or refuse to renew a registration.
- s9(5) - require an applicant for cat registration to give any document or information required to determine the application within a specified time of not more than 21 days.
- s10 - cancel the registration of a cat.
- s11(1)(a)(b)(c) - allot a registration number, tag, and certificate to a registered cat.
- s11(2) - replace a registration tag, or certificate to the owner of a registered cat, if satisfied that they have been lost, stolen, damaged or destroyed.
- s12 - maintain and update a register of cats.
- s13 - give notice in writing, within 7 days, of any decision made by the local government in relation to the registration or tagging of a cat, informing them of the reasons for the decision and the right to apply for a review of the decision.
- s26 - issue a cat control notice.
- s36 - receive applications for the approval, or renewal of approval to breed.
- s37(1)(a)(b) - grant or refuse to grant the approval for a person to breed cats, or renew or refuse to renew an approval for the person to breed cats.
- s37(3) - require an applicant for approval to breed cats, to give any document or information required to determine the application within a specified time of not more than 21 days.
- s37(4) - refuse to consider an application to breed cats if an applicant does not comply with a requirement under s 37(3) within the specified time required.

- s38 - cancel the approval to breed cats.
- s39(1) - issue a certificate of approval to an applicant approved to breed cats.
- s39(2) - replace a certificate of approval to breed cats, if satisfied that it has been lost, stolen, damaged or destroyed.
- s40 - give notice in writing of any decision made in relation to an approval to breed cats.
- s42 - do all things necessary or convenient to be done for, or in connection with performing functions of the Act.
- ~~s44(1) - delegate to the CEO the exercise of any of its powers under provisions of the Act.~~
- s48(1) - appoint or cancel the appointment of authorised persons for the purpose of performing particular functions of the Act.
- s49(3) - recover the reasonable costs associated with the destruction and disposal of a cat.
- s64 - grant an extension of time, for the payment of a modified penalty.
- s65 - withdraw an infringement notice.
- s73 - commence prosecutions for offences under the *Cat Act 2011* and local laws.
- s77 - administer regulations made as if they were a local law.

Conditions Imposed

Delegation to be in writing, any sub-delegation to be in writing and reviewed every financial year.

Sub-delegation Permitted: Yes

Sub-delegated to:

Director Development and Community:
s8(2), s9(1)(a), s9(1)(b),s9(5), s10, ~~s11(1)(a)(b)(c), s11(2)~~, ~~s12,~~ s13, s26, ~~s36~~, s37(1)(a)(b), s37(3), s37(4), s38, ~~s39(1), s39(2),~~ s40, s42, ~~s48(a)~~, s49(3), s64, s65, s73, and s77

Manager Health, Emergency & Ranger Services:
s8(2), s9(1)(a), s9(1)(b),s9(5), s10, ~~s11(1)(a)(b)(c), s11(2), s12~~, s13, s26, ~~s36~~, s37(1)(a)(b), s37(3), s37(4), s38, ~~s39(1), s39(2),~~ s40, s42,s49(3), s64, s65, and s77

Ranger Coordinator:
s8(2), s9(1)(a), s9(1)(b),s9(5), ~~s11(1)(a)(b)(c), s11(2), s12~~, s26, s42, and s77

Rangers:
s8(2), s9(1)(a), s9(1)(b),s9(5), s11(1)(a)(b)(c), s11(2), s12, s42, and s77

Customer Service Officers:
s8(2), s9(1)(a), s9(1)(b),s9(5), s11(1)(a)(b)(c), s11(2), s12, s42, and s77

Record requirements Documentation to be recorded as per Shire Protocols.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

CONTROL OF VEHICLES (OFF ROAD AREAS) ACT 1978

CVA1 Vehicular Access to Prohibited Areas of Cable Beach

Head of Power ***Control of Vehicles (Off Road Areas) Act 1978***

Power/Duty Delegated

Part	
Division	
Section	4A Delegation by Director General 6 Driving and using of off road vehicles, offences
Sub section	
Local Law	Local Government Property and Public Places 2012~~2~~6
Relevant Policies	34.2.5 Traffic Management For Events 43.3.6 Trading In Public Places 53.4.7 Events

Previous Delegation # D.84

Detail of delegation

In accordance with the exemption notice published in the Government Gazette No 131 on the 26 July 2013, the Chief Executive Officer is delegated authority to approve vehicular access to the prohibited areas of Cable Beach.

Conditions Imposed

Nil

Sub-delegation Permitted No

Sub-delegated to N/A

Record requirements Documentation to be recorded to the relevant file LAW005.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

DOG ACT 1976

DA1 Administering the *Dog Act 1976*

Head of Power ***Dog Act 1976*** **(Section 10AA)**

Power/Duty Delegated

Part	II
Division	N/A
Section	10AA ~~10A, 11, 14, 15, 16, 16AA, 16A, 17A(2), 17, 19, 27 (4), 29, 33E,33F (6), 33G, 33F, 33H,33M, 39, 44, 47, 48 (4)~~
Sub section	
Local Law	Dogs Local Law 2012
Relevant Policies	43.3.8 Keeping of 3-6 Dogs

Previous Delegation # D.90

Detail of delegation

The Council pursuant to section 10AA of the *Dog Act 1976* (the Act) delegates authority to the Chief Executive Officer to perform the powers or duties of the local government in the Act, including, but not limited to ~~functions in relation to the administration of the *Dog Act 1976* including~~ the following:

- s 10A - make payments to registered veterinarians toward sterilization costs of a dog owned by an eligible person residing within the district.
- s 11(1) - establish and maintain one or more dog management facilities appointing authorised persons to administer those facilities.
- s 14(1) - maintain an accurate and up to date register of dogs registered by the local government.
- s 15(4A) - waive or discount a registration fee for an individual or any class of dogs within the district with the exception of declared dangerous dogs.
- s 16(1) - register a dog that is ordinarily kept within the district upon receipt of a fee and application form signed by or on behalf of the owner.
- s 16(2) – direct a registration officer to refuse the application and refund the fee.
- s 16(3) – in the specified circumstances, direct a registration officer to refuse to effect or renew the registration of a dog, and/or direct that the registration of a dog be cancelled.
- s 16(4) – notify the applicant or the person in whose name the registration was effected.
- s 16AA(2) - deal with a person over the age of 18 nominated in writing by the registered owner of a dog to be their delegate.
- s 16A(1) - change the ownership of a dog other than a declared dangerous dog within 28 days of the receipt of written notification.

- s 17A(2) - provide written notice to the owner of an unregistered dog, that their dog may not be registered within the district, informing them of their right to apply for a review of the decision.
- s 17(4) - apply to a Justice of the Peace for an order to seize a dog that has its registration refused to be effected or renewed in accordance with section 17(4) and Section 17(5).
- s 17(6) - cause a dog seized because its registration was refused to be effected or renewed, to be destroyed or otherwise disposed of.
- s 19 - provide a refund of registration fees upon the cancellation of the registration of a dog and the return of its registration tag.
- S 26(3) - grant approval for the keeping of three (3) dogs.
- s 27(4) - grant a licence to an approved kennel establishment within the district.
- s 29(1) - appoint in writing, authorised persons to exercise on behalf of the local government the powers conferred by this Act.
- s 33E(1) - declare in writing an individual dog to be dangerous, or specifically authorise a person to do so.
- s 33F(1) - notify the owner in writing that their dog has been declared dangerous, giving reasons for the making of the declaration and outlining that a written objection may be raised within 7 days with the local government or the State Administrative Tribunal.
- s 33F(6) - consider a written objection raised in relation to a dangerous dog declaration and give a determination stating the reasons to the owner within 35 days of the receipt of the objection.
- s 33G(2) - give notice in writing to the to the owner of a seized declared dangerous dog, informing them of the seizure, place of detention, reasons for the seizure, intention to destroy, and right to raise an objection, where and as soon as that is practicable.
- s 33G(3) - detain any seized, declared dangerous dog until; any objection that is received has been considered, the time for making an application to the State Administrative Tribunal has passed, or if an application is made, that it has been determined in accordance with section 33G(3).
- s 33G(4)(b) - consider a written objection raised in relation to a dangerous dog declaration and give a determination stating the reasons to the owner within 35 days of the receipt of the objection in accordance with section 33G(4) and section 33G(5).
- s 33H(1) - revoke a declaration of dangerous dog or proposal to destroy if satisfied that the dog can be kept without the likelihood of any contravention of the *Dog Act 1976.*
- s 33H(2) - require the owner of a declared dangerous dog to attend with the dog, a course in behaviour and training, or otherwise to demonstrate a change in the behaviour of the dog, prior to considering any application for the revocation of a dangerous dog declaration.
- s 33H(3) - give notice in writing to the owner of a declared dangerous dog outlining the outcome of any application made seeking to revoke the declaration, and the reasons associated with the decision.
- s 33H(5) - consider an application for the revocation of a dangerous dog declaration and give a determination stating the reasons to the owner within 35 days of the receipt of the objection.
- s 33M(1)(a) - require the owner of a declared dangerous dog to pay a reasonable charge in regard to the expense incurred by the local government in making

enquiries, investigations and inspections concerning the behaviour and containment of that dog, in addition to, and at the time of, payment of the registration fee.
- s 39(1) - apply to the Magistrates court seeking the destruction of an attack dog shown on the balance of probabilities to have caused injury or damage.
- s 44(2)(b) - authorise an employee of the local government to take proceedings in the name of the local government under the *Dog Act 1976*.
- s 47(2) - pay for the veterinary services provided in relation to a request from the local government.
- s 48(4) - administer regulations made under the *Dog Act 1976* throughout the district as if they were a local law.

Conditions Imposed

Delegation to be in writing, any sub-delegation to be in writing and reviewed every financial year.

Sub-delegation Permitted: Yes

Sub-delegated to:

Director Development and Community:
s 10A, s 11(1), s 15(4A), s 16(1), s 16(2), s 16(3), s 16(4), ~~s 16AA(2)~~, s 16A(1), s 17A(2), s 17(4), s 17(6), s 19,s 26(3), s 27(4), s 29(1), s 33E(1), s 33F(1), s 33F(6), s 33G(2), s 33G(3), s 33G(4)(b), s 33G(6), s 33H(1), s 33H(2), s 33H(3), s 33H(5), s 33M(1)(a), s 39(1), s 44(2)(b), s 47(2), s 48(4)

Manager Health, Emergency and Ranger Services:
s 10A, s 15(4A), s 16(1), s 16(2), s 16(3), s 16(4), ~~s 16AA(2)~~, s 16A(1), s 17A(2), s 17(4), s 17(6), s 19, s 26(3), s 27(4), s 33E(1), s 33F(1), s 33G(2), s 33G(3), s33G(4)(b), s 33G(6), s 33H(1), s 33H(2), s 33H(3), s 33M(1)(a), s 39(1), s 44(2)(b), s 47(2), s 48(4)

Ranger Coordinator:
s 16(1), s 16AA(2), s 16A(1), s 17(4), s 19, s 48(4)

Rangers:
s 16(1), s 16AA(2), s 16A(1), s 19, s 33G(1), s 48(4)

~~Customer Service Officers and Development Administration Officers:~~
~~s 16(1), s 16AA(2), s 16A(1), s 19~~

Record requirements Documentation to be recorded to the relevant file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

FOOD ACT 2008

FA1 Administering the *Food Act 2008*

Head of Power ***Food Act 2008*, (Section 118)**

Power/Duty Delegated

Part	
Division	
Section	65,66,67,110,112,121, 122,123,126
Sub section	
Local Law	
Relevant Policies	

Previous Delegation # D.51

The Council delegates authority to the Chief Executive Officer to perform the functions in relation to the administration of the *Food Act 2008* including the following:

s65 - issuance of 'prohibition notices'.
s66 - clearing and removing 'prohibition notices'.
s67 - provide written notification of a decision not to issue a certificate of clearance.
s110 - grant or refuse the registration of a food business.
s112 - vary conditions or cancel the registration of a food business.
s121 - prepare and submit report to the CEO of the Department of Health.

s122 - appoint authorised officers.

s123 - issue certificates of authority to authorised officers.

s126(13) - appoint designated officers to issue, extend payment periods, receive payments or withdraw infringement notices.

Conditions Imposed

Sub-delegation Permitted Yes

Sub-delegated to:

Director Development and Community, Manager Health, Emergency & Ranger Services, Coordinator Environmental Health:
s65, s66, s67, s110, s112, s121

Record requirements Documentation to be recorded to the relevant food premises and/or property or reserve file and where relevant on the staff member's personnel file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

HEALTH ACT 1911

HA1 *Health (Miscellaneous Provisions) Act 1911* – Appointment of Deputy to Meet Functions and Responsibilities of the Act

Head of Power ***Health (Miscellaneous Provisions) Act* 1911**

Power/Duty Delegated

Part	Part II
Division	Division 2 — Local governments
Section	26
Sub section	
Local Law	Health Local Law 2006
Relevant Policies	

Previous Delegation # D.91

Detail of delegation

The Chief Executive Officer is delegated the power under to s26 - to appoint deputies to carry out the exercise and discharge all or any of the powers and functions of the local government.

Conditions Imposed Nil

Sub-delegation Permitted: Nil

Sub-delegated to: N/A

Record requirements Documentation to be recorded to the staff member's personnel file. To be recorded on the Authorised Persons Register.

Reporting requirements To be reported monthly in the Information Bulletin with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

LIQUOR CONTROL ACT 1988

LCA1 *Liquor Control Act 1988* – Certificate of Local Government as to whether premises comply with Laws (Health and Building)

(Withdrawn OMC 28 September 2017 – Item 9.4.3)

LCA2 Liquor Licensing Extended Trading Permits

(Withdrawn OMC 28 September 2017 – Item 9.4.3)

PUBLIC HEALTH ACT 2016

PHA1 *Public Health Act 2016* – Appointment of Authorised Officers

Head of Power ***Public Health Act 2016***

Power/Duty Delegated

Part	1
Division	3
Section	Sections 21 and 24
Sub section	
Local Law	Health Local Law 2006 (or as amended)
Relevant Policies	

Detail of delegation

The Chief Executive Officer is authorised to designate a person or class of persons as authorised officers under section 24 of the Act.

Conditions Imposed

Consideration must be given to any Department of Health guidelines or gazetted criteria for the appointment of authorised officers.

Record requirements Documentation to be recorded to the Authorised Officer's personnel file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

PLANNING AND DEVELOPMENT ACT 2005 & LOCAL PLANNING SCHEME NO 6

PLA1 Built Strata Certificate of Approval – Forms 24 & 26

Head of Power **Planning and Development (Local Planning Schemes) Regulations 2015 – Schedule 2 cl.82**

Power/Duty Delegated

Instrument	*Strata Titles Act 1985*
Part	2 Strata Schemes and Survey Strata Schemes
Division	3 Creation of lots and common property
Section	24, 25 Certificate of Commission
Sub section	Nil
Local Law	Nil
Relevant Policies	Nil

Previous Delegation # D.16

Detail of delegation

The Chief Executive Officer is delegated authority under the *Strata Title Act 1985* to issue a preliminary approval strata plan (Form 24) and certificate of approval (Form 26).

Conditions Imposed

Any applications are to determined be in accordance with Local Planning Scheme No 6.

Sub-delegation Permitted Yes

Sub-delegated to Director Development ~~Services~~ and Community
Manager Planning & Building Services

Record requirements Documentation to be recorded to the relevant property or strata subdivision file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

PLA2 Certifying Premises Complies with Planning Laws

Head of Power ***Liquor Control Act 1988* s.40**
***Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 cl.82 and cl. 84**

Power/Duty Delegated

Instrument	Liquor Control Act 1988
Part	3 – Licenses and permits
Division	2 - Licences
Section	40 - Certificate of planning authority as to whether use of premises complies with planning laws
Sub section	Nil
Local Law	Nil
Relevant Policies	Nil

Previous Delegation # D.20

Detail of delegation

The Chief Executive Officer is delegated authority to issue a certificate of planning authority as to whether the use of the premises complies with planning laws.

Conditions Imposed

Any applications are to be determined in accordance with Local Planning Scheme No 6.

Sub-delegation Permitted Yes

Sub-delegated to Director Development Services
Manager Planning & Building Services

Record requirements Documentation to be recorded to the relevant property file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

PLA3 Certifying Premises Complies with Planning Laws – Motor Vehicles

Head of Power ***Motor Vehicle Repairers Act 2003* s13**
***Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 cl.82 and cl. 84**

Power/Duty Delegated

Instrument	Motor Vehicle Repairers Act 2003
Part	2 Licensing of Motor Vehicle Repair Businesses
Division	2 Application for and grant of business licence
Section	13 Application Requirements
Sub section	Nil
Local Law	Nil
Relevant Policies	Nil

Previous Delegation # D.21

Detail of delegation

The Chief Executive Officer is delegated authority to issue a certificate of planning authority as to whether the use of the premises complies with planning laws.

Conditions Imposed

Any applications are to be determined in accordance with Local Planning Scheme No 6.

Sub-delegation Permitted Yes

Sub-delegated to Director Development Services
Manager Planning & Building Services

Record requirements Documentation to be recorded to the relevant property file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

PLA4 Delegation to Waive/Refund Planning Fees

Head of Power ***Planning and Development Act 2005 (s261)***

Power/Duty Delegated

Instrument	*Planning & Development Regulations 2009*
Part	7 - Local government planning charges
Division	2 - Fees and other charges
Section	52 – Local government may waive or refund fees
Sub section	Nil
Local Law	Nil
Relevant Policies	C3.1.2 – Waiving and Refunding of Fees

Previous Delegation # D.24

Detail of delegation

The Chief Executive Officer is delegated the exercise of powers and discharge of duties under section 52 of the *Planning & Development Regulation 2009*; to waive or refund planning fees.

Conditions Imposed

Refunding of fees/waiver thereof must be in accordance with a Council adopted Policy and schedule of fees and changes.

Sub-delegation Permitted Yes

Sub-delegated to Director of Development ~~Services~~ and Community Manager Planning & Building Services

Record requirements Documentation to be recorded to the relevant property and/or subdivision file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

PLA5 Determine Development Application

Head of Power **Local Planning Scheme No 6 (Part 11 section 11.3)**
***Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2, cl.82**

Power/Duty Delegated

Instrument	Local Planning Scheme No 6
Part	2, 3, 4, 5~~, 6, 7, 8, 9, 10~~
Division	Nil
Section	Nil
Clause	~~4.18~~,3.18, 3.23, 3.24, 4.3, 4.4, 4.7 – 4.22 and 5.2 ~~4.23, 4.24, 5.3, 5.4, 5.7, 5.8, 5.11, 5.12, 5.13, 5.14, 5.17, 5.18, 5.28, 5.31, 6.2, 7.5, 8.3, 8.4, 9.2, 9.3, 9.4, 9.5, 10.3, 10.5, 10.6, 10.9~~
Local Law	Nil
Relevant Policies	~~8.1 – LPP for the Provision and Development of Open Space Reserves managed by the Shire of Broome~~ 85.2 – Staff Accommodation in General Agriculture, ~~Rural Residential,~~ Rural Small Holdings and Culture and Natural Resource Use Zones 85.3 – ~~Shipping and / or Storage Containers~~ Miscellaneous Structures 85.4 – ~~Municipal Heritage Inventory~~ Heritage List– Development of Listed Places ~~8.7 – Sprinkler and Hydrant Water Tanks~~ 85.5 – Transient Workers Accommodation 85.6 – ~~Cash In Lieu of Car Parking –Chinatown Zone~~ Parking 85.7 – ~~Parking, Landscaping, Storage, Crossover and Drainage Standards for Planning Applications –~~Development Standards for Development Applications ~~8.11 – Satellite Dishes, Masts and Antennas~~ 85.8 – Fences 85.9 – ~~Planning~~ Development Approvals – Amendments/extensions to Term of Approval and Requests for Further Information ~~8.16 – Provisions of Parking~~ 85.10 - Signs 85.11 – Telecommunications Infrastructure 85.12 – Provision of Public Art 85.13 – Design Guidelines –Town Centre Zone ~~8.22 – Chinatown Development Strategy~~ 85.14 – Public Consultation – Planning Matters 85.15 – Forms of Residential Accommodation other than a Single House 85.16 - Old Broome Development Strategy 85.17 – Caretakers Dwellings and Attached Offices in the Light and Service Industry Zone 85.18 – Bed and Breakfast Accommodation 85.19 – ~~Tourist Accommodation Developments (Excluding Caravan Parks) within the Tourist Zone.~~ Strata Titling of Tourist Developments in the Tourist Zone 85.20 – ~~Minor~~ Exempt Development 85.21 – Non-conforming Use Register
Instrument	*Planning and Development (Local Planning Schemes) Regulations 2015,* Schedule 2, Deemed Provisions

Part	7 – Requirement for development approval 8 – Applications for development approval 9 – procedure for dealing with applications for development approval
Division	Nil
Section	Nil
Clause	61, 63, 64, 65, 66, 67, 68, 71, 72, 73, 74, 77
Local Law	Nil
Relevant Policies	As above

Previous Delegation # D.27

Detail of delegation

Pursuant to clause 82 (1) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulation 2015* (Deemed Provisions) the Chief Executive Officer is delegated the following powers and discharge of duties under the Deemed Provisions and Local Planning Scheme No 6 (LPS6):

- Make determinations on the sufficiency of information provided with applications for development approval pursuant to clause 63 of the Deemed Provisions.
- Advertise and provide notice of applications for development approval or consent pursuant to clause 64 of the Deemed Provisions.
- Determine applications pursuant to clause 68 of the Deemed Provisions of LPS6 for development approval or refusal including:
    - Any conditions to be imposed or reasons for refusal;
    - The period of validity; and
    - The scope of the development approval.
- Allow for the extension of the term of any development approval in accordance with clause 71 of the Deemed Provisions.
- Determine applications where variations to Development Requirements of LPS6 pursuant to clauses, 3.23 (Extension of Non-Conforming Use), 3.24 (Change of Non-Conforming Use), 4.3 (Special Application of the Residential Design Codes), 4.4 (Variation to Site and Development Requirements) including variations to Schedule 8 (Development Standards), 4.7 (Car Parking), 4.8 (Service Areas), 4.11 (Height of Buildings), 4.12 (Broomestyle Architecture), 4.13 (Inappropriate or incongruous development), 4.14 (Landscaping and Existing Trees), 4.17 (Telecommunications infrastructure) and 4.18 (Control of Advertisements) are proposed.
- Any matter described in the Residential Design Codes including variations and determinations under design principles and clause 4.2 and 4.3 (Residential Design Codes) of LPS6.
- Prescribe, vary, specify and determine requirements, standards or limitations which may be prescribed, varied, specified or determined under the Scheme with respect to the use or development of land or buildings.
- Determine any works or uses that are temporary and in existence longer than 48 hours pursuant to clause 61 (1) (f) and 61 (2) (d) of the Deemed Provisions.
- Determine any amendment applications pursuant to clause 77 (Amending or cancelling development approval) of the Deemed Provisions.
- Determine any retrospective applications pursuant to clause 65 (Subsequent approval of development) of the Deemed Provisions.
- Make determinations to vary provisions pursuant to clause ~~clause~~ 12 of the Deemed Provisions to facilitate the conservation of a place entered in the Register of Places

under the Heritage of Western Australia Act 1990 or Listed in the Heritage List under Clause 8 of the Deemed Provisions.

- Determining Applications in accordance with Structure Plans pursuant to clause 27 of the Deemed Provisions.
- In accordance with clause 75 (1) (c) of the Deemed Provisions agree to the extension of the Deemed Refusal time frame.
- Make any determination and exercise any discretionary powers contained in LPS6 and its Schedules and the Deemed Provisions.
- Determine the land use pursuant to clause 3.18 of LPS6.
- Determine development applications which modifies or varies a Local Development Plan pursuant to clause 56 of the Deemed Provisions.

Conditions Imposed

Authority only to be exercised following appropriate consideration of the matters listed in Clause 67 of the Deemed Provisions and:-

1. Required consultation has to be conducted, delegation can be exercised where concerns raised through consultation is not relevant planning consideration or where concerns can be addressed by way of conditions or mitigated design. Where concerns raised are relevant planning considerations that cannot be addressed or mitigated through conditions a report to Council shall be prepared.
2. Delegation can only be exercised to the extent that the Scheme or Council policy provides for variations, where variation to Council policy is proposed a report will be prepared to Council.

Sub-delegation Permitted Yes

Sub-delegated to Director of Development ~~Services~~ and Community Manager Planning & Building Services

Record requirements Documentation to be recorded to the relevant property or reserve file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

PLA6 Gaming and Wagering, Applications & Renewals

Head of Power ***Gaming and Wagering Commission Act 1987***
***Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 cl.82 and cl. 84**

Power/Duty Delegated

Instrument	*Gaming and Wagering Commission Act 1987*
Part	5 – Permitted gambling
Division	1 – Gaming generally
Section	55 – Approving premises for gaming
Sub section	3
Local Law	Nil
Relevant Policies	Nil

Previous Delegation # D.37

Detail of delegation

The Chief Executive Officer is delegated authority to deal with applications and renewals under the *Gaming and Wagering Commission Act 1987* and issue the Section 55 – Certification of Local Government Authority

Conditions Imposed

Any applications are to be determined in accordance with Local Planning Scheme No 6, *Food Act 2008* and *Health Act 1911*.

Sub-delegation Permitted Yes

Sub-delegated to Director Development Services
Manager Health, Emergency & Rangers Services
Manager Planning & Building Services

Record requirements Documentation to be recorded to the relevant property or reserve file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

PLA7 Issue of Stop, Direction, Works Notices - Planning

Head of Power ***Local Government Act 1995 (Section 5.42 & 5.44) Planning and Development Act 2005***

Power/Duty Delegated

Instrument	*Planning and Development Act 2005*
Part	13– Enforcement and administration
Division	1 - Enforcement
Section	214
Sub section	Nil
Local Law	Nil
Relevant Policies	~~Local Planning Policy 8.13 – Compliance~~ 3.1.1 – Compliance and Enforcement

Previous Delegation # D.42

Detail of delegation

The Chief Executive Officer is delegated authority to:

1. Issue and/or withdraw a written direction to the owner or other person undertaking the development to stop and not recommence pursuant with Clause 214 (2) of the *Planning and Development Act 2005* (the Act)
2. Issue and/or withdraw a written direction to the owner or other person undertaking the development to remove, pull down, take up or alter the development and not recommence pursuant with Clause 214 (3) of the *Planning and Development Act 2005* (the Act)
3. Issue and/or withdraw a written direction to the owner or other person undertaking the development to execute works if it appears that delay in the execution of the works would prejudice the effective operation of Local Planning Scheme No 6 pursuant with Clause 214 (5) of the *Planning and Development Act 2005* (the Act)

for the purpose of ensuring the provisions of Local Planning Scheme No 6 are being observed.

Conditions Imposed

The Chief Executive Officer is to have regard to ~~Local Planning Policy 8.13 – Compliance~~ 3.1.1 – Compliance and Enforcement.

Sub-delegation Permitted: Yes

Sub-delegated to: Director Development ~~Services~~ and Community

Record requirements Documentation to be recorded to the relevant property or reserve file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

PLA8 Local Development Plans

Head of Power ***Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 cl.82 and cl.84**

Power/Duty Delegated

Instrument	*Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2
Part	6 of Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015
Division	Nil
Section	48, 49, 50, 51 & 52
Sub section	Nil
Local Law	Nil
Relevant Policies	Nil

Previous Delegation # N/A

Detail of delegation

Pursuant to Part 6 of Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015, the Chief Executive Officer is delegated the following powers and discharge of duties:

- Consider the material provided by the applicant and determine whether sufficient information is provided or if further information from the applicant is required before the local development plan can be accepted for assessment under clause 49 (1) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.
- Determine under clause 50 (3) whether the local development plan is to be advertised.
- Consider submissions and take such actions as may be required under clause 51 of Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015.
- Determine whether the local development plan is approved, is required to be modified or resubmitted or refused under clause 52 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.

Conditions Imposed

Authority only to be exercised following appropriate consideration of the matters listed under clause 48 of Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015 and the local development plan is consistent with Local Planning Scheme No 6 and the Local Planning Strategy.

Authority to not advertise a local development plan can only be exercised where it can be demonstrated that it would not adversely affect the owners or occupiers within the area covered by the plan or an adjoining area.

Sub-delegation Permitted	Yes
Sub-delegated to	Director Development ~~Services~~ and Community
Record requirements	Documentation to be recorded to the relevant property or subject file.
Reporting requirements	To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

PLA9 Structure Plans

Head of Power ***Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 cl.82 and cl.84**

Power/Duty Delegated

Instrument	*Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2
Part	4 of Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015
Division	Nil
Section	16, 17, 18, 19
Sub section	Nil
Local Law	Nil
Relevant Policies	LPP 5.22 – Shire of Broome Structure Plan and Subdivision Standards

Previous Delegation # N/A

Detail of delegation

The Chief Executive Officer is delegated the following powers and discharge of duties:

1. Consider the material provided by the applicant and determine whether sufficient information is provided or if further information from the applicant is required before the structure plan can be accepted for assessment under clause 17 (1) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.
2. Advertise the structure plan in accordance with clause 18 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.
3. Consider submissions and take such actions as may be required under clause 19 of Schedule 2 of *the Planning and Development (Local Planning Schemes) Regulations 2015*.
4. Prepare a report on the proposed structure plan and provide it to the Western Australian Planning Commission in accordance with clause 20 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*.

Conditions Imposed

Authority only to be exercised following appropriate consideration of the matters listed under clause 16 of Schedule 2 of *the Planning and Development (Local Planning Schemes) Regulations 2015* and the structure plan is consistent with Local Planning Scheme No 6 and the Local Planning Strategy.

Sub-delegation Permitted Yes

Sub-delegated to Director Development ~~Services~~ and Community
Manager Planning & Building Services (except the power outlined in item 4)

Record requirements Documentation to be recorded to the relevant property or subject file.

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

PLA10 Subdivision and Amalgamation Applications & Clearance

Head of Power **Planning & Development Act 2005**
***Planning and Development (Local Planning Schemes) Regulations 2015* – Schedule 2 cl.82 and cl. 84**

Power/Duty Delegated

Instrument	*Planning and Development Act 2005*
Part	10 – Subdivision and development control
Division	2 – Approval for subdivision and certain transactions
Section	142 - Consultation with local governments etc, as to proposed subdivision 145 – Approving a diagram or plan of survey of approval plan of subdivision
Sub section	
Local Law	Nil
Relevant Policies	LPP 5.22 – Shire of Broome Structure Plans and Subdivision Standards

Previous Delegation # D.76

Detail of delegation

The Chief Executive Officer is delegated authority to respond to the Western Australian Planning Commission (WAPC) regarding applications for subdivision or amalgamation or strata submissions and the clearance of any subdivision conditions imposed by the Western Australian Planning Commission.

Conditions Imposed

Authority to provide a response to the WAPC on an application for subdivision/amalgamation is to be exercised only when the response provided (either support with or without conditions or not to support) is consistent with an approved Structure Plan, Development Approval or the site and development requirements under Local Planning Scheme No 6 (LPS6) and the *Planning and Development (Local Planning Schemes) Regulations 2015.*

Authority to provide a response to the WAPC on a request for clearance of subdivision conditions is only to be exercised where the proponent has met with Council's requirements of subdivisional works; this is to include the acceptance of bonds or securities as performance guarantees against unfulfilled conditions.

Sub-delegation Permitted Yes

Sub-delegated to Director Development ~~Services~~ and Community
Manager Planning & Building Services

Record requirements Documentation to be recorded to the relevant subdivision file.

Reporting requirements	To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

PLA11 Submit Responsible Authority Report

Head of Power ***Planning and Development Act 2005*** **(section 171A, 171B)**
Planning and Development (Development and Assessment Panels) Regulation 2011 **(regulation 12)**
Planning and Development (Local Planning Schemes) Regulations 2015 **– Schedule 2 cl.82**

Power/Duty Delegated

Instrument	*Planning and Development Act 2005*
Part	11A
Division	1
Section	171A, 171B
Sub section	Nil
Local Law	Nil
Regulation	12
Relevant Policies	~~8.1 – LPP for the Provision and Development of Open Space Reserves managed by the Shire of Broome~~ 85.2 – Staff Accommodation in General Agriculture, ~~Rural Residential,~~ Rural Small Holdings and Culture and Natural Resource Use Zones 85.3 – ~~Shipping and / or Storage Containers~~ Miscellaneous Structures 85.4 – ~~Municipal Heritage Inventory~~ Heritage List– Development of Listed Places ~~8.7 – Sprinkler and Hydrant Water Tanks~~ 85.5 – Transient Workers Accommodation 85.6 – ~~Cash In Lieu of Car Parking –Chinatown Zone~~ Parking 85.7 – ~~Parking, Landscaping, Storage, Crossover and Drainage Standards for Planning Applications –~~Development Standards for Development Applications ~~8.11 – Satellite Dishes, Masts and Antennas~~ 85.8 – Fences 85.9 – ~~Planning~~ Development Approvals – Amendments/extensions to Term of Approval and Requests for Further Information ~~8.16 – Provisions of Parking~~ 85.10 - Signs 85.11 – Telecommunications Infrastructure 85.12 – Provision of Public Art 85.13 – Design Guidelines –Town Centre Zone ~~8.22 – Chinatown Development Strategy~~ 85.14 – Public Consultation – Planning Matters 85.15 – Forms of Residential Accommodation other than a Single House 85.16 - Old Broome Development Strategy 85.17 – Caretakers Dwellings and Attached Offices in the Light and Service Industry Zone 85.18 – Bed and Breakfast Accommodation 85.19 – ~~Tourist Accommodation Developments (Excluding Caravan Parks) within the Tourist Zone.~~ Strata Titling of Tourist Developments in the Tourist Zone 85.20 – ~~Minor~~ Exempt Development 85.21 – Non-conforming Use Register

Previous Delegation # D.78

Detail of delegation

The Chief Executive Officer is delegated to submit the Responsible Authority Report to the presiding member of the Development Assessment Panel.

Conditions Imposed

Authority only to be exercised where:

1. Consideration has been given to the matters listed in clause 67 'matters to be considered by local government' of Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015 and Clause 10.2 of Local Planning Scheme No 6.

2. Required consultation has to be conducted, delegation can be exercised where concerns raised through consultation is not relevant planning consideration or where concerns can be addressed by way of conditions or mitigated design. Where concerns raised are relevant planning considerations that cannot be addressed or mitigated through conditions, a report to Council shall be prepared.

Sub-delegation Permitted Yes

Sub-delegated to Director of Development ~~Services~~ and Community Manager Planning & Building Services

Record requirements Documentation to be placed on the property file and in the Information Bulletin Report

Reporting requirements To be reported monthly in the Information Bulletin, with a copy of the report to be recorded to file ARE02 (Delegations of Authority Register).

WITHDRAWN DELEGATIONS

LGA3 Applications to Main Roads WA for the installation of Regulatory Signs
(Withdrawn OMC 28 September 2017)

LGA21 Management Orders, Acceptance of
(Revoked OMC 28 February 2017)

LGA31 Rates, Unpaid – Power for Sale
(Revoked OMC 28 February 2017)

LGA17 Execution of Documents – Authorisation without Common Seal
(Withdrawn OMC 7 September 2017)

CPCA1 Administering the Caravan Parks and Camping Act 1995
(Withdrawn OMC 28 September 2017)

LCA1 Liquor Control Act 1988 – Certificate of Local Government as to whether premises comply with Laws (Health and Building)
(Withdrawn OMC 28 September 2017)

LCA2 Liquor Licensing Extended Trading Permits
(Withdrawn OMC 28 September 2017)

9.4.5 POLICY MANUAL REVIEW 2017

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	ADM28
AUTHOR:	Manager Governance
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Corporate Services
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	27 November 2017

SUMMARY: Councils adopt policies for the efficient and effective administration of their Local Government.

The purpose of this report is for Council to review and adopt proposed new policies and amendments to existing policies, note the review status of the remaining policies and remove policies considered redundant.

BACKGROUND

Previous Considerations

OMC 25 February 2003	Item 9.1.6
OMC 19 March 2009	Item 9.1.3
OMC 15 March 2012	Item 9.4.5
OMC 27 March 2014	Item 9.4.5
OMC 17 December 2015	Item 9.4.3

The objectives of Council's Policy Manual are:

- To provide Council with a formal written record of all policy decisions;
- To provide staff with precise guidelines in which to act in accordance with Council's wishes;
- To enable staff to act promptly in accordance with Council's requirements, but without continual reference to Council;
- To enable Councillors to adequately handle enquiries from electors without undue reference to the staff or the Council;
- To enable Council to maintain a continual review of Council policy decisions and to ensure they are in keeping with community expectations, current trends and circumstances;
- To enable ratepayers to obtain immediate advice on matters of Council Policy.

To meet these objectives Council Policies are reviewed and updated at least every two years following the Ordinary Local Government Election. Any changes to Council Policy can only be made by a Notice of Motion or an agenda item clearly setting out the details of the amended Policy.

COMMENT

An internal audit of all Council policies was undertaken across Directorates. All policies have been renumbered to take into consideration organisational structure changes. Where applicable previous policy numbering is indicated on the individual policy.

In an effort to streamline future updates a number of policies have been restructured to create a distinction between the Policy Statement and Management Procedure. Council are requested to adopt Part A and note Part B. This separation enables staff to review and update operational aspects of Part B as required without the necessity of presenting an agenda item to Council.

A workshop was held with Councillors on Tuesday 28 November 2017 which was attended by Councillors Tracey, Male, Fryer, Marriott, Matsumoto, Mitchell and Rudeforth. Cr Rudeforth arrived at 2.07pm.

The following Policies were reviewed and with the exception of renumbering, remain unchanged.

New Numbering	Previous Numbering	Policy
1.1.3	1.1.2	**Civic Receptions – Approvals/Rejections of Requests**
1.1.5	1.2.13	**Forums of Council**
2.1.3	1.2.9	**Local Regional Price Preference**
2.3.2	2.3.8	**CCTV**
4.1.1	3.1.7	**Traffic Control Signs – MRWA Delegation**
4.1.2	3.1.8	**Business Direction Signs – MRWA Delegation**
4.1.3	3.1.9	**Subdivision/Development Contributions – Road Reserve Works**
4.1.4	3.1.10	**Subdivision/Development Contributions – Drainage Headworks**
4.1.5	3.1.11	**Advisory Signs – MRWA Delegation**
4.1.6	3.1.13	**Division of Responsibilities at Intersections of Highways and Local Roads**
4.1.8	3.1.21	**Tourist Attraction Signage**
4.2.1	3.1.5	**Private and Community Works**
4.2.2	3.1.12	**Environmental Weed Management Strategy – Broome Townsite**
4.2.3	3.1.6	**Restrictive Covenant Trees – Rivergum/Boab/Leichardt Ct Subdivision**
4.2.5	3.1.20	**Traffic Management for Events**
4.2.6	3.1.22	**Closure of Unsealed Roads Due to Wet Weather**
4.3.3	3.1.2	**Vandalism or Theft – Reward for Conviction**
4.4.1	3.1.17	**Fee Concessions at Waste Management Facility**
4.4.2	3.1.19	**Sale of Recyclables**
4.4.3	3.1.23	**Waste Management**

New Numbering	Previous Numbering	Local Planning Policies
5.1	8.3	**Outdoor Dining**
5.2	8.4	**Staff Accommodation in General Agriculture, Rural Small Holdings and Culture and Natural Resource Zones**
5.3	8.5	**Miscellaneous Structures**
5.4	8.6	**Heritage List - Development of Listed Places**
5.5	8.8	**Transient Workers Accommodation**
5.6	8.9	**Parking**
5.7	8.10	**Development Standards for Development Applications**
5.8	8.12	**Fences**
5.9	8.15	**Development Approvals - Amendments/Extensions to Term of Approval and Requests for Further Information**
5.10	8.17	**Signs**

5.11	8.19	**Telecommunications Infrastructure**
5.12	8.20	**Provision of Public Art**
5.13	8.21	**Design Guidelines – Town Centre Zone**
5.14	8.23	**Public Consultation - Planning Matters**
5.15	8.24	**Forms of Residential Accommodation Other than Single House**
5.16	8.25	**Old Broome Development Strategy**
5.17	8.26	**Caretakers Dwellings and Attached Offices in the Light and Service Industry Zone**
5.18	8.27	**Bed and Breakfast Accommodation**
5.19	8.28	**Strata Titling of Tourist Developments in the Tourist Zone**
5.20	8.30	**Exempt Development**
5.21	8.31	**Non-Conforming Use Register**
5.22	8.32	**Shire of Broome Structure Plan and Subdivision Standards**

Policies that include proposed amendment(s) are listed below and are contained within the attachment to this report. A number of these amendments relate to reformatting to reflect the separation of Council Policy – Part A and Management Procedure – Part B.

New Numbering	Previous Numbering	Policy
1.1.2	1.1.5	**Formal Communication Policy - Elected Members and Staff** Reformatted to Part A and Part B. Matters covered by the Code of Conduct, Standing Orders or other Policies have been removed.
1.1.4	1.2.12	**Liquor Accord** Policy statement has been reviewed and the review responsibility amended.
1.2.1	1.1.1	**Execution of Documents and Application of Common Seal** This policy has been amended to incorporate the execution of documents as detailed in Authorisation CA1 – Execution of Documents on Behalf of the Shire of Broome as adopted at the OMC held 7 September 2017. The Guidelines within the policy have been updated to include extracts from the *Local Government Act 1995.*
1.2.2	1.2.2	**Use of Council Chambers and Administration Building** The policy statement has been reviewed.
1.2.3	1.2.7	**Legal Representation – Costs Indemnification** Reformatted to Part A and Part B. Minor amendments that do not change the intent of the policy.
1.2.5	1.2.14	**Mining, Petroleum and Geothermal Energy Resource Extraction** Minor changes to amend review responsibility and to reflect machinery of government changes.
1.2.6	1.2.15	**Consultation – Aboriginal Heritage** Minor change to amend review responsibility.
1.3.1	1.2.4	**Staff Professional Development, Conferences and Study Tours** Reformatted to Part A and Part B. Title and content amended to relate specifically to staff.
1.3.2	1.2.8	**Staff – Senior Employees** Minor change to amend review responsibility and update position titles to reflect current organisational structure.
1.4.1	1.3.1	**Media** Reformatted to Part A and Part B. Minor inclusions to Part B – Management Procedure.

1.4.2	1.3.2	**Local Government Election – Promotions** Minor changes to amend review responsibility and reflect machinery of government changes.
2.1.1	1.1.11	**Legislative Compliance** Reformatted to Part A and Part B. Additional changes are proposed to provide further clarity on this policy.
2.1.4	1.2.11	**Risk Management** Reformatted to Part A and Part B. Review responsibility amended.
2.1.5	1.2.3	**Flags – Flying and Half Masting** Reformatted to Part A and Part B. Review responsibility amended.
2.1.6	1.2.6	**Complaint Resolution** Reformatted to Part A and Part B. Review responsibility amended.
2.2.1	1.1.10	**Internal Control** Reformatted to Part A and Part B. Review responsibility amended. Additional changes are proposed to provide further clarity on this policy.
2.2.2	2.1.1	**Materiality in Financial Report** Minor typographical corrections and inclusion of relevant accounting standard as associated document and attachment.
2.2.3	2.1.2	**Investment of Surplus Funds** Minor typographical corrections and amendment on the allowable maturity of investments as per amendments to the *Local Government (Financial Management) Regulations 1996* – Ministerial Circular 4-2017.
2.2.4	2.1.7	**Rating** Reformatted to Part A and Part B and references to tables of the Local Planning Scheme 6 corrected.
2.2.5	2.1.3	**Debt Recovery** As it is proposed to incorporate sundry debtors the title has been amended to remove the word 'Rates'. Reformatted to Part A and Part B. Additional amendments have been made to provide improved guidance on the following: 1. Full payment deadline for payment arrangements. 2. Elimination of unnecessary steps in debt recovery and more realistic timelines of touchpoints with the ratepayers. 3. Obtaining Property Seizure and Sale Order for goods without waiting for 3 years, and not requiring Council endorsement. 4. Providing notice per Section 6.60 5. Inclusion of sundry debts in the scope of the policy.
2.2.7	2.1.4	**Significant Accounting Policies** Minor typographical changes and inclusion of accounting policies applicable to the Shire but not previously included.
2.3.1	1.2.10	**Records Management** Reformatted to Part A and Part B. Content reviewed and updated.
3.1.1	4.1.24	**Compliance and Enforcement** Review responsibility and position titles updated. Amended to include the *Food Act 2008*.
3.1.2	4.1.25	**Waiving and Refunding of Fees** Updated position titles to reflect current organisational

		structure.
3.1.3	1.5.1	**Yawuru Park Council Representation** This policy has been amended to update review responsibility and reflect staff title and machinery of government changes. A statement has also been included regarding the authority of Shire representatives on the YPC in accordance with the Joint Management Agreement.
3.2.1	4.3.2	**Reissuing of Building Licences** Minor change to amend review responsibility.
3.3.2	4.2.8	**Buildings on Caravan Parks** Minor amendments including updating position titles to reflect current organisational structure
3.3.3	4.2.9	**Caravan Parks and Camping Grounds – Maximum Number of Sites of a Particular Type That May be Used at a Facility** Minor change to amend review responsibility.
3.3.4	4.2.10	**Approval to Camp for Up to 3 months in Areas Other Than Caravan Parks & Camping Grounds** This policy has been amended to update the review responsibility and reflect machinery of government changes. In addition definitions and certain legislative provisions have been removed. To minimise confusion and prevent conflict with Clause 10, the reference to sporting club in clause 2 has also been removed.
3.3.5	4.2.14	**Operation of Temporary Caravan and Camping Facilities** This policy has been amended to include a provision to allow the opening of temporary facilities if only limited camping with pets is allowed in permanent facilities. It also provides for persons in large vehicles that cannot be accommodated in a permanent facility to camp in a temporary facility.
3.3.6	4.2.15	**Trading in Public Places** This policy has been amended to remove definitions already contained within the local law and the provision for annual licence fee as some licences are not annual. A provision has been included regarding expansion of trading area and lack of exclusivity over trading area. A requirement has also been included for a vehicle prohibited area permit if alternative access to Cable Beach is required.
3.3.7	4.5.2	**Horses on Cable Beach** This policy has been amended to update review responsibility, to remove redundant definitions and provisions included in the local law and the unnecessary provision for a permit to be issued to a horse owner or trainer. A new provision has been included regarding the distance to be kept between galloping horses and other beach users.
3.3.8	4.5.4	**Keeping of 3 – 6 Dogs** This policy has been amended to update review responsibility and the provisions contained within the *Dog Act 1976* and the instrument of delegation. It also sets out additional information required for application, clarified that Ranger Services will consult with adjacent landowners, and removed the application form as this may be subject to change at short notice.
3.4.1	5.1.2	**Broome History Collection** Reformatted to Part A and B and updated review responsibility.

		Redundant provisions and headings have been removed. Minor changes have been made to provide clarity and assist with interpretation.
3.4.2	5.1.5	**Community Sponsorship Program** Reformatted to Part A and B and updated review responsibility. This policy has been amended to enable the CEO to administer the ad hoc sponsorship program in accordance with the priorities set by the Working Group. The reference to LandCorp has been removed as it will not be administered by the Shire going forward.
3.4.3	5.1.6	**Public Art** Reformatted to Part A and B. This policy has been amended to update review responsibility, remove redundant provisions and reference to ACHAC.
3.4.4	5.1.8	**Hire of Promotional Banner Sites** Reformatted to Part A and B. This policy has been amended to update review responsibility and include objectives.
3.4.6	5.1.10	**Community Engagement** Reformatted to Part A and B. This policy has been amended to update review responsibility.
3.4.8	5.1.12	**Broome Civic Centre Programming** Reformatted to Part A and B, and redundant provisions have been removed.
3.4.9	2.1.6	**Tourism Administration** Substantial changes are proposed to streamline the policy and create a consistent framework for funding allocated from the Tourism Administration Fund. To be supported by guidelines prepared for the new Events, Tourism and Economic Development funding scheme.
3.5.1	5.2.1	**BRAC - Non Sporting Special Events** Reformatted to Part A and B. This policy has been amended to update review responsibility, clarify the process for seeking a reduction or waiver in hire fees and removing the reference to the Glenn and Pat Medlend Pavilion as this facility forms part of BRAC in its entirety.
3.5.2	5.2.2	**Advertising/Sponsors Signs Within Active Reserves** Reformatted to Part A and B. This policy has been amended to update review responsibility and to allow for any signage to be considered for approval.
4.1.7	3.1.15	**Register of Public Roads** Minor change to reflect organisational structure changes.
4.2.4	3.1.16	**Verge Maintenance** Reformatted to Part A and Part B. Amendments proposed include updating the reference to the local law, removal of crusher dust from the list of acceptable materials and an addition of a limit to inorganic verge area.
4.3.2	3.1.18	**Disposal of Assets** Reformatted to Part A and Part B.

With the exception of renumbering, the following Policies are currently under review, require reviewing or will be reviewed as a separate process and if necessary presented to Council at that time:

New	Previous	Policy

Numbering	Numbering	
1.3.3	2.2.1	**Apprenticeships, Traineeships and Cadetships**
1.3.4	2.2.2	**Staff Housing**
1.3.5	2.2.3	**Education and Study Assistance**
1.3.6	2.2.4	**Defence Reservist Leave**
1.3.7	2.2.6	**Recruitment of Executive Staff**
1.3.8	2.2.7	**Employee Gratuity Payments**
1.3.9	2.2.8	**Work Safety Health**
2.1.2	2.3.7	**Purchasing** It is proposed to review this policy following circulation of the WALGA model which is currently under review.
2.1.7	1.1.12	**Procurement via Panels of Prequalified Suppliers** It is proposed to review this policy following circulation of the WALGA model which is currently under review.
2.2.6	2.1.8	**Rate Exemption – Charitable Use** It is proposed to review this policy within the next 18 months.
3.3.1	4.2.5	**Alcohol Management** A full review of this policy will be undertaken January to March 2018.
3.4.5	5.1.9	**Shire of Broome Shinju Matsuri Acquisitive Art Prize** A full review of this policy will be undertaken from January to March 2018.
3.4.7	5.1.11	**Events** A full review of this policy will be undertaken January to March 2018.
4.3.1	2.4.1	**Asset Management** This policy will be reviewed and presented to Council at a later date.

The following policies are proposed new policies:

Number	Policy
1.1.1	**Elected Member Entitlements** This policy incorporates previous Policies 1.1.4 – Councillor Fees, 1.1.6 – Reimbursement of Councillor Travel Expenses and 1.1.8 – Councillor Information Technology Provision, Service and Use
1.2.4	**Appointment of Acting Chief Executive Officer** This policy provides a framework for the appointment of an Acting CEO and replaces Delegation LGA4.
2.2.8	**Self-Supporting Loans** This policy aims to establish the principles and constraints for the utilisation of Shire borrowings to finance self-supporting loans for community based organisations currently leasing or occupying land or buildings vested in or owned by the Shire of Broome. It outlines that self-supporting loans will only be considered for capital acquisition or works, and not for operational expenditure. The policy details Councils approach and associated terms and conditions, and is support by the Management Procedures contained in Part B. It provides Council, the community and officers with direction in regards to accessing self-supporting loans from the Shire.

The following policies are considered redundant for reasons outlined and are proposed to be rescinded:

Number	Policy
1.1.4	**Councillor Fees** This policy has been incorporated into proposed new Policy 1.1.1 – Elected Member Entitlements.
1.1.6	**Reimbursement of Councillor Travel Expenses** This policy has been incorporated into proposed new Policy 1.1.1 – Elected Member Entitlements.
1.1.8	**Councillor Information Technology Provision, Service and Use** This policy has been incorporated into proposed new Policy 1.1.1 – Elected Member Entitlements.
1.1.9	**Public Participation at Council and Electors Meetings** This policy is proposed to be removed as content is covered by the Standing Orders.
1.2.1	**Policy Manual** This policy is proposed to be removed and replaced with preface text within the compiled Policy document.
2.3.6	**Issue of Funeral Directors Licence** This policy is proposed to be removed and replaced with an internal procedure.
4.2.3	**Street Entertainment/Busking** As this is managed under the Shire of Broome Trading, Outdoor Dining and Street Entertainment Local Law 2016 it is proposed to be removed.
4.2.13	**Food Act 2008 Compliance and Enforcement** This policy is proposed to be removed and replaced with an internal Business Operating Procedure. Policy 3.1.1 - Compliance and Enforcement has been amended to include the *Food Act 2008*.
4.4.3	**Environmentally Preferred Products Policy** This policy is recommended to be removed as sustainability and buying local provisions to potentially be incorporated into the purchasing policy when it is reviewed in early 2018.
4.4.9	**Significant Tree Register** This policy is recommended to be removed as the removal of significant trees on private property can only be regulated through the Local Planning Scheme where development is occurring. It is recommended that this matter be considered as part of the upcoming review of the Shire's Local Planning Framework.

Policies that have been reviewed with no changes, or are proposed to be reviewed separately have not been included in the attachment to this item. Council policies are available on the Shire of Broome website http://www.broome.wa.gov.au/Regulations-Laws-Forms/Council-Policy. The website will be updated following presentation of this item to Council.

CONSULTATION

The WA Local Government Association was contacted in regard to Policies 2.1.2 – Purchasing and 2.1.7 - Procurement via Panels of Prequalified Suppliers.

STATUTORY ENVIRONMENT

Local Government Act 1995

2.7. Role of council

(1) The council -

(a) governs the local government's affairs; and

(b) is responsible for the performance of the local government's functions.

(2) Without limiting subsection (1), the council is to -

(a) oversee the allocation of the local government's finances and resources; and

(b) determine the local government's policies.

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

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

RISK

Whilst not a statutory requirement, as best practice, all policies are reviewed at least biennially following the Ordinary Local Government Election. This is to maintain accuracy with legislative changes and to reduce risk of staff operating under outdated policies.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Effective communication

Affordable services and initiatives to satisfy community need

Accessible and safe community spaces

Participation in recreational and leisure activity

A healthy and safe environment

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

Realistic and sustainable land use strategies for the Shire within state and national frameworks and in consultation with the community

A built environment that reflects arid tropical climate design principles and historical built form

A unique natural environment for the benefit and enjoyment of current and future generations

A preserved, unique and significant historical and cultural heritage of Broome

Retention and expansion of Broome's iconic tourism assets and reputation

Core asset management to optimise Shire's infrastructure whilst minimising life cycle costs.

Council is able to mobilise resources to deliver municipal service to indigenous communities that are compliant, effective and within Council's capacity.

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

Affordable land for residential, industrial, commercial and community use

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

An organisational culture that strives for service excellence

Sustainable and integrated strategic and operational plans

Responsible resource allocation

Effective community engagement

Improved systems, processes and compliance

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council:

1. *Notes the changes to the policy numbering as contained within this report;*
2. *Notes the policies that have been reviewed and remain unchanged;*
3. *Adopts the following Policies as reviewed with amendments as contained within Attachment 1 'New and Reviewed Policies', and where applicable notes Part B:*

1.1.2	*Formal Communication Policy – Elected Members and Staff*
1.1.4	*Liquor Accord*
1.2.1	*Execution of Documents and Application of Common Seal*
1.2.2	*Use of Council Chambers and Administration Building*
1.2.3	*Legal Representation – Costs Indemnification*
1.2.5	*Policy on Mining, Petroleum and Geothermal Energy Resource Extraction*
1.2.6	*Consultation - Aboriginal Heritage*
1.3.1	*Staff Professional Development, Conferences and Study Tours*
1.3.2	*Senior Employees*
1.4.1	*Media*
1.4.2	*Local Government Elections – Promotions*
2.1.1	*Legislative Compliance*
2.1.4	*Risk Management*

2.1.5 Flags - Flying and Half Masting
2.1.6 Complaint Resolution
2.2.1 Internal Control
2.2.2 Materiality in Financial Reporting
2.2.3 Investment of Surplus Funds
2.2.4 Rating
2.2.5 Debt Recovery
2.2.7 Significant Accounting Policies
2.3.1 Records Management
3.1.1 Compliance and Enforcement
3.1.2 Waiving and Refunding of Fees
3.1.3 Yawuru Park Council Representation
3.2.1 Reissuing of Building Licences
3.3.2 Buildings on Caravan Parks
3.3.3 Caravan Parks and Camping Grounds - Maximum Number of Sites of a Particular Type That May Be Used at a Facility
3.3.4 Approval to Camp for Up to 3 months in Areas Other Than Caravan Parks & Camping Grounds
3.3.5 Operation of Temporary Caravan and Camping Facilities
3.3.6 Trading in Public Places
3.3.7 Horses on Cable Beach
3.3.8 Keeping of 3-6 Dogs
3.4.1 Broome History Collection
3.4.2 Community Sponsorship Program
3.4.3 Public Art
3.4.4 Hire of Promotional Banner Sites
3.4.6 Community Engagement
3.4.8 Broome Civic Centre Programming
3.4.9 Tourism Administration
3.5.1 BRAC - Non Sporting Special Events
3.5.2 Advertising/Sponsors Signs within Active Reserves
4.1.7 Register of Public Roads
4.2.4 Verge Maintenance
4.3.2 Disposal of Assets

4. *Adopts the following new policies as contained within Attachment 1 'New and Reviewed Policies':*
1.1.1 Elected Member Entitlements
1.2.4 Appointment of Acting CEO
2.2.8 Self-Supporting Loans

5. *Rescinds the following policies:*
1.1.4 Councillor Fees
1.1.6 Reimbursement of Councillor Travel Expenses
1.1.8 Councillor Information Technology Provision, Service, and Use
1.1.9 Public Participation at Council and Electors Meetings
1.2.1 Policy Manual
2.3.6 Issue of Funeral Directors Licence
4.2.3 Street Entertainment/Busking
4.2.13 Food Act 2008 Compliance and Enforcement
4.4.3 Environmentally Preferred Products Policy
4.4.9 Significant Tree Register

6. *Notes the review status of the remaining policies.*

Attachments

1. New and Reviewed Policies with proposed changes as indicated

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.1.1
Elected Members

TITLE:	**ELECTED MEMBERS ENTITLEMENTS**
ADOPTED:	OMC…….. – Pages
REVIEWED:	
ASSOCIATED LEGISLATION:	Sections 5.98, 5.98A, 5.99, 5.99A and 5.100A of the *Local Government Act 1995.* Regulations 30, 31, 32 and 34AC of the *Local Government (Administration) Regulations 1996*
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Chief Executive Officer
DELEGATION:	

Previous Policy Number Nil

Objective:

The Shire of Broome's Elected Members are required to carry our certain functions and responsibilities under the *Local Government Act 1995* (the Act). In order to assist in the facilitation of their roles there are entitlements that they must/or may be provided with in order to be effective in their role.

This objective of this policy is to provide a clear outline and guidance for the support and payment of all entitlements, including meeting/attendance fees, allowances, and conference and training expenses to elected members

Policy:

In recognition of the complexity and demands on Elected Members in undertaking their role, the Shire of Broome is committed to ensuring adequate funding is included in the Annual Budget so that elected members are provided with appropriate facilities, equipment, material and information to support them in performing their duties of office and to enable attendance at Conferences or Professional Development training that has relevance to that role.

This policy has been prepared to conform with the provisions relevant to elected member entitlements under the *Local Government Act 1995* and *Local Government (Administration) Regulations 1996*

Legislative Provisions

Sections 5.98, 5.98A, 5.99, 5.99A and 5.100A of the *Local Government Act 1995* provides that a Local Government is to pay certain fees and allowances and may reimburse expenses.

Regulations 30, 31, 32 and 34AC of the *Local Government (Administration) Regulations 1996* prescribe the level and circumstances of the payment or reimbursement of fees, allowances and expenses.

Policy Content

Part	Title
1.	Payment of Fees and Allowances
2.	Access to Shire Buildings, Administrative Support and Technology
3.	Attendance at Conferences and Training within Australia
4.	Reimbursement of Expenses

PART 1

1. Payment of Fees and Allowances

1.1 Objective

To detail the amount of fees and allowances to be paid to Elected Members and the conditions under which those fees and allowances shall be paid.

1.2 Annual Meeting Attendance Fees in lieu of Council Meeting and Committee Meeting Attendance Fees:

(a) In lieu of paying the President and Councillors a meeting attendance fee for each prescribed meeting, the Shire will pay an amount within the range set by the Salaries and Allowances Tribunal through a determination published in the *Government Gazette* from time to time that may be paid annually for Meeting Attendance Fees for the President and Councillors. The amount

to be paid will be set by Council as part of the adoption of the Annual Budget.

(b) Payments will be made monthly in advance on a pro-rata basis throughout the annual period.

1.3 Annual Local Government Allowances — President and Deputy President:

(a) The Shire will pay an Annual Local Government Allowance within the range set by the Salaries and Allowances Tribunal through a determination published in the *Government Gazette* from time to time that may be paid to the President and Deputy President. The amount to be paid will be set by Council as part of the adoption of the Annual Budget.

(b) Payments will be made monthly in advance on a pro-rata basis throughout the annual period.

1.4 Annual Allowance for ICT Expenses

(a) The Shire will pay all Elected Members the maximum Annual Allowance for ICT expenses as set by the Salaries and Allowances Tribunal through a determination published in the *Government Gazette* from time to time that may be paid to Elected Members.

(b)

> ***ICT expenses*** means –
>
> (a) rental charges in relation to one telephone and one facsimile machine, as prescribed by regulation 31(1)(a) of the *Local Government (Administration) Regulations 1996* (Regulations); or
>
> (b) any other expenses that relate to information and communications technology (for example, telephone call charges and internet service provider fees) and that are a kind of expense prescribed by regulation 32(1) of the Regulations.

Payments will be made monthly in advance on a pro-rata basis throughout the annual period.

1.5 Annual Allowance for Travel and Accommodation Expense

(a) The Shire will pay all Elected Members the maximum Annual Allowance for Travel and Accommodation expenses as set by the Salaries and Allowances Tribunal through a determination

published in the *Government Gazette* from time to time that may be paid to Elected Members.

(b) Payments will be made monthly in advance on a pro-rata basis throughout the annual period.

> ***Travel and Accommodation expenses*** means –
>
> (a) travel costs, as prescribed by regulation 31(1)(b) of the *Local Government (Administration) Regulations 1996* (Regulations); or
>
> (b) any other expenses that relate to travel or accommodation and that are a kind of expense prescribed by regulation 32(1) of the

1.6 Conditions of Payment

(a) All allowances and fees shall be paid automatically into a nominated bank account unless an Elected Member has advised the Chief Executive Officer (CEO), in writing, that he/she does not want to claim any or part of those fees and allowances.

(b) If an Elected Member advises that he/she does not want all or part of the fees and allowances to which he/she is entitled, any subsequent request for full or additional payment will not be back-paid but accrue from the date of the CEO receiving such a request.

1.7 Claims in Excess of Annual Allowances

Any claims by Elected Members for expenses incurred over the maximum Annual Allowance for ICT or Travel are to be submitted on the form provided for the purpose. Additional claims above the maximum limit must be supported by receipted invoices for the maximum limit plus the additional amounts claimed. Where an Elected Member reaches the limit, all claims for reimbursement shall be referred to Council for approval.

1.8 Taxation Implications

The taxation liability arising from these payments is the individual responsibility of each Elected Member.

PART 2

2. Access to Shire Administration Centre, Administration Support and

Equipment

2.1 Shire President's Office

The Shire President will have access to a suitable office within the Civic Function area allocated by the CEO.

The Shire President will have access to secretarial support including management of diary and emails, photocopying, drafting official Shire business related responses and for following up on outstanding matters with the CEO.

2.2 Function Room

The Function Room is available to all elected members for use in hosting guests or holding Shire related meetings. The Elected Members should advise the CEO by email that a meeting room is required to determine availability and to enable the room to be booked.

2.3 Administration Support

Elected Members will have access to:-

(a) Shire Presidents office during business hours when available.

(b) Conference/meeting rooms within the Civic Function area during business hours when available.

(c) Internet and telephone facilities within the Administration Centre.

2.4 Information, communication and technology (ICT) equipment & Use

The following equipment will be issued to Elected Members over and above the annual ICT Allowance detailed in Item 1.4:

- A mobile device with keyboard or equivalent technology.

Conditions

(i) Any damage or loss of the equipment during that time is the responsibility of the Elected Member to repair and fund.

(ii) The equipment is strictly to be used for Shire purposes only including, researching Council related matters, Shire approved social media, Shire related pictures or filming, receiving and despatching email correspondence, diary requests and Council meeting agendas.

(iii) Any issue relating to the equipment that requires technical support will only be provided if the issue relates to the usage types listed in 2.4 (ii).

(iv) The CEO, if requested, may provide assistance to Elected Members with user training and support.

(v) All information on Shire issued equipment is subject to Freedom of Information requests.

(vi) A Councillor email address will be created in the form of Councillor.Name@broome.wa.gov.au.

(vii) All emails received and sent through the Councillor.Name@broome.wa.gov.au email account are captured in the Shire's Email Archive System.

(viii) Any costs associated with upgrades or additional requirements over and above the standard equipment being offered should be met by the Elected Member.

2.5 Shire Office Access

All Elected Members will be issued with a security card for the Civic Function areas of the Shire Offices providing access during business hours. Elected members are not permitted to enter the Administration Office (excluding reception) without permission of the CEO.

The Shire President will be issued with a security code providing 24-hour access to the Civic Function area (including the Shire Presidents Office).

Elected members are not permitted to request staff to provide them with access into the Administration Office, and all meetings with staff should be pre-booked through the CEO or a Director's Office and held in the meeting rooms provided in the Civic Function area.

2.6 Documentation

Access to the following publications will be provided to Elected Members either via the Hub or online publications:-

- *Local Government Act 1995 and associated regulations*
- *Strategic Community Plan, Corporate Business Plan and associated documents*
- *Shire of Broome Annual Report*
- *Shire of Broome Local Laws (including Standing Orders)*
- *Local Planning Scheme No 6*
- *Policy Manual (including Local Planning Policies)*

- *Register of Delegations of Power or Duty*
- *Code of Conduct*
- *Council Agendas and Minutes*
- *Department of Local Government, Sport and Cultural Industries publications*
- *Councillor's Manual by WA Local Government Association (WALGA)*
- *Annual Budget*

Access to Information

Section 5.92 of the Local Government Act 1995, provides:-

A person who is a council member or a committee member can have access to any information held by the local government that is relevant to the performance by the person of any of his or her functions under this Act or under any other written law.

2.7 Other Items

The following items will be issued to Elected Members:

- Two name badges
- Business cards.

On request a Shire of Broome branded shirt may be issued for use when representing the Shire at Conferences.

2.8 Gifts and Donations

From time to time Elected Members may wish to provide stakeholders or community organisations and members with gifts or donations for various reasons. Any request for a gift or donation must be submitted to the CEO in writing stating the purpose of the gift or donation and provide justification as to why the gift or donation is warranted.

The CEO is responsible for approving any such requests for gifts or donations within budget limits and reasonable justification being provided.

2.9 Election Campaigns Excluded

All Shire resources, equipment and facilities subject of this Policy are provided on the absolute understanding that they will not be used for any election purposes.

PART 3

3. Attendance at Conferences, Study Tours, Community Consultation and Training

3.1 Objective

To enable Elected Members to develop and maintain skills and knowledge relevant to their role as a representative of the Shire.

To further develop Councillors awareness of undertakings by other Local Authorities and to improve their knowledge by way of networking, visiting surroundings districts and consulting with the wider Broome community and to ensure they are not financially disadvantaged in doing so.

3.2 Statement

The role of an Elected Member is complex and demanding and the Shire supports and encourages Elected Members to attend appropriate Conferences, Study Tours and Training to enable them to be more informed and better able to fulfil their duties of Office.

3.3 Conferences and Training that May be Attended

The Conferences and Training to which this Policy applies shall generally be limited to the following:

- West Australian Local Government Association and Australian Local Government Association conferences.
- Special 'one off' conferences called for or sponsored by the West Australian Local Government Association and/or Australian Local Government Association on important issues.
- Annual conferences of the major professions in local government and other institutions of relevance to local government activities.
- Australian Sister Cities Conferences.
- Municipal Training Service's Councillor Induction Program.
- West Australian Local Government Association Elected Member Training and Development.
- Training relating to the role of Elected Members.
- Other local government-specific training courses, workshops and forums, relating to such things as understanding the roles/responsibilities of Elected Members, meeting procedures, etc.

3.4 Approval

The CEO is authorised to approve all requests for each Elected Member per annum to attend any locally provided Conference or Training within the categories outlined at clause 3.3 providing it is within the funds allocated in the Annual Budget.

All overseas requests will require Council approval.

3.5 Study Tours

A study tour is designed to enable Elected Members (and staff) to travel intrastate, interstate and/or overseas to research and study specific issues fronting Council.

Wherever possible, details of study tours are to be arranged in advance so that suitable provision can be made in each year's budget. When no details of study tours have been arranged, or arrangements are incomplete, an appropriate amount may be included in the budget to cover the cost of an annual study tour.

The CEO in consultation with the Shire President may approve attendance at study tours subject to budget and in accordance with the following guidelines:-

- The maximum attendance at any study tour is to be two Elected Members (and two staff).
- Attendance at a study tour shall only take place where there are appropriate funds provided in the annual budget
- A detailed report including recommendations on each study tour is to be submitted to Council

3.6 Community and other Consultation

In order for Councillors to consult with communities outside the Broome townsite, the Shire will reimburse associated vehicle costs in accordance with Part 47(4) Schedule (F) of the *Public Service Award 1992*, where a Council vehicle is not available and a Councillor utilises their own vehicle. Additionally, accommodation and meals will be reimbursed at cost.

Elected members are required to prepare a report for presentation to Council, detailing the purpose of the visit and a summary of the outcomes achieved during the consultation process.

3.7 Special Provision

To provide an opportunity to network with Federal Ministers, Members of Parliament and/or Senior Departmental Officers on issues affecting this Council, the Shire President (and the Chief Executive Officer) are to attend an appropriate interstate conference that can incorporate a visit to Canberra on an annual basis.

3.8 Booking Arrangements

Registration, travel and accommodation for Elected Members will be arranged through the Office of the CEO. In general, all costs including airfares, registration fees, and accommodation will be paid direct by the Shire.

3.9 Travel Insurance

The Shire's Travel Insurance Policy provides indemnification any personal loss an Elected Member may experience when travelling on Shire related business. The Elected Members must immediately upon return provide details of the loss to the CEO and complete an insurance claim form.

The following items are covered under the policy:

Personal Accident & Sickness	Rental Vehicle Excess
Overseas Medical & Evacuation	Kidnap, Ransom, Extortion, Hijack & Detention
Chubb Response 24/7	Personal Liability & Identity Theft
Loss of Deposits, Cancellation & Curtailment	Alternative Employee or Resumption of Assignment
Luggage, Money & Portable Electronic Equipment	Missed Transport Connection & Overbooked Flights
Extraterritorial Workers' Compensation (ETWC)	Search and Rescue Expenses
Political Unrest & Natural Disaster Evacuation	

3.10 Support Activities

The Shire will pay all costs for Elected Members that are charged by organisers for support activities, including those costs relating to official luncheons, dinners and tours/inspections that are relevant to the conference and training event.

3.11 Accommodation

The Shire will pay reasonable accommodation costs for Elected Members including the night before and/or after the Conference

and Training event where this is necessary because of travel and/or the Conference and Training event timetables which make it unreasonable to arrive at or return home in normal working hours.

Accommodation shall normally be booked at the Conference and Training venue or, where unavailable, at a similar-rated accommodation in the vicinity of the Conference and Training venue.

3.12 Mode and Class of Travel

Where travel is involved, the travel is to be undertaken with all due expedition, by the shortest most practical route, to and from the Conference and Training venue. All reasonable travel costs for Elected Members to and from the venue/accommodation will be met by the Shire.

Where air travel is involved, approval to attend should ideally be sought two months prior to departure to facilitate booking arrangements. All air travel must be **economy class**, any upgrades to other classes must be paid by the elected member

If accommodation is at the Conference or Training venue, or in close proximity, taxis should be used for reasonable travel requirements. Where necessary, a hire car may be arranged for the conduct of Council business. Costs of taxi fares, vehicle hire and parking, which are reasonable, required and incurred in attending Conferences and Training, will be reimbursed by the Shire.

Where, in particular circumstances, Elected Members desire to travel interstate or intrastate by private motor vehicle, they will be reimbursed for vehicle costs in accordance with the local government kilometre allowance up to an equivalent amount that would have been expended had arrangements been made to travel by air.

3.13 Extent of Expenses to be reimbursed

(a) An Elected Member attending a Conference and Training event is entitled to be reimbursed for 'normally accepted' living costs while travelling. Such living costs would include, but are not limited to:

- meals and refreshments for the Elected Member (that are not covered by the conference and Training registration costs);

- dry-cleaning and laundry expenses; and
- reasonable telephone, internet and facsimile charges.

(b) Elected Members will generally not be reimbursed for the cost of meals or refreshments for other people. The main exception is where it is indicated that the meal or refreshment provided to another person is in response to a meal or refreshments previously received.

(c) Expenses will generally be reimbursed from the time an Elected Member leaves home to attend an event to the time the Elected Member returns home. Should an Elected Member extend a visit by leaving prior to the time necessary to arrive for the event or return after the time at which the Elected Member could have returned following the event, reimbursements will be paid:

- for the days of the Conference and Training event only; and
- for the cost of travel to and from the airport to the accommodation to be used for the Conference and Training.

(d) Where a visit is extended, as discussed in paragraph (c), an Elected Member may stay for the period of the extension in different accommodation to that used for the attendance at the Conference and Training event. In such situations, the reimbursement of taxi fares will be to the estimated cost of travel between the Conference and Training event's accommodation and the airport.

The Elected Member will be required to pay any greater amount.

(e) Where an Elected Member attends two Conference and Training events and there is a gap of no more than three days between the conclusion of the first event and the start of the second event, the Elected Member shall be entitled to reasonable accommodation expenses and the reimbursement of 'normally accepted' living costs during that 'gap' period. If the gap is greater than two days, only two days reimbursement can be claimed.

3.14 Payment of Expense Reimbursements

The extent to which an Elected Member can be reimbursed for intrastate and interstate travel and accommodation costs incurred in any of the circumstances referred to in regulation 32(1) of the Regulations is set by the Salaries and Allowances Tribunal through a determination published in the *Government Gazette* from time to time.

Nothing prevents an Elected Member from being reimbursed for any reasonable expense incurred whilst attending conferences or training where an Elected Member produces receipts or other sufficient information for the total cost to support their claim.

Reasonable expense may include but are not limited to:

- Meals and drinks for the elected member only
- Transport travel – taxi, Uber or public transport.
- Entry fees

3.15 Cash Advances

The Shire does not pay cash advances to elected members.

3.16 Elected Member/Delegate Accompanying Person

Where an Elected Member is accompanied at a Conference and Training event, all costs for or incurred by the accompanying person, including, but not limited to, travel, breakfast, meals, registration and/or participation in any event programs, are to be borne by the Elected Member/ accompanying person and not by the Shire.

An accompanying person's registration, or accompanying person's program fee, is to be paid to the conference organiser, at time of registration. The Shire will administer the registration and payment process for the accompanying person if the relevant forms and payment are made to the Shire in advance for the accompanying person.

Where the Shire meets an account containing any expenditure or cost incurred on behalf of an accompanying person attending, such expenditure must be repaid to the Shire by the elected Member/accompanying person within 30 days of being invoiced for such expenditure following the conclusion of the Conference and Training event.

3.17 Guidelines for Conference and Training Attendance

Generally, no more than two Elected Members may attend a particular Conference or Training event outside Western Australia at the same time. The CEO or Council may, however, approve attendance by more than two Elected Members if a particular purpose or need arises.

3.18 Attendance at Overseas Conferences

An Elected Member may, with Council approval, attend an overseas conference. The Council approval must include a specific Council resolution indicating that the conference attendance will be of benefit to the Shire and the Elected Member and detailing any conditions that may apply.

3.19 Report

Upon return from any Conference and Training event as detailed within this policy, where registration and other associated costs are met by the Shire of Broome, the attending Elected Member is required to provide a written or verbal report on their attendance and the befits to them and the Shire, at the next available workshop.

PART 4

4. A Reimbursement of Expenses

4.1 Objective

To provide for the reimbursement of expenses necessarily incurred by Elected Members while performing their duties so that no Elected Member should be unreasonably disadvantaged financially due to meeting the requirements of their office.

4.2 Child Care:

In accordance with Regulation 31 of the *Local Government (Administration) Regulations 1996*, child care costs will be paid at the rate set by the Salaries and Allowances Tribunal through a determination published in the *Government Gazette* from time to time for an Elected Member's attendance at a Council Meeting or a meeting of a committee of which he or she is a member and the expense is to be claimed on the form provided.

Where an Elected Member attends any other meeting, reception, citizenship or other Council function, or Council-related activity and incurs child care costs, such costs may be claimed at the rate set by

the Salaries and Allowances Tribunal through a determination published in the *Government Gazette* from time to time, provided they are substantiated with details of the date, activity attended, the actual costs incurred and original receipts being provided and attached to the claim form.

Child care costs are applicable for children, either of natural birth or guardianship determined by legal process.

Child care costs will not be paid for where the care is provided by a member of the immediate family or relative living in the same premises as the Elected Member.

4.3 Time Limit on Claims and Approval Process

Elected Members requiring reimbursement of expenses in accordance with the provisions of this Policy should submit the appropriate claim form to the CEO, together with supporting documentation, within two calendar months after the month in which the expenses were incurred, and by 15 July of the next financial year, in order to facilitate the finalisation of the Shire's annual financial statements.

4.4 Allowances and Limits are exclusive of G.S.T

Unless otherwise specified in this Policy, all allowances and limits set out in this Policy are exclusive of G.S.T.

4.5 Supporting Documentation

Documentary evidence is required for all expenses claimed. Tax Invoices and receipts are required for audit purposes and to enable G.S.T. to be claimed.

4.6 Other Entitlements

(a) Elected Member Dinners

The Shire will provide a meal for all Council meetings and briefing sessions held in the evening.

(b) Attendance at Shire Christmas Party

Elected Members and partners are invited to attend the annual Shire Christmas party held in late December each year.

(c) Acknowledgement of Service

On retirement, Council will acknowledge the service of Elected Members through the provision of an appropriate gift.

The value of any gift provided to a retiring Elected Member is limited to the prescribed amount set out in Regulation 34AC of the *Local Government (Administration) Regulations 1996*.

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.1.2

Elected Members

TITLE:	**FORMAL COMMUNICATION– ELECTED MEMBERS AND STAFF**
ADOPTED:	OMC 18 December 2001 – Page 39
REVIEWED:	OMC 15 February 2007 – Pages 129 - 133 OMC 9 April 2002 – Pages 16 – 17 OMC 25 November 2003 – Pages 17 – 19 OMC 20 November 2008 – Pages 83 – 85 OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Local Government Act 1995* *Local Government (Rules of Conduct) Regulations 2007- Regulation 10(1)(a)*
ASSOCIATED DOCUMENTS:	Shire of Broome Code of Conduct for Council Members, Committee & Working Group Members and Employees Shire of Broome Standing Orders Local Law 2003 (or as amended) ~~Policy 1.1.4 – Councillor Fees~~ ~~Policy 1.1.8 – Councillor Information Technology Provision, Service and Use~~
REVIEW RESPONSIBILITY:	Chief Executive Officer
DELEGATION:	

Previous Policy Number 1.1.5

Part A

Objective:

To ensure that appropriate protocols and guidelines are in place to:

- Provide clearly defined communications and contact channels between Elected Members and shire staff.

- Ensure that duplication and loss of productive time is minimised.
- Facilitate Elected Members performing their role effectively.

Policy:

The Council and Shire are committed to establishing a respectful, harmonious and effective working relationship between the Elected Members and staff of the Shire through open communications between each party.

Whilst the provisions of the *Local Government Act 1995* provide that the Chief Executive Officer is the contact point for contact between Elected Members and the administration, this is impractical on a day to day operational efficiency basis and therefore all communications between Elected Members and the Administration are to be channelled through the Chief Executive Officer, Directors, by utilising the Elected Member enquiries email system COUHELP or by completing a Councillor Memo form. The preferred means for Councillors to make enquiries is via the COUHELP email.

Where the request entails the use of Shire resources (human or physical) to an extent which a Director believes may impact on the effective management or day to day activities of the Directorate, the request is to be referred to the Chief Executive Officer for determination. The Chief Executive Officer will discuss such requests with the originating Elected Member to determine the extent of information or action required.

The Chief Executive Officer may subsequently refer the matter to Council for determination should a resolution not be achieved. Elected Members are to be kept informed of progress towards the resolution of any matter they have requested the Administration to attend to.

1. Requesting Information or a Service

1.1 Any Elected Member wishing to make an enquiry or obtain any information regarding an operational/strategic issue shall contact the Shire through the established Elected Member enquiries process. (COUHELP or Councillor Memo form).

1.2 Where the Elected Member enquiries email system (COUHELP) or Councillor Memo form is used, requests are to include sufficient detail to enable an investigation of the request to occur. Responses will be copied to all Elected Members.

1.3 Responses will be issued within 72 hours of receipt, and a record of the response saved within the Shire's record systems.

1.4 If the matter is deemed confidential in accordance with clause 1.8, only the referring Elected Member shall receive the response.

1.5 Should the matter not be resolved within the nominated timeframe of 72 hours, the Chief Executive Officer or Director (as appropriate) shall provide an update report every ten working days (10) (or as otherwise agreed with the Elected Member) on the matter until resolved.

1.6 Telephone communication shall be to the Chief Executive Officer, or the relevant Director.

1.7 Any Shire officer contacted directly either verbally or in writing by an Elected Member regarding a Shire matter shall refer them to their Director or the Chief Executive Officer.

1.8 Where an Elected Member is seeking information or advice via telephone, without any action being required, there will be no requirement for recording such conversations unless the Chief Executive Officer or the Director determine it is necessary.

1.9 In addition to the process outlined above, any Elected Member who wishes to raise a matter on a confidential basis is to send the request direct to the Chief Executive Officer only, with a specific request that the matter be dealt with in confidence and a reason/s outlining why. Where there is conjecture as to the sensitivity or otherwise of such matters raised, the Chief Executive Officer will consult with the President to ascertain whether the request should be dealt with as a confidential matter. The Chief Executive Officer will prepare a response and provide this back to the individual Elected Member in line with the parameters stipulated in clauses 1.3 and 1.5.

2. Elected Members Undertaking Personal Business transaction with the Shire

2.1 Where an Elected Member wishes to pay rates, dog or cat registration, apply for a building approval or licence or any other service offered by the Shire the Elected Members may use the Customer Service Team to facilitate these transactions.

2.2 Where a personal business transaction becomes complex and queries arise this will be referred to the relevant Director.

3. Staff Contacting Elected Members

3.1 All staff other than the Chief Executive Officer and Directors are not permitted to contact Elected Members unless:

(i) They have been requested to do so by the Chief Executive Officer or Director.

(ii) They are dealing with an ongoing matter and the Chief Executive Officer or Director was aware of the ongoing contact.

3.2 Where a personal business transaction becomes complex and queries arise this will be referred to the relevant Director.

3.3 All staff contact with Elected Members when approved should be via email so appropriate records can be kept otherwise file notes may be required.

3.4 It is acknowledged that the Executive Assistant to the CEO, Manager Governance and Senior Administration and Governance Officer are required to contact Elected Members for specific matters.

4. Staff Contact for Committees, Working and Reference Groups of Council

4.1 Elected Members who are delegates of a Committee, Working or Reference Group of Council may contact officers who have been nominated to support the Committee, Working or Reference Group.

4.2 Any contact to these officers must be directly related to the matters pertaining to the business of the Committee, Working or Reference Group.

4.3 If a matter is raised that is complex, strategic in nature or requiring resources the Officer will refer such matters to the Chief Executive Officer or relevant Director for determination.

5. Appointments with the Chief Executive Officer and Directors

Elected Members in acknowledging the everyday pressures placed on the Chief Executive Officer and ~~Senior Staff~~ Directors, will wherever possible make appointments in advance, to meet with the Chief Executive Officer or Directors, ~~Senior Staff member~~, at the Chief Executive Officer's discretion, stating the nature of the request for a meeting.

Part B

Management Procedures

~~Objective:~~

~~To establish communication parameters between Elected Members and Employees of the Shire of Broome and for access to information by Elected Members:~~

~~To ensure:~~

- ~~Effective provision of information at all times for Elected Members and staff, with measurable response times.~~
- ~~Efficient time management to meet critical competing needs of Elected Members and staff.~~
- ~~The appropriate medium is utilised for the provision of different levels of information.~~

Definitions:

CEO	The Chief Executive Officer of the Shire of Broome, or the person appointed to act in that capacity.
COUHELP	Centralised email address for Councillors to forward enquiries. This address is restricted to Councillors, CEO and ~~Senior Staff~~ Directors, and is monitored by the Manager Governance and the Senior Administration and Governance Officer. In the majority of instances replaces hand written Councillor Memos.
Directors	Includes the Director Corporate Services, Director Development and Community and ~~Services~~ the Director Infrastructure, or the person appointed to act in that capacity.
Elected Member	Councillor
Staff	Are all employees of the Shire of Broome who are not the CEO or ~~Senior Employees~~ a Director.
Service Delivery	This relates to a specific occurrence or instance of work, of a minor and general nature, that has already been carried out
Requests for Work	This relates to specific instances where a request for works of a minor general maintenance nature, which may be relayed from members of the public. It does not relate to any administrative functions of Council (Policies, Reports etc).
Correspondence	Means all forms of written correspondence:

	• facsimile • letter • digital information (email) • memo • works request • forms

~~Policy:~~

The *Local Government (Rules of Conduct) Regulations 2007* and the Shire of Broome Code of Conduct guide Council on ways in which Councillors can communicate with Shire staff. Predominantly this method is through electronic means to the CEO, ~~Senior Employees~~ Directors and COUHELP.

~~Communication Mediums~~

~~Digital information (email) is the prime medium for distributing information to Elected Members.~~

~~(a) Email~~

- ~~In utilising email, specific attention must be drawn to Equal Employment Opportunity (EEO) legislation which has a direct impact on the use of email and may constitute an official record subject to disclosure under the Freedom of Information Act or other laws.~~

  ~~The policy provides for stored electronic messages derived from the Shire of Broome's business transactions to be regarded as official records and, as such, professionally managed. Procedures are defined covering the requirement to retain electronic messages in record keeping systems for as long as required under the terms of the State Records Act 2000.~~
- ~~Users of email must respect the law and the legal rights of others. Transmission of any material by email in violation of any Australian law is prohibited. This includes, but is not limited to, copyright material, threatening or obscene material, material contrary to the EEO principles or material protected by trade secret. Copyright applies to information transmitted via email.~~

- ~~Email is inherently insecure. A message is not "deleted" from the system until all recipients of the message, and recipients of any forwarded or attached copies, have deleted their copies. All emails sent and received are also archived according to Record keeping policy so may not be deleted for a number of years.~~

- ~~Mail sent to outside organisations will be subject to the policies of those organisations. These policies may differ from those of the Shire of Broome, especially in relation to privacy. While it is not the practice of the Shire of Broome's records department to read or to discuss the content of any message, it may be necessary to read an email message that has failed to reach its destination. This may be required to assist with the determination of the intended addressee and to redirect the message to the correct address.~~

- ~~All email communications between Councillors that raise particular issues or items for debate shall be forwarded to all Councillors, without exception. This~~

~~ensures all Councillors are aware of current issues and have the opportunity to express views where considered appropriate and applicable.~~

- ~~Unless authorised by the author of the original email, all digital information sent from the Shire of Broome is for the intended person(s) only and not for dissemination to third parties; it is to be considered as confidential information. Breach of this protocol may result in the repercussions as per the *Local Government Act 1995* s5.91-5.93 and the Shire of Broome Code of Conduct 6.2(e).~~

COUHELP and Councillor Memos

COUHELP has been developed to provide a centralised email address for Councillor enquiries – this email address is not for the general public. The emails are monitored by the Manager Governance and Senior Administration and Governance Officer, recorded on a Register and referred to the responsible ~~Senior Staff member~~ for a response.

Councillor Memos (in triplicate) were developed ~~so that~~ to enable Councillors not utilising email ~~can~~ to write to the CEO and enquire as to a particular matter at any time and provide a tracked process that may be answered by the CEO or relevant Director. ~~by another officer as directed by the CEO.~~

The preferred means for Councillors to make enquiries is via the COUHELP email.

The Chief Executive Officer or Director ~~Staff~~ will endeavour to respond to a Councillor enquiry within 72 hours of receipt of the COUHELP email or Councillor Memorandum. ~~Councillors must use their judgement in deciding to submit a COUHELP email or Councillor Memorandum as each question may take several hours to prepare a response and recognise that staff resources will be directed away from other operational matters.~~

A response ~~from staff~~ may be to at least recognise the question raised and respond to an elected member that the matter requires further investigation, or is not within the resource capability of the Shire of Broome at that time.

~~(b) Telephone~~

~~Telephone communication shall be to the Chief Executive Officer, or the Senior Staff of the Shire of Broome being:~~

~~Deputy Chief Executive Officer~~
~~Director of Corporate Services~~
~~Director of Infrastructure~~

~~(*The above list may be changed at the discretion of the Chief Executive Officer from time to time*).~~

~~(c) Facsimile~~

~~Some Elected Members may have facsimile machines though these have tended to be unreliable as a means of communication. Primary communications will be through the digital information system (email).~~

~~(e) Hard Copy (paper or similar)~~

~~A hard copy of information circulated via digital information (email) shall be printed and placed in a Councillor's "in-tray" at the office of the Shire of Broome if so requested by an Elected Member.~~

~~All other hard copy information not able to be transmitted by email shall be provided to Elected Members in their "in-tray". Councillors will be responsible for collection of material from their "in-tray".~~
~~Hard Copy information stamped "Confidential – Councillor Information Only (not for dissemination)" shall not be provided to any third party.~~
~~(f) Computer & Information Technology~~

~~An allowance is paid to elected members in accordance with Section 5.99A of the *Local Government Act 1995* provides for an allowance to be paid to Elected Members for Information Communication Technology expenses. Elected Members may reference the Councillor Information Technology Provision, Service and Use Policy (1.1.8) and Councillor Fees Policy (1.1.4) for further details.~~

Communication Procedures - General

- Enquiries and complaints from Elected Members regarding service delivery and requests for work are to be delivered to the Administration Office, or directed by email to COUHELP or memo to the Manager Governance. Emails shall be directed to COUHELP for distribution by the Manager Governance or Senior Administration and Governance Officer.

- Confidential complaints or comments in relation to staff and other matters are to be in writing and directed to the Chief Executive Officer (ceo@broome.wa.gov.au) and will be handled in accordance with the Shire of Broome Complaints Policy.

- All other non confidential Information forwarded via email (with the exception of those indicated in dot point one above) should be sent to the Shire address shire@broome.wa.gov.au This information will then be recorded in the electronic records system and forwarded to the CEO or relevant Director for attention, who may further delegate. Under no circumstances should any emails relating to formal or confidential Council business be forwarded to staff without the express permission of the CEO.

- All written correspondence from Elected Members, other than requests for works or enquiries as indicated in the first dot point, will be forwarded to the CEO in the first instance.

- ~~Any Elected Member who wishes to raise a grievance in relation to the Code of Conduct, the Local Government Act, or any matter of Council business, shall first raise the matter with the Chief Executive Officer and/or the President and/or the Deputy President.~~
  ~~It should be noted that this does not override the requirements of Corruption and Crime Commission of Western Australia. Issues which are referred to the CCC will remain confidential.~~

- When an Elected Member forwards correspondence from a member of the public, staff will arrange a response if required. A copy of the response will be forwarded to the Elected Member for their information. In meeting the objectives of this policy, it is appropriate that Shire staff respond to all correspondence on related Council or Shire matters.

- Elected Members, in acknowledging their role is one of leadership, also acknowledge they have no capacity to speak with staff individually, with the exception of the CEO and Directors Senior Staff, on matters of Shire or Council business.

  However, under some circumstances, the CEO may give permission for an Elected Member to discuss a matter with a staff member. This conversation should be recorded as a file note, by the staff member, and forwarded to the CEO for perusal and filing. It is acknowledged that liaison of a general nature is required between Elected Members, Senior Staff, Personal Executive Assistant to CEO, Manager Governance and Senior Administration and Governance Officer on a regular basis.

Communication Procedures - Ordinary Council Meetings

- Matters requiring consideration at an Ordinary Council Meeting should be submitted to the Chief Executive Officer, in accordance with the Shire of Broome Standing Orders Local Law 2003, via email or facsimile.

- Notices of Motion should be submitted directly to the Chief Executive Officer via email. Once received, the Chief Executive Officer will arrange for the matter to be researched and included on the agenda of the next appropriate Council Meeting. Should it be considered more appropriate that the matter be dealt with administratively, the Councillor will be contacted and advised of this.

Access to Information

- Elected Members have information access rights that are additional to those given to the general public. Members can access the following information held by a local government:

  - All written contracts of the local government;
  - All documents relating to written contracts which local government proposes to enter into; and
  - Any information that is relevant to their functions.

- Elected Members should be able to demonstrate that any information sought is relevant to the performance of a function. Access arrangements should be made through the Chief Executive Officer.

- Access to information will be in accordance with requirements under the *Local Government Act 1995* and Freedom of Information Legislation.

- Members will not use confidential information to gain advantage for themselves or for any other person or body, in ways which are inconsistent with their obligation to act impartially, or to improperly cause harm or detriment to any person or organisation (Shire of Broome Code of Conduct Clause 3.1).

NOTE:

This Policy does not abolish the right of Councillors to contact the Chief Executive Officer or Senior Staff (Directors) by telephone to informally discuss Shire or Council business.

BOP 1.3.5 COUHELP provides detailed internal procedures for staff.

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.1.4
Elected Members

TITLE:	**LIQUOR ACCORD COMMITTEE**
ADOPTED:	OMC 15 March 2012 – Pages 96 – 103
REVIEWED:	OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	~~Director Corporate Services~~ Chief Executive Officer
DELEGATION:	

Previous Policy Number 1.2.12

Objective:

The objective of this Policy is to ensure that the Liquor Accord continues to hold regular meetings. These meetings provide valuable consultation with stakeholders within the Shire of Broome including Western Australia Police (WAPOL), liquor licence holders, associated community groups and other relevant stakeholders as determined.

Policy

Council and the Shire of Broome are Committee to the principals and objectives of the Broome Liquor Accord and its positive impacts on the Community.

To achieve these objectives the Council supports the Shire President being appointed as Chairperson to preside at the Liquor Accord meetings in an impartial non-voting capacity.

In addition the Shire of Broome will provide:

- The Council Function Room for the purpose of holding these meetings, and
- Secretarial services for the purpose of minute taking and agenda distribution.

Definitions:

Nil.

~~Policy:~~

~~The Shire President be appointed as Chairperson to preside at the Liquor Accord meetings in an impartial non-voting capacity.~~

~~In addition the Shire of Broome will provide:~~

- ~~The Council Function Room for the purpose of holding these meetings, and~~
- ~~Secretarial services for the purpose of minute taking and agenda distribution.~~

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.2.1

Organisational

TITLE:	**EXECUTION OF DOCUMENTS AND APPLICATION OF COMMON SEAL**
ADOPTED:	OMC 14 June 2005
REVIEWED:	OMC 19 March 2009 – Pages 26 – 31 OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 – 121
ASSOCIATED LEGISLATION:	Shire of Broome Standing Orders Local Law 2003 (or as amended)
ASSOCIATED DOCUMENTS:	CA1 Execution of Documents
REVIEW RESPONSIBILITY:	Chief Executive Officer
DELEGATION:	

Previous Policy Number 1.1.1

Objective:

To clarify the authority given by Council for the execution of documents and the affixing of the Common Seal when required, by the President and the Chief Executive Officer under Clause 19.1(2) of the Shire of Broome Standing Orders Local Law 2003 (or as amended).

Definitions:

N/A

Policy:

The Shire of Broome has a Common Seal that is to be affixed to certain documents as proof that the document in question has been attested to by the Shire.

Documents that require the Common Seal are to be presented to Council for consideration within the Reports of Officers section at the appropriate meeting of Council. The report recommendation is to include the following or similar wording *"That Council approves the affixation of the Common Seal of the Shire of Broome to*

the said document and authorises the Shire President and Chief Executive Officer to sign ~~engross~~ all documentation as required".

The attachment of the Common Seal requires attesting by both the Shire President, or in their absence the Deputy Shire President, and Chief Executive Officer or the person acting in that position.

Clause 19.1(4) of the Shire of Broome Standing Orders Local Law 2003 (or as amended) requires the Chief Executive Officer maintain a register of documents where the Common Seal has been affixed.

Guidelines

~~The following documents require the Common Seal of the Shire of Broome to be affixed:~~

- ~~Local Laws~~
- ~~Documents of a ceremonial nature~~
- ~~Land transactions, including but not limited to sale, leases, assignments, subleases, consent to mortgage, surrenders, transfers, lodgement and withdrawals of caveats and amalgamations as resolved by Council.~~
- ~~Town Planning Schemes and Scheme Amendments~~
- ~~Any document stating that the Common Seal of the Shire of Broome is to be affixed.~~

The *Local Government Act 1995* (the Act) was amended to clarify the requirements for the valid execution of documents on behalf of a local government. The relevant provisions of the Act are:

9.49A. Execution of documents

(1) A document is duly executed by a local government if —
- *(a) the common seal of the local government is affixed to it in accordance with subsections (2) and (3); or*
- *(b) it is signed on behalf of the local government by a person or persons authorised under subsection (4) to do so.*

(2) The common seal of a local government is not to be affixed to any document except as authorised by the local government.

(3) The common seal of the local government is to be affixed to a document in the presence of —
- *(a) the mayor or president; and*
- *(b) the chief executive officer or a senior employee authorised by the chief executive officer,*

each of whom is to sign the document to attest that the common seal was so affixed.

(4) A local government may, by resolution, authorise the chief executive officer, another employee or an agent of the local government to sign documents on behalf of the local government, either generally or subject to conditions or restrictions specified in the authorisation.

(5) A document executed by a person under an authority under subsection (4) is not to be regarded as a deed unless the person executes it as a deed and is permitted to do so by the authorisation.

9.49B. Contract formalities

(1) Insofar as the formalities of making, varying or discharging a contract are concerned, a person acting under the authority of a local government may make, vary or discharge a contract in the name of or on behalf of the local government in the same manner as if that contract was made, varied or discharged by a natural person.

(2) The making, variation or discharge of a contract in accordance with subsection (1) is effectual in law and binds the local government concerned and other parties to the contract.

(3) Subsection (1) does not prevent a local government from making, varying or discharging a contract under its common seal.

9.49. Documents, how authenticated

A document, is, unless this Act requires otherwise, sufficiently authenticated by a local government without its common seal if signed by the CEO or an employee of the local government who purports to be authorised by the CEO to so sign.

To facilitate the effective utilisation of the Act's provisions, Council at its Ordinary Council Meeting of 7 September 2017 adopted authorisations to the CEO, Directors and a number of Managers for the execution of documents on behalf of the Shire of Broome, without the requirement to affix the seal. Full details of the authorisations are detailed in **CA1 – Execution of Documents on Behalf of the Shire of Broome**.

As a consequence of the adoption of the Authorisations by Council there are less documents that now are required to have the Common Seal of the Shire of Broome affixed. The following documents are required to have the Common Seal affixed (other documents may have the seal affixed at the discretion of the CEO):-

	Document Description		Document Description
1	New or Revised Town Planning Schemes	**4**	C/Wealth or State Government documents where legislation specifically requires the seal or CEO signature.
2	Amendments to Town Planning Schemes	**5**	Documents of a Ceremonial Nature – such as Sister City agreements
3	New, Revised or Amendments to Local Laws		

The sealing clause shall be:

The COMMON SEAL of the SHIRE OF BROOME)

by the authority of a resolution of the Council)

Common Seal

was hereunto affixed in the presence of:)

_____	_____
(Insert Name of Shire President)	(Insert Name of CEO)
Shire President	Chief Executive Officer

It should be noted that some matters that may be dealt with under delegated authority may require the Common Seal to be affixed.

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.2.2

Organisational

TITLE:	**USE OF COUNCIL CHAMBERS AND ADMINISTRATION BUILDING**
ADOPTED:	OMC 28 April 1998 – Page 12
REVIEWED:	OMC 21 November 2000 – Page 30 OMC 9 April 2002 – Page 15 OMC 14 October 2003 – Pages 15 – 17 OMC 19 March 2009 – Pages 26 – 31 OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Chief Executive Officer
DELEGATION:	LGA12 Council Chambers

Previous Policy Number 1.2.2

Objective:

To provide guidance on the use of the Council Chambers and other meeting rooms within the Shire of Broome Administration Building.

Policy:

The Council and the Shire of Broome are committed to ensuring that the Administration Building, including the Council Chambers and associated meeting rooms, are treated with respect and dignity in recognition of the status of this facility.

~~It is Council Policy that the Council Chambers and the Administration Building be used only for Council functions and meetings.~~ The Chief Executive Officer is authorised to approve the use of the Council Chambers for other functions and meetings when special circumstances exist, however, it is Council's Policy that community groups and

organisations should not use the Council Chambers but should be directed to other Council owned public buildings.

Definitions:

Nil

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.2.3

Organisational

TITLE:	**LEGAL REPRESENTATION – COSTS INDEMNIFICATION**
ADOPTED:	OCM 10 June 2003, Pages 20 – 24
REVIEWED:	OCM 19 March 2009 – Pages 26 – 31 OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Chief Executive Officer
DELEGATION:	LGA26 Operational – Legal Representation, Costs Indemnification

Previous Policy Number 1.2.7

Part A

Objective:

a) This policy is designed to protect the interests of Council members and employees (including past members and former employees) where they become involved in civil legal proceedings because of their official functions. In most situations the ~~local government~~ Shire may assist the individual in meeting reasonable expenses and any liabilities incurred in relation to those proceedings.

b) In each case it will be necessary to determine whether assistance with legal costs and other liabilities is justified for the good government of the district. This policy applies in that respect.

Policy:

The Council and the Shire of Broome are committed to ensuring that in performing their duties in a fair and objective manner, the interests of council members and staff are protected from civil legal proceedings.

To achieve the objectives the Shire:

a) ~~The local government~~ may provide financial assistance to members and employees in connection with the performance of their duties provided that the member or employee has acted reasonably and has not acted illegally, dishonestly, against the interests of the local government or otherwise in bad faith.

b) ~~The local government~~ may provide such assistance in the following types of legal proceedings:

i) Proceedings brought by members and employees to enable them to carry out their local government functions (e.g. where a member or employee seeks a restraining order against a person using threatening behaviour);

ii) Proceedings brought against members or employees (this could be in relation to a decision of Council or an employee which aggrieves another person (e.g. refusing a development application) or where the conduct of a member or employee in carrying out his or her functions is considered detrimental to the person (e.g. defending defamation actions); and

iii) Statutory or other inquiries where representation of members or employees is justified.

c) ~~The local government~~ Will not support any defamation actions seeking the payment of damages for individual members or employees in regard to comments or criticisms levelled at their conduct in their respective roles. Members or employees are not precluded, however, from taking their own private action. Further, the local government may seek its own advice on any aspect relating to such comments and criticisms of relevance to it.

d) Ensure the legal services the subject of assistance under this policy will usually be provided by the ~~local government's~~ Shire's solicitors. Where this is not appropriate for practical reasons or because of a conflict of interest then the service may be provided by other solicitors approved by the ~~local government~~ the Shire.

Definitions:

N/A

Part B

Management Procedures

1. Applications for Financial Assistance

a) Subject to item (e), decisions as to financial assistance under this policy are to be made by the Council.

b) A member or employee requesting financial support for legal services under this policy is to make an application in writing, where possible in advance, to the Council providing full details of the circumstances of the matter and the legal services required.

c) an application to the Council is to be accompanied by an assessment of the request and with a recommendation which has been prepared by, or on behalf of, the Chief Executive Officer (CEO).

d) A member or employee requesting financial support for legal services, or any other person who might have a financial interest in the matter, should take care to ensure compliance with the financial interest provisions of the *Local Government Act 1995*.

e) Where there is a need for the provision of urgent legal services before an application can be considered by Council, the CEO has authorisation to the value of $10,000 with that the power to make such an authorisation delegated to the CEO in writing under section 5.42 of the *Local Government Act 1995*. Council shall be advised immediately should the delegation be exercised.

f) Where it is the CEO who is seeking urgent financial support for legal services the Council shall deal with the application.

2. Repayment of Assistance

a) Any amount recovered by a member or employee in proceedings, whether for costs or damages, will be off set against any moneys paid or payable by the Shire ~~local government~~.

b) Assistance will be withdrawn where the Council determines, upon legal advice, that a person has acted unreasonably, illegally, dishonestly, against the interests of the local government or otherwise in bad faith; or where information from the person is shown to have been false or misleading.

Where assistance is so withdrawn, the person who obtained financial support is to repay any moneys already provided. The ~~local government~~ Shire may take action to recover any such moneys in a court of competent jurisdiction.

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.2.4 Organisational

TITLE: **APPOINTMENT OF ACTING CHIEF EXECUTIVE OFFICER**

ADOPTED: OMC…….. – Pages

REVIEWED:

ASSOCIATED LEGISLATION: *Local Government Act 1995* section 5.36 (1) & (2) – refers to the appointment of a Chief Executive Officer by a Local Government and the Council being satisfied that the person is suitably qualified for the position.

ASSOCIATED DOCUMENTS:

REVIEW RESPONSIBILITY: Chief Executive Officer

DELEGATION: Nil

Previous Policy Number: Nil

Objective:

To allow the proper appointment of an Acting Chief Executive Officer in accordance with the *Local Government Act 1995*.

Definitions:

Nil.

Policy:

The Council recognises that it is imperative for the continued efficient operations of the Shire administration that during periods of absence of the Chief Executive Officer a suitable person can be appointed as the Acting Chief Executive Officer.

The Chief Executive Officer will nominate a person who holds a position of Director of the Shire of Broome; all of whom the Council is satisfied, are suitably qualified to act as Chief Executive Officer.

In the event that no other Director has been selected, then the permanent Director Development and Community (DDC) is deemed to be the Acting Chief Executive Officer. If DDC becomes unavailable during a period of acting the acting will default to the permanent Director Corporate Services. However, in the event of exceptional circumstances, arrangements for an Acting Chief Executive Officer will be referred to Council.

Advice Note:
The Department of Local Government has advised that the selection of an officer for higher duties as Acting Chief Executive Officer is a function of the Chief Executive Officer.

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.2.5 Organisational

TITLE:	~~**POLICY ON**~~ **MINING, PETROLEUM AND GEOTHERMAL ENERGY RESOURCE EXTRACTION**
ADOPTED:	OMC 17 December 2015 – Page 39-64
REVIEWED:	-
ASSOCIATED LEGISLATION:	*Petroleum and Geothermal Energy Resource Act 1967* *Mining Act 1978*
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Director Development and Community
DELEGATION:	

Previous Policy Number: 1.2.14

Background:

The Shire of Broome does not approve or regulate mining, petroleum or geothermal energy resource projects, however at times may be requested to provide comment or engage with proponents or the State in this regard. The Policy has been prepared to guide the Shire's response and position in the event proponents or the State request comment or engagement with the Shire or Council.

Objective:

- To support the expansion of industry, and sustainable industry, that helps deliver economic prosperity to its residents, whilst ensuring every effort is undertaken to make sure that the initial assessment as well as compliance and monitoring of any Mining, Petroleum and Geothermal activities carried out are at a level that is compatible with the amenity of the natural and built environment and that of the Shire's residents.
- To promote that any activities associated with mining or the extraction of petroleum and geothermal energy resources are to be thoroughly assessed, monitored and managed effectively by the appropriate agencies and to ensure local economic, environmental and social values are enhanced and developed.
- To provide for the Shire to undertake an advocacy role on behalf of the community when being consulted by the State Government and resource companies with regard to future proposals within the Shire and potential

benefit to the community. This advocacy role includes encouraging proponents to be as transparent as possible with the project information.

Definitions:

Nil

Policy:

1.1 The Shire of Broome supports the extraction of natural resources including mining and petroleum and geothermal energy resources where:

a.) Measures are implemented to deliver positive economic benefits to the local economy and programs that would deliver positive outcomes to the community;
b.) The impacts on Shire Infrastructure are adequately compensated for in the immediate and future life of that infrastructure and that any additional infrastructure required is adequately provided by the proponent;
c.) Due regard is given to the purpose and objectives of the relevant zone/reserve under Local Planning Scheme No 6 and aims to ensure the proposal is compatible with these and surrounding uses;
d.) The potential impacts on the public health and drinking water areas have been considered by the relevant authorities and related approvals granted for the activities to be conducted; and
e.) Environmental and cultural matters have been taken into account by the relevant authorities and related approvals granted for the activities to be conducted.
f.) Proponents fully disclose environmental and groundwater data to the community.

1.2 The Shire of Broome accepts the process undertaken by the Department of Mines and Petroleum and/or the proponent with respect to consultation with the relevant people directly affected with regards to land use rights and or compensation.

1.3 The Shire of Broome accepts the positions and assessment processes of the relevant regulatory bodies including the Department of Mines and Petroleum, Environmental Protection Authority, Department of Health, Department of Water and Environmental Regulation, Department of Environment and Energy (Federal), Department of Primary Industries and Regional Development and Department of Aboriginal Affairs with regard to the following aspects of the proposals:

i). potential impacts on the public health (as considered in 1.1 d.));

ii). potential impacts on drinking water areas (as considered in 1.1 d.));

iii). potential environmental implications have been taken into account and best practice mitigation strategies adopted (as considered in 1.1 e.));

iv). potential impacts upon agricultural land and food production; and

v). potential impacts on areas of Aboriginal heritage and cultural significance (as considered in 1.1 e.)).

1.4 The Shire of Broome seeks annual presentations from the Department of Mines and Petroleum, including a questions and answer session, on its monitoring and compliance of onshore gas, oil and mining operations in the Shire. There presentations will be open to the public.

1.5 The Shire of Broome requests a full environmental impact assessment by the EPA of onshore gas proposals which includes assessment of impacts to surface and groundwater.

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.2.6 Organisational

TITLE:	**CONSULTATION - ABORIGINAL HERITAGE**
ADOPTED:	OMC 23 February 2017 – Pages 189 - 219
REVIEWED:	
ASSOCIATED LEGISLATION:	*Aboriginal Heritage Act 1972* (WA)
ASSOCIATED DOCUMENTS:	Policy 3.4.6 – Community Engagement
REVIEW RESPONSIBILITY:	Director Development and Community
DELEGATION:	

Previous Policy Number: 1.2.15

Background:

The Shire of Broome undertakes a number of functions which could potentially interact with Aboriginal heritage, this includes:

- Preparation of strategic land use plans or development strategies (Development Strategies);
- Undertaking of Public Works; and
- Undertaking development.

The Shire of Broome acknowledges the importance of Aboriginal heritage and therefore proposes to have a clear policy to guide the Shire while performing the above functions.

Objectives:

- Guide where the Shire will consult with the Aboriginal community to gauge whether a Development Strategy, Public Works or Shire Development proposal may impact upon Aboriginal heritage.

- Establish the process the Shire will follow when a Public Works or Shire Development proposal is to be referred for consultation and how comments received will be considered.

- Detail the requirements for consultation based on the level of interaction with Aboriginal heritage.

Definitions:

'Aboriginal Cultural Significance' means an area that displays aesthetic, historic, scientific, social or spiritual value for past, present or future generations of Aboriginal people.

'Aboriginal Heritage Due Diligence Guidelines' means the guidelines published by the Department of Premier and Cabinet of WA and amended from time to time.

'Aboriginal Heritage Site' means a place to which the Aboriginal Heritage Act applies by operation of section 5 of the Aboriginal Heritage Act.

'**Consultation**' is the open exchange of information between the Shire and the person/s being consulted, to promote awareness of the Shire's activities and to enable the person/s to have meaningful input in the Shire's decision-making process.

'DAA' means the WA Department of Aboriginal Affairs administered by the Minister of Aboriginal Affairs.

'Development Strategy' means a land use strategy, development strategy or other land use planning document that identifies aspirations for future land use or development for an area/precinct. Examples of documents that would be considered Development Strategies for the purposes of this definition include:

- Local Planning Strategy;
- Old Broome Development Strategy;
- Chinatown Development Strategy;
- Tourism Strategy;
- Recreation Strategies.

'Government Standard Heritage Agreement' means the Government Standard Heritage Agreement published by the Department of Premier and Cabinet of WA.

'**Low Discretion Works**' are Public Works or Shire Development in which there is limited discretion available to the Shire as to how or where the works can be carried out (for example, the extension of a footpath, road or drain).

"**Low Ground Disturbance Activity**" means any activity that is undertaken on land which has previously been disturbed or an activity that does not involve major or significant ground disturbance, including the following:

(a) field mapping, including cadastral surveys, not involving the permanent disturbance of soil and vegetation;
(b) sampling, including removing soil, rock and flora samples using hand methods (including hand augering) from the natural surface;
(c) remote sensing, biological, environmental or conservation surveys, including installing monitoring plots and marker posts;
(d) establishing temporary lay-down areas, where the establishment of the lay-down area does not require the removal of trees or shrubs and does not require any earthworks in areas which have not previously been disturbed;
(e) reconnaissance and patrol in light vehicles;
(f) drilling using hand held rig or rig mounted on 4 wheel vehicle, using existing access and without the construction of new roads and tracks (and where use of the existing roads or tracks involves no disturbance to plant roots);
(g) digging pitfall traps and temporary trenches for small animals
(h) baiting and installation of temporary fences and nest boxes;
(i) collecting and removing loose rocks, firewood, flora or fauna;
(j) conducting tests for water, site contamination, or other scientific or conservation purposes;
(k) maintaining and refurbishing existing facilities, including recreation and camping facilities, water points, signs and other structures;
(l) maintaining existing roads, drains, culverts, bridges, trails, tracks, fence lines and firebreaks;
(m) erecting signage and barriers using hand and mechanical augers;
(n) revegetating of degraded areas, including fencing areas of vegetation;
(o) rehabilitating previously disturbed areas, including ripping, scarifying, matting, brushing, seeding and planting;
(p) carrying out species recovery programs;
(q) erosion control activities around existing roads, infrastructure or facilities;
(r) weed control using hand, mechanical and chemical methods of control;
(s) any other use of hand-held tools, not referred to in the preceding paragraphs;
(t) the laying of temporary water pipelines across the ground where no excavation is required; and

(u) electrical works associated with existing infrastructure in previously disturbed areas.

'**Public Work**' has the meaning given in the *Public Works Act 1902*.

'Section 18 Notice' means a notice lodged in accordance with section 18 of the *Aboriginal Heritage Act 1972* (WA) for consent to use land which may impact an Aboriginal heritage site.

'Shire Development' means a development, other than public works, that is undertaken by the Shire which involves the carrying out on the land of any excavations or other ground disturbing works.

Policy:

1.0 Preparation of Development Strategies

While Development Strategies themselves do not propose to undertake works, they do identify future development opportunities or concepts to improve an area.

The most important element of undertaking consultation at this stage is to inform the preparation of the Development Strategy and to ensure that an Aboriginal Heritage Site or areas of Aboriginal Cultural Significance are identified and considered.

1.1 The Shire of Broome (or consultants engaged by the Shire) prior to preparing a Development Strategy will forward details of the land area proposed to be covered by the Development Strategy and a copy of the key objectives to the following organisations:

a) Determined Native Title Holders for the area; or

b) Registered Native Title claimants for the area.

The Shire will also review any heritage reports previously prepared and that are publicly available for the Development Strategy area.

1.2 The Shire will arrange a workshop with representatives of the above organisations, to discuss the project and any Aboriginal Heritage Sites or areas of Aboriginal Cultural Significance that may exist within the area of the Development Strategy.

1.3 In undertaking this consultation, the Shire will request information on:

a) any Aboriginal Heritage Sites;

b) particular areas within the proposed Development Strategy area boundaries that are known to have Aboriginal Cultural Significance; and

c) a description of the significance (if culturally appropriate).

The Shire will provide a minimum 30 day period in which the above information can be provided and the workshop is to be held. Following this period, the Shire will progress with the preparation of the Development Strategy.

1.4 The outcomes from the consultation (both written and verbal) will be incorporated into the Development Strategy as far as practicable and will identify ways to avoid impacts upon Aboriginal Heritage Sites or areas of Aboriginal Cultural Significance.

1.5 As these planning instruments do not involve ground disturbing works or activities, the Shire will not undertake an Aboriginal heritage survey. However, the Shire will review and incorporate any relevant considerations for an identified Aboriginal Heritage Site that may exist in the Development Strategy area.

1.6 Following a draft of the Development Strategy being adopted, organisations consulted with in accordance with clause 1.1 of this policy will be forwarded a copy of the draft and invited to provide comments.

1.7 A further opportunity will be provided for a workshop to be held between the Shire and representatives of the organisations mentioned in clause 1.1.

1.8 Any comments or submissions received will be tabled as a part of a report seeking the final adoption of the Development Strategy.

2.0 Shire of Broome Public Works or Shire Development

For the Shire of Broome to be able to deliver services to the community the Shire is required to undertake a number of different Public Works or Shire Development. This could include (but is not limited to) items such as:

- Road construction and maintenance;

- Installation of drainage;
- Footpaths and development of public recreation facilities;
- Bridges;
- Cemeteries;
- Redevelopment of Shire owned/managed land or buildings;
- Quarries or works for procuring stone, earth or any other material required for the construction of a public work.

The Crown, the Governor, or the State government may also undertake Public Works including works such as railways, public housing, court houses, provision of water, public schools, etc.

Public Works and Shire Development can have the potential to impact upon Aboriginal Heritage Sites. The provisions below will establish the Shire's procedure for determining whether a Public Work or Shire development may impact upon Aboriginal Heritage Sites.

2.1 The Shire of Broome will not undertake consultation on behalf of other government authorities or agencies undertaking Public Works. This is the responsibility of the government authority or agency undertaking the works.

2.2 The provisions below apply to the Shire of Broome's activities only.

2.3 The Shire will not undertake any consultation or notification for activities or works which meet the definition of Low Ground Disturbance Activity.

Concept Phase

2.4 For Public Works or Shire Development which is not Low Discretion Works, at the concept design phase of the project the Shire will refer the proposal to:

a) Determined Native Title Holders for the area; or

b) Registered Native Title claimants for the area,

and provide a 30 day period in which comments are to be provided on any Aboriginal Heritage Sites or Aboriginal Heritage Significance that exists within the area.

For any works which are Low Discretion Works, the consultation will be undertaken in accordance with clause 2.6.

2.5 From the comments received the Shire will:

a) If the concept plan has been identified as impacting upon an Aboriginal Heritage Site(s), as far as practicable the concept plan will be amended to avoid impacts upon the Aboriginal Heritage Site(s); and

b) Subject to design and budgetary considerations, attempt to:

(i) alter the design of the proposed works or activity to avoid impacts on elements of Aboriginal Cultural Significance that exists within the area of the works or activity; and/or

(ii) incorporate interpretative or design elements to promote awareness of elements of Aboriginal Cultural Significance that exists within the area of works or activity.

Design Phase

2.6 If a proposed Public Work or Shire Development which is not a Low Ground Disturbance Activity falls within an Aboriginal Heritage Site, the Shire of Broome will forward a copy of the proposal to the DAA to enquire if:

a) the Public Work or Shire Development proposed will disturb an Aboriginal Heritage Site;

b) whether a Section 18 Notice is required; and

c) who should be consulted prior to the lodgment of the section 18 Notice.

2.7 If the DAA advises that the proposed Public Works or Shire Development does fall within the area the subject of an Aboriginal Heritage Site, the Shire of Broome will consult with those persons or organisations advised by the DAA.

2.8 In undertaking this consultation, the Shire will:

a) Forward to the persons or organisations advised by the DAA in accordance with clause 2.7:

(i) written notification advising of the proposed Public Works or Shire Development;

(ii) details of estimated commencement and completion dates; and

(iii) copies of the designs of the proposed works (if available); and

b) Request that comments be provided within 30 days on whether the proposed works would impact upon any Aboriginal Heritage Sites and if the proposed works could be modified to avoid or minimise impacts upon Aboriginal Heritage Sites.

2.9 If the DAA advises that there is 'insufficient information' to determine if the *Aboriginal Heritage Act 1972* applies, the Shire of Broome will:

a) forward the information outlined in clause 2.8 a) to any determined native title holders or any registered native title claimant groups; and

b) provide a 30 day period in which any comments are requested to be forwarded to the Shire.

Please refer to ***Attachment No 1 – Public Works or Shire Development Flow Chart*** *which provides a visual representation of the above processes.*

2.10 For all other land which does not fall within a registered Aboriginal Heritage Site, the Shire of Broome will follow the principles and process set out in the Aboriginal Heritage Due Diligence Guidelines.

2.11 If consultation is deemed to be required following a review of the Due Diligence Guidelines, then it will be carried out in accordance with clause 2.6.

Please refer to ***Attachment No 2 – The Aboriginal Heritage Risk Matrix*** *which provides a summary of the risk assessment process provided within the Due Diligence Guidelines.*

2.12 As part of the consultation carried out in accordance with clauses 2.8, 2.9 and 2.11, the Shire will only adjust how it intends to undertake the proposed Public Works or Shire Development if

comments are received that the works would impact upon an Aboriginal Heritage Site. Any other comments received that do not relate directly to Aboriginal Heritage Site(s) will be considered as part of any wider community engagement process, if required in accordance with Policy 5.1.10 – Community Engagement.

Aboriginal Heritage Monitors

2.13 If the Shire receives comments following consultation under clauses 2.8, 2.9 or 2.11 requesting that a heritage monitor is engaged, the Shire will agree to engage a heritage monitor in the following circumstances:

a) the works are being undertaken in an area which has previously not been subject to ground disturbing activities; and

b) the comments received following consultation demonstrate reasonable grounds exist to conclude that the presence of a heritage monitor is required to mitigate the risk of harm to Aboriginal heritage;

2.14 If doubt exists as to whether the engagement of a heritage monitor is required or regarding the selection of an appropriate heritage monitor for a particular location, then the Shire will seek advice from the DAA.

2.15 If:

a) the Shire engages a heritage monitor in accordance with Clause 2.13; or

b) consent to proceed with the works granted in accordance with Section 18 of the *Aboriginal Heritage Act 1972* is conditioned on a heritage monitor being required while the ground disturbing works are being undertaken,

the Shire of Broome adopts the principles contained within the Department of Premier and Cabinet's Guidelines for the Engagement of Aboriginal Heritage Monitors.

Aboriginal Heritage Surveys

2.16 Aboriginal heritage surveys will be undertaken for proposed Public Works or Shire Development in the following circumstances:

a) A person or an organisation consulted under clauses 2.8, 2.9 or 2.11 can demonstrate that an Aboriginal heritage survey is required to identify an Aboriginal Heritage Site; or

b) Advice is received from the DAA that a survey is required to support the Section 18 Notice application.

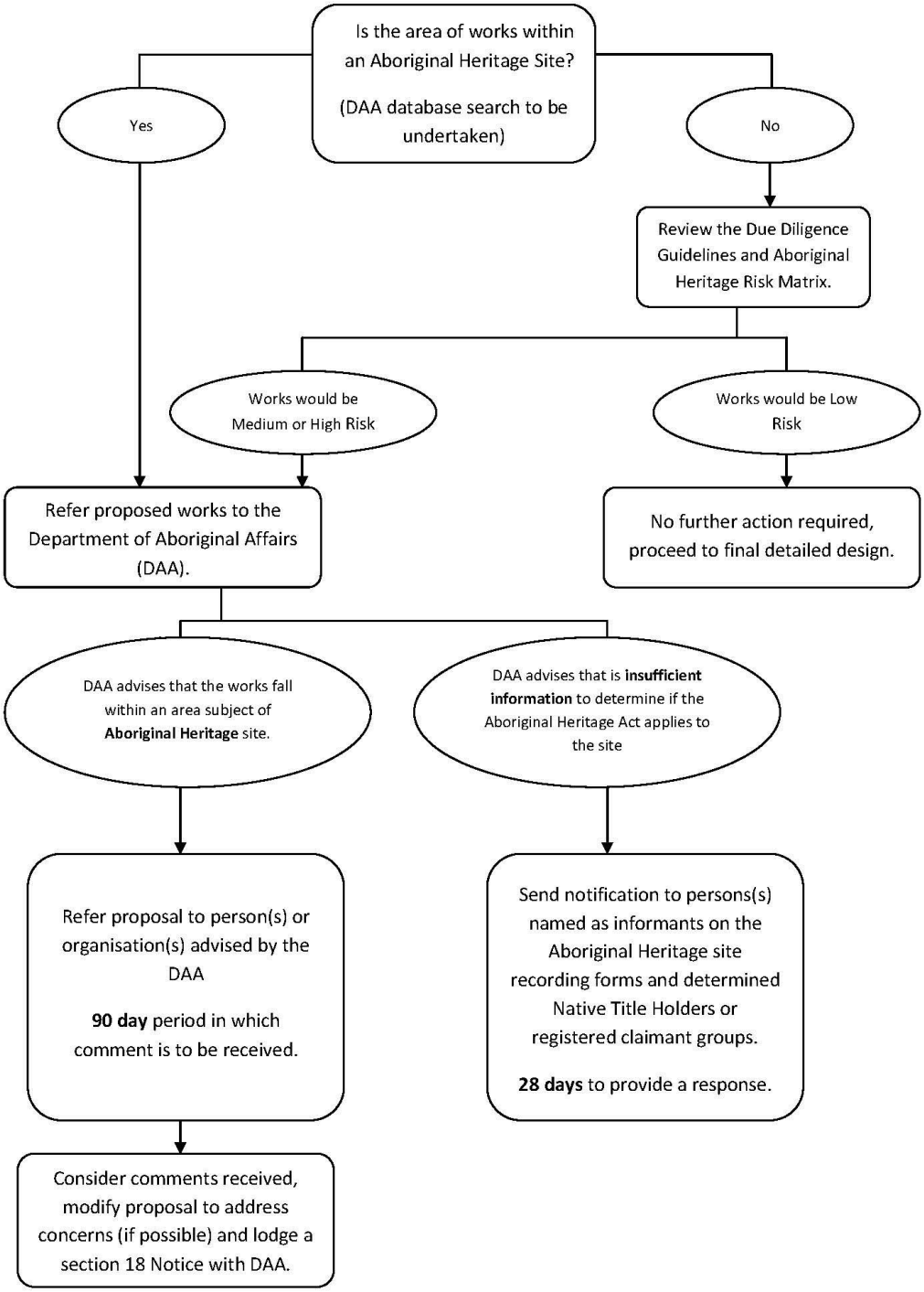
Notwithstanding the above, the Shire may decline to undertake an Aboriginal heritage survey if a survey has previously been prepared for the area or the works.

2.17 When undertaking an Aboriginal heritage survey, the Shire adopts the principles contained within the Government Standard Heritage Agreement and will request that the registered Native Title claimants or determined Native Title holders enter into such agreement with the Shire.

Links:

Aboriginal Heritage Inquiry System:	http://www.daa.wa.gov.au/heritage/place-search/
Aboriginal Heritage Due Diligence Guidelines:	http://www.daa.wa.gov.au/globalassets/pdf-files/ddg
Government Standard Heritage Agreement:	https://www.dpc.wa.gov.au/lantu/MediaPublications/Documents/Government%20Standard%20Heritage%20Agreement%20-%20Draft%207%20-%20Master%20Copy%20-%2017%20October%202014.pdf

Attachment No 1 – Public Works and Shire Development Flow Chart



Department of Aboriginal Affairs & Department of the Premier and Cabinet

Attachment No 2 - The Aboriginal Heritage Risk Matrix

SCHEDULE 2 – THE ABORIGINAL HERITAGE RISK MATRIX

Previous Land Use	LAND ACTIVITIES – CATEGORIES 1-5					
		1. Negligible disturbance	2. Minimal disturbance	3. Moderate disturbance	4. Significant disturbance	5. Major disturbance
	Built Environment - e.g. urban environment, towns, metropolitan region.	Low	Low	Low	Low	Medium
	Significantly Altered Environment - e.g. cultivated and cleared land.	Low	Low	Low	Medium	High
	Moderately Altered Environment - e.g. partially cleared lands, re-vegetated landscape.	Low	Low	Medium	Medium	High
	Minimally Altered Environment - e.g. urban bush land, regrowth areas	Low	Medium	Medium	High	High
	Unaltered Environment - e.g. protected areas or pristine environment.	Low	Medium	High	High	High

Risk Assessment	**Actions**
Low Risk (Review)	Review the landscape and proposed activity (see sections 2.4 - 2.8 - assessing the landscape and the activity). Refer to the AHIS.
Medium Risk (Review /Exercise Caution)	Review the landscape and proposed activity (as above). The precautionary principle (see page 2) applies. Refer to the AHIS and contact the DAA. A range of actions may be recommended, including: no action, consultation with the relevant Aboriginal people, an Aboriginal heritage survey or modification of the proposed activity to avoid or minimise site impact.
High Risk (Consult / Survey / Approvals)	Refer to the AHIS. Consult with the DAA and the relevant Aboriginal people. Dependent on consultation outcomes you may need to include: an Aboriginal heritage survey, modification of the proposed activity to avoid or minimise (see sections 2.24 - 2.28) impact to the site and/or other heritage management strategies. The land user may also need to apply for approval or consent (see section 2.26) to the activity.
For major development projects refer to sections 2.10 - 2.12 for further advice.	

These Guidelines and the Aboriginal Heritage Risk Matrix are for general assistance only. Land users should always obtain independent advice on the application of the AHA to their particular circumstances and if doubt exists the land user should contact the DAA.

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.3.1
Human Resources

TITLE: **STAFF PROFESSIONAL DEVELOPMENT, CONFERENCES & STUDY TOURS**

ADOPTED: OMC 28 April 1998 – Page 12

REVIEWED: OMC 19 December 2000 – Page 29
OMC 9 April 2002 – Page 15
OMC 14 October 2003 – Pages 15 – 17
OMC 19 March 2009 – Pages 26 – 31
OMC 15 March 2012 – Pages 96 – 103
OMC 27 March 2014 – Pages 94 – 99
OMC 17 December 2015 – Pages 110 - 121

ASSOCIATED LEGISLATION:

ASSOCIATED DOCUMENTS:

REVIEW RESPONSIBILITY: ~~Chief Executive Officer~~ Manager Human Resources

DELEGATION:

Previous Policy Number 1.2.4

PART A

Objective:

~~To provide guidance for the attendance of staff and elected members at conferences or on study tours.~~

To encourage and support employees in their professional and career development as part of their employment with the Shire of Broome (the Shire) and to provide administrative guidelines to facilitate fairness and equity in the application of these general principles.

~~Definitions:~~

~~Nil.~~

Policy:

The Shire acknowledges that professional development is an important factor in personal job satisfaction, workplace productivity, reward and recognition, and plays an essential part in continuous improvement of the quality of its programs and services.

The Shire is committed to providing a supportive and rewarding environment for its employees and recognises that the quality, responsiveness, and professionalism of its workforce are linked to the further development of their skills and competencies.

This commitment will include providing employees with:

- The opportunity to plan and develop skills, knowledge and attributes that complement organisational and service area goals.
- The opportunity to participate in career development activities that extend and enhance their capabilities and capacity for advancement within the organisation.
- The opportunity to attend relevant professional organisation conferences.
- The opportunity to participate in relevant study tours
- Equity of access to professional development opportunities.

Professional Development opportunities and requirements are an integral component of the annual Performance Review process. Employees are encouraged as part of the performance review process to take an active role in their own ongoing professional and career development and to apply their learning to its most effective use.

PART B

Management Procedures

1. Application

This Policy and Management Procedure applies to all Shire staff.

2. Definitions:

For the purposes of the Policy and these Management Procedures:

Conference/Professional Development	is defined as an activity conducted by a professional body or legitimate interest group to provide professional interaction and networking designed to improve work related knowledge and skills
Staff	refers to individuals employed by the Shire at officer, managerial and executive

	management level, including the Chief Executive Officer (CEO)
Continuing Professional Development (CPD)	refers to a process of ensuring continual professional and relevant-skills related development. Certain professional societies and associations have a formal CPD system, requiring recording of events attended and activities undertaken as evidence of mandatory CPD

3. Eligibility

Except where an Employment Contract provides otherwise for a particular staff member, the following eligibility criteria shall apply:-

- All members of staff, other than casuals, employed on a continuing or fixed-term basis are eligible to apply for conference and seminar attendance, provided they have been employed by the Shire for a continuous period of greater than twelve months.
- Attendance at conferences/seminars should have been identified as a learning and development requirement as part of the annual performance review.
- Approval shall be withdrawn should a member of staff tender their resignation from the Shire subsequent to approval being granted but prior to the attendance at the Conference / Seminar.

Members of staff who are due to retire from the Shire will not normally be entitled to apply for approval to attend a conference or seminar.

Interstate Conferences

Attendance at interstate conferences and/or seminars shall be limited to Managers, Directors and the CEO, unless extenuating circumstances apply.

4. Attendance at State and Federal Professional Conferences

4.1 Members of the Senior Staff and Managers are encouraged to attend the Annual State Conference relating to their profession.

4.2 Members of the Senior Staff are encouraged to attend bi-annually, the Federal Conference relating to their profession. (Note: where the officer's professional organisation does not convene a State Conference the officer is encouraged to attend the organisations Federal Conference, annually).

4.3 The Chief Executive Officer is authorised to approve the attendance of staff at State and Federal Professional Conferences subject to budget and in accordance with the following guidelines:

a. The Chief Executive Officer is to ensure that attendance at the conference will be beneficial to the officer and/or the Council.
b. The officer is to provide a report on the issues, outcomes, etc. of the conference with recommendations as appropriate and the report is to be submitted to Council through the Information Bulletin.

c. Senior staff will not be precluded from attending a Federal Conference solely because the conference is to be held ~~overseas~~ at an international location.
d. If it is considered beneficial for a Councillor or Councillors to accompany the senior staff member to any State or Federal Conference, such attendance is to be at the discretion of the Chief Executive Officer in consultation with the Shire President and will only occur if adequate funds are available.
e. Budget authority and funding arrangements are to be considered.

4.4 Funds for attendance at State and Federal Professional Conferences may be provided in each annual budget under the provision for staff training.

~~**2. Other Conferences**~~

~~2.1 Every year, the Shire President and the Chief Executive Officer are to attend the annual Local Government Managers Australia National Congress or some other interstate conference that can incorporate a visit to Canberra. This is to enable the Shire President and the Chief Executive Officer to network with Federal Ministers, Members of Parliament and/or Senior Departmental Officers on issues affecting this Council.~~

~~2.2 Provision may be made on each year's budget for an appropriate sum to cover Council representation (Councillors and staff) at other conferences (ie. in addition to State and Federal Professional Conferences). The Chief Executive Officer may approve or decline to approve staff attendance at other conferences and, if attendance involves a Councillor or Councillors, the Chief Executive Officer is to consult with the Shire President.~~

5. International Conferences

Attendance at international conferences and/or seminars shall be limited to Directors and the CEO, unless extenuating circumstances apply.
Any such request for attendance at an international event will require Council approval. The proposal to Council should include:

- the proposed participant(s);
- the objectives for attending the event, including the anticipated quantifiable benefits for the Shire;
- details of the funds available in the budget to cover the anticipated expenses associated with attendance at the event; and
- the overall total cost of accommodation, travel, registration, and any other costs associated with the specific conference/seminar.

6. Presentations by Shire Staff at Conferences

From time to time Shire staff may be invited to present at a conference/seminar. In such an event staff members must contact the conference/seminar organisers to discuss the monetary contribution that the organisers will make towards the cost of presenting at the conference (including but not limited to travel, accommodation and registration costs). Any attendance by Shire staff for the purposes of presenting at conferences/seminars will require the CEO's approval prior to any papers of

applications etc being submitted for consideration. Any such request will require the submission of a proposal to the CEO which includes:

- the objectives for attending the event and, including the anticipated quantifiable benefits for the Shire;
- the proposed participant(s);
- the presentation topic;
- details of the monetary contribution that the conference organisers will make;
- details of the funds available in the budget to cover the anticipated expenses associated with attendance at the event; and
- the overall total cost of accommodation, travel, registration, and any other costs associated with the specific conference.

7. Annual Study Tours

7.1 A study tour is designed to enable ~~Councillors and~~ staff to travel intrastate, interstate and/or overseas to research and study specific issues fronting Council.

7.2 Details of study tours are to be arranged in advance so that suitable provision can be made in each year's budget. When no details of study tours have been arranged, or arrangements are incomplete, an appropriate amount may be included in the budget to cover the cost of an annual study tour.

7.3 The Chief Executive Officer in consultation with the Shire President may approve attendance at study tours subject to budget and in accordance with the following guidelines:

7.3.1 The maximum attendance at any study tour is to be ~~two Councillors and~~ two staff
7.3.2 Attendance at a study tour shall only take place where there are appropriate funds provided in the annual budget.
7.3.3 A detailed report including recommendations on each study tour is to be submitted to Council.
7.3.4 Budget authority and funding arrangements are to be considered.

8. Special Provision

To provide an opportunity to network with Federal Ministers, Members of Parliament and/or Senior Departmental Officers on issues affecting this Council, the Chief Executive Officer (and the Shire President) are to attend an appropriate interstate conference that can incorporate a visit to Canberra on an annual basis.

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.3.2

Human Resources

TITLE: ~~**STAFF -**~~ **SENIOR EMPLOYEES**

ADOPTED: OMC 21 December 2004, Pages 20 - 21

REVIEWED: OMC 19 March 2009 – Pages 26 – 31
OMC 15 March 2012 – Pages 96 – 103
OMC 27 March 2014 – Pages 94 – 99
OMC 17 December 2015 – Pages 110 - 121

ASSOCIATED LEGISLATION: *Local Government Act 1995*

ASSOCIATED DOCUMENTS:

REVIEW RESPONSIBILITY: ~~Chief Executive Officer~~ Manager Human Resources

DELEGATION:

Previous Policy Number 1.3.2

Objective:

Section 5.37 of the *Local Government Act 1995* states that:

1. A local government may, designate employees or persons belonging to a class of employee to be senior employees.

2. The CEO is to inform the Council of each proposal to employ or dismiss a senior employee, other than a senior employee referred to in section 5.39(1a), and the Council may accept or reject the CEO's recommendation but if the Council rejects a recommendation, it is to inform the CEO of the reasons for its doing so.

3. Unless subsection (4A) applies, if the position of a senior employee of a local government becomes vacant, it is to be advertised by the local government in the manner prescribed, and the advertisement is to contain such information with respect to the position as is prescribed.

Policy:

The Shire of Broome designates the following positions as Senior Employees for the purpose of section 5.37

- Chief Executive Officer

- ~~Deputy Chief Executive Officer~~
- Director Corporate Services
- Director Development and Community ~~Services~~
- ~~Director~~ Infrastructure

Definitions:

N/A

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.4.1
Media and Promotions

TITLE:	**MEDIA**
ADOPTED:	OMC 28 April 1998 – Page 12
REVIEWED:	OMC 17 October 2000 – Page 11 OMC 25 February 2003 – Pages 12 – 14 OMC 10 May 2007 – Pages 19 - 20 OMC 19 March 2009– Pages 25 - 31 OMC 16 December 2009 – Pages 17 – 18 OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Local Government Act 1995* *Local Government (Functions and General) Regulations 1996*
ASSOCIATED DOCUMENTS:	Media Release Form
REVIEW RESPONSIBILITY:	Media and Promotions Officer
DELEGATION:	

Previous Policy Number 1.3.1

Part A

Objective:

To provide a framework for Council and staff when liaising with the media and provide consistency of messages.

The objective of all media liaison should be to promote the positive image of the Shire, to provide effective media communication with the community and to provide a mechanism for the role of Council as the 'entity' and individual Councillors when requested to make media comment.

The Shire aims to provide timely, accurate information to the community through the media and to be open and transparent in its operations.

The value of the media to local government cannot be underestimated. This organisation should maintain a good working relationship with journalists and editors and endeavour to address media enquiries promptly.

Policy:

The Shire of Broome (the Shire) and the Council are committed to ensuring that it regularly communicates with the community by providing timely, accurate information through the media with respect to the undertakings and achievements of the organisation.

To achieve this objective:

- The Shire will provide regular media releases to all media outlets;
- Encourage Shire staff to incorporate the use of the media as part of their strategic plans to promote the efforts of their departments and ultimately the Shire of Broome.

The Media and Promotions Officer will manage all media liaison to ensure maximum impact, enhanced presentation of photo opportunities, radio and television coverage.

Part B

Definitions:

Media	Means all electronic and print media organisations including: • Newspapers • Television • Radio • Magazines • Professional Journals • Freelance Journalists • News Websites • *Social Media*
Media release	Means a document intended for media to inform or promote any aspect or activity of the Shire

Media Spokesperson

In accordance with the *Local Government Act 1995* the Shire President is the principal spokesperson for the Shire and Council. The Shire President may choose to delegate the commentary position to a designated staff member or Councillor.

Media Releases

The principal method for the Shire to notify the media of events and activities is through a written media release. A media release request form is to be completed by staff and co-ordinated through the Media and Promotions Officer.

After a media release has been drafted it will proceed through the following approval process:

1. Relevant officer to check factual components;
2. Relevant Director to check context;
3. CEO to check from a potential liability and strategic context;
4. Shire President to have final approval;
5. Copies of media releases to be emailed to Councillors for their information; and
6. Copies of media releases to be emailed to all staff for their information.

Media Enquiries

The response will depend on the inquiry. The response may be in the form of a formal media statement, supplying quotes via email, an organised media briefing or direct interview by telephone ~~response~~ or in person.

Shire Staff

On occasion, media representatives may contact Shire staff directly for comment. This is to be discouraged. The Media and Promotions Officer is the sole contact for all media enquiries and is responsible for co-ordinating all media contact. If media contacts a Shire officer directly, the officer must inform the journalist that it is Shire policy for the journalist to approach the Media and Promotions Officer.

Staff are not authorised to give comments on behalf of the Shire to media unless they are the contact on a media release or have been authorised by the Shire President or Chief Executive Officer.

If a staff member is approached to make a personal comment to the media they need to ensure that no connection with the Shire is evident within the interview. For example staff expressing a personal view should not be wearing a Shire uniform or be filmed or photographed near a Shire vehicle.

Staff members who use social media in their own free time are not permitted to appear to represent views of the Shire or to act as spokesperson on behalf of the Shire.

Councillors

The Shire President is the principal spokesperson for the Shire and Council as expressed in the *Local Government Act 1995*. Councillors are not to express a

Council view, attitude or stance on any issue without approval from the Shire President.

A Councillor's right to express a personal opinion on any issue of public interest is recognised and it should always be made clear to the journalist that they are expressing a personal opinion.

Councillors should advise the Shire President of any comments made to the media to ensure a consistent, co-ordinated approach to media management is maintained at all times. The Shire President will then inform the Media and Promotions Officer.

The Media and Promotions Officer is to keep a record of all media enquiries.

OFFICE OF THE CHIEF EXECUTIVE OFFICER 1.4.2

Media and Promotions

TITLE:	**LOCAL GOVERNMENT ELECTIONS - PROMOTION**
ADOPTED:	OCM 28 April 1998 – Page 12
REVIEWED:	OCM 20 June 1999 – Page 15 OCM 17 October 2000 – Page 11 OCM 9 April 2002 – Page 15 OCM 14 October 2003 – Pages 15 – 17 OCM 19 March 2009 – Pages 26 – 31 OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Local Government Act 1995* *Local Government (Elections) Regulations 1997*
ASSOCIATED DOCUMENTS:	Returning Officer Manual
REVIEW RESPONSIBILITY:	~~Chief Executive Officer~~ Media and Promotions Officer/Manager Governance
DELEGATION:	

Previous Policy Number 1.3.2

Objective:

- To provide guidance to the Chief Executive Officer when considering the promotion of Local Government elections;
- To encourage nominations for Council; and
- To increase voter turnout at Local Government elections with the aim to advertise earlier and wider than as provided for in the Local Government Elections Regulations.

Definitions:

Nil

Policy:

The Chief Executive Officer is authorised, at his discretion, to involve the Broome Shire Council in any electoral promotional advertising campaign including campaigns organised by the Western Australian Electoral Commission, Western Australian Local Government Association or the Department of Local Government, Sport and Cultural Industries ~~and Communities~~.

In addition to any statutory requirements, the Chief Executive Officer will arrange promotion of any election to appear in the edition of the local newspaper issued during the week immediately prior to the election or through other Shire communications channels including media releases, radio advertising, website and Facebook.

There shall be no storage or display of candidate election material within the Shire Office.

CORPORATE SERVICES 2.1.1
Governance and Administration

TITLE: **LEGISLATIVE COMPLIANCE**

ADOPTED: OMC 26 May 2016 – Pages 162 -177

REVIEWED:

ASSOCIATED LEGISLATION: *Local Government (Audit) Regulations 1996*

ASSOCIATED DOCUMENTS:

REVIEW RESPONSIBILITY: ~~Chief Executive Officer~~ Manager Governance

DELEGATION:

Previous Policy Number: 1.1.11

Part A

Objective:

To ensure that the Shire of Broome complies with legislative requirements.

The Shire of Broome and the Council are committed to ensuring integrity and ethics are uppermost for all elected members and staff whilst fulfilling their obligations to ensure compliance with all legislation applying to local government.

Background:

A fundamental principle of good public administration is that public officials comply with both the letter and the spirit of the law.

The Shire of Broome has an obligation to ensure that legislative requirements are complied with. The community and those working at the Shire have a high expectation that the Shire will comply with applicable legislation and that the Shire should take all appropriate measures to ensure that this expectation is met.

This policy shall be supported by other documents including operational policies, procedures and processes.

Regulation 14 of the *Local Government (Audit) Regulations 1996* requires local governments to carry out a compliance audit for the period 1 January to 31

December each year. The Compliance Audit is structured by the Department of Local Government and Communities (DLGC) and relates to key provisions of the *Local Government Act 1995.*

Regulation 17 of the *Local Government (Audit) Regulations 1996* also requires local governments to undertake a review of appropriateness and effectiveness of systems and procedures in relation to legislative compliance at least once every two calendar years and report to the Audit Committee on the results of that review.

Policy:

Council shall have appropriate processes and structures to ensure that legislative requirements are achievable and are integrated into the everyday running of the Shire.

These processes and structures will aim to:-

a) Develop and maintain a system for identifying the legislation that applies to the Shire's activities.

b) Assign responsibilities for ensuring that legislation and regulatory obligations are fully addressed.

c) Provide training for relevant staff, Councillors, volunteers and other relevant people regarding the legislative requirements that affect them.

d) Provide people with the resources to identify and remain up-to-date with new legislation.

e) Ensure audits are conducted to guarantee compliance.

f) Establish mechanisms for reporting non-compliance.

g) Review accidents, incidents and other situations where there may have been non-compliance.

h) Review audit reports, incident reports, complaints and other information to assess how the systems of compliance can be improved.

Roles and Responsibilities

a) Councillors and Committee Members

Councillors and Committee Members have a responsibility to be aware of and abide by legislation applicable to their role.

b) Senior Management

Senior Management should ensure that directions relating to compliance are clear and unequivocal and that legal requirements which apply to each activity for which they are responsible are identified.

Senior Management should have systems in place to ensure that all staff are given the opportunity to be kept fully informed, briefed and/or undertake training about key legal requirements relative to their work within the Shire's financial capacity to do so.

c) Employees

Employees have a duty to seek information regarding legislative requirements applicable to their area of work and to comply with legislation.

Employees shall report through their supervisors to Senior Management any areas of non-compliance that they become aware of.

Implementation of Legislation

The Shire will have a system in place (legislative compliance procedures) to ensure that when legislation changes steps are taken to ensure that future actions comply with the amended legislation. A Legislative Compliance Procedure has been prepared and is an attachment to this policy.

Resources

Local Government Act 1995
Local Government (Audit) Regulations 1996
Australian Standard AS3806-2006: Compliance programs

Part B

Management Procedures

~~LEGISLATIVE COMPLIANCE PROCEDURES~~

1. Identifying Current Legislation

a. Electronic Versions of legislation

The Shire accesses up to date electronic versions of legislation through the Western Australian State Law Publisher website at www.slp.wa.gov.au

Direct access to this site is provided from the Shire's networked computers.

b. Hard copy versions of legislation

All Councillors, Executive Management are provided with a hard copy version of the *Local Government Act 1995* and associated legislation.

Hard copy versions all include a statement similar to the following:

"Current legislation including the Local Government Act and Regulations is available from the State Law Publisher website.
To ensure that you are referencing the most recent versions of the Act and Regulations, it is essential that you access the State Law Publisher website using the following link:
http://www.slp.wa.gov.au/legislation/statutes.nsf/default.html"

2. Identifying New or Amended Legislation

a. Western Australian Government Gazette

The Shire of Broome provides website access for staff to the Government Gazette via the State Law Publisher website.

b. Department of Local Government and Communities

The Shire receives regular circulars from the Department of Local Government and Communities on any new or amended legislation. Such advice is received and processed through the Shire's Records Department and is distributed to the relevant staff.

c. Department of Planning

The Shire receives Planning Bulletins from the Department of Planning regarding any new or amended legislation. Such advice is received and processed through the Shire's Records Department and is distributed by the Records staff to the relevant Council officers for implementation.
Australian Local Governments Association (ALGA)

The Shire receives regular issues of the ALGA News. Such information is received and processed through the Shire's Records Department and distributed by Records staff to the relevant Council officers for information.

d. Western Australian Local Government Association (WALGA)

The Shire receives regular issues of the Local Government News from WALGA. Such information is received and processed through the Shire's Records Department and distributed by Records staff to the relevant Council officers for information.

3. Obtaining Advice on Legislative Provisions

The Shire will obtain advice on matters of legislation and compliance where necessary. Contact can be made with the DCLG, WALGA or the relevant initiating government department for advice.

4. Informing Council of Legislative Changes

If appropriate, the Chief Executive Officer will, on receipt of advice of legislative amendments, advise the Council on new or amended legislation.

The Shire's format for all reports to Council meetings provides that all reports have headings **"Statutory Environment" and "Policy Implications"** which shall detail the current sections of any Act, Regulation or other legislation and any current Policy that is relevant to the report before Council.

5. Review of Incidents and Complaints of Non-compliance

The Shire shall review all incidents and complaints of non-compliance in accordance with Council Policy 1.2.6 – Complaint Resolution, the Shire of Broome Code of Conduct and where applicable the Shire of Broome Public Interest Disclosure Procedure.

Such reviews will assess compliance with legislation, standards, policies and procedures that are applicable.

6. Reporting of Non-compliance

All instances of non-compliance shall be reported immediately to the relevant Manager/Director. The Manager/Director shall determine the appropriate response and, if necessary, report the matter to the Chief Executive Officer

The Chief Executive Officer may investigate any reports of significant non-compliance and if necessary report the non-compliance to the Council and/or the Department of Local Government and Communities.

The Chief Executive Officer will then take the necessary steps to improve compliance systems.

~~**Review**~~

~~In accordance with Policy 1.2.1, this policy is to be reviewed at least every two years following the Ordinary local government election.~~

CORPORATE SERVICES 2.1.4
Governance and Administration

TITLE:	**RISK MANAGEMENT**
ADOPTED:	OMC 28 October 2010 – Page 60 - 63
REVIEW DATE:	OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Occupational Safety and Health Act WA 1984*
ASSOCIATED DOCUMENTS:	Risk Management Strategy and Risk Management Framework AS/NZS 31000:2009 – Australian Standard for Risk Management.
REVIEW RESPONSIBILITY:	~~Chief Executive Officer~~ Manager Governance/Manager Human Resources
DELEGATION:	

Previous Policy Number 1.2.11

Part A

Introduction:

The Shire of Broome recognises that as a local government authority it is exposed to a broad range of risks, which if not managed, could adversely impact on the organisation achieving its strategic objectives. Therefore the Shire will implement an enterprise-wide risk management framework and system to identify and address areas of potential risk, where appropriate and practical, within the Shire.

The intent of this policy is to create an environment where Council, management and staff assume responsibility for risk management, through consistent risk management practices.

Objective:

1. To protect the Shire of Broome's assets – people, property, reputation, financial sustainability and information.
2. Promote Risk Management principles and practices as a tool to achieve the Shire's strategic goals.
3. Capitalise on opportunities presented and minimise adverse effects of risks.
4. Continually improve the services provided by the Shire of Broome.

Policy:

1. The Shire of Broome is committed at all levels to managing risk in accordance with the principles, framework and guidelines as detailed in the AS/NZS Risk Management Standard; 31000:2009.
2. The Shire will implement a Risk Management system, via a comprehensively planned and consistent enterprise-wide program and approach.
3. The Shire will prioritise identified Strategic, Operational and Project-based risks across the organisation and implement treatments, as practicable, based on the level of risk and the effectiveness of the current risk treatments.
4. Ensure Risk Management processes are integrated with current strategic and operational planning processes.
5. Ensure relevant contexts are considered when managing risk, including legislation, political, social and economic factors.
6. Create and promote a culture of risk awareness and ensure adequate resources and operational capacity are provided and the responsibility for Risk Management is clarified and allocated.
7. The Shire of Broome will follow the process as suggested in the AS/NZS 31000:2009 standard for Risk Management when implementing a risk management framework.

Part B

Management Procedures

Definitions:

For the purpose of the Policy the following definitions apply:

Risk	The effect of uncertainty on objectives. An 'effect' is a deviation from the expected (either positive or negative). Objectives can have different aspects (such as financial, health and safety and environmental) and can be strategic, organisation-wide, project based or procedural. Risk is often characterised by reference to potential events and consequences or a combination of these. Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence.
Risk Management	Coordinated activities to direct and control an organisation with regard to risk, which may include a policy (outlining the overall intentions and direction of an organisation related to risk management), and a framework - a set of components that provide the foundations and organisational arrangements for designing, implementing monitoring, reviewing and continually improving risk management throughout the organisation. (Refer ISO Guide 73: 2009 - AS/NZS 31000: 2009 - Risk Management Standard).

Responsibility/Accountability:

Risk Management is the responsibility of all employees. All employees are accountable for managing risk in their own area of responsibility and will play a part in the risk management process to differing degrees.

After risk management training is implemented across the organisation, all staff are required to comply with Risk Management principles, framework and practices.
Executive Management Group will create a risk aware environment where managers are accountable for managing risks within their work areas. In each area, risks should be anticipated and reasonable proactive protective measures / risk treatments should be taken.
Management and supervisory staff will create a work environment for staff which encourages openness and honesty ensures there is no hesitation of reporting identified risks or escalations of risks, for fear of recrimination.

Monitoring, Reviewing and Reporting:
A monitoring and reporting process / system ~~will be~~ has been implemented which ~~will~~ provides 6 monthly reports to the Executive Management Group, ~~Middle~~ Management Coordination Group, Audit Committee and Council on the status of Risk Management within the Shire of Broome. ~~and which will identify the need for specific areas for review.~~

~~**Policy Accountability and Review**~~
~~The CEO is accountable for this policy.~~

~~This policy is to be reviewed every two years.~~

CORPORATE SERVICES 2.1.5

Governance and Administration

TITLE:	**FLAGS - FLYING AND HALF MASTING**
ADOPTED:	OMC 1 December 2005 - Pages 27 - 28
REVIEWED:	OMC 19 March 2009 – Pages 26 – 31 OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	
ASSOCIATED DOCUMENTS:	Australian Flags Booklet
REVIEW RESPONSIBILITY:	~~Chief Executive Officer~~ Manager Governance
DELEGATION:	

Previous Policy Number – 1.2.3

PART A

Objective:

To provide protocol on flying of flags at the Shire of Broome Administration Office.

Policy:

The Shire of Broome is committed to ensuring that:-

- the Australian National Flag is displayed in a manner befitting the national emblem.
- appropriate flags are flown to recognise significant events or the passing of prominent community members, councillors or staff.

PART B

Management Procedures

Definitions:

Nil.

Flying the Flag

In accordance with Australian flag flying protocols, the Australian National Flag should be displayed in a manner befitting the national emblem. It should not be subjected to indignity or displayed in a position inferior to any other flag or ensign. The Flag normally takes precedence over all other national flags when flown in Australia. It should always be flown aloft and free and should not be allowed to fall or lie upon the ground.

The Australian flag may only be displayed at night if illuminated.

The Shire of Broome Administration Office has the capacity to fly three (3) flags at any one time. As such, and in accordance with protocols, the Australian flag should: ~~be flown on the left as viewed by a person facing the flag.~~

- when flown alone, be on the centre flag pole
- when flown with other flags, be on the left as viewed by a person facing the flag.

Responsibility for Flying Flags

Customer Service Officers are responsible for raising and lowering the flag in the morning and evening.

Half-Masting of the Flag

When to Half-Mast the Flag

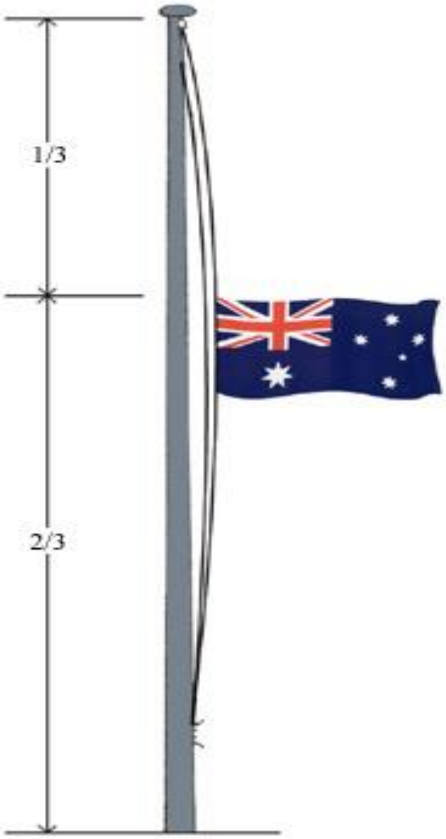
The Shire of Broome will observe federal and state instruction with regard to half masting the Australian flag on days of significance or in remembrance of persons or events.

In addition to this, the Shire of Broome will half-mast the Australian flag to recognise the death of current or former Councillors and current employees of the Shire of Broome, on the day of their funeral.

The Chief Executive Officer is authorised to make the final determination with respect to half-masting the flag for local circumstances.

~~Half-Masting of the Flag~~

~~The Shire of Broome will observe federal and state instruction with regard to half masting the Australian flag on days of significance or in remembrance of persons or events.~~



~~In addition to this, the Shire of Broome will half-mast the Australian flag to recognise the death of current or former Councillors and current employees of the Shire of Broome, on the day of their funeral.~~

~~The image to the left shows the correct position for the flag to be when flown at half-mast.~~

~~It should be noted that when the Australian Flag is half-masted no other flag shall be flown higher than it (all other flags must be half-masted or not flown at all).~~

OFFICE OF THE CHIEF EXECUTIVE OFFICER 2.1.6
Governance and Administration

TITLE:	**COMPLAINT RESOLUTION**
ADOPTED:	OMC 21 November 2000 – Pages 21 - 29
REVIEWED:	OMC 16 October 2001 – Pages 17 – 20 OMC 10 June 2003 – Pages 21 – 24 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	
ASSOCIATED DOCUMENTS:	Shire of Broome Code of Conduct for Elected Members & Staff Customer Service Charter
REVIEW RESPONSIBILITY:	~~Chief Executive Officer~~ Manager Governance
DELEGATION:	

Previous Policy Number 1.2.6

Part A

Objective:

The Shire of Broome recognises the value of complaints as an important tool in monitoring and responding to customer expectation. Our objective is to streamline the processing of complaints in order to improve the Shire of Broome's services and resolve grievances in an efficient and timely manner.

Policy:

The Shire of Broome is committed to the fair and efficient resolution of complaints to ensure quality customer service and the continual enhancement of our services. Accordingly, this Policy is intended to resolve most complaints at the initial point of contact where possible.

Part B

Management Procedures

Definitions:

Complaint	An expression of dissatisfaction, however made, about the standards of service provided, or an action or inaction by the Shire of Broome or its Employees, Agents or Elected Members. It is not a service request.
Service Request	A persons request or demand, however made, for a service to be provided or an action to be undertaken by the Shire of Broome as part of its normal operations.

For the purpose of processing and recording it is important to recognise a complaint as differentiated from a service request.

A complaint may be about:

(i) The standard or quality of a Shire service, product, action or lack of action.
(ii) Inappropriate behaviour of employees, agents or Elected Members.
(iii) Confusing or incorrectly advertised information.

A complaint is not:

(i) A first request for action or service (e.g. to slash a verge, to repair a footpath, the reporting of a nuisance dog)
(ii) A request for information or explanation of Council decisions, practices or procedures made in accordance with due process.
(iii) A request for action or service which is outside the Shire's jurisdiction or provided by other agencies.

<u>Lodgement of a Complaint</u>

Complaints can be made;

a) In writing, including via fax and email. Emails are to be directed to the generic shire address: shire@broome.wa.gov.au
b) Via the shire website
c) In person, by completing customer feedback form
d) By telephone. Complainants should be encouraged to lodge their complaint in writing, however if they insist on lodging the complaint verbally, it must be recorded by the employee upon receiving the complaint and the complainant must provide their name and contact details in order to take appropriate action to resolve the issue.

All complaints must be recorded by the officer receiving the complaint at the first point of contact.

Front line staff are responsible for receiving, registering and ensuring the resolution of all straight forward, minor complaints as speedily as possible. Where there is no cost or liability, they have the authority to resolve problems on the spot, and should endeavour to do so. If required the receiving officer may refer complaints directly to an appropriate technical officer for resolution.

The majority of complaints can be resolved immediately by acknowledging the customer's dissatisfaction, making an apology where appropriate, and taking corrective action.

It is important that all complaints are recorded, even if the complaint is resolved at the initial contact. In this case it should be clearly noted on the customer feedback form that a resolution has been reached.

Complaints made to Councillors

Complaints are often made directly to Councillors rather than to Shire staff. Councillors are requested to:

- Ask the complainant if they have previously made the complaint to Shire staff. If not, Councillors should advise them to contact Shire customer service staff so that the complaint may be addressed; or
- Lodge the complaint on behalf of the customer.

Upon request, the Councillor may be advised of the resolution.

Anonymous Complaints

No action will be taken when a complainant declines to provide their name and/or contact details.

The following guidelines must be followed for anonymous complaints:

a) An anonymous complaint must be recorded;
b) Anonymous complaints will be reviewed to determine if the complaint will be investigated further. Anonymous complaints that must be investigated include:
    (i) The matter being brought to the attention of the Shire of Broome is in breach of statutory provisions or the Shire's Code of Conduct; or
    (ii) The matter could be considered life threatening, a "serious risk", or create a health hazard or has a legal or financial implication for the Shire.

Complaints that will not be considered

A complaint will not be considered if the Chief Executive Officer considers the complaint to contain offensive language or be discriminatory in nature. The complainant will be advised accordingly.

Withdrawal of a Complaint

A complaint may be withdrawn at any time. Complaints that warrant investigation may be pursued even though the complaint has been withdrawn.

Investigation and Referral

Where the complaint cannot be resolved at the initial contact the complaint will be referred to the appropriate officer for investigation.

The complaint may be referred to a relevant Manager or Director when:

a) The complaint is outside the authority or area of expertise of the receiving officer;
b) The officer is unable to reach a resolution;
c) The customer remains dissatisfied;
d) The nature of the complaint warrants higher authority.

Employees responsible at each level are to ensure that complainants are advised of the progress of their complaint:

a) All complainants will be provided with an initial reply or acknowledgement, detailing likely action, within **five working days** of receipt;
b) If the complaint is referred to a second or third Level employee for further investigation, the complainant will be advised within **two working days** of the referral;
c) All complainants are to be informed of action taken (and/or progress) within **ten working days** of receipt of the original complaint; and
d) If the complaint requires extended investigation, the complainant is to be advised and kept informed of progress at least every **ten working days**.

Resolution

In many cases an apology is sufficient to resolve the complaint. The apology may be written or verbal and the type of apology issued depends on the situation and nature of the complaint.

If investigation of the complaint reveals that there is a problem with Shire procedures or service provided by the Shire corrective action should be taken to ensure the issue does not reoccur.

The complainant will be notified of the resolution either verbally or in writing, depending on the nature of the complaint.

The resolution of the complaint must be recorded including details of any corrective action taken and communication with the complainant.

Unresolved Complaints

The majority of complaints will be resolved within the above procedure; however the Shire of Broome may not be able to satisfy every customer on every occasion.
Sometimes Local Government has to make difficult and complex decisions involving many people and individual customers may not get the outcome they want.
If a complaint remains unresolved or a customer is dissatisfied with the process of complaint resolution, other avenues remain for the customer to explore, which include:

- Make a written request for a review of the complaint at a more senior level.
- The Ombudsman of Western Australia is an independent officer of the Parliament who investigates complaints about state government departments, most statutory authorities and local government. The Ombudsman can be contacted at:
  Level 2, Albert Facey House, 469 Wellington Street, Perth WA 6000.
  Ph (08) 9220 7555
- Other legal advice or remedy

Whilst a customer is entitled to refer a complaint directly to these bodies at any time, customers are encouraged to allow the Shire of Broome to investigate the complaint first.

CORPORATE SERVICES 2.2.1
Financial Services

TITLE:	**INTERNAL CONTROL**
ADOPTED:	OMC 2 June 2015 – Pages 104 – 109 O–
REVIEWED:	OMC 17 December 2015 – Pages 110 – 121
ASSOCIATED LEGISLATION:	*Local Government (Financial Management) Regulations 1996 – Regulation 5* *Local Government (Audit) Regulations 1996 – Regulation* 17
ASSOCIATED DOCUMENTS:	Policy 1.2.11 Risk Management Section 7 – Internal Control Framework Western Australian Local Government Accounting Manual – Risk Profiles
REVIEW RESPONSIBILITY:	CManager Financial Services
DELEGATION:	

Previous Policy Number 1.1.10

PART A

Introduction:

This policy provides documented evidence of Council's commitment to appropriate and effective internal controls and their importance to the organisation.

This policy provides a framework for the establishment of documented internal controls that are based on risk management policies and principles. Internal control covers areas such as governance, strategic management, business development, project management and finance.

The purpose of this policy is to assist Council in carrying out its activities in an efficient and effective manner in order to achieve its strategic objectives, to ensure compliance to legislation and policies, to safeguard the Council's assets, and to secure the accuracy and reliability of Council financial records.

The policy will assist the organisation in addressing the risk of material misstatement of financial information, fraud and corruption, misappropriation of funds and loss of physical assets and ensure that

Council meets its obligation under the *Local Government Act 1995*, associated Regulations and other legislation.

Objective:

1. To implement a risk-based approach to addressing and reducing the risk of loss caused by fraud, error or misstatement.

2. To protect the Shire of Broome's assets – people, property, reputation, financial sustainability and information.

3. Continually audit, identify system gaps and improve internal controls maintained at the Shire of Broome.

4. To ensure propriety of transactions, information integrity, compliance with regulations and achievement of Council objectives.

Definitions:

Internal Control

Systems of policies and procedures that safeguard assets, ensure accurate and reliable financial reporting, promote compliance with laws and regulations and achieve effective and efficient operations. These systems not only relate to accounting and reporting but also include communication and organisational processes both internally and externally, staff management and error handling.[1]

Policy:

Council is committed to a culture that emphasises integrity, ethical values and competence.

The Council is responsible for mandating that a strong internal control framework be implemented to ensure Council objectives are achieved efficiently and effectively and that good governance is present in the organisation. The Chief Executive Officer is responsible for developing and maintaining an internal control framework and will report regularly to the Audit Committee and Council on the review and improvement to Council's internal control framework.

An appropriate and effective internal control frameworkAll employees are accountable for documenting and implementing systems, controls,

[1] CPA Australia, 2011, 'Internal Controls For Not-For-Profit Organisations', p. 3,

processes and procedures in their own area of responsibility and will play a part in the internal control framework in differing degrees.

PART B

Elements of an Internal Control Framework:

The essential elements and examples of an effective internal control framework includes:

1. Control environment
    - Structure and culture of Council
    - Senior management compliance
    - Proper tone at the top
2. Risk Assessment
    - Risk identification and evaluation
    - Assessment of impact and likelihood
    - Implementing safeguards to treat risks
3. Control activities
    - Delegations of Authority
    - Policies and procedures
    - Trained and properly qualified staff
4. Information and communication
    - IT controls
    - Liaising with auditors and legal advisors
    - Consultation and organisational communication
5. Monitoring
    - Review process e.g. internal audits
    - Self-assessment and continuous improvement

- Evaluation and reporting

Monitoring, Reviewing and Reporting:

A monitoring and reporting process/system will be implemented which will provide biannual reports to management, the Audit Committee and Council on the status of Risk Management, Internal Controls and Legislative Compliance within the Shire of Broome and which will identify the need for specific areas for review.

In line with Regulation 17 of the *Local Government (Audit) Regulations 1996*, the Chief Executive Officer is required to report on a review of the above three areas biennially. This is in addition to the four yearly review required by Regulation 5(2)(c) of the Local Government (Financial Management) Regulations 1996 which also includes a review of Council's financial internal controls.

Policy Accountability and Review

The Chief Executive Officer is accountable for this policy.

This policy is to be reviewed every two years. The Council may alter this policy or substitute a new policy at any time.

CORPORATE SERVICES 2.2.2
Financial Services

TITLE:	**MATERIALITY IN FINANCIAL REPORTING**
ADOPTED:	OMC 7 June 2007 – Pages 130 - 132
REVIEWED:	OMC 19 March 2009 – Pages 26 – 31 SMC 30 July 2009 – Pages 37 – 39 SMC 30 July 2010 – Pages 36 – 39 SMC 17 August 2011 – Pages 37 – 40 OMC 15 March 2012 – Pages 96 – 103 OMC 9 August 2012 –Pages 104 – 107 SMC 28 August 2013 – Pages 45 – 48 SMC 27 June 2014 – Pages 43 – 46 SMC 13 August 2015 – Pages 53 – 58 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Local Government (Financial Management) Regulations 1996 – Regulation 34(5).*
ASSOCIATED DOCUMENTS:	Australian Accounting Standards Board (AASB) 1031
REVIEW RESPONSIBILITY:	Manager Financial Services
DELEGATION:	

Previous Policy Number 2.1.1

Objective:

1. To give application to Australian Accounting Standards Board standard (AASB 1031) on materiality in financial reporting.
2. To comply with regulation 34(5) of the *Local Government (Financial Management) Regulations 1996* (FMR).
3. To clarify the Council's view on the tolerable threshold of material variances and to limit the volume of variance reporting to significant information.

Definitions:

Materiality - Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to;

a) Influence the economic decisions of users taken on the basis of the financial statements; or

b) Affect the discharge of accountability by the management or governing body of the entity.

(AASB 1031 Materiality)

Business Unit - A key service function that is a sub group of Program activity.

Program - Statutory classification of local government activity programs including Governance; General Purpose Funding; Law, Order & Public Safety; Health; Education & Welfare; Housing; Community Amenities; Recreation & Culture; Transport; Economic Services; Other Property & Services.

Nature & Type - Statutory classification of revenues and expenditures including Rates; Grants & Subsidies; Contributions, Reimbursements & Donations; Profit on Asset Disposal; Fees & Charges; Interest Earnings; Other Revenue; Employee Costs; Materials & Contracts; Utilities (e.g. gas, electricity, water); Depreciation; Loss on Asset Disposal; Interest Expense; Insurance; Other expenditure.

Asset Class - Assets that are Land and Buildings, Infrastructure, Plant and Equipment, and Furniture and Equipment.

Operating – For the purpose of this policy statement, operating revenues and expenditures are considered as recurrent items transacted in the normal course of on-going business operations.

Capital - Revenue or expenditure relating to new, upgrade or the renewal of existing assets.

Policy:

Monthly Statement of Financial Activity

Disclosure and supply of appropriate explanations for variances presented in the Statement of Financial Activity is mandatory under FMR 34(2)(b).

FMR 34(5) requires a local government to adopt a percentage or value, calculated in accordance with the Australian Accounting Standards (AAS) and Council's adopted risk management matrix thresholds, to be used in statements of financial activity for reporting material variances. The following thresholds are to be used to report and provide an explanation for to Council:

1. 10% with a minimum of $20,000 of the summarised revenue and expenditure by Program, Business Unit, Nature and Type or Asset Class reporting.

2. A forecast total deficit position exceeding 1% of Operating Revenue.

3. A statement of materiality shall be included in the monthly financial activity statements to Council defining the appropriate base for variation analysis.

Management Reporting and Budget Reviews

The Shire currently produces monthly reporting to senior management and responsible officers to provide timely, relevant and accurate financial information to inform report users of the performance and progress by individual budget line item detail.

The Shire also undertakes a quarterly budget review (Finance and Costing Review FACR) over and above the requirements to undertake a mid year budget review as per FMR 33A(1).

The Executive Management Group and the Responsible Officers are required to report and provide explanations should YTD actual vary to YTD budget figures against the following thresholds:

1. $10,000 for an operating revenue and expenditure account or job.

2. $20,000 for a capital revenue and expenditure account or job.

Risk Management and Action Plan

Council and Shire management is required to assess reported material variances and associated explanations in accordance with Council's risk matrix. The materiality thresholds in this policy have been set after analysing the following key risks of the occurrence of material variances:

1) HIGH - Material variances greater than 10% of the summarised revenue and expenditure by Program, Business Unit, Nature and Type or Asset Class are likely to occur at least once a year.

2) HIGH – Material variances greater than $10,000 for operating and $20,000 for capital account/job are likely to occur at least once a year.

3) EXTREME – Material variances greater than a forecast deficit of 1% of Operating Revenue are likely to occur at least once a year.

Management have set internal thresholds at 50% of the full materiality thresholds to act as an early warning system for investigation to mitigate the above risks. Additionally, staff are to immediately formulate an action plan to remedy the position, once a material variance has been identified, reported and an explanation is provided.

Appendix A – AASB 1031 Materiality

CORPORATE SERVICES 2.2.3
Financial Services

TITLE:	**INVESTMENT OF SURPLUS FUNDS**
ADOPTED:	OMC 6 October 2005 - Pages 75 – 76
REVIEWED:	OMC 15 March 2012 – Pages 96 – 103 OMC 14 June 2012 – Pages 140 – 142 OMC 27 March 2014 – Pages 94 – 99 OMC 2 June 2015 – Pages 104 – 109 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Local Government Act 1995* *Local Government (Financial Management) Regulations 1996* *Trustees Act 1962* Australian Accounting Standards
ASSOCIATED DOCUMENTS:	Issue Credit Rating Definitions (attached) ~~Shire of Broome Business Operating Procedure 2.1.5 Signatories – Bank Transactions and Payment Processing~~
REVIEW RESPONSIBILITY:	Manager Financial Services
DELEGATION:	LGA 19 Investment of Surplus Funds

Previous Policy Number – 2.1.2

Objective:

To invest Council's surplus funds in a prudent manner, with consideration of risk and at the most favourable rate of interest available to it at the time, for that investment type, while ensuring that its liquidity requirements are being met.

While exercising the power to invest, consideration is to be given in preservation of capital, liquidity, and the return of investment.

- Preservation of capital is the principal objective of the investment portfolio. Investments are to be performed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.

- The investment portfolio will ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of an investment.

- The investment is expected to achieve a predetermined market average rate of return that takes into account the Council's risk tolerance. Any additional return target set by Council will also consider the risk limitation and prudent investment principles.

Delegation of Authority:

Authority for implementation of the Investment Policy is delegated by Council to the Chief Executive Officer (CEO) in accordance with the *Local Government Act 1995*. The CEO may in turn delegate the day-today management of Council's Investment to senior staff subject to regular reviews.

Prudent Person Standard:

The investment will be managed with the care, diligence and skill that a prudent person would exercise. Officers are to manage the investment portfolios to safeguard the portfolios in accordance with the spirit of this Investment Policy, and not for speculative purposes.

Policy:

Council and staff have an obligation to ensure that surplus funds are invested in a responsible manner.

Council is required to have in place a current set of policies and internal control procedures that satisfy the responsibilities under Section 6.14 of the *Local Government Act 1995,* Part III *of the Trustees Act 1962* (as amended) and Regulation 19C of the *Local Government (Financial Management) Regulations 1996.*

Council will adopt a conservative investment approach to ensure investment capital is preserved and funds are always available in the short term. Council and delegated officers have a fiduciary duty under the *Local Government Act 1995,* therefore risks must be kept to an acceptable minimum, particularly credit risk.

Reporting and Review

A monthly report will be provided to Council in support of the monthly statement of financial activity. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.

Regulation 19C

The Chief Executive Officer and delegated officers are authorised to invest surplus funds within the authorised investment parameters and regulation 19C of the *Local Government (Financial Management) Regulations 1996.*

1. Authorised Investments

1.1 Cash/ Bank Deposits

(a) Deposits with an authorised deposit-taking institution as defined in the *Banking Act 1959* (Commonwealth) section 5; or

(b) The Western Australian Treasury Corporation established by the *Western Australian Treasury Corporation Act 1986;*

1.2 Restrictions

Council may not:

(a) Deposit with an institution that is not an authorised institution;

(b) Deposit for a fixed term more than 12 months;

(c) Invest in bonds that are not guaranteed by the Commonwealth Government, or a State or Territory Government;

(d) Invest in bonds with a term to maturity of more than 3 years;

(e) Invest in foreign currency.

CORPORATE SERVICES 2.2.4
Financial Services

TITLE:	**RATING**
ADOPTED:	OMC 31 March 2016 – Pages 149 - 158
REVIEWED:	
ASSOCIATED LEGISLATION:	*Local Government Act 1995* Sections 6.28, 6.31, 6.32, 6.33 and 6.47
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Manager Financial Services
DELEGATION:	

Previous Policy Number: 2.1.7

PART A

Objective:

To apply the rating principles set out within the *Local Government Act 1995* (LGA) and guide the decision-making on the purpose for which the land is held or used while ensuring the following principles are observed:

- Objectivity – the use of land should be reviewed and determined based on an objective assessment of relevant criteria. External parties should be able to understand how and why a particular determination was made.
- Fairness and Equity – each property should make a fair contribution to rates based on a method of valuation that appropriately reflects it's use.
- Consistency – Rating principles should be applied and determinations should be made in a consistent manner. Like properties should be treated in a like manner.
- Transparency – Systems and procedures for determining the method of valuation should be clearly documented.
- Administrative Efficiency – rating principles and procedures should be applied and implemented in an efficient and cost-effective manner.

Policy:

In order for the Minister to ensure the rating principles under the LGA are applied to any separately identifiable rateable portion of land within the district, the Shire is to have systems and procedures to:

- identify and record any changes in land use;

- review the predominant use of land affected by significant land use changes;
- consult with affected parties;
- obtain Council approval to apply to the Minister for a change in method of valuation; and
- ensure timely application to the Minister

The purpose for which the land is zoned is only one of the considerations that guide the determination of predominant use of any land within the district.

An initial guide to the predominant use of land within the district based on the zoning under Local Planning Scheme 6 is detailed in Part B. Rates should be determined based on the predominant use of land in accordance with section 6.28 of the LGA which may be different from the purpose for which the land has been zoned. Determination of predominant use should therefore be based on objective and best available information.

Statutory Requirement:

The Minister for Local Government has the responsibility for determining the method of valuation of land to be used by the Valuer General.

Section 6.28 (1) & (2) of the LGA states:

(1) The Minister for Local Government is to –

(a) determine the method of valuation of land to be used by a local government as the basis for a rate; and

(b) publish a notice of the determination in the Government Gazette.

(2) In determining the method of valuation of land to be used by a local government the Minister is to have regard to the general principle that the basis for a rate on any land is to be –

(a) where the land is used predominantly for rural purposes, the unimproved value of the land; and

(b) where the land is used predominantly for non-rural purposes, the gross rental value of the land.

Local Government is required to make up any budget deficiency by applying a general rate set as a rate in the dollar of Unimproved Value (UV), or a rate in the dollar of the Gross Rental Value (GRV) of the land.

Section 6.32 (1) & (2) of the LGA states:

(1) When adopting the annual budget, a local government –

(a) in order to make up the budget deficiency, is to impose a general rate on rateable land within its district, which rate may be imposed either –

(i) uniformly; or

(ii) differentially.

(2) Where a local government resolves to impose a rate it is required to:

(a) set a rate which is expressed as a rate in the dollar of the gross rental value of rateable land within its district to be rated on gross rental value; and

(b) set a rate which is expressed as a rate in the dollar of the unimproved value of rateable land within its district to be rated on unimproved value.

When resolving to impose a rate, a local government may impose a uniform rate for each method of valuation or a differential general rate for each method of valuation.

Section 6.33 (1), (2), (3) & (4) of the LGA states:

(1) A local government may impose differential general rates according to any, or a combination, of the following characteristics:

(a) the purpose for which the land is zoned, whether or not under a local planning scheme or improvement scheme in force under the Planning and Development Act 2005; or

(b) a purpose for which the land is held or used as determined by the local government; or

(c) whether or not the land is vacant land; or

(d) any other characteristic or combination of characteristics prescribed.

(2) Regulations may:

(a) specify the characteristics under subsection (1) which a local government is to use; or

(b) limit the characteristics under subsection (1) which a local government is permitted to use.

(3) In imposing a differential general rate a local government is not to, without the approval of the Minister, impose a differential general rate which is more than twice the lowest differential general rate imposed by it.

(4) If during a financial year, the characteristics of any land which form the basis for the imposition of a differential general rate have changed, the local government is not to, on account of that change, amend the assessment of rates payable on that land in respect of that financial year but this subsection does not apply in any case where section 6.40(1)(a) applies.

Where the Minister changes the basis of valuation from UV to GRV, Council may resolve to apply the change of valuation immediately / or phase in any changes in valuation in accordance with Schedule 6.1 of the Act.

PART B

Initial guide to predominant use of land

Settlement, Special Use and Development Zones are to be the .

Possible alternative method of valuation

Use Class	RMethod of Valuation
Agriculture –Intensive	UV
Animal Establishment	UV
Aquaculture	UV
Plant Nursery	UV
Rural Pursuit	UV
Art & Craft Centre	GRV
Bed & Breakfast Accommodation	UV or GRV
Caravan Park	GRV
Childcare Centre	GRV
Community Living	GRV
Educational Establishment	GRV
Grouped Dwellings	GRV
Holiday Home (Large)	GRV
Holiday Home (Standard)	GRV
Home Business	GRV
Home Occupation	GRV
Home Office	GRV
Industry –Cottage	GRV
Multiple Dwellings	GRV
Museum	GRV
Occasional Use	GRV
Place of Assembly – and Worship	GRV
Public Utility	GRV
Reception Centre	GRV
Residential Building	GRV
Restaurant	GRV
Service Station	GRV
Staff Accommodation	GRV
Storage Facility, Depot, Laydown area	GRV
Telecommunications Infrastructure	GRV
Tourist Development	GRV
Transport Depot	GRV
Transport Overnight Facility	GRV
Vehicle Hire	GRV
Veterinary Centre	GRV
Winery	GRV

Determination of the appropriate method of valuation requires examination of the extent to which the separately identifiable portion of land is being used for the alternative land use. This should be documented and considered using the principles

detailed in this policy before making application to the Minister for a change in method of valuation.

A uniform general rate in the dollar is to be applied for all GRV and UV valued properties within the district. Council may in certain circumstances deem a differential general rate to be necessary. Imposition of differential general rate represents a conscious decision by Council to redistribute the rate burden in the district by imposing a higher contribution on some ratepayers and a lower contribution on others.

he purpose for which the land is zoned although relevant in determining permissible uses of land, may not be always appropriate in determining the predominant use for rating purposes. Where the Benefit Principle is considered not applicable by Council within a particular land zoning, the purpose for which the land is held or used as determined by the Council and/or whether or not the land is vacant land shall be used as the basis for rates.

Concessions and waivers

Circumstances may arise where Council resolves by absolute majority to grant a waiver or concession which has the effect of altering the general rating principles and safeguards under the Act and the principles outlined in this Policy, where this does occur a review of the rating structure shall be undertaken to avoid the need to continue to grant a concession in subsequent years.

CORPORATE SERVICES 2.2.5

Financial Services

TITLE:	**DEBT RECOVERY**
ADOPTED:	OMC 19 March 2009 – Pages 26 – 31
REVIEWED:	OMC 15 March 2012 – Pages 96 - 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 – 121 OMC 25 August 2016 – Pages 585 - 591
ASSOCIATED LEGISLATION:	*Local Government Act 1995* – Sections 6.13, 6.45, 6.51, 6.56, 6.60, 6.64. *Local Government (Financial Management) Regulations 1996* *Rates and Charges (Rebates and Deferments) Act 1992*
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Manager Financial Services
DELEGATION:	LGA 30 Rates and Service Charges - Agreements LGA32 Rating and Service Charges–Caveat LGA33 Rating and Service Charges, Legal Action for Recovery LGA31 Rates, Unpaid – Power for Sale LGA 34 Recovery of Rates and Service Charges – Leased Properties

Previous Policy Number 2.1.3

PART A

Objective:

To set out a clear, equitable, accountable and transparent process for the Shire of Broome (the Shire) to follow in the management and collection of rates and sundry debtors. The policy will ensure proper records are maintained for debts owed to the Shire as required by the *Local Government Act 1995* and *Local Government*

(Financial Management) Regulations 1996 and that collection actions are managed in a consistent and equitable manner.

Policy:

The Shire is committed to ensuring that it manages its cash flows in a manner that provides financial sustainability to the organisation.

It will ensure that the collection of all rates and sundry debts are:

- being managed fairly and equitably;
- in accordance with the *Local Government Act 1995*, *Civil Judgements Enforcement Act 2004*, this Policy and any associated business operating procedures;
- undertaken with upmost respect, courtesy and diligence in dealings with all debtors; and
- treated with strict confidentiality.

In cases where the owner of a leased or rented property on which rates are outstanding cannot be located after all reasonable efforts and avenues have been exhausted, or refuses to settle rates owed, or defaults on alternative payment arrangement, notice will be served on lessee under the provisions of section 6.60 of the *LGA* without the need for Council endorsement, requiring the lessee to pay to the Shire the rent due under the lease/tenancy agreement as it becomes due, until the amount in arrears has been fully paid.

A Property Sale and Seizure Order (PSSO) on a debtor's goods may proceed without the need for Council endorsement. If a PSSO on a debtor's goods fails to identify sufficient freehold goods for seizure by a court-appointed Bailiff and the rates remained unpaid for at least 3 years, then a PSSO on a debtor's land may only proceed following approval from Council.

If any rates or service charges which are due in respect of any rateable land have been unpaid for at least 3 years, where all attempts to recover money due have failed, and after all reasonable efforts and avenues to locate the owner have been exhausted, approval shall be sought from Council for issue of a PSSO against land in order to:

- lease the land;
- have the land transferred to the Shire; and
- sell the land.

The above actions will be reported on a confidential basis to the Council for approval.

PART B

Management Procedures

Purpose

To ensure all rates and sundry debts are managed fairly, equitably, and in a transparent and consistent manner. All debtors will be shown the utmost respect, and courtesy in dealings with the Shire, with all debt collection arrangements being treated in a strictly confidential manner.

Definitions:

For purposes of the this Policy and Management Procedures, the following definitions apply:

The Act	Means the *Local Government Act 1995.*
The Regulations	Means the *Local Government (Financial Management) Regulations 1996.*
Debt	Means an amount of money owed to the Shire by a debtor because of a transaction or rates and service charges (including emergency services levy) levied by the Shire.
Debtor	Means any individual, corporation, organisation or other entity owing money to the Shire.
Risk	Means the possibility of non-payment of a debt by the debtor when the amount is due. The likelihood of non-payment increases with the age of the debt.
Write Off	Means the accounting procedure for cancelling a debt that is no longer collectible resulting in its removal by Council from the Shire's statement of financial position (balance sheet).
Rates and Service Charges	Rates and Service Charges are a charge on land imposed under the Act.
Alternative Payment Arrangement	An agreement made between the ratepayer and the Shire to pay rates or service charges at a timing and frequency other than the prescribed instalment due dates. Alternate payments frequencies can only be weekly, fortnightly or monthly. It is required that the full outstanding balance of the account, plus any interest accruing, be cleared before the 4th Instalment deadline of the current financial year. Payment arrangement requests shall be made in writing directly to the local government.
General Procedure Claim (GPC)	A GPC is issued through the Magistrates Court for debts up to an amount determined by the Chief Executive Officer (CEO).
Property Sales and Seizure Order (PSSO)	A PSSO authorises a bailiff to seize and sell as much of the judgment debtor's real or personal property as necessary to satisfy the judgment debt wholly or partially.
Real Property (Land):	Assets that are fixed permanently in one location such as land and/or buildings.
Personal Property (Goods)	Assets that are movable and not fixed permanently in one location such as vehicles and other possessions.

1. Debt Recovery Process - Rates

The following process is to be followed for the recovery of rates and service charges. Legal proceedings will continue until outstanding rates and service charges are paid in full or otherwise determined by the CEO and/or the Council.

1.1 Final Notice – 14 Days after Rate Notice due date

Where a ratepayer has not paid the amount due or entered into a payment arrangement 14 days after the due date shown on the Rate Notice, a Final Notice shall be issued, requesting full payment within 7 days or the option to enter into a payment arrangement.

Although eligible pensioners registered under the Rates and Charges (Rebates and Deferments Act) 1992 are entitled to pay Rates by the 30th June under the legislation, Final notice will be sent, as charges for waste/recycling services, swimming pool inspection fee and ESL are payable as per due dates.

1.2 Letter of Demand issued by Debt Recovery Agent - 14 Days after Final Notice issue date

Where a ratepayer has not paid the amount due or not entered into a payment arrangement 14 days after the issue of a Final Notice, a Letter of Demand shall be issued by the Shire's Debt Recovery Agent requesting full payment within 7 days or the option to enter into a payment arrangement.

1.3 General Procedure Claim (GPC) – 14 Days after Letter of Demand issued by Debt Recovery Agent

Where a ratepayer has not paid the amount due or not entered into a payment arrangement 14 days after Letter of Demand was issued by Debt Recovery Agent, a GPC will be issued for recovery of the debt through Council's Debt Recovery Agent.

Legal costs and the costs of proceedings will be added to the ratepayers account upon issue of a GPC in accordance with Section 6.56 of the *Local Government Act 1995 (LGA)*.

Ratepayers are required to pay in full or by instalments including the legal costs. If they choose to pay by instalments, they must sign the "Admission of Claim" on the reverse of the GPC and state the amount they agree to pay for each instalment. The discharge of overdue rates through an "Admission of Claim" will be considered upon payment in full or by an acceptable payment arrangement, including the legal costs. A debtor will be required to clear the debt by 30th June of the current financial year, unless agreed otherwise. Judgment is entered by the Court upon an Admission of Claim.

1.4 Property Sale and Seizure Order (PSSO) on Goods and Land– 21 Days after GPC has been served

Where a GPC has been served and remains unsatisfied, recovery action will continue through the Council's debt recovery agent to pursue recovery of the debt plus legal costs in accordance with this policy and relevant provisions of LGA. This includes the issue of a PSSO – against a ratepayer's goods and, if GPC cannot be served due to inability to locate the ratepayer, a PSSO on a ratepayer's land.

A PSSO on a debtor's goods may proceed, in the first instance, 21 days after GPC has been served without the need for Council endorsement.

If a PSSO on a debtor's goods fails to identify sufficient freehold goods for seizure by a court-appointed Bailiff and the rates remained unpaid for at least 3 years, then a PSSO on a debtor's land may only proceed following approval from Council.

1.5 PSSO on Land – For Unpaid Rates and Service Charges for at Least 3 Years

If any rates or service charges which are due in respect of any rateable land have been unpaid for at least 3 years, where all attempts to recover money due have failed, and after all reasonable efforts and avenues to locate the owner have been exhausted, approval shall be sought from Council for issue of a PSSO against land in order to:

- lease the land;
- have the land transferred to the Shire; and
- sell the land.

The above actions will be reported on a confidential basis to the Council for approval.

2. Alternative Payment Arrangement - Rates

If the instalment due dates indicated on the rate notice are not suitable, ratepayers may request for an Alternative Payment Arrangement which can be a weekly, fortnightly or monthly repayments. Any payment arrangements must be agreed upon in writing by both by the ratepayer and Shire and applicable fees as determined by the Shire from time to time shall apply. Interest shall continue to accrue on the outstanding rates until fully paid. Approval of payment arrangements is at the discretion of Shire and will consider all relevant factors and circumstances of the account.

If a ratepayer defaults on an approved payment arrangement, the debt recovery process shall resume from the stage prior to the establishment of the Alternative

Payment without any further notice (e.g. default in payment arrangement after receipt of Final Notice shall be issued a GPC) or proceed with alternate recovery methods like Section 6.60).

3. Section 6.60 - Local Government May Require Lessee to Pay Rent

In cases where the owner of a leased or rented property on which rates are outstanding cannot be located after all reasonable efforts and avenues have been exhausted, or refuses to settle rates owed, or defaults on alternative payment arrangement, notice will be served on lessee under the provisions of section 6.60 of the *LGA*, requiring the lessee to pay to the Shire the rent due under the lease/tenancy agreement as it becomes due, until the amount in arrears has been fully paid.

In exercising Section 6.60 of the LGA:

1. A letter is sent to the owner of the property at the last known place of contact. This letter advises of the rates outstanding and the intention to issue an order on the tenant to pay any rent due under the lease or rental agreement if the account is not settled within 14 days.

2. If the payment is not received from the owner, the tenant is issued with an order under Section 6.60 of the LGA. This order requires that any rent payable under the terms of the lease in respect of the land is paid to the Shire and not the owner.

3. The tenant must continue to pay any rent due in respect of the land to the Shire until the amount of rates outstanding is settled.

4. The Shire will notify the tenant when the outstanding rates have been satisfied by the rent paid by the tenant or by receipt from the owner and rescind the order made under Section 6.60.

4. Section 6.64 - Actions to Be Taken - Caveats

The Chief Executive Officer may lodge a caveat to preclude dealings in land where rates or services charges are in arrears and the CEO is of the opinion that it is in the interests of the Shire to lodge the caveat.

5. Debts Other Than Rates and Service Charges

5.1 Sundry debt recovery

The terms of payment for each invoice may vary depending on the goods or service rendered to the debtor. If the invoice is not paid by the due date, the following procedure will take place:

- A letter or Reminder Notice will be issued advising the debtor that if there exists a dispute or query to contact the Shire otherwise payment is expected within fourteen (14) days of the issue date of the letter;
- If no response is received from the debtor, upon recommendation of the appropriate Shire Finance Officer, Demand Notice may be sent to the debtor advising that if payment is not made within fourteen (14) days of the date of the notice, further action may be taken to recover the debt, which could involve legal action. The debtor will be advised that any additional fees incurred in recovering the debt will be passed on to the debtor.
- External party (Debt Collection Agency) will only be engaged to recover an outstanding debt if the action is appropriate for the amount outstanding, given due consideration to all issues which have led to the debt being overdue and not paid.

5.2 Special Payment Arrangements – Sundry

Applicants are required to complete an Application Form for a Sundry Debtors Payment Arrangement, giving information regarding their financial position and provide any additional documentation, verifying the financial position of the applicant(s) to substantiate the information supplied. Following an assessment by the relevant Shire Finance Officer, the Application will be referred to the MFS for approval.

In the event of an Applicant being dissatisfied with the decision of a Shire Finance Officer/MFS, they will have access rights for a review to the CEO in accordance with the Council's Policy No. 1.2.6 Complaint Resolution.

5.3 Write-Off - Sundry

After all reasonable attempts to either locate the debtor or to obtain payment have failed, or the cost of recovery exceeds the debt amount, the relevant Shire Finance Officer responsible for raising the debt will submit a written request to the Manager Financial Services (MFS) for the invoice to be considered for write off if within the MFS delegated authority. Otherwise, approval will be sought from the Chief Executive Officer and subsequently Council (if required) for approval for the debt to be written off.

5.4 Debt Raised in Error or Debt Adjustment

If a debt has been raised in error or requires an adjustment, then an explanation shall be documented and provided by the relevant Shire Finance Officer to the MFS prior to reversing or correcting the debt raised in error

5.1 Other Action Which Maybe Taken

The following list of actions may also be instituted at the discretion of the Director Corporate Services, against defaulting sundry Debtors, who do not respond to normal requests for payment:

- Issue a Letter of Demand;
- Commencement of Court proceedings to recover the outstanding monies;
- Discontinuing performance of any services, hire reservations and/or licences;
- Refusing further services (if applicable);
- Request "up-front" bonds for future dealings with the Shire, which may be used to offset against the outstanding debt;
- Offset any amounts owed by the Shire against any outstanding debt;
- Report to the Council to consider cancellation of a Lease Agreement (if applicable).

6. Interest on Overdue Monies

Interest can be calculated on the total outstanding debt/rates once it has exceeded the due date. The rate of interest imposed is that as determined by the Council as prescribed in the Annual Budget and in accordance with Section 6.13 of the LGA. The decision to write-off interest on sundry debts is at the discretion of the MFS in accordance with the delegated authority.

Should the ratepayer default in the Alternative Payment Arrangement where interest is previously waived, the waiving of the interest will cease and interest will be calculated from the date that the rates or debt originally defaulted.

The Chief Executive Officer may lodge a caveat to preclude dealings in land where rates or services charges are in arrears and the CEO is of the opinion that it is in the interests

CORPORATE SERVICES 2.2.7
Financial Services

TITLE:	**SIGNIFICANT ACCOUNTING POLICIES**
ADOPTED:	Annual Budget Process
REVIEWED:	SCM 30 July 2009 – Pages 40 - 41 SCM 30 July 2010 – Pages 40 - 41 SCM 17 August 2011 – Pages 44 – 46 OMC 15 March 2012 – Pages 96 - 103 OMC 9 August 2012 – Pages 108 – 109 SCM 28 August 2013 - Pages 58 - 64 OMC 27 March 2014 – Pages 94 – 99 SMC 27 June 2014 – Pages 47 – 53 OMC 27 November 2014 – Pages 153 – 168 SMC 13 August 2015 – Pages 53 – 58 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Local Government (Financial Management) Regulations 2006*, **Regulation 5A** Local governments to comply with AAS Subject to regulation 4, the annual budget, annual financial report and other financial reports of a local government must comply with the AAS. *[Regulation 5A inserted in Gazette 20 Jun 2008 p. 2722.]*
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Manager Financial Services
DELEGATION:	

Previous Policy Number 2.1.4

Objective:

1. To comply with regulation 5A of the *Local Government (Financial Management) Regulations 1996*.

2. To allow Council to consider accounting policies in their own right, notwithstanding that policies are generally designed to comply with the requirements of current Australian Accounting Standards (AAS).

3. To provide guidance in the recording of financial transactions and the preparation and presentation of annual financial reporting.

Definitions:

Australian Accounting Standards (AAS) – Standards, that have the force of law over the preparation and fair presentation of general purpose financial reports.

Policy:

SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies which Council adopts for this Financial Year are:

(a) Basis of Preparation

The annual financial report and annual budget have been prepared in accordance with applicable Australian Accounting Standards (as they apply to local government and not-for-profit entities), Australian Accounting Interpretations, other authorative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1995* and accompanying regulations. Material accounting policies which have been adopted in the preparation of this budget are presented below and have been consistently applied unless stated otherwise.

Except for cash flow and rate setting information, the budget has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

The preparation of a financial report and annual budget in conformity with Australian Accounting Standards require management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The Local Government Reporting Entity

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

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

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 16 to this budget document.

(b) Actual Balances

Balances shown in the budget at any given year are as forecasted at the time of budget preparation and are subject to final adjustments upon completion of the final annual audit.

(c) Rounding Off Figures

All figures shown in this budget, other than a rate in the dollar, are rounded to the nearest dollar.

(d) Rates, Grants, Donations and Other Contributions

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions.

Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

(e) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a Gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

(f) Superannuation

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

(g) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks, other short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

Bank overdrafts are shown as short term borrowings in current liabilities in the statement of financial position.

(h) Trade and Other Receivables

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.

(i) Inventories

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land Held for Resale

Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point.

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

(j) Fixed Assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Mandatory Requirement to Revalue Non-Current Assets

Effective from 1 July 2012, the *Local Government (Financial Management) Regulations 1996* were amended and the measurement of non-current assets at Fair Value became mandatory.

The amendments allow for a phasing in of fair value in relation to fixed assets over three years as follows:

(a) for the financial year ending on 30 June 2013, the fair value of all of the assets of the local government that are plant and equipment; and

(b) for the financial year ending on 30 June 2014, the fair value of all of the assets of the local government -

(i) that are plant and equipment; and

(ii) that are -
(I) land and buildings; or
(II) infrastructure;

and

(c) for a financial year ending on or after 30 June 2015, the fair value of all of the assets of the local government.

Thereafter, in accordance with the regulations, each asset class must be revalued at least every 3 years.

In 2013, the Shire commenced the process of adopting Fair Value in accordance with the Regulations.

Relevant disclosures, in accordance with the requirements of Australian Accounting Standards, have been made in the budget as necessary.

Land Under Control

In accordance with Local Government (Financial Management) Regulation 16(a), the Shire was required to include as an asset (by 30 June 2013), Crown Land operated by the local government as a golf course, showground, racecourse or other sporting or recreational facility of state or regional significance.

Upon initial recognition, these assets were recorded at cost in accordance with AASB 116. They were then classified as Land and revalued along with other land in accordance with the other policies..

Whilst they were initially recorded at cost (being fair value at the date of acquisition (deemed cost) as per AASB 116) they were revalued along with other items of Land and Buildings at 30 June 2014.

Initial Recognition and Measurement between Mandatory Revaluation Dates

All assets are initially recognised at cost and subsequently revalued in accordance with the mandatory measurement framework detailed above.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework detailed above, are carried at cost less accumulated depreciation as management believes this approximates fair value. They will be subject to subsequent revaluation of the next anniversary date in accordance with the mandatory measurement framework detailed above.

Revaluation

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Transitional Arrangement

During the time it takes to transition the carrying value of non-current assets from the cost approach to the fair value approach, the Shire may still be utilising both methods across differing asset classes.

Those assets carried at cost will be carried in accordance with the policy detailed in the ***Initial Recognition*** section as detailed above.

Those assets carried at fair value will be carried in accordance with the ***Revaluation*** Methodology section as detailed above.

Land Under Roads

In Western Australia, all land under roads is Crown land, the responsibility for managing which is vested in the local government.

Effective as at 1 July 2008, the Shire elected not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in Australian Accounting Standard AASB 1051 Land Under Roads and the fact Local Government (Financial Management) Regulation 16(a)(i) prohibits local governments from recognising such land as an asset.
In respect of land under roads acquired on or after 1 July 2008, as detailed above, Local Government (Financial Management) Regulation 16(a)(i) prohibits local governments from recognising such land as an asset.

Whilst such treatment is inconsistent with the requirements of AASB 1051, Local Government (Financial Management) Regulation 4(2) provides, in the event of such an inconsistency, the Local Government (Financial Management) Regulations prevail.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the Shire.

Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

Major depreciation periods used for each class of depreciable asset are:

Item	Estimated Useful Life	Annual Dep'n Rate
Vehicles (High Use 1 year replacement program)	4 years	25.00%

Ride on Mowers	5 years	20.00%
Cars & Light Vehicles (2 to 3 replacement program)	6.67 years	15.00%
Trucks Small 2-5 tonne	6.67 years	15.00%
Trucks Medium 6-12 tonne	8 years	12.50%
Trucks Heavy >12 tonne & Medium Plant	10 years	10.00%
Plant Heavy, Graders, Scrapers, Dozers, etc	12 years	8.33%
Plant Portable (regular use)	5 years	20.00%
Plant Other (low use and/or long life)	16 years	6.25%
Computer Equipment (hardware/software)	4 years	25.00%
Furniture & Equipment	10 years	10.00%
Building Plant & Air Conditioning	15 years	6.67%
Buildings	40 years	2.50%
Buildings - Long Life Structures	50 years	2.00%
Infrastructure Fixed:		
Formation & Earthworks (roads, reserves, landfill)	100 years	1.00%
Pavement (roads, car parks, reserves, landfill)	40 years	2.50%
Seals Asphalt	25 Years	4.00%
Seals Bitumen	15 Years	6.67%
Road Plant & Bus Shelters	20 years	5.00%
Bridges	80 years	1.25%
Drainage facilities	60 years	1.67%
Footpaths, Dual Use Paths	50 years	2.00%

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.
Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the period which they arise.

When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

Capitalisation Threshold

In order to enable effective asset management expenditure on items above the threshold amount shown below will be capitalised. Those items below the threshold amount may be capitalised, recorded on an asset inventory listing or treated as operating expenses as appropriate.

Infrastructure - New, Upgrade or Renewal	$5,000
Land	$5,000
Buildings - New, Upgrade or Renewal	$5,000
Plant & Equipment - New, Upgrade or Renewal	$5,000
Furniture & Equipment - New, Upgrade or Renewal	$5,000

Asset Related Expenditure Categorisation

Expenditure will be split into two categories, Capital and Operating.

Capital expenditure will be recognised as either:
(a) New: To acquire assets to provide new service (never before provided) to the community.
(b) Upgrade: To increase the level of service of an asset to a level of service higher than previously offered. Upgrade costs may often be combined with renewal costs but where practical will be separated.
(c) Renewal: To sustain the service of an asset at the same level whilst returning the asset to a "as new" condition on a like for like basis without providing an increase to the level of service.

Operating Recurrent Expenditure will be recognised as either:
(a) Operating: Expenses incurred in using or protecting an asset.
(b) Maintenance: Expenses incurred to sustain the service of an asset at the same level without returning a significant part of an asset to an "as new" condition.

Operating Expenses incurred in procuring individually identifiable assets may be identified as a "Minor Asset" expense if the service life of the asset is expected to exceed 12 months under the proposed operating conditions and the procurement cost is over $100.

(k) Fair Value of Assets and Liabilities

When performing a revaluation, the Shire uses a mix of both independent and management valuations using the following as a guide:

Fair Value is the price that the Shire would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset (i.e. the market with the greatest volume and level of activity for the asset or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (ie the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

Fair Value Hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fairvalue are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Council selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Council are consistent with one or more of the following valuation approaches:

Market approach
Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach
Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach
Valuation techniques that reflect the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Council gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability and considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

As detailed above, the mandatory measurement framework imposed by the Local Government (Financial Management) Regulations requires, as a minimum, all assets carried at a revalued amount to be revalued at least every 3 years.

(I) Financial Instruments

Initial Recognition and Measurement
Financial assets and financial liabilities are recognised when the Shire becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the Council commits itself to either the purchase or sale of the asset (ie trade date accounting is adopted).
Financial instruments are initially measured at fair value plus transaction costs, except where the instrument is classified 'at fair value through profit or loss', in which case transaction costs are expensed to profit or loss immediately.

Classification and Subsequent Measurement
Financial instruments are subsequently measured at fair value, amortised cost using the effective interest rate method, or cost.

Amortised cost is calculated as:

(a) the amount in which the financial asset or financial liability is measured at initial recognition;

(b) less principal repayments and any reduction for impairment; and

(c) plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the effective interest rate method.

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

(i) Financial assets at fair value through profit and loss

Financial assets are classified at "fair value through profit or loss" when they are held for trading for the purpose of short term profit taking. Assets in this category are classified as current assets. Such assets are subsequently measured at fair value with changes in carrying amount being included in profit or loss.

(ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.
Loans and receivables are included in current assets where they are expected to mature within 12 months after the end of the reporting period.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed maturities and fixed or determinable payments that the Shire's management has the positive intention and ability to hold to maturity. They are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Held-to-maturity investments are included in current assets where they are expected to mature within 12 months after the end of the reporting period. All other investments are classified as non-current.

(iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are either not suitable to be classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

They are subsequently measured at fair value with changes in such fair value (i.e. gains or losses) recognised in other comprehensive income

(except for impairment losses). When the financial asset is derecognised, the cumulative gain or loss pertaining to that asset previously recognised in other comprehensive income is reclassified into profit or loss.

Available-for-sale financial assets are included in current assets, where they are expected to be sold within 12 months after the end of the reporting period. All other available for sale financial assets are classified as non-current.

(v) Financial liabilities

Non-derivative financial liabilities (excl. financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in the profit or loss.

Impairment

A financial asset is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a "loss event") having occurred, which has an impact on the estimated future cash flows of the financial asset(s).

In the case of available-for-sale financial assets, a significant or prolonged decline in the market value of the instrument is considered a loss event. Impairment losses are recognised in profit or loss immediately. Also, any cumulative decline in fair value previously recognised in other comprehensive income is reclassified to profit or loss at this point.

In the case of financial assets carried at amortised cost, loss events may include: indications that the debtors or a group of debtors are experiencing significant financial difficulty, default or delinquency in interest or principal payments; indications that they will enter bankruptcy or other financial reorganisation; and changes in arrears or economic conditions that correlate with defaults.
For financial assets carried at amortised cost (including loans and receivables), a separate allowance account is used to reduce the carrying amount of financial assets impaired by credit losses. After having taken all possible measures of recovery, if management establishes that the carrying amount cannot be recovered by any means, at that point the written-off amounts are charged to the allowance account or the carrying amount of impaired financial assets is reduced directly if no impairment amount was previously recognised in the allowance account.

Derecognition

Financial assets are derecognised where the contractual rights for receipt of cash flows expire or the asset is transferred to another party, whereby the Council no longer has any significant continual involvement in the risks and benefits associated with the asset.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party

and the fair value of the consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

(m) Impairment of Assets

In accordance with Australian Accounting Standards the Shire's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.
Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.
Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another standard (e.g. AASB 116) whereby any impairment loss of a revaluation decrease in accordance with that other standard.

For non-cash generating assets such as roads, drains, public buildings and the like, value in use is represented by the depreciated replacement cost of the asset.

At the time of adopting this budget, it is not possible to estimate the amount of impairment losses (if any) as at 30 June 2015.

In any event, an impairment loss is a non-cash transaction and consequently, has no impact on this budget document.

(n) Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

(o) Employee Benefits

Short-Term Employee Benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.
The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position. The Shire's obligations for

employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Other Long-Term Employee Benefits

Provision is made for employees' long service leave and annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations or service andemployee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

(p) Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

(q) Provisions

Provisions are recognised when the Shire has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(r) Current and Non-Current Classification

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

not expected to be realised in the next 12 months except for land held for sale where it is held as non-current based on the Council's intentions to release for sale.

(s) Leases

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not legal ownership, are transferred are classified as finance leases.

Finance leases are capitalised recording an asset and a liability at the lower amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leased assets are depreciated on a straight-line basis over the shorter of their estimated useful lives or the lease term.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred. Lease incentives under operating leases are recognised as a liability and amortised on a straight-line basis over the life of the lease term.

(t) Comparative Figures

Where required, comparative figures are adjusted to conform with changes in presentation for the current budget year.

(u) Budget Comparative Figures

Unless otherwise stated, the budget comparative figures shown in the budget document relate to the original budget estimate for the relevant item of disclosure.

Corporate Services 2.2.8
Finance

TITLE:	**Self-Supporting Loans**
ADOPTED:	OMC…… – Pages
REVIEWED:	NA
ASSOCIATED LEGISLATION:	*Local Government Act 1995* s6.20 Power to Borrow s6.21 Restrictions on borrowing
ASSOCIATED DOCUMENTS:	Policy 1.1.10 Internal Controls Strategic Community Plan Corporate Business Plan Long Term Financial Plan
REVIEW RESPONSIBILITY:	Manager Financial Services
DELEGATION:	NA

Previous Policy Number NA

Part A

Objective:

To establish the principles and constraints for the utilisation of Shire of Broome (Shire) borrowings to finance self-supporting loans for community-based organisations currently leasing or occupying land or buildings vested in the Shire.

Policy Statement:

This Policy only applies to community-based organisations that lease or occupy land and/or buildings owned or vested in the Shire.

Self-supporting loans shall only be utilised for capital asset acquisition or development and not for operational equipment or operating expenses. There must be objective and compelling evidence that providing a self-supporting loan would deliver positive benefits to the community.

Council will only consider requests for self-supporting loans where the applicant has exhausted all other financial avenues, such as grants, sponsorship, fundraising or application for credit from a lending institution. The Shire is not a lender-of-last-resort for community-based organisations or sporting groups.

The Shire will only provide access to self-supporting loans when the Shire's financial circumstances permit and in exceptional circumstances such as:

a. To mitigate serious risks and/or meet urgent capital requirements that will deliver substantial benefits to the community consistent with the Shire's Strategic Community Plan and priorities identified in the Corporate Business Plan.

b. Where the self-supporting loan forms part of a matching community grant component (e.g. CSRFF).

c. Where in the view of Council, the use of the Shire's borrowings for a self-supporting loan will deliver benefits to the community that materially outweighs likely benefits from the alternative purposes from which the said borrowings would have to be diverted.

d. Where in the view of Council there is compelling justification for the Shire to act as lender instead of a bank or other financial institution.

Provision of self-supporting loans by the Shire is subject to sound financial risk mitigation safeguards which include but are not limited to:

- The financial position of the Shire;
- Prevailing budget circumstances;
- Forecast funding requirements for municipal funds and capital projects;
- Competing demands for funds, debt financing structure;
- Eligibility of the requesting organisation, and the ability of the requesting organisation to repay borrowings; and
- The capacity of the Shire to borrow.

Officers will assess applications against this Policy and its associated Business Operating Procedures, and make a determination as to the eligibility of the application. Ineligible applications will not be submitted to Council for their consideration.

Council will consider eligible loan requests at its Ordinary Council Meetings in accordance with this policy. Applicants will be advised in writing as to the success of their application.

Council will make provision in the annual budget for minor sporting facility funding, subject to prevailing financial circumstances.

Council will seek all remedy available to it under the law to recover delinquent repayment of loans.

Part B

Management Procedures

Objective:

To establish procedures for the consideration, approval and administration of self-supporting loans for community-based organisations and to provide a guideline in determining eligibility of applicants, assessment of applications and the allocation of Shire borrowings to self-supporting loans for community-based organisations.

Application:

Application Requirements

1. The applicant must be based locally in Broome and be an incorporated body occupying or leasing land and/or buildings owned or vested in the Shire.
2. Applications must be for the construction and/or acquisition of capital assets including but not limited to:
    a. constructing or improving facilities for use in connection with the activities of the organisation or club; or
    b. for the erection or improvement of buildings associated with or incidental to those facilities;

    on lands which are owned by, vested in, or under the care, control and management of, the Shire.
3. Applicants should be able to make a reasonable co-contribution and/or attract other funding or sponsorship to the project.
4. The lease must have an expiry date at least two years post the expiry of the loan.
5. All self-supporting loan applicants shall provide the following information for assessment:
    a. Shire of Broome Self-Supporting Loan Application (Appendix A)
    b. Audited financial statements for five years preceding the year of application to present the financial position and results of operations.
    c. Certificate of Incorporation.
    d. Articles of Association or Constitution outlining office holder's financial liabilities and responsibilities, and winding up clause.
    e. Membership records for preceding five years.
    f. Certificate of Currency for appropriate Public Liability Insurance
    g. Statement demonstrating alternative funding options have been investigated prior to seeking the Shire's assistance and the reasons why they weren't successful.

h. Statements demonstrating the need for the loan together with a business plan for the construction and/or capital acquisition which is to include detailed costings and an overall budget.

i. Forward financial plans (e.g. 5-year business plan) to cover the term of the loan which are certified by a Certified Practising, Chartered or similarly qualified and experienced Accountant.

j. Statements of satisfactory past payment history from at least three (3) principal suppliers (e.g. credit references). The Shire may be included where such history exists.

k. Names of up to three persons, at the discretion of the Director Corporate Services, who will guarantee the clubs and /or associations liability for the loan repayments.

l. Evidence of adequate security/collateral.

m. Any additional information that will assist the Council with consideration of the application.

Assessment of Applications

1. The assessment of applications will be undertaken by the Director Corporate Services, Manager Financial Services and the Coordinator Financial Services who will then put a recommendation to the Audit and Risk Committee for consideration.
2. Matters that are to be considered include:

    a. The current number of self-supporting loans the Shire may have.

    b. The Shire's Long Term Financial Plan and forecast debt financing capacity across the prospective life of a requested loan.

    c. Regulated borrowing limits as determined by WA Treasury Corporation (WATC).

    d. Funding to any one (1) applicant is to be limited to $300,000 at any time.

    e. Debt Service Coverage Ratio (calculated as annual surplus before interest expense and depreciation divided by annual debt service payments) meets the required Department of Local Government Standard.

        i. Below is the indicator which is used by the WATC in considering loan applications from the Shire:

            1. Standard is NOT met if ratio is less than two

            2. Basic Standard if ratio is between 2 and 5

            3. Advance Standard if greater than 5

f. Indebtedness Ratio – measures the extent to which past borrowings principal outstanding relate to the Shire's discretionary general revenue. Target = < 0.4. The level of consolidated self-supporting assistance to groups in any one year may not exceed annual repayment of principal and interest of more than 0.5 per cent of rates revenue.

g. Annual budget and current financial position of the Shire.

h. Stability, sound management, membership base, community accessibility and longevity of applicant organisation.

i. Debenture security over assets (including lease) of organisation if considered appropriate.

j. Not duplicate or overlap with existing similar activities.

k. Contribute towards Council's Strategic Plan.

l. Compliance with legislative requirements associated with borrowing monies in accordance with section 6.20 of the Local Government Act 1995 (LGA).

3. Assessment of Applications will be based on:

   a. Demonstrated ability to repay the loan on time and for the loan to be repaid in full at the end of the loan period.

   b. Benefit to the wider community.

   c. The community organisation that is applying for the loan must have been in existence for at least 5 years and can clearly demonstrate financial sustainability and a stable and / or increased membership.

   d. The life of the capital asset acquisition or development exceeds the life of the self-supporting loan.

   e. Whether all other funding options have been fully exhausted.

4. Applicants should obtain any necessary licences or approvals, meet design and documentation requirements, and provide robust costs estimates for the project. Documentation and cost estimates need to take into account all Occupational Health and Safety obligations, environmental requirements, work methods and must include all other project costs.

Ineligible Applications

The following list provides examples of applications that are not considered eligible for funding. This is not an exhaustive list and is provided to provide direction for officers assessing applications.

- Individuals.
- Organisations that operate for commercial purposes.

- Projects or events that are run for commercial purposes.
- Applications for funding public liability insurance.
- Organisations that have not satisfactorily acquitted previous funding applications to Shire by the due date.
- Applications for 'phased' projects or for project design costs.
- Ongoing operational or administrative costs.
- Activities that are the primary responsibility of other funding agencies.
- Remissions of rates.
- Proposals which may lead to a continued dependence upon Council funds.

Term of Loan

1. The term of the loan shall not exceed the term of any existing lease agreement.
2. The term of the loan shall be as determined by Council subject to certain limitations.
3. The term of the loan should be less than or equal to the half-life of the capital asset acquisition or development being undertaken. This enables the community-based organisation sufficient time to set aside a cash reserve for future refurbishment or replacement. If the term of the loan is longer than the half-life of the capital asset acquisition or development being undertaken, the organisation is to demonstrate how it will fund future refurbishment or replacement whilst still servicing the loan.
4. The term of the loan can be less than the maximum if the Applicant has the ability to repay the loan over a shorter timeframe.

Self-supporting Loan Amount	Maximum Term of Loan*
Up to $50,000	5 years
$50,000 - $99,999	10 years
$100,000 and above	15 years
*Note that these are indicative only and will be dependent upon each application	

5. Loans will be provided at the same interest rate, loan period and repayment terms as the loan drawn by the Shire to support the community-based organisation.

Approval Requirements

1. The final decision on the granting of a self-supporting loan will be by resolution of the Council via the adoption of the annual budget which includes details of the proposed self-supporting loan.
2. Any proposal to lend to a community-based organisation that has not been included in the Shire's annual budget must be advertised for one month in accordance with Section 6.20(2) of the LGA.
3. A 'Deed of Loan' for the period of loan repayments is to be prepared and executed as contractual evidence for repayment of the loan.
4. Funds will only be released after documentary proof of significant expenditure (or committed expenditure) is submitted by the applicant.
5. For each year of the loan an independently audited end of year financial statement must be supplied to the Shire.
6. If requested by the Shire, a profit and loss statement must be produced within three (3) weeks of the request being made.
7. No community based organisation can have more than one self-supporting loan at any one time.
8. The loan will not be a revolving credit that includes a re-draw facility.

Administration Costs and Loan Guarantee Fees

The following costs incurred by the Shire will be recouped from clubs or organisations applying for self-supporting loans:

1. Actual advertising costs (including GST).
2. Costs associated with the preparation and stamping of the 'Deed of Loan'.
3. Loan Application Fee as determined by the Council when setting the fees and charges.
4. Stamp duties or other duties or taxes applicable to the self-supporting loan application or documentation, will be charged to the applicant at actual cost.
5. WATC government loan guarantee fees.
6. Penalty interests and loan default charges incurred by the Shire as a result of the borrowing organisation.
7. Any additional charges associated with the self-supporting loan.

Loan Repayment Administration

Once the loan has been established, officers must process the repayment of the loan to the lending institution and raise debtors invoices to the community organisation within a sufficient time period prior to the due date for each repayment instalment as per the loan repayment schedule.

Loan Default

1. Any default of loan repayments will incur penalty interest as determined by the Council when setting the fees and charges, unless arrangements have been made with Council, prior to the re-payment being defaulted.
2. If the community-based organisation defaults on a loan, it will not be permitted to receive any further self-supporting loans from the Council until the outstanding loan is repaid in full. In exceptional circumstances this may be reviewed, but not until the timeframe allowed for the initial loan expires.
3. Should an organisation default on loan payments, Council will take whatever action it considers necessary in accordance with the LGA to recover the funds. Council may enter into an agreed, mutually beneficial repayment arrangement with the organisation to facilitate repayment of the loan funds.
4. The community-based organisation must insure and keep insured the capital asset acquired and any other assets that are security over repayment of a loan. Failure to do so constitutes default.
5. Defaulting on the loan may implicate future leasing arrangements between the Shire and the lessee. In extreme cases, Council may consider closing the use of the facilities to the club or community group in default and taking legal action to recover funds.
6. Officers will need to assess and confirm the organisation's public liability insurance provisions and if an incorporated association, whether office holders have been indemnified. Board members, committee members, and directors of organisations may need director's insurance as they can be held personally liable for acts of negligence and personal assets can be seized to recover unpaid debts and damages.

Interest on Unremitted Loan Funds

Where a club or organisation is meeting the full costs of a project, and the self-supporting loan funds have been drawn down but not remitted to the borrowing organisation, any interest earned on the un-remitted funds will be credited to their debtor account.

Reallocation of Surplus Loan Funds

After completion of the project should any loan funds remain unspent, in addition to the provisions of section 6.20(3)(b) of the LGA, officers responsible for the activity or project for which a loan is raised shall prepare a recommendation to Council for approval of the re-allocation or return of loan funds to the lending institution. The reallocation or repayment will be subject to the merits, financial implications and risk assessment of reallocating or repayment of the surplus loan funds.

Appendix A: Application for Self-Supporting Loan

Shire of Broome
people • place • prosperity

Application for Self-Supporting Loan

1. APPLICANT DETAILS
Rates Assessment Number (if applicable): A
Applicant's Legal Name:
Registered: Address:

Postal Address:	
Contact Person:	ABN:
Telephone:	Postcode:
Mobile:	Fax:
Email	

2. ELIGIBILITY

- ❒ Is the Organisation an incorporated body?
- ❒ Does the Organisation have an ABN?
- ❒ Has the Organisation been operational for at least 5 years?
- ❒ Can the Organisation demonstrate an established relationship with the Shire?
- ❒ Will the results from the loan be an asset?
- ❒ Are the land / buildings that the Organisation lease / occupy under control/ownership of the Shire?

3. LOAN INFORMATION

Loan amount required: _____
Term of Loan: _____
Purpose of Loan: _____

Description of the Project: _____

4. DOCUMENT REQUIREMENTS (please provide a copy of the following documents)

- ❒ Certificate of Incorporation
- ❒ Constitution and provisions for office holder liability and winding up
- ❒ ABN Certificate
- ❒ Plans and specifications associated with the project
- ❒ Audited financial statements for the last five (5) years
- ❒ Membership records for preceding 5 years
- ❒ Current 3-5 year business plan
- ❒ Detailed costings, cash flow outlays, and budget for the project
- ❒ Details of other sources of project funding
- ❒ Statement demonstrating alternative funding options have been investigate prior to seeking Council's assistance
- ❒ Statement demonstrating the need for the loan
- ❒ Demonstration of ability to repay loan
- ❒ Forward financial plans to cover the term of the loan
- ❒ Payment history/ credit reference from three (3) principal suppliers
- ❒ Public liability insurance certificate, for incorporated associations

- indemnity of office holders, and/or director's insurance for office holders
- Any other information for consideration

CORPORATE SERVICES 2.3.1
Information Services

TITLE:	**RECORDS MANAGEMENT**
ADOPTED:	OMC 19 March 2009 – Pages 26 – 31
REVIEWED:	OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 - Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*State Records Act 2000* *Freedom of Information Act 1992* *Local Government Act 1995*
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Manager Information Services
DELEGATION:	

Previous Policy Number 1.2.10

Part A

Objective:

1. To incorporate the principles of current government records legislation and standards into the Shire of Broome's record keeping functions. The main aim is to ensure uniformity and consistency in the creation and maintenance of record keeping systems at the Shire of Broome.

2. To define the roles and responsibilities of individuals who manage or perform record keeping processes for, or on behalf of the Shire of Broome.

3. To prescribe a systematic and organised approach in the management of the Shire's government records.

Policy

The Shire of Broome recognises its records as a corporate asset.

The effective maintenance of all corporate records will ensure all corporate records are maintained effectively to ensure a full and accurate history of the Shire's business dealings, accountability and

transparency in decision making and support compliance with relevant evidentiary and statutory requirements.

Part B

Management Procedure

Scope

This Management Procedure applies to all records created or received by Shire of Broome employees (permanent, temporary and casual); Councillors in their official capacity; or organisations performing outsourced services (contractors) on behalf of the Shire of Broome, regardless of their physical format, storage location or date of creation.

Definition

Record (State Records Act 2000)

For the purposes of this document, a record is defined as meaning "any record of information however recorded" and includes –

a) Anything on which there is writing or Braille;
b) A map, plan, diagram or graph
c) A drawing, pictorial or graphic work, or photograph;
d) Anything on which there are figures, marks, perforations or symbols having meaning for persons qualified to interpret them;
e) Anything from which images, sounds or writings can be reproduced with or without the aid of anything else; and
f) Anything on which information has been stored or recorded, mechanically, magnetically or electronically.

Significant Records

Significant records contain information which is of administrative, legal, fiscal, evidential or historical value and are not recorded elsewhere on the public record. They describe an issue, record who was involved, record why a decision was made, and may embody actual guidelines.

Vital Records

Vital records are records that are essential to the continued business of the Shire. Vital records include those that protect the rights of individuals and the Shire, and are essential or the Shire's reconstruction in the event of a disaster. Examples of vital records include core computer system records, Council and Committee Minutes and Agendas, Financial and Budget records, Title Deeds, Policy and Procedure Manuals, Registers, Contracts/Tenders, Licences, Historical documents, Delegation of Authority, Insurance Policies, Town Planning Scheme deeds/information and any document detailing approvals of some kind.

Ephemeral Records

Ephemeral records are duplicated records and/or those that have only short-term value to the Shire, with little or no on-going administrative, fiscal, legal, evidential or historical value. They may include insignificant drafts and rough notes, and for records of routine enquiries.

Non-Records

Non-records are documents that are generally available in the public domain and do not form part of a business process in respect to the Shire's activities. They are generally used for reference and information purposes, such as reports or plans from another organisation, a published directory, or a training manual of a third-party Roles and Responsibilities

Councillors

All Councillors are to create, collect and retain records relating to their role as a Councillor for the Shire of Broome in a manner commensurate with legislation and the Shire's policies and procedures for record keeping. Council electioneering and personal records of Councillors are exempt.

The policy approach of the State Records Commission in monitoring the record keeping obligations in respect to Local Government Councillors is:

"The State Records Commission policy regarding the records of councillors requires the creation and retention of records of the communications and transactions of councillors which constitute evidence affecting the accountability of the Council and the discharge of its business. This policy applies regardless of a record's format or where it was received.

Councillors must create and keep records of communications or transactions, which convey information relating to local government business or functions. Records that should be captured include:

- *Communications from ratepayers, work diaries, telephone, meetings and other verbal conversations regarding local government projects or business activities, presentation and speeches.*

Records <u>that do not need to be</u> captured include:

- *Duplicate copies, draft or working papers, publications, invitations, telephone, meetings and other verbal conversations that do not relate to local government projects or business activities, electioneering and Personal records.*

Destruction of records – return all records to the local government for authorised and legal destruction."

Chief Executive Officer

The Chief Executive Officer is responsible for ensuring that records and documents of the local government are properly kept for the purposes of the Local Government Act 1995 and any other written law.

All Staff

All staff are to ensure all records created or received in their official capacity are appropriately captured and retained within approved central corporate record keeping system/s. This includes

identifying and appropriately capturing vital/significant records and appropriate handling of ephemeral or non-records.

Contractors

Contractors must keep accurate, complete and current written records in respect of the Contract, including;

- the type of goods or services, including the separate tasks, supplied to the Shire on each day during the term;
- the time that the Contractor spent providing the goods or services on each day during the term; and
- the name, job status and title of all personnel who provided the goods or services or were responsible for supervising the provision of the goods or services.

The Contractor must also:

- Comply with the directions of the Shire in relation to the keeping of records whether those directions relate to the period before or after the expiry of the term.
- Keep all records for at least 7 years after final payment under the Contract or after the expiry of the term, whichever is the later; or termination of the Contract.
- Permit the Shire reasonable access to all records created or received in their custody or control of the Contractor used in the performance of the contract.

Custodianship of Records

Ownership and proprietary interest of records created or collected during the course of business (including those from outsourced bodies or contractors) is vested in the Shire of Broome.

Creation of Records

All Councillors, staff and contractors will create full and accurate records, in the appropriate format, of the Shire's business decisions and transactions to meet all legislative, business, administrative, financial, evidential and historical requirements.

Capture and Control

All records created and received in the course of Shire business are to be captured at the point of creation, regardless of format, with required metadata, into appropriate record keeping and business systems that are managed in accordance with sound record keeping principles.

Security and Protection of Records

All records are to be categorised as to their level of sensitivity and adequately secured and protected from violation, unauthorised access or destruction, and kept in accordance with necessary retrieval, preservation and storage requirements.

Access to Records

Access to the Shire's records will be in accordance with designated access and security classifications as determined by the Chief Executive Officer and as administered by the Coordinator Records.

Access to the Shire's records by Councillors will be through the Chief Executive Officer (CEO) in accordance with the *Local Government Act 1995*, sections 5.41 and 5.92.

Inspection of the Shire's records by contractors, third parties and the general public will be in accordance with the *Local Government Act 1995* section 5.94 and the *Freedom of Information Act 1992*.

Appraisal, Retention and Disposal of Records

All records kept by the Shire will be disposed of in accordance with the General Disposal Authority for Local Government Records, produced by the State Records Commission.

Statutory Obligations

There are legislative requirements for managing records. The primary legislation relating to the keeping of public records is the *State Records Act 2000*. Other legislation that affects records management includes (but not limited to):

- *Local Government Act 1995*
- *Freedom of Information Act 1992*
- *Electronic Transactions Act 2000*
- *Financial Administration and Audit Act 1985*
- *Evidence Act 1906*
- *Criminal Code 1913 (Section 85)*

Record Keeping Plan - Comprehensive Review

The Shire's Record Keeping Plan will be reviewed no less than every five (5) years.

Annual Report Compliance

State Records Commission Standard 2 – Record Keeping Plans, Principle 6: Compliance requires each government organisation (which includes Local Government Authorities) to include within its Annual Report an appropriate section that addresses the following four (4) points:

- The efficiency and effectiveness of the organisation's record keeping systems is evaluated not less than once every five (5) years.
- The organisation conducts a record keeping training program.
- The efficiency and effectiveness of the record keeping training program is reviewed from time to time.
- The organisation's induction program addresses employee roles and responsibilities in regard to their compliance with the organisation's record keeping plan.

The brief report will include the following information:

- Statement regarding the organisation's commitment to good and compliant record keeping practices;
- Details of the Record Keeping Training Program and key findings from the annual review;
- Brief statement regarding how the Record Keeping Induction addresses employee record keeping roles and responsibilities;
- Annualized Corporate Record Keeping Indicators (including a comparison to the previous year);
- Brief statement regarding results of Record Keeping Audits conducted during the year;

- Brief statement regarding any significant improvements or developments of the Record Keeping System; and
- If the Annual Report is published after a five-year comprehensive review of the Record Keeping System, details of key findings and recommendations of the review.

DEVELOPMENT AND COMMUNITY 3.1.1
Development and Community

TITLE:	**Compliance and enforcement**
ADOPTED:	OMC 25 May 2017 – Pages 85 - 260
REVIEWED:	
ASSOCIATED LEGISLATION:	*Building Act 2011* *Cat Act 2011* *Dog Act 1976* *Emergency Management Act 2005* *Food Act 2008* *Litter Act 1979* *Local Government Act 1995* *Planning and Development Act 2005* *Public Health Act 2016*
ASSOCIATED DOCUMENTS:	Local Planning Scheme No. 6 Shire Local Laws
REVIEW RESPONSIBILITY:	Director Development and Community
DELEGATION:	

Previous Policy Number: 4.1.24

Objective:

To guide the Development and Community Directorate in undertaking its enforcement and compliance activities, by outlining:

1. The aims and goals underpinning the enforcement activities undertaken by the Shire with respect to offences against State legislation and Shire local laws.
2. The criteria to be considered in determining whether the Shire will take enforcement action.
3. The manner in which matters requiring enforcement action will be classified and actioned.
4. Enforcement options available to the Shire.
5. The criteria considered in determining what enforcement option the Shire will apply to the offending conduct.
6. The process of escalation where major offences are dealt with and enforcement is required.

7. Considerations relevant to the exercise of officer discretion.

Definitions:

alleged offence means the alleged contravention of a local law or relevant law.

alleged offender means a person who or which is suspected of having committed an offence under a local law or relevant law.

enforcement initiative see clause 2.1 of this policy.

issuing officer means the officer who issues a compliance notice or formal letter of warning.

LG Act means the *Local Government Act 1995* (WA).

local law means a Shire of Broome local law.

officer means an officer of the Shire of Broome.

relevant law means the relevant piece of State legislation that is being enforced or under which the Shire or its officers are acting.

Shire means the Shire of Broome.

Policy:

1. Introduction

1.1 The Shire has responsibility for regulating various matters under local laws and relevant laws. The enforcement of these laws is necessary to ensure the good governance of the Shire.

1.2 The Development Services Directorate has responsibility for implementing and enforcing many of these laws.

1.3 The Shire takes enforcement action to:

(a) Stop the offending conduct, by:

(i) ensuring that a potential offence is lawfully prevented; and

(ii) ensuring that a proven offence cannot continue to exist or be recommitted.

(b) Facilitate redress for those affected by the offending conduct.

(c) Change the behavior of persons concerned to promote further compliance with local laws and relevant laws.

(d) Raise the level of public awareness in relation to legislative requirements.

(e) Where appropriate, penalise an offender for non-compliance.

1.4 The Shire will seek to utilise its resources to:

(a) deal, as a priority, with significant breaches; and

(b) provide timely outcomes.

1.5 The Shire will seek to ensure that it is:

(a) accountable for its activities; and

(b) consistent in its decision making.

2. Enforcement initiatives

32.1 The Shire may identify specific issues or matters that will be the subject of a coordinated enforcement initiative, eg. illegal waste dumping in a specific area.

32.2 The selection of such issues or matters will be limited to enable the adequate and effective allocation of resources towards the enforcement initiative.

3. Complaints about illegal activities

43.1 Complaints received by the Shire about alleged offences will be examined to determine if the matter requires further investigation.

43.2 If this examination shows the complaint to be vexations, groundless or outside the Shire's jurisdiction, the matter should be finalised quickly through written communication with the complainant.

43.3 Complaints must be received in writing and include the name and contact details of the complainant, unless:

(a) the matter is serious and could impact on public health and safety; and/or

(b) the Director Development Services, Manager Health, Emergency & Rangers or Manager Planning & Building consider there are sound reasons the matter should be investigated in the absence of a written complaint.

4. Enforcement criteria

54.1 The enforcement criteria in Schedule 1 will be considered by officers when deciding whether to pursue enforcement action. Not all criteria need to be met for a matter to be referred for further investigation.

5. Enforcement options

65.1 The circumstances of each particular case will determine what enforcement option is exercised.

65.2 The local law or relevant law will also determine the enforcement options that are available.

65.3 It may be appropriate to pursue more than one enforcement option at the same time.

65.4 Enforcement options that are available to the Shire include the following:

(a) ***Verbal warning and/or provision of educational material***

This enforcement option involves an officer providing a verbal warning (either in person or over the phone) that the subject conduct is unlawful and asking that the conduct cease or action be taken to rectify the offence.

In addition or as an alternative:

(i) educational material can be provided by an officer to an alleged offender containing information on the requirements of a local law or relevant law and advising how compliance can be achieved.

(ii) a formal caution can be handed to the alleged offender by an appropriately authorised officer from a Shire caution book.

(b) ***Formal letter of warning***

This enforcement option involves the Shire forwarding to an offender a formal letter of warning that the subject conduct is unlawful and asking that the conduct cease or action be taken to rectify the offence.

(c) ***Infringement notice***

An infringement notice is a notice issued in accordance with the LG Act or a relevant law to a person believed to have committed an offence for which an infringement notice may be issued. Infringement notices are commonly known as "on the spot" fines and impose a fine approximately 10% of the maximum penalty for an offence as set out in a local law or relevant law.

Given that an infringement notice is akin to an out of court settlement for an offence committed, the officer issuing an infringement notice is required (before issuing an infringement notice), to ensure that there is enough supporting evidence should the matter be contested before a Magistrate. This means the evidentiary burden that applies to a prosecution must be satisfied or capable of being satisfied before an infringement notice is given to the alleged offender.

(d) ***Compliance notice***

This notice may have a different title (including being called an "order" instead of a "notice") depending on the local law or relevant law and will be issued where there is a risk to the public or the environment/amenity. This enforcement option can also be utilised where a formal letter of warning does not result in the action ceasing or the offence being rectified.

Before a compliance notice is issued, officers will:

- ensure records of the offence are accurate and complete;
- ensure witness evidence is available and credible;
- responsibility for the offence can be determined from Shire records and the available information; and

- the officer issuing the compliance notice is convinced, beyond a reasonable doubt, based on an investigation of the offence that the offence has been committed.

The compliance notice must meet all the requirements of the local law or relevant law under which it is issued.

(e) ***Undertaking works***

Where a compliance notice issued by the Shire requiring works to be carried out to remedy an offence has not been complied with, the Shire or its agent may be able to perform the required works to rectify the offence under the local law or relevant law.

If the Shire has the legislative power to undertake the required works, it will be able to recover the cost of performing the work from the offender.

Undertaking works for the purposes of this policy also refers to the seizure of goods, equipment, etc in accordance with a local law or relevant law.

(f) **Wheel clamping**

The Shire has the ability to clamp the wheels of a vehicle used for camping in a public place under the *Local Government Property and Public Places Local Law 2016*.

(g) ***Enforcement order***

This order may have a different title depending on the local law or relevant law. The Shire can apply to the Court for certain orders to restrain or rectify unlawful conduct.

(h) ***Prosecution***

A prosecution involves the commencement of legal proceedings against a person in the Magistrates Court.

6. Classification of enforcement matters

6.1 Matters considered for enforcement action will be assessed and classified as minor, moderate or major offences. The classification will determine the order in which matters will be attended to and the enforcement action that will be taken.

6.1 The classification for a particular enforcement matter may increase in certain circumstances, for example, if the alleged offender fails to cease or rectify the offence once it is brought to his/her attention or there is persistent reoffending despite previous enforcement action.

6.1 Enforcement matters will be classified by the Shire as set out below:

(a) ***Minor offence***

An enforcement matter will be classified as a minor offence when any one of the following criteria applies:

(i) A minor, technical or administrative breach of a local law or relevant law has occurred and the breach is inadvertent.

(ii) A small number of the community is affected with little or no detriment.

(iii) Stringent enforcement action is unlikely to have a significant deterrent effect or result in the imposition of significant penalties.

(iv) The alleged conduct has not and will not be repeated.

(b) ***Moderate offence***

An enforcement matter will be classified as a moderate offence when any one of the following criteria applies:

(i) A clear breach of a local law or relevant law has occurred.

(ii) Enforcement action is likely to lead to a successful outcome.

(c) ***Major offence***

An enforcement matter will be classified as major offence when any one of the following criteria applies:

(i) A serious breach of a local law or relevant law has occurred.

(ii) The alleged conduct appears systemic, ie. it affects many citizens and causes significant detriment.

(iii) The alleged conduct may endanger the health and safety of a member of the public.

(iv) There is a need to act quickly to stop or restrain the conduct to avoid significant detriment to the community.

(v) The matter has been referred by another agency or government department.

(vi) There is potential for loss of evidence.

(vii) The alleged conduct is a kind targeted by an enforcement initiative.

(viii) Enforcement action has previously been taken on the basis that the offence is a minor or moderate offence and compliance has not been achieved.

7. Enforcement action

87.1 The following enforcement options are considered appropriate for ***minor offences***:

- Verbal warning and/or provision of educational material or formal caution.
- Formal letter of warning.
- Infringement notice.

87.2 The following enforcement actions are considered appropriate for ***moderate offences***:

- Formal letter of warning.
- Infringement notice.
- Compliance notice.
- Undertaking works.
- Wheel clamping.

87.3 The following enforcement actions are considered appropriate for ***major offences***:

- Compliance notice.
- Undertaking works.
- Enforcement order.
- Prosecution.

87.4 The enforcement action taken may be varied or intensified if the classification of an enforcement matter changes in accordance with clause 7.2 of this policy.

8. Conflict of interest

98.1 Where a real or perceived conflict of interest may exist in an enforcement situation, the relevant officer will request attendance by another appropriately authorised officer.

9. Extensions of time for compliance

19.1 Any request for an extension of time to comply with a deadline specified in a formal letter of warning or compliance notice must be:

(a) made in writing by the person to whom the letter or notice is directed;

(b) be received before the expiration of the deadline in the letter or notice; and

(c) provide sound justification as to why the extension of time should be granted and alterative deadlines for rectifying the offence.

10. Withdrawal of notices

10.1 An infringement notice may be withdrawn by the CEO or other senior officer in accordance with the LG Act or relevant law. A person authorised to give infringement notices is not eligible to be authorised to withdraw an infringement notice.

10.2 A compliance notice may be withdrawn by the CEO or other authorised senior officer. The person who decides to withdraw the compliance notice must not be the person who issued the compliance notice.

10.2 The following elements could be considered by the CEO or authorised senior officer in deciding to withdraw an infringement or compliance notice:

(a) The notice has been issued to the wrong person;

(b) The notice has incorrect details of the offence;

(c) The notice has not been issued by a person with the appropriate authorisation;

(d) The notice has spelling errors;

(e) The notice has not been signed;

(f) The notice is not legible and has been destroyed through its handling by postal services;

(g) The notice has been sent to the wrong address;

(h) Sufficient evidence does not exist to support the notice;

(i) A prosecution is to be commenced for the offence as the offence is being continued;

(j) A statutory defence to the offence has been provided by the alleged offender;

(k) It would be unjust or not in the public interest to refuse to withdraw the infringement notice or compliance notice.

10.3 If an infringement notice is withdrawn after the penalty has been paid, the amount must be refunded.

10.4 A compliance notice may be withdrawn if the offence has been rectified by the alleged offender.

Schedule 1

Enforcement criteria

Criteria	Matters for consideration
Jurisdiction	• The alleged conduct is a breach of a local law or relevant law administered by the Shire. • The matter is not a civil matter. • Having regard to the nature of the conduct and the alleged offence, the Shire is the most appropriate agency to handle the matter. • Is the conduct occurring on public or private land?
Seriousness of the offence/complaint	• The complaint is of sufficient weight, significance or importance to warrant an investigation and/or enforcement action, taking into account the following factors: - intervention by the Shire will have a timely impact on conduct; - detriment suffered by the complainant and the general public; - the health and safety of the community; - prevalence of the alleged offence – if the conduct is widespread and the application of a sanction is likely to have a deterrent effect; and - impact on the environment and amenity.
Culpability of the alleged offender	• The conduct is systemic. • The conduct is deliberate and not inadvertent. • The conduct is apparently a blatant or flagrant breach. • The complaint is not trivial and/or related to a technical breach without harm.
Special circumstances surrounding the complaint	• There are special circumstances that gives the complaint extra weight. • The matter has been referred by another agency or government department.
Sufficiency and quality of evidence	• The complainant is willing to give a written statement and/or evidence under oath if required. • Witnesses to the offence have

Criteria	Matters for consideration
	credibility as witnesses. • The timeliness of the complaint as compared to the time of the alleged offence and the effect of any statute of limitations. • The availability of corroborative evidence. • The availability of obvious defences. • The likely outcome of the enforcement action, such as the outcome of a successful prosecution.
Prior conduct	• There is a history of complaints against the alleged offender. • The alleged offender has been the subject of previous enforcement action by the Shire for a similar offence. • The alleged offender is not responsive to conciliation and/or dispute resolution. • The alleged offender is not likely to or has previously not responded to a lesser sanction. • There is a risk of continuing misconduct.
Alternative enforcement strategy	• There is an available resolution other than formal enforcement action and/or prosecution that will bring a satisfactory outcome, in a timely and more cost efficient manner. • In determining if an alternative compliance strategy is appropriate, there is an issue of greater public interest which might preclude the application of such an alternative compliance strategy. • An alternative enforcement strategy can be used in conjunction with another enforcement option.
Shire enforcement priorities and program commitments	• It has been decided, as a matter of policy, to apply a particular sanction to all conduct of the kind alleged. • The alleged conduct is targeted by a Shire enforcement initiative or current Shire enforcement program.
Statutory/legal requirements	• There is a legislative requirement for the Shire to take enforcement action. • The matter gives rise to a public health risk in relation to which the Shire has a duty to act.

DEVELOPMENT AND COMMUNITY 3.1.2
Development and Community

TITLE: **WAIVING AND REFUNDING OF FEES**

ADOPTED: OMC 25 May 2017 – Pages 85 – 260

REVIEWED:

ASSOCIATED LEGISLATION:
Building Act 2011
Bush Fires Act 1954
Food Act 2008
Local Government Act 1995
Planning and Development Act 2005
Public Health Act 2016
Local Planning Scheme No 6
Health Local Law 2006

ASSOCIATED DOCUMENTS:
Local Government Property and Public Places Local Law 2012
Trading, Outdoor Dining and Street Entertainment Local Law 2003

REVIEW RESPONSIBILITY: Director Development and Community

DELEGATION:

Previous Policy Number 4.1.25

Objective:

1. To ensure there is a clear policy position within the Development and Community directorate in relation to the waiving or refunding of fees for approvals and services provided by the directorate.
2. Ensure the waiving or refunding of fees is applied in a consistent and justifiable manner.
3. Guide officers in waiving or refunding fees under delegation from Council.

Definitions:

applicant means the person or organisation who makes an application or formal request for an approval or service provided by the Health, Ranger, Building and Planning departments at the Shire of Broome.

application means an application or formal request for an approval or service provided by the Health, Ranger, Building and Planning departments at the Shire of Broome.

building application means an application for approval submitted in accordance with the *Building Act 2011*.

development application means an application for approval submitted in accordance with the *Planning and Development Act 2005*.

fees means fees levied in accordance with the Shire's Schedule of Fees and Charges for approvals and services provided by the Health, Ranger, Building and Planning departments at the Shire of Broome.

refund means the repayment of fees paid by a person or organisation to that person or organisation either in part or in full.

waive means to reduce the fees payable by a person or organisation either in part or the full amount.

Policy:

11. Introduction

1.1 This policy outlines circumstances where the Shire may consider a request for the waiver or refund of fees for an approval or service provided by the Development and Community directorate.

12. Exclusions

2.1 Financial hardship, personal circumstances or family circumstances are not grounds for the waiver or refunding of fees.

2.2 Fees relating to regulatory matters arising under the *Dog Act 1976, Cat Act 2011* and the keeping and control of dogs and cats generally are excluded from the provisions of this policy. Requests to waive or refund fees in relation to these matters will not be considered.

2.3 For building applications, fees will not be waived or refunded in the following circumstances:
(a) For uncertified domestic building work – where the value of the works is less than $100,000.
(b) For certified domestic building work – where the value of the works is less than $200,000.
(c) For certified commercial building work – where the value of the works is less than $400,000 in value.

13. Waiving of fees

3.1 The Director Development and Community may consider and decide a request to waive fees in accordance with this policy.

3.2 A reduction in fees by 50% may be approved where the applicant is endorsed by the Australian Taxation Office as a not-for-profit organisation.

3.3 The request to waive fees must be:

(a) made prior to the submission of the application for the approval or services to which the fees relate;

(b) in writing setting out reasons for the request; and

(c) include proof that the applicant has been endorsed by the Australian Tax Office as a not-for-profit organisation.

3.4 A 100% reduction in fees may be granted:

(a) For an application to change or vary an existing approval, where the need to change or vary the approval arises from an administrative error made by the Shire.

(b) For a development application made for approval to reconstruct (like-for-like) a building accidently destroyed through a natural disaster or event.

14. Refund of fees

4.1 The Director Development and Community may consider and decide a request to refund fees in accordance with this policy.

4.2 Fees may be refunded to an applicant in the following circumstances:

(a) If the application is submitted but subsequently found by the Shire to not have been required - 100% of the fees will be refunded.

(b) If the Shire has not undertaken any assessment work and the application is subsequently withdrawn in writing within 7 days

of the date of the application – 75% of the fees will be refunded.

(c) For applications for development and building approval, if the Shire has commenced the assessment of the application - 50% of the fees will be refunded where:

(i) the application has not been advertised; and

(ii) the application is withdrawn in writing by the applicant within 21 days of lodgement of the application or is withdrawn as a result of a request for further information.

4.3 A fee will not be refunded in the following circumstances:

(a) For development applications and building applications, clause 4.2(c) does not apply if more than 21 days have passed since the lodgement date of the application.

(b) For all other applications, assessment of the application by the Shire has commenced.

15. Costs and expenses

5.1 The Shire will not waive or reduce any part of a fee that comprises:

(a) Costs or expenses that may be charged to an applicant where these are incurred through the provision of a service under Regulation 49 of the *Planning and Development Regulations 2009*.

(b) Outlays or expenses charged to the Shire by a third party that relate to the application.

16. Activities undertaken without approval

6.1 Fees will not be waived or refunded if the application is made for the approval of an activity that has been or is already being undertaken without the necessary approvals in place.

DEVELOPMENT AND COMMUNITY 3.1.3

Development and Community

TITLE:	**YAWURU PARK COUNCIL REPRESENTATION**
ADOPTED:	OMC 29 November 2012 – Page 89
REVIEWED:	OMC 27 March 2014 – Pages 94 – 99 OM 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Local Government Act 1995* *Land Administration Act 1997* *Conservation and Land Management Act 1984 (WA)* (Conservation Commission) CALM Act (Executive Body) Marine Parks and Reserves Authority (Section 26A of the CALM Act - Marine Authority) *Dog Act 1976* *Cat Act 2011* *Control of Vehicles (Off-road Areas) Act 1978* *Local Government Grants Act 1978* *Dog Regulations 2013* *Cat Regulations 2012* *Control of Vehicles (Off-road Areas) Regulations 1979*
ASSOCIATED DOCUMENTS:	Yawuru Prescribed Body Corporate Indigenous Land Use Agreement – Broome (Yawuru PBC ILUA) Yawuru Area Agreement Indigenous Land Use Agreement – Broome (Yawuru Area Agreement ILUA) Joint Management Agreement (JMA) Assistance Agreement (AA)
REVIEW RESPONSIBILITY:	Director Development and Community
DELEGATION:	TIn accordance with the Joint Management Agreement, Shire representatives on the Yawuru Park Council are

authorised to make decisions through the Yawuru Park Council that are binding.

Previous Policy Number 1.5.1

Objective:

To facilitate the participation of Shire representatives with respect to their role in the operation of Yawuru Park Council.

Definitions:

AA ILUA	Yawuru Area Agreement (ILUA)
BSC	Shire of Broome
PBC ILUA	Yawuru Prescribed Body Corporate Agreement (ILUA)
CALM Act	Conservation and Land Management Act
CCWA	Conservation Council of Western Australia
CEO	Chief Executive Officer of the Executive Body of Conservation and Land Management.
CMP	Yawuru Cultural Management Plan
DBCA	Department of Biodiversity, Conservation and Attractions
ILUA	Indigenous Land Use Agreement
LA Act	*Land Administration Act 1997*
MPRA	Marine Parks Reserves Authority
Yawuru RNTBC	Yawuru Registered Native Title Body Corporate

Yawuru Conservation Estate

Schedule 9 clause 11 of the PBC ILUA created a Conservation Estate and the Council of the Shire of Broome resolved that the Conservation Estate be named the Yawuru Conservation Estate.

Yawuru Park Council
Schedule 7 - Annexure 2 of the AA ILUA prescribed Joint Management arrangements created a Park Council and the Council of the Shire of Broome resolved that the Park Council be named the Yawuru Park Council.

Background

On 28 April 2006 the Federal Court of Australia determined that the Yawuru possessed communal native title rights and interests in the whole of their claim area

subject to particular areas in the Broome township where native title had been extinguished. In some areas the Court found that the Yawuru community had exclusive native title rights, and in some areas non-exclusive rights. On 2 May 2008 the Federal Court of Australia upheld the 2006 determination and recognised additional native title rights and interests.

Following the 2008 Federal Court decision, the Yawuru Native Title Holders and the State commenced negotiations to resolve the issues associated with the Determination and associated matters. These (Global) negotiations resulted in two Indigenous Land Use Agreements (Yawuru PBC ILUA and the Yawuru Area Agreement ILUA). The associated Joint Management Agreement and Assistance Agreement were signed by all parties in Broome on 25 February 2010 and formally registered in August 2010.

The Yawuru PBC ILUA created a Conservation Estate as follows:

11.1 Creation of Conservation Estate

As soon as reasonably practicable after the Registration Date, the Parties shall create the Conservation Estate comprising the following areas:

(a) freehold areas, as described in Part 1 of Schedule 9 (Freehold Areas);

(b) Roebuck Bay intertidal areas and Cable Beach intertidal areas, as described in Part 2 of Schedule 9 (Intertidal Areas); and

(c) townsite areas, as described in Part 3 (a) and (b) of Schedule 9 (Townsite Areas).

A Park Council has been formed comprising Representative Members from Yawuru RNTBC, the Department of Environment and Conservation (now the Department of Biodiversity, Conservation and Attractions) and the Shire of Broome and operates in accordance with the Terms of Reference attached to the Yawuru PBC ILUA to develop, implement, monitor and review the Management Plans for the conservation estate.

The management of the Conservation Estate shall be administered jointly by the CEO, the Yawuru RNTBC and the BSC through the Park Council, as appropriate having regard to the differing joint management arrangements:

- The Out of Town Terrestrial areas, and the Roebuck Bay intertidal areas are managed by Yawuru RNTBC and the DBCA;

- The Cable Beach Intertidal Area are managed by Yawuru RNTBC, the Shire of Broome and the DCBA;

- The In town Terrestrial areas are managed by Yawuru RNTBC and the Shire of Broome.

The Park Council's role shall be:

a) to prepare Management Plans under Part V of the CALM Act and section 49 of the LA Act (as appropriate) and related policies for the management of the Conservation Estate;

b) to ensure that the Management Plans for the Conservation Estate are

consistent with the visions and policies set out in the Cultural Management Plan for these areas;

c) *To ensure that all Management Plans overseen by and developed with the Park Council are, to the greatest extent possible, taking into account different legislative frameworks, consistent ;*

d) *to make decisions consistent with the Cultural Management Plan and Management Plans;*

e) *to strategically monitor the management of the Conservation Estate including the implementation of the Management Plans, but not to undertake day to day management of the Conservation Estate;*

f) *to give advice to the CEO, the CCWA, the MPRA and the BSC (as appropriate) on all aspects of the use, management and development of the Conservation Estate; and*

g) *to determine priorities for any matters required to be done in accordance with or in furtherance of the Management Plans.*

The Park Council is comprised of equal numbers of Representative Members from each of Yawuru RNTBC, the DBCA and the Shire of Broome.

Shire Representation

Following Local Government elections every two years the Shire of Broome appoints three representatives and two proxy representatives to the Yawuru Park Council.

The management orders for the In Town Conservation Estate are not made in favour of the Park Council, but jointly in favour of the Yawuru RNTBC and the Shire. The Yawuru Park Council is the governance structure within which the joint management is manifested. Council members appointed to the Yawuru Park Council, are appointed to represent the position and the interests of the Shire of Broome.

Policy:

1. Expenditure

The expenditure of Shire of Broome funds or resources including staff time can only be authorised by the Chief Executive Officer of the Shire of Broome.

2. Existing policy

A decision requiring the formulation of a policy position requires a resolution of the Council of the Shire of Broome. A decision which simply involves the fine-grain detail of a proposal that is otherwise in accordance with an adopted Council policy probably does not require a Council resolution.

3. Management Plans

The adoption of the Yawuru In Town Reserves Management Plan requires a resolution of the Council of the Shire of Broome and agreement by the Park Council prior to submission for approval to the Minister for Lands (WA). Implementation of the Management Plan does not require a Council resolution unless it has a financial impact on the Council.

4. Land Use

The use of land within the conservation estate other than as set out in an approved management plan requires a planning approval from the Shire of Broome.

5. Licences, Leases

Decisions which affect the legal rights of third parties in relation to the land, such as whether to grant a lease or licence to someone for the use of jointly-managed land within the Conservation Estate requires a resolution of the Council of the Shire of Broome and the Park Council.

6. Judgement

Notwithstanding the above policy provisions, whether or not a particular matter requires a formal resolution of the Council of the Shire of Broome is a matter of personal judgment and degree, depending on the nature of the matter.

DEVELOPMENT AND COMMUNITY 3.2.1
Planning and Building

TITLE:	**REISSUING OF BUILDING PERMITS**
ADOPTED:	OMC 28 April 1998 – Page 12
REVIEWED:	OMC 23 April 2002– Page 34 OMC 4 February 2003 – Pages 48 – 51 OMC 3 March 2004 – Pages 29 - 31 OMC 1 August 2006 – Pages 67 – 69 OMC 19 March 2009 – Pages 26 – 31 OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Building Act 2011*
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Manager Planning and Building
DELEGATION:	

Previous Policy Number 4.3.2

Objective:

To determine the costs associated with the re-issue of a Building Permit.

Definitions:

Nil.

Policy:

This policy applies to the whole of the Shire.

The fee payable on the renewal of a Building Permit is to be based on the amount of assessment necessary to re-issue the Permit and where assessment is necessary through changes to the design or changes to the legislation since the permit was originally approved be in proportion to the extent of the building to be complete e.g.:

Where no assessment is required the minimum legislated fee will be applicable.

Where assessment is required the fee will be based on the percentage of the works still to be complete as decided by the Building Surveyor.

If 50% completed then 50% of fee charged. If 75% completed then 25% of fee charged.

DEVELOPMENT AND COMMUNITY 3.3.2
Health and Rangers

TITLE:	**BUILDINGS ON CARAVAN PARKS**
ADOPTED:	OCM 25 February 2003 – Page 15 - 18
REVIEWED:	OCM 5 November 2003 – Pages 6 – 7 OCM 19 March 2009 – Pages 26 – 31 OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Caravan and Camping Grounds Regulations 1997*
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Manager Health, Emergency and Rangers
DELEGATION:	

Previous Policy Number 4.2.8

Objective:

To clarify and formalize the position regarding the construction of "other buildings as approved" on caravan parks, under the *Caravan and Camping Grounds Regulations 1997*, Section 11(1)(J).

Definitions:

Caravan Site As per the *Caravan and Camping Grounds Regulations 1997*.

Facility As per the *Caravan and Camping Grounds Regulations 1997*.

Policy:

1. Approval will not be given for the construction of buildings on a "caravan site" within a "facility" except those specifically approved under the provisions of the *Caravan Parks and Camping Grounds Act 1995* and the *Caravan Parks and Camping Grounds Regulations 1997*.

2. Subject to compliance with Town Planning and Building Code of Australia requirements, approval may be given to the construction, on a facility, of class 1b and class 3 buildings, as described in the Building Code of Australia.

DEVELOPMENT AND COMMUNITY 3.3.3
Health and Rangers

TITLE: **CARAVAN PARKS AND CAMPING GROUNDS – MAXIMUM NUMBER OF SITES OF A PARTICULAR TYPE THAT MAY BE USED AT A FACILITY**

ADOPTED: OMC 19 September 2000 – Pages 65 - 67

REVIEWED: OMC 18 September 2001

OMC 23 July 2002 – Pages 5 – 6

OMC 14 October 2003 – Pages 65 – 66

OMC 15 March 2012 – Pages 96 – 103

OMC 27 March 2014 – Pages 94 – 99

OMC 17 December 2015 – Pages 110 - 121

ASSOCIATED LEGISLATION:

ASSOCIATED DOCUMENTS:

REVIEW RESPONSIBILITY: Manager Health, Emergency and Rangers

DELEGATION:

Previous Policy Number 4.2.9

Objective:

Ensuring adequate sites are available at caravan parks within the Broome Townsite for tourists towing caravans.

Definitions:

Nil.

Policy:

The maximum number of sites at caravan parks within the Broome townsite that can be used at a facility (caravan park) for long stay sites and/or on-site caravan sites is to be limited to forty (40) percent.

DEVELOPMENT AND COMMUNITY 3.3.4
Health and Rangers

TITLE:	**APPROVAL TO CAMP FOR UP TO 3 MONTHS IN AREAS OTHER THAN CARAVAN PARKS & CAMPING GROUNDS**
Approval	OMC 18 December 2007 – Pages 75 - 77
REVIEWED:	OMC 19 March 2009 – Pages 26 – 31 OMC 18 March 2010 – Pages 87 – 89 OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	Building Codes of Australia Council's Local Laws *Caravan Parks and Camping Grounds Act 1995* *Caravan Parks and Camping Grounds Regulations 1997*
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Manager Health, Emergency and Rangers
DELEGATION:	

Previous Policy Number 4.2.10

Objective:

Enable people to temporarily use caravan accommodation for short stays in a period of extreme shortage but to limit/discourage periods of extended and unapproved stays in certain areas, e.g. light industrial areas

To minimise the volume of administrative matters being placed before Council and provide guidance for staff and the public regarding use of caravan accommodation.

Policy:

In each instance:

1. Application for approval must be made to the Shire of Broome by completing in full the Application to Camp for up to 3 Months in Areas Other Than Caravan Parks & Camping Grounds.

2. A maximum of one caravan per property may be approved in accordance with the criteria listed in the table below. If an application falls outside the criteria, approval will only be given at the discretion of Council. Approval will only be given in special circumstances and providing there are sufficient ablution facilities and space.

Zone	**Period of Stay** **(As approved by the Shire of Broome)**	**Number of Caravans**	**A Requirement to Be Employed in Broome**
Residential	3 months only	1 caravan or 1 tent	No (can be friends and relatives)
Rural	3 months only	1 caravan	No (can be friends and relatives)
Parks & Recreational Areas (sporting clubs etc)	3 months	1 caravan	Yes

Approval to camp in the above areas for in excess of 3 months will need to be obtained from the Minister for Local Government.
The Shire of Broome will not support applications made to the Minister to camp for in excess of 3 months in all areas other than Parks and Recreational Areas.

3. The premises is to have toilet, shower and laundry facilities, available for use by the person/people camping, that comply with the Building Code of Australia, Council's Local Laws and *Health (Treatment of Sewage and Disposal of Effluent and Liquid Waste) Regulations 1974*. Details of these services are required to be provided as part of the application.

4. The camp is to be located wholly on the property, and be at least one (1) metre from the property boundary, at least one (1) metre from any vehicle access areas and at least six (6) metres from any road boundary.

5. All caravans to satisfy cyclone safety standards equivalent to those required for caravans in licensed facilities by clause 48 of schedule 7 of the *Caravan Parks and Camping Grounds Regulations 1997*.

   It should be noted for a caravan to safely survive a cyclone it should be housed in a cyclone rated shed.

6. Approval, in writing, is to be obtained from owners of the property. Occupiers of adjacent properties are to be notified in writing and any responses are to be included in the application for consideration by the Shire.

7. Council reserves the right to withdraw the approval at any stage.

ADDITIONAL REQUIREMENTS FOR CAMPING OUTSIDE OF CARAVAN PARKS FOR PERIODS IN EXCESS OF THREE (3) MONTHS WITHIN ANY 12 MONTH PERIOD.

8. An application for approval to camp outside a caravan park for a period in excess of 3 months in any 12 month period will need to be made to the Minister for Local Government.

9. The Shire of Broome will not support applications made to the Minister for long term stays (longer than 3 months) in Residential, Rural, Light and Service Industry, Industrial areas.

10. The Shire of Broome will only recommend to the Minister that approval be given to private persons employed in Broome who are seeking approval to camp in a caravan on a Park or Recreational area as a caretaker. Applications to the Minister from community organisations and sporting clubs may be supported by the Shire of Broome following submission of a completed application form in accordance with the provisions of this policy.

11. The Shire will make the following conditions of approval:
    A. Camping is only permitted in a caravan.
    B. Caravan is to be licensed for normal transport on public roads.

ADDITIONAL REQUIREMENTS FOR CAMPING OUTSIDE OF CARAVAN PARKS FOR PERIODS UP TO (12) MONTHS DURING THE CONSTRUCTION OF A DWELLING.

11. Approval will not be granted within the Broome Townsite.

12. Approval will only be granted where a building licence has been issued and the concrete slab or equivalent has been laid.

DEVELOPMENT AND COMMUNITY 3.3.5
Health and Rangers

TITLE:	**OPERATION OF TEMPORARY CARAVAN AND CAMPING FACILITIES**
ADOPTED:	OMC 28 April 2016 – Pages 64 - 69
REVIEWED:	
ASSOCIATED LEGISLATION:	*Caravan Parks and Camping Grounds Act 1995* *Caravan Parks and Camping Grounds Regulations 1997*
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Manager Health, Emergency and Ranger Services
DELEGATION:	CPCA1 Administering the *Caravan Parks and Camping Act 1995*

Previous Policy Number – 4.2.14

Objective:

To ensure visitors to Broome are able to source accommodation in the Broome townsite during periods of high demand, when Permanent Caravan Parks are not able to accommodate travellers with pets, or may be full.

Definitions:

Permanent Caravan Park means a facility licenced in accordance with the *Caravan Parks and Camping Grounds Act 1995* located within the Broome townsite and does not include nature based parks, transit parks or temporary facilities.

Temporary Approved Facility means a facility issued with a Temporary Licence in accordance with this policy.

Temporary Licence means a licence issued in accordance with *Caravan Parks and Camping Grounds Regulations 1997* for a period of less than a year with specific conditions, services and facilities to be provided.

All other terms have the meaning as defined in the *Caravan Parks and Camping Grounds Act 1995*.

Policy:

1. During periods of peak tourist demand for caravan and camping accommodation, Council may grant a Temporary Licence, upon application, to

a facility to accommodate travellers that cannot otherwise be accommodated in a Permanent Caravan Park within the townsite of Broome, as follows:

a) If Permanent Caravan Parks do not provide adequate accommodation options for travelers with pets during times of peak tourist demand, Council may grant Temporary Licences to facilities to provide accommodation for travelers with pets for a period of up to 28 days;

b) If one or more Permanent Caravan Park elects to accept travellers with pets during times of peak tourist demand, Council will review the conditions attaching to Temporary Licences that have been granted to determine if sites within a Permanent Caravan Park accepting travellers with pets should be filled prior to the use of a Temporary Approved Facility;

c) Travellers with large vehicles, or travelers with other genuine requirements that preclude them staying in a Permanent Caravan Park may receive approval to stay at a temporary facility; and

d) Any facility choosing to accept pets will need to comply with the *Caravan Park and Camping Grounds Regulation 1997* at all times.

2. Should accommodation in Permanent Caravan Park Facilities in the Broome townsite become unavailable due to high demand, Council may grant a Temporary Licence to operate a Temporary Approved Facility to accommodate travellers who are unable to secure accommodation in a Permanent Caravan Park in the Broome townsite, as follows:

a) The maximum length of stay in a Temporary Approved Facility will be up to seven nights in any three month period, unless otherwise approved by Council;

b) Council may impose licence conditions on Temporary Approved Facilities subject to seasonal demands. These conditions may change from time to time but will be designed to not financially disadvantage Permanent Caravan Park Facilities whilst seeking to maximise visitor numbers to Broome;

c) Temporary Licence conditions will be consistent with the requirements of the *Caravan and Camping Ground Regulations 1997* and provide flexibility to meet accommodation demands within the Shire of Broome;

d) Council may revoke a Temporary Licence at any time should any regulatory or licence conditions not be complied with; and

e) Council will direct that Temporary Approved Facilities close when it determines that peak tourist demand has eased such that sufficient capacity exists within Permanent Caravan Parks.

3. Council may approve one or more caretaker to reside at the Temporary Approved Facility for the term of the Temporary Licence. A request must be submitted in writing stating the number of caretakers and justification for such number.

4. Operators of Temporary Approved Facilities will be given seven days notice to cease operations.

DEVELOPMENT AND COMMUNITY 3.3.6

Health and Rangers

TITLE:	**TRADING IN PUBLIC PLACES**
ADOPTED:	OMC 15 December 2016 – Pages 544 - 549
REVIEWED:	
ASSOCIATED LEGISLATION:	Trading, Outdoor Dining and Street Entertainment Local Law 2016 Local Government Property and Public Places Local Law 2016
ASSOCIATED DOCUMENTS:	Local Planning Policy 5.1 Outdoor Dining
REVIEW RESPONSIBILITY:	Manager Health, Emergency and Ranger Services
DELEGATION:	

Previous Policy Number 4.2.15

Objective:

1. To facilitate the assessment and approval of Trading Licences in accordance with the Trading, Outdoor Dining and Street Entertainment Local Law 2003 (**Local Law**).
2. To maintain amenity, usability and public safety in public places.
3. Promote fairness and certainty to traders, permanent businesses and the community in relation to trading in public places.
4. Promote vibrancy of public places and economic development in the Shire of Broome.
5. To protect Cable Beach as a highly valued environmental, cultural and social asset enjoyed by visitors and residents alike.

Definitions:

camel operators means those persons associated with commercial camel activities, either as the owner, the licensee or an employee.

commercial camel activities means those activities associated with camel tours/rides on Cable Beach.

directly competing with means that both the proposed trading activity and the permanent business offer a type or category of good or service that is directly comparable, for example:

- an ice cream van would be directly competing with an ice cream parlour;
- a mobile food van selling coffee, cake and sandwiches would be directly competing with a café;
- a mobile food van selling pizza would be directly competing with a pizza or Italian take away store/restaurant;
- a stall offering massages would be directly competing with a massage parlour.

permanent business means a business that operates from private property.

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private property means any real property, parcel of land or lot that has a separate certificate of title, which is in private ownership or the subject of a lease or agreement with a person or the local government enabling its use for private purposes and includes any building or structure thereon.

Related Entity Interest is defined in Schedule 4 of this Policy.

Shire means the Shire of Broome.

trader means the person/s who operate, or propose to operate, an activity subject to a Trading Licence granted in accordance with the Local Law, either as the owner, the holder of the Trading Licence or an employee.

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All other words and expressions used in this Policy have the meaning as defined in the Local Law.

Policy:

1. The Local Law allows a person to apply for a licence to undertake a range of activities to either sell, offer for sale or hire goods and services to the public. This Policy is made under the Local Law and provides additional information not outlined in the Local Law that applies specifically to trading licences.

2. For the purposes of subclause 5.2.3 of the Local Law, a person/s will be exempted from holding a valid Trading Licence when carrying out trading in a public place where the trading is undertaken:

2.1 as part of an event or function approved in accordance with the Local Government Property and Public Places Local Law 2012; or

2.2 in accordance with an approval granted by the Shire under another written law.

3. A trading licence will be issued for a trading activity where the following criteria are met:

3.1 the proposed trading activity does not occur within 300 metres of a permanent business that it would be directly competing with, unless:
(a) the trading activity does not occur during the ordinary opening hours of the permanent business; or

(b) the owners of the permanent business have provided their support in writing for the proposed trading activity; or

(c) Council decides that the proposed trading activity should be approved notwithstanding its proximity to the permanent business;

3.2 the location of the proposed trading area is suitable for the trading activity that is the subject of the application;

3.3 the trading will not have an unreasonable impact on other traders, permanent businesses, traffic flow, pedestrians or the public's use of a public place;

3.4 the trading activity will not generate noise or disturbance that is likely to cause a nuisance to any person in the vicinity of the trader;

3.5 the trading activity is consistent with the zoning of the land in the Shire's Local Planning Scheme, any existing use of the land and any management order for the land comprising the public place;

3.6 a Risk Management Plan has been completed for the proposed trading activity to the Shire's satisfaction;

3.7 an Occupational Safety & Health Plan has been prepared for the proposed trading activity to the Shire's satisfaction;

3.8 a business/operational plan has been prepared for the proposed trading activity to the Shire's satisfaction, outlining how the proposed trading activity will be undertaken; and

3.9 the trader has other statutory approvals and accreditations applicable to the operation of the commercial activity, if required.

4. Council may seek additional information from an applicant for a trading licence to facilitate the assessment of an application for a trading licence.

5. Council may invite applications for trading licences for trading in a particular area or a specific type of trading activity and applications that are received will be assessed in accordance with the Local Law, this Policy and the criteria set out in Schedule 3 of this Policy.

6. It will be a condition of any trading licence issued that:

   6.1 The licensee is responsible for the repair, restoration or reinstatement of any damage to Shire property arising from the trading activity or caused by the customers of the trading activity. Such repair, restoration or reinstatement of damage must be carried out as directed by Council and to Council's satisfaction.

   6.2 The licensee obtains public liability insurance in accordance with subclause 8.6.1 of the Local Law, except that the value of the public liability insurance must be $10,000,000.

   6.3 The placing of signs occurs only within the area approved for the trading activity, unless otherwise approved by Council.

   6.4 Licensee must not expand or extend their trading area beyond the area approved in their trading licence without first obtaining the written consent of the Shire.

   6.5 The licencee does not have exclusive use or rights to the trading area or its surrounds.

7. A trading activity must not:

   7.1 involve the sale of offensive, illegal, prohibited, counterfeit or unauthorised goods, including goods bearing trademarks for which the person does not have a licence to sell;

   7.2 adversely impact on:
   (a) traffic movement;
   (b) traffic safety;
   (c) traffic flow; or
   (d) cause a traffic hazard,

   7.3 prevent access to a footpath;

   7.4 erect signage, except in accordance with the Local Law or as approved in accordance with the trading licence; and

   7.5 involve the connection to or utilisation of any Shire utilities without prior approval, unless otherwise approved as a condition of the trading licence.

8. Council may seek to engage with the community and seek public comment in relation to an application for a Trading Licence if Council considers that it is desirable to do so in the circumstances. Any submissions received by Council

during the public comment period may be taken into account by Council in deciding whether to grant the trading licence applied for.

9. An authorised person may direct the holder of a trading licence to stop doing anything which is contrary to the Local Law or a condition of the trading licence. A person who is given such a direction by an authorised person must comply with that direction.

10. The licensee must, during the period of the licence:

    10.1 at the conclusion of each day the trading activity occurs, remove all and any refuse and litter associated with the operation of the trading activity and ensure the area in which the trading is undertaken is left in a clean and safe condition;

    10.2 maintain and adhere to all plans, procedures, policies, licences and accreditations relevant to the trading activity; and

    10.3 allow Shire officers to, upon request, inspect and verify that the plans, procedures, policies, licences and accreditation are current and are being complied with.

11. Failure to comply with clause 10 of this Policy will be deemed to be a breach of the trading licence conditions for the purposes of clause 2.7(a) of the Local Law.

12. For the purposes of subclause 2.7(f) of the Local Law, the failure of a licensee to undertake an activity approved by a trading licence for a period of 12 months is considered a ground upon which a trading licence should be cancelled.

13. All applicants for Trading Licences are advised of their right to object a decision made by the Shire. In accordance with section 9.4 of the *Local Government Act 1995*, an affected person may object to a decision of local government and lodge an appeal to the decision by lodging an objection to the Shire within 28 days of the decision.

14. Additional provisions that apply to trading activities on Cable Beach are outlined in Schedule 1 of this policy.

15. Additional provisions that apply to commercial camel activities are outlined in Schedule 2 of this policy.

16.

Schedule 1

Additional provisions for trading activities on Cable Beach

Additional provisions for trading activities on Cable Beach:

1. A maximum of six trading licences will be granted for trading activities on Cable Beach.

2. Trading licences, except for commercial camel activities, will only be issued:

   2.1 for trading activities which support and are directly related to the recreational use and enjoyment of Cable Beach and its adjacent waters; and

   2.2 for the section of Cable Beach:

   (a) between a point formed by the westerly prolongation of Murray Road to the low water mark and a point located 500 metres north of the vehicle entry ramp adjacent to the Broome Surf Club; and

   (b) between the high and low water mark.

3. Council may decide to grant a trading licence for an activity even though:

   3.1 six trading licences have already been granted for trading activities on Cable Beach;

   3.2 the activity does not support and/or is not directly related to the recreational use and enjoyment of Cable Beach and its adjacent waters; and/or

   3.3 the activity is proposed outside the section of Cable Beach specified in subclause 2.2,

   where Council considers that there is sufficient merit in the proposed trading activity to justify its approval.

4. A person must not hold more than one trading licence for a trading activity on Cable Beach at any time.

5. Council may close Cable Beach to all activities, including trading activities, at any time.

6. A licensee must have a valid permit issued by the Shire's Chief Executive Officer in accordance with the *Control of Vehicles (Off Road Areas) Act 1960*. The licensee must at all times comply with the requirements of that Act.

Schedule 2

Additional provisions for commercial camel activities on Cable Beach

Additional provisions for commercial camel activities on Cable Beach:

Trading licences for commercial camel activities generally

1. A maximum of three trading licences will be granted for commercial camel activities on Cable Beach.

2. A person must not hold more than one trading licence for a commercial camel activity at any time, and must not have a Related Entity Interest in respect of the holder of another trading licence for a commercial camel activity.

3. Each camel operator must operate independently, unless otherwise approved as part of an event or function approval issued in accordance with the Local Government Property and Public Places Local Law 2012.

4. Each trading licence will allow a maximum of 18 camels per operator on Cable Beach at any time, unless otherwise approved by the Shire for extraordinary circumstances, eg. cruise ships and corporate/conference functions.

5. Trading licences for commercial camel activities on Cable Beach will be approved for ten years.

6. The conditions of a trading licence issued for a commercial camel activity will be consistent with the provisions in Part 4 in Schedule 2 of the Local Government Property and Public Places Local Law 2012.

Area in which licences will be approved

7. Commercial camel activities may be conducted on Cable Beach:

    7.1 between:

        (a) a point formed by the westerly prolongation to the low water mark of the northern boundary of Reserve 36477;

        (b) a point formed by the westerly prolongation to the low water mark of the Northern Boundary of Lot 405 Lullfitz Drive; and

        (c) the high and low water mark, and

7.2 within the set down/pick up area allocated or approved by Council, including land required to traverse from the area identified in subclause 7.1 to this allocated or approved set down/pick up area.

Requirements for commercial camel activities

8. All commercial camel activities must be undertaken in accordance with the provisions in Part 4 in Schedule 2 of the Local Government Property and Public Places Local Law 2012.

9. Camel operators must only set down/pick up customers for their camel train at the set down/pick up area allocated to the operator in the operator's trading licence, except where otherwise approved by the Shire due to adverse environmental or other conditions making the designated set down area unsuitable. A portable sign may be placed in the set down/pick up area allocated in the operator's trading licence as follows:

9.1 the sign must not exceed one metre in height;

9.2 each advertising panel on the sign must not exceed 0.8 square metres;

9.3 the sign must only contain details relevant to the commercial camel activity;

9.4 the sign must not be placed in a way that causes interference or is hazardous to vehicular traffic or pedestrians;

9.5 the sign must be of sound construction and maintained in good condition; and

9.6 the sign must be removed at the end of each trading session.

10. No commercial camel activities can be undertaken on Cable Beach between 10am and 2.30pm, unless otherwise approved by the Shire for extraordinary circumstances e.g. cruise ships and corporate/conference functions. Any request to conduct commercial camel activities in between 10am and 2.30pm must be made in writing, and if approved will be for a maximum period of two hours between 10am and 2.30pm.

11. A camel operator must hold current approval from the Shire to keep a large animal in accordance with the Health Local Laws 2006.

12. A single temporary shade structure can be erected for each commercial camel activity, no more than 3 metres by 3 metres in size and erected soundly and securely so as not to cause a hazard.

13. All camels must be fitted with manure collection devices. Any manure that escapes a manure collection device must be collected immediately.

14. Camel operators must ensure that there is at least 30 metres between each camel train at all times.

Activities that can be undertaken as part of a commercial camel activity

15. The following activities may be undertaken in accordance with a trading licence issued for a commercial camel activity:

    15.1 camel tours;

    15.2 the taking and sale of photographs and camel memorabilia associated with the commercial camel activity to customers undertaking camel tours; and

    15.3 the sale of bottled water.

16. A camel operator must not facilitate the provision by any other business of any goods or services (eg. provision of food or drinks) to the operator's customers on Cable Beach or any other public place, except for:

    16.1 to facilitate the provision of medical or other emergency services to customers where required; and

    16.2 as part of an event or function approved as in accordance with the Local Government Property and Public Places Local Law 2012.

General

17. Council may close Cable Beach to all activities, including trading activities, at any time.

18. Council may, at any time, direct that access to Cable Beach be obtained from an alternative location to that approved in the trading licence, subject to a permit being obtained to take a vehicle in the vehicle prohibited area of Cable Beach.

Advice notes for camel operators

The following advice notes are provided as recommendations to assist camel operators in providing for a safe and professional service to customers. It should be noted that in providing this advice, the Shire accepts no responsibility for non-

compliance of any occupational health and safety requirements or any other legislation.

A. Informative introductory talks should be provided to customers covering all aspects of safety prior to clients commencing a camel ride.

B. Camel operators should have a maintenance schedule to ensure all equipment used in association with the riding of camels is kept at a high standard.

C. Camel operators should have a system for the recording of any incidents or accidents that may occur in operation of the commercial camel activities.

D. An employee induction process should be introduced for all employees.

E. It is recommended that first aid training be provided to employees and that first aid kits are carried on the camel tours.

F. A mobile phone should be carried on all camel tours to ensure communication in the event of an accident, or contact with Shire Officers if necessary.

G. It is recommended that camel operators hold current tourism accreditation to support a high standard of practice within the camel industry in Broome.

H. Camel operators should endeavor to meet with Shire Officers prior to each new tourist season to discuss both the previous and upcoming season's activities and other matters relevant to the operation of camel tours.

DISCLAIMER: The above information provides readers with advice, guidance and/or recommendations regarding specific operational conduct. The advice, guidance and/or recommendations contained herein do not constitute legal advice, and are not intended as an exhaustive statement of measures that should be undertaken to discharge the operator's duty of care to clients and the public.

Schedule 3

Clause 4 - Criteria for assessing applications for a trading licence

Where Council has invited applications for trading licences for trading in a particular area or a specific type of trading activity, the application will be assessed against the following criteria:

1. Compliance of the application with the criteria in clause 3 of this Policy.

2. Compliance of the application with the Local Law.

3. Experience of the applicant in conducting the activity the subject of the application, or other similar operations.

4. Experience of staff and key personnel that will be involved in the conduct of the activity in conducting the activity the subject of the application, or other similar operations.

5. Provision of three referees who can be contacted by the Shire about previous experience in conducting the activity the subject of the application, or other similar operations.

Schedule 4

Definition of Related Entity Interest

A person has a Related Entity Interest in relation to another commercial camel activity if any of the following applies:

Where both parties are natural persons	**Where both parties are corporations**	**Where one party is a natural person and the other is a corporation**
(a) Partnership or joint venture. (b) Trustee/beneficiary. (c) Trustee/potential object of a discretionary trust. (d) Spouses or de facto partners living together. (e) Parent/child living together. (f) A person's spouse, de facto partner or child living with the person, has a relationship of any of categories (a) - (c) to the other party.	(a) Related corporations including parent/subsidiary companies and companies in the same corporate group. (b) Corporations in partnership or joint venture. (c) Except in the case of a publicly-listed company, corporations (other than community associations or clubs) with any degree of common membership. Membership means: (i) Directors; (ii) Shareholders; (iii) Unit holders; (iv) Beneficiaries of trusts administered by unit holders; (v) Potential objects of such trusts. (vi) Spouse, de facto partner or child of any of categories (i) - (v). Persons need not be	(a) Partnership or joint venture. (b) Trustee/beneficiary. (c) Trustee/potential object of a discretionary trust. (d) Directorship. (e) Shareholding. (f) Unit holding. (g) Spouse, de facto partner or child living with the natural person party is in any of relationships (a) - (f) with the corporate party.

	members of the two corporations in the same capacity.	

DEVELOPMENT AND COMMUNITY 3.3.7
Health and Rangers

TITLE:	**HORSES ON CABLE BEACH**
ADOPTED:	OMC 9 December 2005 – Pages 29 – 34
REVIEWED:	OMC 9 December 2005 – Pages 29 – 34 OMC 1 August 2006 – Pages 14 – 19 OMC 19 March 2009 – Pages 26 – 31 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*WLocal Government Act 1995* Shire of Broome Local Government Property and Public Places Local Law 2012
ASSOCIATED DOCUMENTS:	Application for Approval to Walk, Lead, Ride, Herd or Drive a Large Animal on Local Government Property and on Public Places
REVIEW RESPONSIBILITY:	Manager Health, Emergency and Ranger Services
DELEGATION:	LGA 1 Activities Requiring Approval

Previous Policy Number 4.5.2

Objective:

T To facilitate the exercising of horses on Cable Beach whilst maintaining public safety and amenity for all beach users.

Definitions:

"Approved Horse Exercise Area" means the area of beach at Gantheaume Point between the high water mark and low water mark situated between the 500 metre sign and the northern boundary of the 2 km Approved Horse Area.

"Horses Only Access Track" means the track between Gantheaume Point Road and the beach foreshore area that is signposted "Horses Only"

"500 Metre Sign" means the advisory sign situated on the edge of the sand dunes 500 metres north of the Gantheaume Point beach vehicle access road.

"Horse Swimming Area" means the area of sea adjacent to the beach at Gantheaume Point situated within the 2 km Approved Horse Area.

"Approval" means the prescribed Application for Approval to Walk, Lead, Ride, Herd or Drive a Large Animal on Local Government Property and on Public Places issued pursuant to Local Government Property and Public Places Local Law 2012 Part 3.14 (g).

Policy:

This policy applies to the area known as Cable Beach and is defined as the area of beach between Gantheaume Point and the estuary at Coconut Well.

Conditions:

Gantheaume Point

The following conditions will apply to horses on Cable Beach foreshore north of the rocks at Gantheaume Point:

a) Racehorses are only permitted on Cable Beach at Gantheaume Point from the 1 April until 31 August.
b) Horse access to the Gantheaume Point beach shall be by either horse float or, if ridden or lead, by the Horses Only Access Track;
c) Persons in control of a horse being ridden or led to the Gantheaume Point beach area shall ensure that the horse crosses over Gantheaume Point Road at the signed Horses Only Access Track.
d) Horses using the access track are not permitted to use the track at more than a walking pace;
e) Horses are only permitted within the 2 km Approved Horse Area;
f) Once on the beach, horses are to proceed to the Approved Horse Exercise Area by either – (1) being lead or walked for the first 500m of the beach foreshore north of the rocks as close as practical to the high water mark or (2) being lead or walked from the Horses Only Access Track directly into the water and thence by swimming or walking;
g) Horses may only be exercised by trotting or cantering within the Approved Horse Exercise Area;
h) Horses can be galloped within the Approved Horse Exercise Area only between the hours of 5am and 10am;
i) Horses may only be exercised by swimming or walking in the Horse Swimming Area;
j) Any person riding or walking a horse must have the horse under effective control at all times and maintain a safe distance between the horse and any pedestrians, bathers, vehicles and boats of at least 6 metres and the person in

control of a horse must give right of way to pedestrians, bathers, vehicles and persons launching boats;

k) Any person liable for the control of a horse shall ensure that all excreta is removed from the beach foreshore area and from any public land traversed.

Cable Beach Reserve to Coconut Well

The following conditions will apply to horses on Cable Beach foreshore north of the rocks from Cable Beach Reserve to Coconut Well:

a) Horses can only be exercised within the beach foreshore area defined as that land which lies between the high water mark and the low water mark of the Indian Ocean or in the sea adjacent to the low water mark;
b) Horses can only access Cable Beach north of the rocks via the access/egress point at Cable Beach Reserve or from the access/egress point at Coconut Well;
c) Horses must be lead or walked on the first 3000m of the beach foreshore north of the rocks as close as possible to the high water mark;
d) Horses are permitted to walk, trot, canter, gallop or swim on Cable Beach with the exception that horses can only be galloped on the beach foreshore between 5am and 10am;
e) A horse may not be galloped within 50 metres of another person unless that person is associated with the person galloping the horse;
f) Any person riding or walking a horse must have the horse under effective control at all times and maintain a safe distance between the horse and any pedestrians, bathers, vehicles and boats of at least 6 metres and the person in control of a horse must give right of way to pedestrians, bathers, vehicles and persons launching boats;
g) Race horses are not permitted on Cable Beach between 2km north of the rocks at Gantheaume Point to Coconut Well;
h) Any person liable for the control of a horse shall ensure that all excreta are removed from the beach foreshore area and from any public land traversed.

DEVELOPMENT AND COMMUNITY 3.3.8
Health and Rangers

TITLE:	**KEEPING OF 3-6 DOGS**
ADOPTED:	OMC 27 November 2014 – Pages 18 - 22
REVIEWED:	OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	Dog Act 1976 Local Government Act 1995 Shire of Broome Dogs Local Law 2012
ASSOCIATED DOCUMENTS:	Keeping of 3-6 Dog Policy Application Form
REVIEW RESPONSIBILITY:	Director Development and Community
DELEGATION:	

Previous Policy Number 4.5.4

Objective: The objective of this policy is to;

1. To provide guidance to Council, staff and the public on the circumstances under which between three (3) and six (6) dogs may be kept on a property.
2. To provide delegated authority to the Chief Executive Officer to approve between three (3) and six (6) dogs on a property.
3. To promote animal welfare, the responsible ownership of dogs and the protection of the environment.

Definitions: The definitions used in this policy are;

'Authorised officer' means a person appointed by the Shire of Broome to exercise powers on behalf of the Shire of Broome under the Dog Act 1976 (section 29(1)).

'Property' means an area of land with a residence which a person has a lawful right to occupy and is clearly demarked by way of a fence or clearly defined barrier.

'Town site' means the area of the district that is defined within in the Local Planning Scheme for Broome and the adjacent Morrell Park/Remangarli area.

Policy:

1. This policy guides officers on the processing of dog applications in a fair, transparent and consistent manner having regard to the relevant Acts, Regulations, Local Laws and aims to ensure harmony in the immediate neighbourhood due to issues that could occur through having multiple dogs on a single property.

2. The Dog Act 1976 s26 permits a Local Government to make a local law to allow the keeping of between 2-6 dogs at a premise. The Shire of Broome Dog Local Law 2012, limits the number of dogs that can be kept on any premises to two (2) dogs over the age of three (3) months and the young of those dogs under that age unless in a licensed approved kennel establishment or granted an exemption under s26 of the Dog Act 1976.

3. An owner or occupier of land within the district of Broome site shall not be allowed to keep more than two (2) dogs over the age of three (3) months on a property, without the prior written approval of the Council. To obtain an approval, the resident must occupy a dwelling on the property and submit an application in writing.

. Applications to keep more than two dogs on in-town properties are unlikely to be supported unless genuine need or compassionate grounds are demonstrated by the applicant.

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5. The dogs are not to be dangerous dogs (declared) or dangerous dog (Restricted Breed).

6. An application for an exemption to have more than two (2) dogs on a property must be accompanied by the following information:

   a) Contact details of the applicant, including their full name, residential, business and postal address, and residential and business telephone number of the keeper of the animals.

b) Complete details of the property on which the dogs will be kept, with specific reference to PART 3 of the Shire of Broome Dogs Local Law 2012 – Dogs to be confined.

c) The reasons for which the permit is required.

d) Detailed plans showing the specifications and location of fencing and yards in relation to the boundaries and dwellings and proximity to adjoining properties.

e) The total number of dogs and:

I. the name;

II. the primary breeds of the animals;

III. the primary colours of the animals;

IV. the age of the animals;

V. the sex of the animals and details of whether they are entire or desexed;

VI. the registration numbers; and

VII. the microchip numbers.

f) The method of intended waste disposal.

7. Adjoining landowners will be contacted by the Ranger department to establish if any valid objections exist ~~All applicants to keep between three (3) and six (6) dogs on a property will be required to submit with their application and written consent from their adjoining landowners~~ as set out in the table below:

Property Location	Radius Of Neighbour Notification
Within town site boundary	All properties within 50m
Properties abutting town site boundary	All properties within 50m
Properties outside of town site boundary	All properties within 100m

8. Adjoining landowners will have 14 days from the date the applicant refers the application to them to lodge a written submission on the proposed application. Where no response is received, Council will take the view that the adjoining owners have no objection to the application.

9. Prior to determination of an application to keep three (3) to six (6) dogs on a property, an authorised officer of Council may inspect the subject property to validate:

a) That fencing is adequate, is of sufficient height and strength to contain the applicants dogs.

b) Sufficient exercise area is available to the dogs.

c) That the premises will at all times be maintained in good order and in a clean and sanitary condition, requiring that dog faeces are removed regularly and in an appropriate manner.

d) Sufficient shelter from the elements is available.

e) Sufficient water is available to the dogs.

f) Number of animals present.

g) Suitability of breeds for intended property area.

h) That waste disposal is adequate.

i) Not restricted breeds or dangerous dogs

j) And any other matters that are relevant to the application.

10. If any remedial work is required from the inspection, then this is to be carried out prior to processing the application.

11. An authorised officer will also be required to determine that there has been no history or current incidence of complaints in relation to dogs on the property, including dog barking, dog attacks, dogs wandering, and unregistered dogs.

12. Any application approved by Council shall be an approval only for; the dogs and the property named in the application.

13. A history of non-compliance with the Dog Act 1976 or Shire Local Laws by the applicant may be considered sufficient reason for refusal of the application.

14. Council reserves the right to revoke any approval to keep three (3) to six (6) dogs on a property if it is considered that a breach or offence against the Dog Act 1976 or Shire of Broome Dogs Local Law 2012 or non-compliance with the Keeping of 3-6 Dogs Policy. In this circumstance, the Council may require that the number of dogs on the property be reduced to a maximum of two (2) within fourteen (14) days.

DEVELOPMENT AND COMMUNITY 3.4.1

Community and Economic Development

TITLE:	**BROOME HISTORY COLLECTION**
ADOPTED:	OCM 30 August 2007 – Pages 43 - 47
REVIEWED:	OCM 19 March 2009 – Pages 26 – 31
	OMC 15 March 2012 – Pages 96 – 103
	OMC 27 March 2014 – Pages 94 – 99
	OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Copyright Act 1968* (Cth)
	Article 19 of the United Nations Universal Declaration of Human Rights http://www.un.org/Overview/rights.html
	Article 19 of the International Covenant on Civil and Political Rights http://www.unhchr.ch/html/menu3/b/a_ccpr.htm
	International Federation of Library Associations and Institutions Statement on Libraries and Intellectual Freedom http://www.ifla.org/faife/policy/iflastat/iflastat.htm
ASSOCIATED DOCUMENTS:	Australian Library and Information Association (ALIA) Statement on free access to information.
REVIEW RESPONSIBILITY:	Manager Community and Economic Development
DELEGATION:	Nil

Previous Policy Number 5.1.2

Part A Objective:

- To ensure preservation of historical documents
- To increase historical awareness within the community
- To encourage further study into Broome's history

Policy:

AIMS:

General Resources:

- To record the history of Broome, both past and present boundaries, in as complete a way as possible so as to understand the development of the area and the lives of the people who have been a part thereof.

- To record present day attitudes, physical features and lifestyles so as to maintain an historical record for the future.

Electronic Resources

- Provide material and facilities which support and enhance the Local Studies Collection including genealogical resources and other areas of historical interest. Various online databases and internet search facilities for the public will be provided free of charge.

Oral History

- To integrate the recording of reminiscences into other aspects of the collection.

- To gain insights into forces of change: effects of social, political, economic and physical developments, on people's lives in the area.

- To collect attitudes, prejudices and experiences which are neither recorded nor available in any other medium.

- To collect information which will facilitate understanding of the informal communication process and traditional cultures of the area; i.e. to incorporate some aspects of folklore.

Part B
Management Procedure

Guidelines

Acquisition

1. Materials for the collection are obtained by purchase, copying agreements, deposit arrangements or donation. Acquisition of items is the responsibility of the Library Coordinator and will be selected according to the current Collection Management guidelines. Because of the uniqueness of the collection, items will generally not be withdrawn unless the condition of the material is beyond repair. Continual growth through acquisition of items that meet the selection criteria will ensure the steady development of a comprehensive Local Studies Collection.

2. Donations shall be appraised by the Library Coordinator (or representative) for their relationship and value to the collection, and will only be accepted under terms laid down by this Policy. Any conditions placed upon the donation will be documented. These may include copyright issues or restrictions upon the display of the materials.

All care shall be taken of the items during the appraisal process. Items not deemed appropriate to the collection shall be offered back to the donor. No financial valuation of items shall be undertaken by the Library Coordinator, who may, however, direct possible donors to qualified valuers, for an assessment of the financial value of the items in question if this is necessary or deemed appropriate.

3. Items that have been accepted into the collection shall be the property of the Shire of Broome, in the custody of the Library Coordinator, and may, at some future date, be sold, transferred to another institution or destroyed as appropriate. Where donations to the collection have been made under the Taxation Incentive for the Arts scheme, such donations will be transferred to the Library Board of Western Australia, or other beneficiaries under the scheme as appropriate.

4. In the event of the Local Studies Collection being dissolved, the contents of the History Collection will remain the property of the Shire of Broome, subject to the provisos outlined above or will be transferred to the Library Board of Western Australia.

Geographical items:

Primary responsibility

- Areas currently defined by the boundaries of the Shire of Broome.
- Areas no longer part of the Shire of Broome but which have been at any stage under the jurisdiction of the Shire of Broome or previously the Broome Road Board.

Secondary responsibility

- The Kimberley Region, that is, the area in the immediate vicinity of the Shire of Broome.

Tertiary responsibility

- The area that defines the State of Western Australia and its development insofar as it is in connection with the development of the Shire of Broome.

Chronological items:

- From prehistoric times, through settlement and subdivision to present day developments and decisions affecting the future of the Shire of Broome.

Sociological items:

- To contain works by people who have lived or worked in the Shire of Broome. No distinction to be made, in terms of relative importance, between the various racial, cultural and ethnic groups within the community.

Physical items:

Print Materials

- Monographs and Pamphlets
- Local and family histories
- General West Australian works which cover the area in some depth
- Fiction works which relate to the area, history or inhabitants
- Genealogical works
- Appropriate sections of postal directories, street directories, sketch books
- History books, diaries, college and university theses, personal written reminiscences and letters.

Shire Records

Pursuant to the legal requirement that local government records of archival value are deposited in the State Records Office, duplicates of certain materials will be retained.

Correspondence files which are not required to be deposited with the State Records Office for archival retention and which may have some historical significance may be assessed if deemed appropriate for retention in the collection.

Publications of the Shire – Annual Reports, departmental reports, consultant's reports, budget statements, and any other publications which are deemed relevant will be included.

Newspapers

Collection of the Broome Advertiser newspaper, its predecessors, the Broome Newsletter, the Broome News and any other relevant newspapers and articles which come to the attention of the Shire of Broome Library staff.

Government publications of significance to the area

As applicable.

Ephemera

Collection of items on a sample basis which indicate social and community activities and services such as tickets, posters, menus, programmes, pamphlets, invitations and ephemera, which identifies changes in style; e.g. posters, notices of land sales, demolitions, advertisements.

Serials

A substantial collection of newsletters and reports of community groups and organisations are collected by the Broome Historical Society. Researchers will be directed to the Broome Historical Society for further information.

Photographs

Photographs of:

- Any activity, organization, event, building or person considered relevant to the history of Broome
- Events of importance
- Thematic collection, e.g. shops, roofs, houses, where practicable and possible
- Photographs prior to demolition/construction of any building, structure or tree or anything, which may change the vista of the area.

Cartographic Materials

- Published and unpublished maps
- Survey maps
- Land subdivision/real estate plans
- Aerial photographs
- Architectural and engraving plans

Sound Materials

- Cassette tapes
- Film, videos and DVDs
- Compact discs
- CD-ROMS

Microformats

Microform will be acquired as appropriate (according to ease of use, availability, Preservation of originals) eg Council rate records, genealogical resources.

Artefacts

The History Collection will not include artefacts or items of memorabilia, costumes or other objects which would be better suited in a Museum or Art collection, due to the problems of listing, preserving and housing such material. Gifts to the Council may, in certain circumstances, be accepted into the collection. Staff will suggest the donation of artefacts to an appropriate institution, e.g. the Broome Historical Society. Items of local interest may be photographed and the photographs included in the collection.

<u>Criteria for Inclusion</u>

Items donated by local residents may contain a range of images, many of which may not be relevant to the collection. Clear guidelines for what will be included in and excluded from the database are necessary.

The term "image" is to include photographs of any type taken by amateur photographers or professional photographers, commercially produced postcards or photographic series pertaining to an area or photographs copied from publications. Inclusion of any of any of these images must be within the copyright policy and within the guidelines outlined below.

Images will be included if they have been taken within the Shire of Broome.

Photographs of people will be included if they were residents of the Shire of Broome at the time the photograph was taken or if they have been deemed to be significant to the development of the Shire.

Albums will often include several images of the same person at the same stage of life and several images of the same place at a particular time will not be included. There is little point cluttering the database with basically the same image. However, judgment will always need to be applied. Photographs of the same building from substantially different perspectives would normally be included and photographs of the same person but at substantially different ages would be included. The importance of the person to the area should also be taken into account

Many albums contain photographs of people on holiday elsewhere. Do not include these in the collection.

Access

The History Collection of the Shire of Broome Library shall be open to all members of the general public, and to the staff and ratepayers of the Shire of Broome, in line with the general principles laid down in the current Collection Management guidelines, and the Australian Library and Information Association (ALIA) *Statement on free access to information*. Designated items are for reference only and not for loan. Material may be photocopied according to copyright restrictions.

Researchers will be expected to make due acknowledgment of material located within the Local History Collection and must abide by any restrictions placed on the material if it was a part of a conditional donation.

Copyright provisions apply to all published material in the collection. Should a researcher wish to use any unpublished item for publication, written permission must be first sought from the Manager Library and Heritage Services.

Copies of all or part of unpublished materials may be made, subject to the wishes of the donor of the material.

Photographs will only be available on application to the Library, subject to the terms of the *Copyright Act*.

Copyright Statement:

This policy has been developed after carefully examining the *Copyright Act 1968 (Cth)* as it affects photographs. The practices adopted by other organisations, particularly those followed by the National Library of Australia and the State libraries of Victoria and New South Wales, have also been consulted.

GThe following principles apply:

- Practices should be within the *Copyright Act 1968*.
- Practices should protect the copyright owners.

- Practices should minimise any possible litigation against our employers, employees and ourselves.
- Best practice should be followed.
- Practices should optimise service to our clients while at the same time making them aware of aspects of copyright, which might impinge on them.

Copyright Act 1968 will be made available at the library Issue Desk. Copyright law is very complex and constantly evolving. The information in this notice is provided as guidance only.

The *Copyright Act 1968* is applicable if a work was created or first published in Australia or if the copyright owner was an Australian resident or a person resident in Australia at the time of creation. Works created overseas are protected by international copyright agreements of which Australia is part. The information supplied in this document applies to Australian materials. Copyright protection may differ in other countries.

Further information about copyright obligations may be found by consulting the *Copyright Act 1968* or by contacting the Australian Copyright Council, 3/245 Chalmers Street, Redfern, NSW 2016.
(URL http://www.copyright.org.au)

Ethics

Staff will follow codes of ethical practice established by the Australian Library and Information Association, the Australian Society of Archivists and the Oral History Association of Australia, which cover copyright regulations, rights of privacy etc.

DEVELOPMENT AND COMMUNITY 3.4.2

Community and Economic Development

TITLE:	**COMMUNITY SPONSORSHIP PROGRAM**
ADOPTED:	OMC 5 June 2008 - Pages 43 – 47
REVIEWED:	OMC 19 March 2009 – Pages 26 – 31 OMC 27 October 2011 – Pages 62-69 OMC 15 March 2012 – Pages 96 – 103 OMC 19 September 2013 – Pages 14 – 18 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	
ASSOCIATED DOCUMENTS:	Sponsorship Guidelines
REVIEW RESPONSIBILITY:	Manager Community and Economic Development
DELEGATION:	

Previous Policy Numbers: 5.1.5

Part A

Objective:

The Shire of Broome Community Sponsorship Program aims to enable the Shire to make a proactive contribution to community development.

Funds are provided to assist local community based organisations and to establish a partnership for the promotion and development of social, cultural, economic, recreational, environmental and reconciliation projects and initiatives on an equitable and accountable basis.

Funding priorities are aligned to the Shire's Strategic Community Plan.

Definitions:

Nil

Policy:

Annual Sponsorship:

1. Each year the Shire of Broome calls for submissions for sponsorship from community groups and organisations with funding being made available to successful applicants after the adoption of the annual budget.

2. The Community Sponsorship Assessment Working Group provides recommendations (CSAWG) to Council for adoption prior to the commencement of each financial year.

Ad Hoc Sponsorship:

1. A maximum of 10% of the annual budget allocation for the Community Sponsorship Program is to be distributed throughout the year as part of the Ad Hoc Community Sponsorship program. A further 10% of the annual budget allocation is available for venue hire sponsorship.

2. The CSAWG will set priorities for Ad Hoc Community Sponsorship at an annual workshop prior to the commencement of each financial year.

3. Submissions for Ad Hoc Sponsorship are eligible for funding only once during each financial year and will not be considered if they have been successful in receiving Annual Sponsorship.

4. The Chief Executive Officer is granted delegated authority to approve Ad Hoc Sponsorship to a maximum of $1,000 with reference to priorities set by the CSAWG.

Community Sponsorship Program Criteria

The Shire of Broome will endeavour to provide support to projects, activities and events that are consistent with the values and strategies contained within the Shire of Broome Strategic Commmunity Plan.

Essential Eligibility Criteria

In order to be eligible for sponsorship an organisation must:

1. Be an incorporated not-for-profit organisation (or provide confirmation and details of an auspicing organisation)

2. Be based within the Shire of Broome. Priority is given to local organisations, however organisations based outside the Shire of Broome may partner with a Broome based organisation to submit an application on their behalf

3. Be able to supply financial accounts and annual reports. If audited accounts are available, they may be requested for sponsorship requests exceeding $5,000

4. Demonstrate a substantial degree of community support

5. Undertake to give due recognition to the Shire of Broome for its contribution to the project/activity/event

6. Agree to sign an Acceptance of Funding Form and raise a tax invoice prior to a cheque being issued or funds being transferred into a bank account

7. Agree to complete an Acquittal Report and failure to do so may render the applicant ineligible for future funding

Part B

Management Procedures

Policy Guidelines:

1. Council makes an annual allocation of General Purpose funds to be available for the Community Sponsorship Program as part of the Shire of Broome annual budget process

2. Funding is available in two streams:

   (i) Annual Sponsorship submissions up to 50% of the total project cost to a maximum of $10,000

   (ii) Ad Hoc Sponsorship submissions during the year, to a maximum of $1,000

3. Any sponsorship requests that exceed $10,000 will not be assessed as part of the Community Sponsorship Program. Requests exceeding $10,000 must be presented to Council as part of the annual budget process.

4. Applicants are eligible for a maximum of $10,000 funding over a three year period and may be funded for a maximum of three (3) consecutive years. Funding will not be provided for the same initiative more than once. An applicant must demonstrate a new initiative to be eligible for funding.

5. A Community Sponsorship Assessment Working Group (CSAWG) consisting of two (2) staff and three (3) Councillors undertakes the annual assessment process. Membership of the CSAWG is confirmed by Council as part of the biennial selection of delegates for advisory groups.

6. The Community Sponsorship Program is advertised and promoted widely to ensure all community groups and not for profit organisations across the Shire of Broome have the opportunity to submit an application. Details of the program, including submission deadlines and an outline of available funds,

are advertised through local media, the Shire of Broome website and other community based promotion.

7. The CSAWG is provided with a summary list of all submissions prior to the assessment process inline with the Assessment Guidelines.

   Requests for "in-kind" contributions are not accepted however organisations may apply for the equivalent of funding. Venue hire sponsorship is available to support community groups and not-for-profit organisations to host an event at a Shire owned venue or public property. Requests for venue hire sponsorship may be made through the Ad Hoc Venue Hire Sponsorship program, or may form part of an Annual Community Sponsorship application.

8. All submissions for sponsorship must be made on the relevant forms and have the appropriate supporting documentation.

9. All successful submissions are actively promoted via the media.

10. Any funds remaining as at 30 June, after allocation of both Annual and Ad-Hoc Sponsorships, are placed in the 'Community Sponsorship Program' reserve account to be distributed at the discretion of the CSAWG, with recommendations put to Council for consideration

11. The CSAWG endeavours to provide the full amount of funding requested by the applicant in order to maintain the capacity of the applicant to deliver the project, and ensure the success of Shire of Broome funded projects. It is possible that the Shire of Broome will be asked for more funding than it is able to provide in any one grant round, in this case not all applications will be successful and some may not receive the full amount requested.

Program Forms

Staff in consultation with the CSAWG are to prepare and review on an annual basis the following Community Sponsorship Program forms;

1. Annual Sponsorship Guidelines
2. Ad Hoc Sponsorship Guidelines
3. Annual Community Sponsorship Application Form
4. Ad Hoc Community Sponsorship Application Form
5. Acceptance of Funding Form
6. Acquittal Report Form
7. Assessment Guidelines

Distribution of Funds on Behalf of External Organisations

The Shire of Broome may enter into a partnership to distribute funds on behalf of another organisation.

The partnership is managed through a Memorandum of Understanding (MOU). The funds are administered as part of the Shire of Broome Community Sponsorship

Program and are subject to the Community Sponsorship Program policy and guidelines, as well as any additional guidelines required by the donor organisation.

The Shire of Broome currently has a MOU to distribute funds on behalf of the following organisations:

Organisation	**Sponsorship Program**	**Maximum Annual Amount**	**Total Amount**	**Term of MOU**
Energy Developments Limited	West Kimberley Community Donations	$80,000	$400,000	2011 – 2026

DEVELOPMENT AND COMMUNITY 3.4.3

Community and Economic Development

TITLE:	**PUBLIC ART**
ADOPTED:	OMC 26 August 2008 – Pages: 21 - 23
REVIEWED:	OMC 19 March 2009 – Pages 26 – 31 OMC 15 March 2012 – Pages 96 – 103 OMC 27 August 2015 – Pages 86 – 90 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Local Government Act 1995*
ASSOCIATED DOCUMENTS:	Local Planning Policy 5.12 Provision of Public Art Shire of Broome Public Art Master Plan 2015 Business Operating Procedure - Public Art Guidelines Appendix A – Public Art Guidelines Appendix B - Guidelines for Developers – Provision of Public Art LPP 5.12
REVIEW RESPONSIBILITY:	DManager Community and Economic Development
DELEGATION:	Nil

Previous Policy Number – 3.4.3

Objectives:

- To ensure the development of high quality public art to contribute to the amenity of the town.
- To involve and collaborate with the community to build local capacity and ensure that public art projects are relevant and reflect the social, cultural, environmental and heritage values of Broome.
- To provide a framework for best practice commissioning, implementation, delivery, asset management and de-commissioning of public art within the Shire.

- To encourage the integration of public art throughout the Shire and to acknowledge the creative industries as potential economic drivers.

Definitions:

Public Art

Public Art can be defined as artwork located in public spaces other than supervised outdoor gallery spaces. The term public art may cover a wide range of art forms including but not limited to: permanent three-dimensional and two-dimensional works such as sculptures, murals, mosaics, entry statements and unique street furniture elements; temporary and ethereal works such as projection works, lighting, multi-media and performance based work.

Outdoor Gallery Art

Outdoor Gallery Art can be defined as that artwork which forms part of a collection of stand alone artwork located in a public space, but not necessarily an integral element within that space. Outdoor Gallery Art may be works that could be moved from one site to another or may be site specific works that have been conceived for a specific site and therefore not transferable. They may also commemorate an individual or event of relevance to the location.

Integrated Art

Integrated Art can be defined as artwork created by an artist that has been conceived especially for a site or building and forms part of the built environment. Integrated artwork can be considered as both an art piece in its own right but integral to the project environment and/or as artists creating functional elements of the street or landscape environment. Integrated artworks are commissioned as part of civic capital works programs such as streetscapes, parks and building projects.

Community Art

Community Art can be defined as work resulting from a high degree of community consultation and/or participation. A community artist(s) in consultation or collaboration with members of the community may create community artwork.

Public Realm

The Public Realm can be defined as including but not limited to streets, squares, parks and spaces within buildings that are accessible to the general public and in the ownership of, or under the control of Council, State Government or Commonwealth Government agencies. Spaces accessible to the general public but in private ownership are also perceived to be part of the public realm.

Professional Artist

For the purposes of this policy, a professional artist will be defined as a person who meets at least two of the following criteria;

a) Has a university degree or minimum three year full time TAFE Diploma in visual arts, or when the brief calls for it, other art forms such as digital-media;

b) Has a track record of exhibiting their artwork at reputable art galleries that sell the work of professional artists;

c) Has had work purchased by major public and private collections, including (but not limited to) the Art Gallery of Western Australia, any of the university collections or Artbank;

d) Earns more than 50% of their income from arts related activities, such as teaching art or design, selling artwork or undertaking public art commissions;

e) Can produce a referenced folio of works that is of high quality and relevant to the commission.

Art Consultant

For the purposes of this policy, an arts consultant will be defined as a person who can demonstrate the following previous experience;

a) Managing art projects and curatorial work with a working knowledge across a range of art forms, media and materials;

b) Communicating effectively with key project stakeholders;

c) Developing and working collaboratively with project teams;

d) Involving the community in collaborative processes and building the capacity of local artists;

e) Interpreting three dimensional spaces from technical drawings and to generate ideas for the integration of artwork within these spaces.

Part B

Management Procedure

By the implementation of this procedure through the Shire of Broome aims to:

a) Focus on expression of local identity and sense of place and celebrate cultural heritage and cultural diversity.

b) Provide opportunities for the whole community to participate in the development of Broome specific public art through interpretive, cultural and community public art in public spaces.

c) Provide opportunities for engagement, employment and skills development of local artists and arts workers.

d) Promote Broome as a tourism destination through diverse and iconic destination art works that reflect and interpret Broome's contemporary cultural richness, its unique natural environment and its archaeological, cultural, pastoral and industrial heritage.

e) Provide contemporary and relevant linkages between the growing numbers of distinct precincts within the Broome town site and more widely within the Shire of Broome.

f) Provide the purpose for attracting local, state and federal funding opportunities and where public art is opportunistically achieved by definition in the public realm.

g) Integrate contemporary art with the principles of town planning and design.

h) Enhance the visual and experiential amenity of land, country, street and town scapes through diversity in public art using permanent, temporary and event-based public art.

i) Develop a model of governance and best practice relative to Public Art in a regional centre with a global focus.

Funding and Development:

The Shire of Broome will implement and or commission the design, construction and installation of art works in spaces directly controlled by the Shire of Broome eg parks, reserves, streets, Shire buildings etc, with funding that is:

a) conditional on the annual budgeting process and the Shire's Long Term Financial Plan, Community Strategic Plan and Corporate Business Plan;

b) as a result of contributions received under the conditions of Local Planning Policy 8.20; and/or

c) sought from external sources by Shire officers.

Private developers will ordinarily manage and implement the design, construction and installation of art works within their individual projects consistent with the Shire of Broome Public Art Master Plan and in accordance with the Shire's Guidelines for Developers Provision of Public Art – LPP 8.20.

Land developers will implement the design, construction and installation of public art works within their required POS, and undertake a local community involvement strategy for its conceptual design, consistent with the Shire of Broome Public Art Master Plan.

Individuals, private groups and community artists invited to apply for the purpose of producing public art will be expected to seek independent funding for the specific purpose, design, support, construction and installation of their work - where they have agreement from the Shire of Broome, regarding place, concept, form and

community involvement that is consistent with the Shire of Broome Public Art Master Plan.

Ownership, insurance, retention, storage and decommissioning of public art in spaces controlled by the Shire of Broome will be determined by the Public Art Reference Group for resolution by the Shire of Broome. Public art in spaces not controlled by the Shire of Broome will be managed contractually by this Policy.

Ownership and Conservation:

Ownership of public art will be defined by the commissioning process and contract, and the land on which it is located. Artwork located on Shire owned or managed land will become the property of the Shire of Broome. Artwork located on private land will be the responsibility of the private owner.

The owner will be responsible for the maintenance and conservation of the artworks from installation to the point of removal or disposal.

DEVELOPMENT AND COMMUNITY 3.4.4

Community and Economic Development

TITLE:	**HIRE OF PROMOTIONAL BANNER SITES**
ADOPTED:	OMC 19 March 2009 – Pages 26 – 31
REVIEWED:	OMC 16 April 2009 – Pages 144 – 148 OMC 15 March 2012 – Pages 96 – 103 OMC 17 December 2015 - Pages 110 - 121
ASSOCIATED LEGISLATION:	*Local Government Act 1995*
ASSOCIATED DOCUMENTS:	
REVIEW RESPONSIBILITY:	Manager Community and Economic Development
DELEGATION:	Nil

revious policy No 5.1.8

Part A

Objective:

The Shire of Broome overhead banner frame on Hamersley Street and various smaller pole banner sites are available for hire by "not-for-profit" community organisations, government departments and other organisations to publicise events considered appropriate by the Shire.

Events should promote Broome or the Broome lifestyle and be a significant sporting, cultural, recreational, educational, community or tourist related activity.

Applications for promoting events outside the Broome Township will be considered if the applicant demonstrates a positive economic impact for Broome through the promoted event.

Applications for promoting events outside the Broome Township will be considered if the applicant demonstrates a positive economic impact for Broome through the promoted event.

The Shire provides this service to:

1. Enhance the ability of community organisations, government departments and organisations to promote Broome events through the use of Council's street sites on a "user pays" and "cost recovery" principle.

2. Convey timely information to the public about sporting, cultural, community, education, recreation and tourism events occurring in Broome.

Definitions:

Community based "not-for-profit" organisations shall mean legally incorporated bodies in accordance with the *Associations Incorporation Act 1987*.

Part B

Management Procedures

1. General

- Bookings shall be made through Shire of Broome Events department

- Bookings will be accepted from organisations which are promoting an event that:

  Increases visitation to Broome; - Assists the Shire to achieve relevant outcomes as per its strategic plan;
  - Provides direct economic benefits to Broome;
  - Is of significance to Broome, as the major town of the Kimberley region;
  - Reflects the Broome culture and lifestyle;
  - Enhances community engagement.

- The hire of pole banner sites shall only be available for the entire number of pole banner sites for any of the approved pole banner localities identified in the policy, unless otherwise approved.

- The Shire will not hire out banner frames for promoting events which conflict with community oriented events being held within the Shire, or where the event is considered to be inappropriate. The Shire reserves the right to accept or reject any application for hire of any banner site.

- Where there is a conflict between two or more parties for a banner installation at the same location and time, community based event applications shall take precedence over all other applications.

- Any conflict requiring resolution shall be referred to the Chief Executive Officer whose decision shall be final.

- The Chief Executive Officer shall determine which banner application shall take precedence and no obligation shall exist to any particular applicant irrespective of the timing of the respective applications.

2. Applications/Bookings

- The minimum hire period for all street banner locations is one (1) week and a maximum of six (6) weeks per booking. Banners shall be installed and removed and the hire period shall commence and end on a Monday.

- Events and activities that take place over a one-day period have a minimum booking period of one week, being the week in which the activity occurs.

- Organisations are limited to making two bookings per year, unless otherwise approved. However, bookings may be accepted throughout the year.

- Applications for bookings need to be submitted a minimum of four (4) weeks prior to the proposed installation date.

- Applications shall be accompanied with details of the proposed text and design including a sketch of each separate banner image.

- The applicant must accept and acknowledge full responsibility for public risk and indemnify the Council from and against all claims for damages and the like arising from the display of the banners.

- The overhead banner site may not be available at times throughout the year including the period between the last week of October and the first week of January depending on the Shire's installation of Christmas decorations, or in any other period.

3. Fees & Charges

- The Fees to be charged for the installation of banners shall be as stated in Council's Annual Statutory Fees and Charges Schedule which are set each year with the Shire Budget.

- Full payment is required within 14 days of booking.

- The following booking cancellation policy applies:

  - More than four (4) weeks notice prior to installation – full refund;
  - From two (2) to four (4) weeks notice prior to installation – 50% refund;
  - From one (1) to two (2) weeks notice prior to installation – 25% refund;
  - Less than one (1) weeks notice prior to installation – No refund.

4. Site Locations

- The overhead banner site is situated on Hamersley Street.

- The pole banner sites are situated at various localities as follows:

  - Cable Beach Rd (W) Divers Tavern to Cable Beach Club Resort - 6 poles
  - Frederick St near Broome Senior High School - 11 poles
  - Intersection of Frederick St and Cable Beach Rd (E) - 6 poles
  - Corner Port Drive and Guy St - 5 poles

5. Guidelines

- All banners shall be supplied by the applicant.

- A high standard of design presentation is required to ensure banners are complimentary to the Broome streetscape and its public amenity.

- Designs should feature strong colourful graphics with a concise message, be visually pleasing and easily read by pedestrians and motorists.
- If a Shire logo is required, brand guidelines shall be adhered to and approved by the Shire prior to presentation of the banner for installation.
- Banner designs must adhere to the Shire's Banner Design Guidelines available from Shire of Broome Customer Service or www.broome.wa.gov.au . The Shire is unable to erect banners which have not been made in accordance with these specifications.
- Banners may be reused for future bookings provided the banners are in a good state of repair and of a high standard of presentation.
- Banners that are in disrepair will not be accepted for installation until such time as they are repaired to a satisfactory condition and they meet the banner design guidelines.
- The Shire maintains frames suitable for pole-banners and the use and fitting of these frames are included in the fee.

Overhead Banner Details

Hamersley Street

- Material – Heavy Duty 650 gram PVC
- Dimensions – 9m length x 920mm width
- Eyelets – brass eyelets at corners and at every 100mm
- Wind vents x 8 (V cuts)
- Small point of V cut towards the bottom
- All edges must be seamed
- Design should be on both sides of banner

Pole-Banner Details

Various Approved Sites

- Material – PVC 1-2mm thickness
- Dimensions – 2040mm length x 900mm width
- If a banner is less then 2020mm long when flat it will not fit so measurement must be accurate
- Top and bottom of banner to be sleeved – 70mm
- Brass eyelets to be placed in each corner and wind vents x 5 (V cuts)
- Small point of V cut towards the bottom
- All edges must be seamed
- Design should be on both sides of banner

DEVELOPMENT AND COMMUNITY 3.4.6

Community and Economic Development

TITLE:	**COMMUNITY ENGAGEMENT**
ADOPTED:	OMC 1 November 2012 – Pages 22 - 25
REVIEWED:	OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	
ASSOCIATED DOCUMENTS:	Community Engagement Framework
REVIEW RESPONSIBILITY:	Manager Community and Economic Development
DELEGATION:	

Previous Policy Number 5.1.10

Part A

Objective:

A community engagement policy seeks to build a two-way communication process between the Shire of Broome and the community. It also ensures that effective public participation is offered to appropriate stakeholders on Shire of Broome projects and programs. Community engagement will enable the Shire of Broome to establish a strong relationship with the community and obtain the best possible results for the Shire and the community.

Definitions:

Program	Long term initiative (across financial years) that includes several elements or localities and has broad aims and objectives.
Project	One off initiative, having specific objectives and focusing on a single element or locality.
Initiative	A new service, facility, process, policy, asset, or plan.

Stakeholders Individuals or groups who are likely to be affected either physically or financially or with interest in, the project or program e.g. adjacent residents, ethnic groups, absent owners, community groups, sporting clubs.

Policy:

- Engagement and participation shall be considered for all Shire of Broome projects, programs and initiatives. Community engagement shall be specifically planned within the development and implementation schedule of the given program, project or initiative.
- Emphasis will be on ensuring the appropriate groups of stakeholders are engaged at the appropriate level so that Shire resources and service are in line with community needs, aspirations and strengths.
- Officers will use the Community Engagement Matrix to decide when and at what level community engagement should occur, unless directed by Council.
- A coordinated and consistent approach across the organisation will apply through the use of the engagement template/toolkit.

- Councillors will be provided with standardised reports as attachments to agenda items of the Community Engagement Program associated with matter Council is considering.

P

Part B

Management Procedures

Key Principles of Engagement

- All relevant stakeholders must be identified.
- Non-resident landowners must be included.
- Vulnerable groups must be considered and catered for (ie people with disability, non-English speaking people, disengaged young people).
- Officers will use the Community Engagement Matrix to decide on the best level of engagement e.g. information, consultation, involve, collaborate.
- Engagement processes will allow stakeholders adequate time to respond to issues.
- Engagement should be established at the early stages of a project or initiative and before implementation.
- Where a decision is made by Council that is contrary to formally and directly expressed views gained through the engagement, the minutes should reflect the reasons for the contradictory decision.

- Engagement initiatives will be reviewed annually by Council at a Concept Forum.

Types of Engagement

There are five levels of engagement:

- Inform
- Consult
- Involve
- Collaborate
- Empower (this can only be used where Council has established a Committee of Council with delegated decision making power.)

Inform:
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions. The promise to the public is: *'We will keep you informed.'*

Informing can take the form of:

- Fact Sheets
- Web sites
- Open houses
- Media releases
- Project Bulletins

Consult:
To obtain public feedback on analysis, alternatives and/or decisions. The promise to the public is: 'We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.'

Consulting can take the form of:

- Public comment
- Focus groups
- Surveys
- Public meetings
- Targeted feedback eg. specific stakeholders

Involve:
To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. The promise to the public is: '*We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.*'

Involving can take the form of:

- Workshops
- Project/Strategy planning
- Steering Committees

Collaborate:
To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. The promise to the public is: '*We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible*.'

Collaborating can take the form of:

- Advisory committees
- Consensus Building
- Participatory decision-making

Guidelines and steps on how to develop an engagement plan are included in the Shire's Community Engagement Framework (attached.)

DECISION MAKING AND REPORTING REQUIREMENTS:

Based on the determined level of Engagement the decision making requirements are:

Inform: Manager and Director approve the Engagement Plan; details of plan to be incorporated into the Council Agenda Report

Consult: Manager and Director approve the Engagement Plan; details of plan to be incorporated into the Council Agenda Report

Involve: The Executive Management Group (EMG) approves the Engagement Plan; the Plan should be included as an attachment with the Officer's report to Council.

Collaborate: Council needs to approve the plan; the Plan must be included as an attachment with the Officer's report to Council.

Shire of Broome

people • place • prosperity



Community Engagement Framework

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Introduction

In July 2012 the Shire of Broome Council resolved to establish a working group to develop a Community Engagement Framework for the Shire of Broome as well as the process for its implementation and intended outcomes.

It is recognised that while the Shire of Broome currently undertakes a wide range of community engagement activities and there is expertise and experience within the organisation, it is considered that the development of a Community Engagement Framework will affirm the Shire's commitment to the principals of community engagement and consolidate and enhance its practice.

The Shire's Community Engagement Framework consists of three parts:

- *The Policy*, which underpins the Framework and provides a clear policy statement.
- *The 10 Step Guide*, which helps ensure that the community is aware and empowered to participate in civic life and provides transparent and accountable procedures for how the Shire of Broome will engage with the community.
- *The Toolkit/template*, which helps Shire officers develop engagement plans that are appropriate, relevant and consistent across the organisation.

What is Community Engagement?

Engagement involves a range of activities that allow community members to be informed of, involved in, and provide input into, Council activities and local issues.

These activities range from everyday informal discussions, contact with stakeholders during service delivery, group discussions or meetings and formal consultation processes through to Council supporting community members to take action on issues themselves.

Communities are complex and many issues involve a wide range of stakeholders often with different views and areas of interest. Engagement activities need to incorporate the diversity and dynamics of the community, help different groups consider issues constructively and manage potentially conflicting interests. While engagement requires skills, resources and time, if it is planned and conducted well, it can be done efficiently and relatively easily.

Why is Community Engagement Important?

Traditionally, local government has relied on the community representation of elected Councillors to ensure that community issues and priorities are reflected in Council activities. This is still crucial but increasingly community members have an expectation of more direct involvement in providing input to Council priorities.

Not only is greater transparency and engagement with community expected, but it is also good business practice for Council. Successful engagement can improve strategic planning and service delivery, ensure that Council is addressing the priorities of the community and increase community support and collaboration.

Engagement does not mean that every detail of Council operation is open to community comment or control. Nor does it mean that staff will be distracted from their delivery of services. There are many situations where engagement is not necessary or possible and the Community Engagement Framework is intended to clearly identify these situations.

Levels of Engagement

Council and community stakeholders engage each other at different levels along a spectrum of increasing engagement.

The International Association for Public Participation (IAP2) has developed the Public Participation Spectrum to demonstrate the possible types of engagement with stakeholders and communities. The spectrum below has been amended from IAP2, and shows the increasing level of public impact as you progress from 'inform' through to 'empower'.

INFORM	CONSULT	INVOLVE	COLLABORATE	*EMPOWER*
Public Participation Goal:				
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	*Public make recommendations to Council*
Promise to the Public:				
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	*Council will consider the recommendations.*
Example Tools:				
Fact Sheets Web sites Open houses Media releases Project Bulletins	Public comment Focus groups Surveys Public meetings Targeted feedback eg. specific stakeholders	Workshops Project/Strategy planning Steering Committees	Advisory committees Consensus Building Participatory decision-making	*Council committees with delegated decision-making authority*

The IAP2 Spectrum includes 'empower' as level of community engagement, where the final decision making power in the hands of the public. Under the Local Government Act 1995, the only way community members can make decisions on behalf of Council would be if Council delegated decision-making authority to a committee in accordance with the Act. This, although possible, only occurs in a very limited number of occasions and specific situations (ie management of a facility.) Therefore the Shire will not use the Empower category in its Community Engagement Matrix, and where Council deems this level to be required, it will resolve to establish such a Committee.

Purpose and Objectives of the Community Engagement Framework

The purpose of the Community Engagement Framework is to establish a clear set of guidelines that informs the way the Shire of Broome engages with the community.

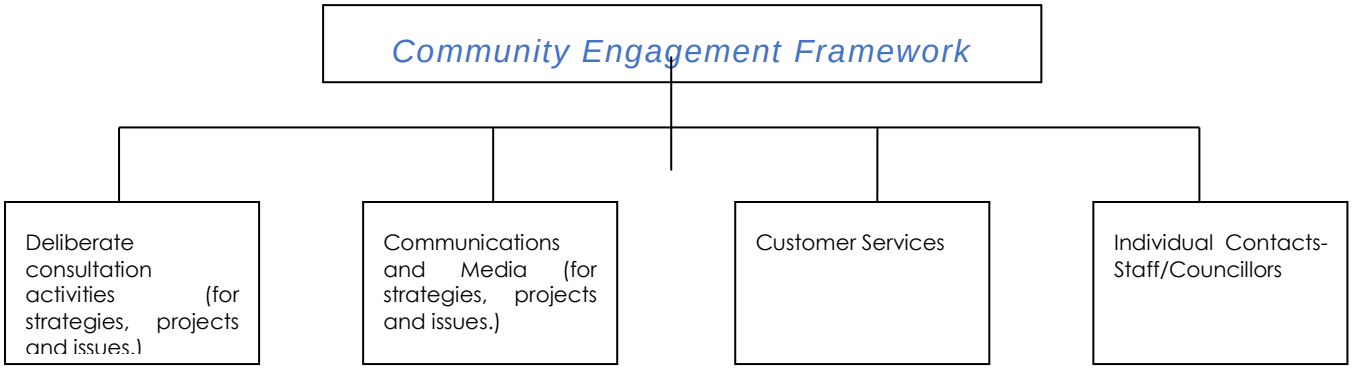
The objectives of the Community Engagement Framework are to establish consistent and strategically targeted processes for community engagement and ensure those processes are implemented by Shire of Broome officers and external consultants. The Framework will also take into account the legislative requirements for consultation such as notices of application for a planning permit.

Using the Framework will facilitate improved decision making based on increased knowledge of community needs, aspirations and strengths. This will also help in targeting Shire of Broome resource and service priorities. Following the *10 Step Guide* will ensure that the community is kept updated about decisions that are informed by the community engagement process.

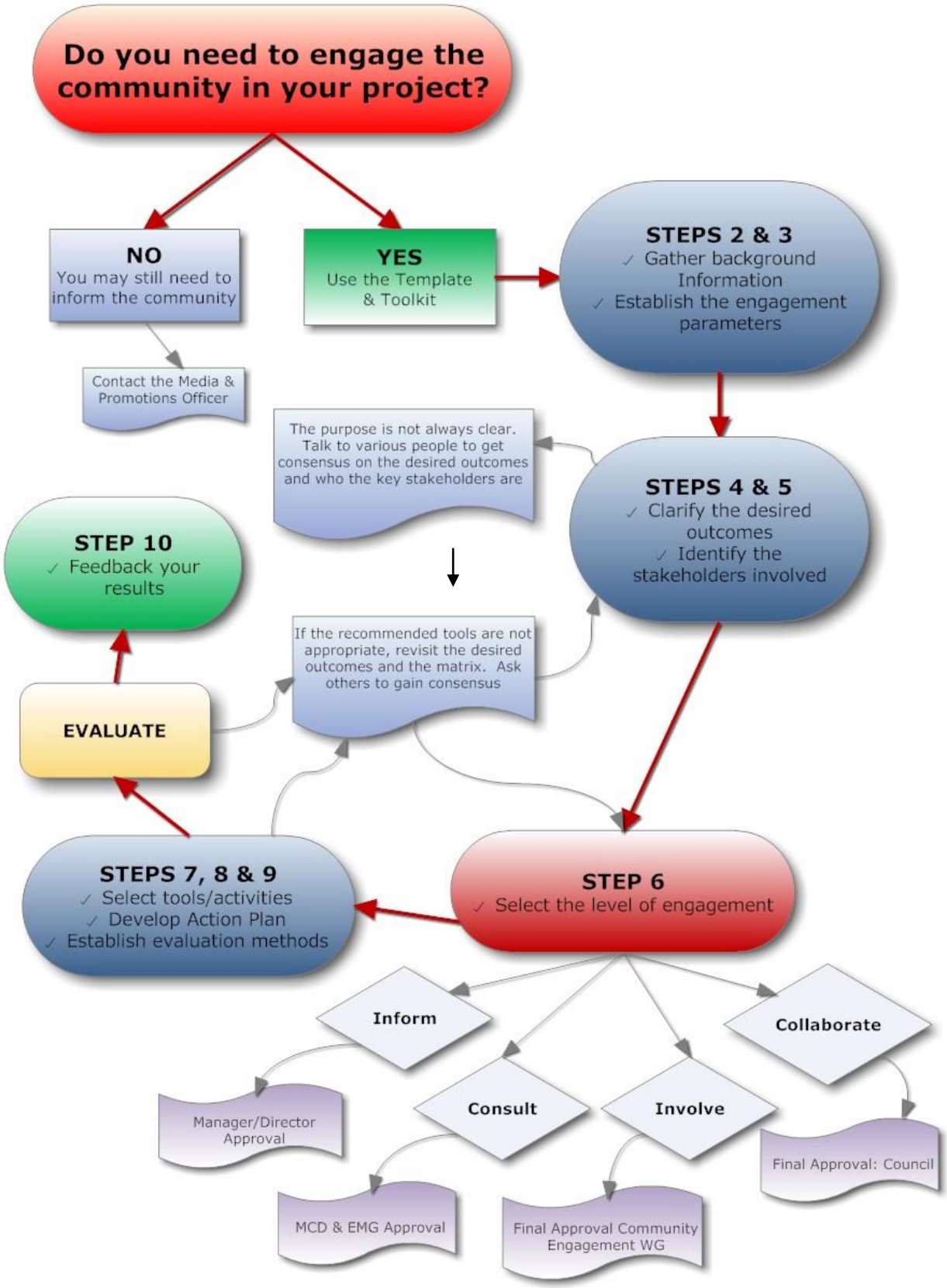
The Framework will be relevant to many activities undertaken by the Shire. It will provide the community with a clear statement and guidelines for how the Shire will engage with it. It will also enable Council to implement one of the identified values in its Strategic Plan to *'actively consult, engage and communicate with, and on behalf of the community.'*

Relationships with the Community Engagement Framework

Interaction with our community is happening daily and in various ways and means. This Framework has been developed to identify the extent and context in which the Shire of Broome interacts with its community.



The Community Engagement Process



Step 1: Determine

The first step is to determine if Community Engagement is necessary for your project or issue. One way to do this is to consider the following:

"Will there be a CHANGE in the level of existing environment, space, accessibility, convenience, or provision of a service to the community?"

and

"Is there opportunity for stakeholders to influence your project or its outcome? (ie the project or its outcome is not fixed or already determined)"

NO - There may be no need to develop and implement a Community Engagement Plan. It may still be necessary to 'inform' relevant community members or groups, as appropriate, particularly if there is a *perceived* level of change from a community perspective. For example: an annual fee increase, changes to rubbish collection.

YES - The 10 Step Guide is for you! The steps that follow will help you to:

- clarify the decision that needs to be made
- determine the type of community engagement that will be appropriate
- design and implement a Community Engagement Plan
- undertake evaluation and
- clearly communicate the 'next steps' (feedback).

Other considerations in making the decision to undertake Community Engagement

What is the broader context of the project or issue at hand? When determining whether or not community engagement is necessary, also consider the following:

- Is there a history associated with the project or issue that may impact on the current situation?
- Does the project or issue have the potential to become highly politicised?
- Is there an opportunity to build or maintain a positive relationship through engaging proactively and openly with a section of the community?
- Is there a chance that there will be considerable public outrage if the community is displeased with, or feels no ownership over, the outcome?

Where to start…

The next steps and *Engagement Toolkit/template* have been developed to assist you with your project's community engagement.

Step 2: Gather Ba

It is useful to provide background information which describes the key events and provides a clear outline as to the reason for community engagement. The information does not need to be extensive and it does not replace your Project's existing documentation, i.e. project brief etc.

Brief information to include may be the history, current status and information on what needs to happen to address the decision to be made.

Sources of background information may include the following:

- Council reports
- Briefing papers
- Shire records
- Community petitions
- Media clippings
- Internal and external reviews
- Shire staff with some involvement in the project
- Community groups and individuals
- Stakeholders

Please use the attached *toolkit/template* for your project

Step 3: Establish E

Parameters provide a clear description of the limitations, the negotiables and non-negotiables involved in a project. Setting parameters is necessary to provide Council with a starting point or baseline that allows for realistic expectations. All resources have limitations and therefore effective

allocation is dependent upon the technical, budgetary and human resources available, and/or legislative requirements. The key parameters to consider are:

Legislative – is there any legislation that determines what consultation needs to occur?

Geographic boundaries - the areas selected to include in the community engagement.

Budget – Funds available for a project will drive what can be expected and provided. It is unfair and unwise to raise the expectations of stakeholders by asking them what they want and then telling them they cannot have it because of a shortage of funds. The cost of community engagement increases as the method of community engagement becomes more complex. It is important to know what funds are available for community engagement to avoid having to withdraw from a process due to lack of funds.

By using the *10 Steps* you can work out the cost of community engagement and include it in your project proposal so that the total budget can be considered upfront, and not as an after-thought.

Timelines - Communities need enough time to participate in a community engagement process. Are there legislative requirements for the time of consultation or the schedule of Council meetings to consider?

Please use the attached *toolkit/template* for your project.

Step 4: Clarify the

Ask yourself what the outcome is that you seek from your engagement, as well as the experience you are trying to create for participants.

It is important to be *clear* about what the intended outcome or purpose is. Being unclear is a common reason for tension between Councils and communities and why some issues seem to remain unresolved over a long period of time. **Try to speak to a number of different people about what they see as the purpose of engagement for your project. There are often varying views, so the more consensus gained, the more chance you have of people agreeing with it.**

An example of an engagement purpose objective is:

To ensure there are equitable opportunities for all staff to influence how the Shire's Social Club will be managed by the Shire.

Please use the attached *toolkit/template* for your project.

Step 5: Identify th

A stakeholder is defined as someone who may be affected by or have a specific interest in the decision or issue under consideration.

There are various ways to categorise stakeholders. However it is important to have a consistent approach to ensure equitable inclusion of all potential stakeholders who reflect the demographics of the community. Not only will this ensure a credible process and equitable representation, but the approach will help to develop community trust in the process.

The Shire has chosen to sort stakeholders into primary, secondary and tertiary groups (a method used in project management.)

Primary stakeholders are those who have a direct interest in an outcome such as: Councillors, key community members, groups and businesses who live/operate in or near the location of a project or who will be directly affected by a project or decision (this may include "absent owners" of leased/rented business or residential properties). The direct interest could be proximity or economic.

Secondary stakeholders are those who have a general interest in a project or issue such as Council staff working on a project, people who live and work in the broader Council area, business owners, community groups in the Council area and consultants involved in a project.

Tertiary stakeholders are those that do not always fit neatly into the primary or secondary stakeholder category depending on the nature of the community engagement, such as: State and Federal Government authorities/agencies, non-government agencies and organisations and the media.

Please use the *Toolkit/template* for your project.

Step 6: Determine Leve

Council and community stakeholders engage each other at different levels on a spectrum of increasing engagement.

The International Association for Public Participation (IAP2) has developed the Public Participation Spectrum to demonstrate the possible types of engagement with stakeholders and communities. The spectrum also shows the increasing level of public impact as you progress from 'inform' through to 'empower'. The Shire has adapted this as follows:

INFORM	CONSULT	INVOLVE	COLLABORATE	*EMPOWER*
Public Participation Goal:				
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives solutions	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	*Public make recommendations to Council.*
Promise to the Public:				
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	*Council will consider the recommendations*

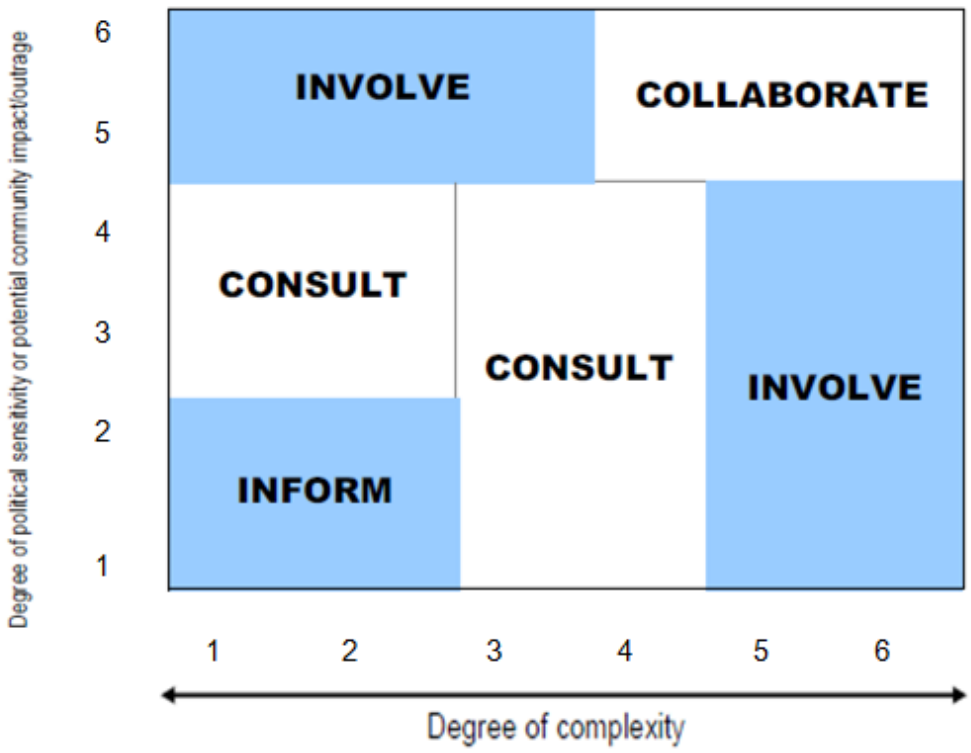
The selection of a level or levels of community engagement will be driven by the expectations of internal and external stakeholders. It is important to be aware of and understand the source and nature of these expectations.

Consideration will need to be given to the following:

- Background information: Council Reports, Briefing Papers, Project Scopes and Reviews.
- Level of interest from community as perceived by staff and Council.
- Level of interest being shown by the community.
- Underlying values and views of internal and external stakeholders.
- Degree of complexity – is there a single issue or multiple issues?
- Degree of potential community impact and/or outrage – what is the general community perception of the issue/s?
- Media interest.
- Level of resources available – time, budget, human.

Community Engagement Matrix:

The Community Engagement Matrix below is a tool designed to assist with the selection of a level of engagement. The axes on the Matrix relate to "degree of complexity, and potential community impact /political sensitivity". Measures on a scale of 1 - 6 are set out to provide further definition.



The table below will help you determine the level of engagement for your project. Consider your project and the statements below and place your response in the right hand column:

	SCORE 1 - 2	SCORE 3 - 4	SCORE 5 - 6	**Your Project**
Degree of complexity	There is one clear issue and or problem that needs to be addressed.	There are more than one or two issues/problems that can be resolved.	There are multiple issues/problems and it is unclear how to resolve them.	

	SCORE 1 - 2	SCORE 3 - 4	SCORE 5 - 6	**Your Project**
Degree of potential community impact and political sensitivity	The project will have little effect on communities and they will hardly notice any changes. The project has acceptance throughout the community.	The project will fix a problem that will benefit communities and the change will cause minor inconvenience. There are groups in communities who may see potential in raising the profile of a project to gain attention for their cause.	The project will create a change that will have an impact on communities and the living environment and the degree of impact/outrage and acceptance will vary. Community expectations about the project are different to those of the decision makers and there is high potential for individuals and groups to use the uncertainty to gain attention.	

Your project score for Degree of Complexity: _____

Your project score for Degree of Community Impact/Political Sensitivity: _____

Using these scores on the graph above will indicate your project's engagement level.

Please use the attached *Toolkit/template* for your project.

Decision requirements for your project based on selected level of engagement:

Inform – Manager and Director need to approve the Engagement Plan (Media and Promotions Officer needs to be involved to help develop printed materials and media items).

Consult and Involve – As above and Community Development needs to be involved in helping to develop your plan. The Executive Management Group (EMG) needs to approve the plan.

Collaborate – As above and Council needs to approve the plan.

Step 7: Select Too

Selecting the right engagement tool or activity is an essential step for a successful decision making outcome. The below table is an amended extract from the IAP2 Spectrum which indicates examples of techniques suited to each level of community engagement.

INFORM	CONSULT	INVOLVE	COLLABORATE	*EMPOWER*
Example Tools:				

Fact Sheets Web sites Open houses Media releases Project Bulletins	Public comment Focus groups Surveys Public meetings Targeted feedback eg. specific stakeholders	Workshops Project/Strategy planning Steering Committees Field Trips Deliberate polling	Citizen Advisory Committees Consensus Building Participatory decision-making	*Committees of Council (with delegated authority*)

More examples of tools/activities are set out in the *Toolkit/Template*, to show what techniques work most effectively with the levels of inform, consult, involve, collaborate on the spectrum.

Step 8: Develop A

The Community Engagement Action Plan puts all the pieces of the plan together and presents a snapshot of the tasks required and the operational decisions to be made. Below is an example of what one looks like:

Date	Tool/Activity	Stakeholders involved	Person Responsible	Budget	Status	Communication /message
8 July	*Focus group*	*Staff*	*Bridget*	*Nil*	*0%*	*Start after xxx*

Please use the attached *Toolkit/template* for your project

Step 9: Establish E

In *Step Two* you outlined what the intended outcome of your engagement was – i.e. the purpose of the Community Engagement. Now you need to identify *'how will you know you have gotten there?'* What are the evaluation measures you will take once the Community Engagement has occurred?

It is important to establish these before the Community Engagement is actually undertaken.

Ask yourself the following questions:

1. What needs to happen for this process to be a 'success'? (consider the perspectives of both Council and community/stakeholders)

2. How will we know if this has been achieved? (i.e. visible sign of success)

3. What data will you need to indicate this? (what will you need to demonstrate the results)

4. How will you collect this data? (participant feedback, surveys, informal discussions etc):

5. How will you document the learning's (both positive and negative) from this process, for future learning for yourself and other in the Shire of Broome?

Please use the attached *Toolkit/template* for your project.

Step 10: Reporting/

Following the Community Engagement process, you will need to collate the data you have obtained, as per your evaluation questions (previous step), analyse it and write a report or summary to the decision makers (often Council).

Use your evaluative data to compile a report that reflects on the process as well as the outcome.

It is important for participants to know before the process commences how their input/feedback will be used. Equally important is informing participants about how they themselves will receive feedback about their involvement in the process, and the resulting outcome or decision.

If the project is a longer-term, or on-going one, it is important to keep participants updated on its progress.

Please use the attached *Toolkit/template* for your project.

DEVELOPMENT AND COMMUNITY 3.4.8
Community and Economic Development

TITLE:	**BROOME CIVIC CENTRE PROGRAMMING**
ADOPTED:	OMC 28 August 2014 – Pages 120 – 128
REVIEWED:	OMC 17 December 2015 – Pages 110 – 121 OMC
ASSOCIATED LEGISLATION:	*Local Government Act 1995* (Section 5.42)
ASSOCIATED DOCUMENTS:	Broome Civic Centre Management Plan Policy 2.1.2 - Purchasing Policy
DELEGATION:	I

Previous Policy Number 5.1.12

PART A

Objective:

1. To facilitate the development and implementation of a diverse annual program of live performances and/or events at the Broome Civic Centre.

2. To enable the Shire to enter into contracts for the provision of live performances and other events at the Broome Civic Centre to meet commitment deadlines.

Policy Statement

The Shire of Broome is committed to ensuring that the Broome Civic Centre is the premier venue for live performances and other events, whether directly organised by the Shire or other community organisations, that will enhance entertainment, art and culture opportunities for community.

It will achieve this through the following:

- A versatile venue that is suitable for professional and community performing and visual arts as well as community events, celebrations and conferences
- An accessible and affordable venue for the Broome and Kimberley community
- Aim to ensure a range of arts, social and cultural activities to reach a diverse audience and customer base
- Recognition as a national and state-wide performance touring destination
- To decrease the financial burden to the Shire of Broome

Program Rationale:

In order to develop audiences for particular types of programming, it's necessary to program consistently over at least 3-5 years, to build awareness, familiarity and trust.

These consistent streams of programming, and their target audiences are described below.

Note the ability to program within these streams is sometimes out of the Shire's control due to remote location, availability and budget constraints.

Program Streams	**Target Audience**
Children and Family	Children 0-5 Children 6-10 Children 11-14 Parents and grandparents
Youth and young adults	Aged15-24
Seniors	60 plus
Local and traditional culture	People of diverse cultural background Tourists
Locally produced/presented	Families, Young adults, adults, seniors, tourists
High profile performing arts events	Young Adults Adults 25 – 59 Seniors 60+
Comedy	Adults 25 – 59 Males
Visual arts	Adults 25 – 59 Tourists Seniors

PART B

Management Procedures

Facility Scheduling

There are many ways to develop programs to deliver a diverse range of entertainment, arts and culture events at the Broome Civic Centre:

A. Risk can be shared, borne totally by the hirer or totally by the Shire of Broome.

B. Commercial hire – A commercial hirer bears 100% of box office risk when presenting their show. Most of these are presented by a manager or producer specialising in national touring shows.

C. Community hire - Arts and Culture events – A community hirer bears 100% of box office risk when presenting their show, but receive a discounted hire rate. (Refer to Fees and Charges Policy)

D. Venue hire – Increasing utilisation of the venue and providing opportunity for community and others to be more familiar with the facility.

Partnerships:

A. Where a commercial or community hirer agrees to share the box office risk and/or to assist with marketing and audience development. For example, Marrugeku, Barking Gecko Theatre Company and Theatre Kimberley

B. Developing cooperative programming relationships with other venues in the North West (for example Port Hedland, Karratha and Carnarvon) to increase the diversity of touring shows, share travel and marketing costs and raises regional awareness.

roduct purchasing – Shire of Broome bears 100% box office risk and pays the producer an agreed fee.

Annual programming

A. Officers will develop an annual program of Shire presented performances and/or screenings in accordance with the policy.

B. Officers will secure programming where opportunities are identified to ensure consistency three to five years in advance to be included in the annual budget for the relevant financial year.

C. Officers will liaise with potential hirers to ensure utilisation is maximised

D. The Chief Executive Officer (or his delegate) will approve the annual program and advanced bookings and enter into any required contractual arrangements in accordance with the Shire's Purchasing Policy.

Financial implications

The annual program is developed within the Shire's approved budgets for programming, staffing and marketing.

Grant funding

The Shire will apply for funding where possible to ensure the number of shows actively programmed by the Shire per year is maximised to support audience development.

DEVELOPMENT AND COMMUNITY 3.4.9
Community and Economic Development

TITLE:	**TOURISM ADMINISTRATION**
ADOPTED:	OMC 19 April 2012 – Pages 76 – 82
REVIEWED:	OMC 15 October 2015 – Pages 169 -173 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Local Government Act 1995* Section 6.33
ASSOCIATED DOCUMENTS:	Rating Policy 2.2.4
REVIEW RESPONSIBILITY:	Manager Community and Economic Development
DELEGATION:	

Previous Policy Number 2.1.6

PART A

Objective:

To realise the benefits from tourism, promote coordination, infrastructure sharing opportunities and integration of tourism with other business sectors to optimise benefits and minimise any adverse impacts to the community and other industries. Ensuring a sustainable tourism industry that has balance between environmental, cultural and heritage values, and community lifestyle.

Policy Statement:

The Shire of Broome is committed to ensuring Broome is a premier tourism location increasing economic outcomes and creating a sustainable tourism industry positioned for growth and development.

It will achieve this through clearly defining:

- The process for administration, consultation and determining of high level priorities related to Council funding of tourism initiatives;
- The scope of Council engagement in the development and marketing of the Shire as a visitor destination, both directly and in partnership with the community and other stakeholders to optimise collaboration, consultation and outcomes of Shire funded initiatives; and the extent of Council's direct

financial assistance to tourism initiatives.

- High level tourism priorities for Broome Shire, determined through collaborative meetings and high-level priority setting workshops that will include Council and relevant committees plus applicable industry stakeholders in the second financial quarter of each year.

- Key performance indicators against the high-level priorities as outlined in this policy, set in collaboration with each organisation awarded funding through this policy

Funding will focus on the following areas:

1. *Visitor Information Services*

   Council will work collaboratively with the Broome Visitors Centre for the provision of visitor servicing and determining of high level tourism priorities for the Shire of Broome.

2. *Destination Marketing*

   The Shire of Broome shall work collaboratively with Australia's North West (ANW) for the promotion of the Broome shire as a visitor destination to external markets and determining of associated high-level tourism priorities for the Shire of Broome.

3. *Other Tourism Initiatives*

   The Shire of Broome shall work collaboratively with organisation for the promotion and development of the Broome shire as a visitor destination on initiative that meet the high-level tourism priorities for the Shire of Broome

Collaboration

1. Council will encourage liaison between all tourism related organisation and or groups to:
   a. Ensure the best outcomes for the Broome tourism industry
   b. Strengthen and enhance the Broome product
   c. Provide aligned messaging and advocacy
   d. Ensure the benefit for Shire funding is maximised
2. Council will encourage business and community groups to actively collaborate by participating in relevant regional and sector specific organisations.

Tourism Industry Development

Council will lobby State and Federal Government departments to ensure the Shire of Broome is receiving its fair and appropriate allocation of available funds for industry development.

Council will ensure that other industries are not adversely affected by the tourism industry and encourage industries to work together and communicate opportunities for shared infrastructure or other avenues of cross industry benefit.

Council will encourage networking amongst the operators, Local Business Associations, Tourism Associations, and Tourism WA within the Shire as a means to expand product knowledge.

Council will encourage Local Business Associations and Tourism Associations to actively engage with Tourism WA and other industry stakeholders as a means of increasing the profile of the Shire of Broome as a tourism destination.

Planning
In the formulation of its planning policies and development frameworks, Council will be mindful of the effects on and needs of the tourism industry.
Council will, in reviewing its planning strategies and other forward planning documents, take into consideration policies on tourism and other leisure activities.
In the preparation of local laws, Council will have regard to their impact on tourism and the balanced development of the Shire.
When considering tourism developments, Council will consider the social, economic, cultural and environmental impact of the proposal within the Shire.

Infrastructure and amenities
In the development of its capital works program, Council will allocate appropriate budgets to facilities that will support and encourage visitors to appropriate areas within its boundaries, for example, toilet blocks, boat launching facilities, directional and interpretative signage, walkways etc.
Council will seek financial support from other agencies whenever possible for the provision of tourist facilities.
Council will, where possible, support the enhancement of specific natural features, conserve areas of outstanding beauty and recognise items of heritage and cultural significance.

Tourism Advisory or Working Groups and Chief Executive Officer Delegation
The Chief Executive Officer, may, at his/her discretion appoint an advisory or working group from the Broome Tourism Industry to advise him/her in relation to any matter pertaining to Broome tourism. It is envisaged that the Chief Executive Officer would report to Council on issues pertaining to the tourism industry in Broome.
The Chief Executive Officer can be given delegated authority to amend allocations against proposed initiatives of organisations (provided it is within the overall allocation determined for each organisation and appropriate justification is received 4 weeks prior to the initiative).

PART B

Management Procedures

Funding of Tourism Initiatives

1. The sum certain for Tourism Initiatives will be determined by Council as part of the budget process yearly inclusive of any initiatives the Shire may enact from this funding.
2. The Shire will commit financial resources to the support the operations of the organisation involved in visitor information servicing, destination marketing and initiatives that demonstrate clearly defined tourism outcomes that are aligned to high-level tourism priorities.
3. Tourism initiative applications for funding will be managed through the Events, Tourism and Economic development funding stream annual application

process and need to meet the related guidelines.

4. Subject to the application requirements being met, the Chief Executive Officer will refer applications for funding to the Economic Development Advisory Committee, a relevant reference or advisory group and/or Council workshop to provide recommendations and advice related to the request for financial support.

5. Council shall give consideration to the request for funding and allocate financial resources as it considers appropriate. Subject to Council approval of the expenditure amount the organisation shall submit two invoices for payment in September and March of each financial year.

Application and Reporting

1. An organisation applying funding through this policy will:

    a. Complete a formal request for funding in the Shire's nominated format by the 31 March prior to the commencement of the funding period, to allow time for consideration.
    b. A preliminary report against KPI achievements set where funding has previously been allocated to applicant.
    c. Submit their strategic / business plan in its nominated format to allow Council consideration of the strategic direction of the organisation.
    d. Provide the Shire with a copy of the organisation's year end audited financial statements for the preceding year and provide assurance that the organisation is viable; and
    e. Identify the activities/projects of expenditure proposed to be funded by the Shire including the proposed key performance indicators aligned to the high-level priorities set by the Shire for the funding period

2. An organisation reporting on funding provided through this policy will provide the Shire with a report within 90 days of the end of the funding period that includes;

    a. A detailed overview to Council in relation to the expenditure of the awarded funds.
    b. Outcomes measured against the set key performance indications and the high-level priorities previously set for the funding period.
    c. Detail the acknowledgement that the Shire has received in relation to the financial assistance on any promotional materials, campaigns, social media, speaking engagements or other promotional avenues connected with the activities / projects and acknowledgment in the organisations annual report and relevant publications.
    d. Other information or data that was agreed to as part of the award of funding through this policy.

DEVELOPMENT AND COMMUNITY 3.5.1

Sport and Recreation

TITLE:	**BROOME RECREATION AND AQUATIC CENTRE RESERVE NON SPORTING SPECIAL EVENTS**
ADOPTED:	OMC 15 June 2004, Pages 95 – 101
REVIEWED:	OMC 19 March 2009 – Pages 26 – 31 OMC 15 March 2012 – Pages 96 – 103 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Local Government Act 1995* - section 3.54 Reserves under control of a local government
ASSOCIATED DOCUMENTS:	3.4.2 - Community Sponsorship Program Policy 3.4.7 - Events Policy
REVIEW RESPONSIBILITY:	Manager Sport and Recreation
DELEGATION:	A

Previous Policy Number 5.2.1

PART A

Objective:

Council recognises the current lack of venues in Broome that are of the size of the facilities at the Broome Recreation and Aquatic Centre (BRAC) Reserve, including the indoor stadium and the Glenn and Pat Medlend Pavilion. Council is also mindful of the potential impacts of non-sporting events at the BRAC Reserve.

Council is providing the community and staff with clear direction for handling requests for non-sporting special events to be held at the BRAC Reserve.

Policy:

. The Shire of Broome will consider applications from non-profit community organisations and suitably experienced commercial organisations to conduct non-sporting special events within the facilities of the Broome Recreation and Aquatic Centre.

2. The existing fees, charges, deposits and bonds are not negotiable.

3. The Shire of Broome will not enter into any profit sharing arrangements with any person/organisation utilising facilities at the BRAC Reserve.

PART B

Management Procedure

Definitions:

N/A

Detail

1. All applications must be in writing for the use of the facilities at for non-sporting special events.

2. Applications can be considered from non-profit community organisations and suitably experienced commercial organisations that can clearly demonstrate the benefit of the event to the community and the local economy.

3. Applications must be submitted a minimum of 60 days in advance for small events (category 1) and 120 days for larger events (category 2 – 5).

4. Where existing user groups/clubs are required to be displaced, the user groups/clubs will be consulted for their support or objections prior to approval being determined.

5. To minimise disruptions and maintain the continuity of the activities of existing user groups/clubs, as a general rule, only one non-sporting special event per month will be approved. It is recognised that at various times throughout the year, user groups/clubs may be in recess. In such instances or where there is no conflict with other bookings, additional special events may be approved.

6. In addition to the normal conditions of hire and due to the potential for damage to the specialist sports floor in the indoor stadium at BRAC, applicants will be required to hire the protective floor covering at a fee separate to venue hire fee and will also be required to layout and take up the floor covering at the direction of the Manager Sport and Recreation.

7. The Bond for non-sporting special events to be held at the BRAC Reserve will be determined by the Manager Sport and Recreation in consultation with Parks and Gardens officers but will generally not exceed $5,000 in accordance with the Shire's adopted Fees and Charges and Events Policy 3.4.7.

. Requests for fee reductions and waivers will be considered in line with the Shire's Community Sponsorship Program Policy 3.4.2.

DEVELOPMENT AND COMMUNITY 3.5.2

Sport and Recreation

TITLE:	**ADVERTISING/SPONSORS SIGNS WITHIN ACTIVE RESERVES**
ADOPTED:	OMC 6 July 2006 – Page 32 - 34
REVIEWED:	OMC 19 March 2009 – Pages 26 – 31 OMC 15 March 2012 – Pages 96 - 103 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	*Local Government Act 1995*
ASSOCIATED DOCUMENTS:	Local Planning Policy 5.10
REVIEW RESPONSIBILITY:	Manager Sport and Recreation
DELEGATION:	-Approval of Signage within Active Reserves

Previous Policy Number 5.2.2

PART A

Objective:

The objectives of the policy are to:

1. Consider approval of advertising/sponsor signs at active reserves whilst ensuring that such signs do not have an unacceptable impact on the amenity of the locality;
2. Manage the placement of suitable advertising/sponsor signs at active reserves;
3. Provide a means to permit sporting clubs and associations to utilise active reserves for the promotion of the club/association and sponsors.

Policy:

1. Not for profit community organisations that are long-term tenants or users of the Shire's active reserves may submit applications to the Shire seeking approval to erect advertising/sponsor signs at the facility.
2. The Shire will manage the erection of signage at its active reserves in accordance with the following guidelines;

PART B

MANAGEMENT PROCEDURES

Definitions:

For the purpose of the Policy and these Management Procedures:-

Active Reserve	refers to reserves and associated facilities utilised for regular scheduled sporting activities, competitions and/or training purposes or sporting events that require a booking of the reserve. The active reserves referred; include the Peter Haynes Reserve and the BRAC Reserves.
Passive Reserves	refers to reserves utilised by casual users, such as local parks, or for the occasional community or minor event such as a fete
Permanent or long-term signage	refers to signs in position for more than six weeks up to the conclusion of the group or Club usage (or intended usage from season to season) of the reserve/facilities
Temporary signage	refers to signs in position on the day(s) of the event/activity or up to a minimum of six weeks to allow for pre-event advertising. All temporary signs must be removed within 24 hours of the conclusion of the booking/event/activity

Guidelines

. All requests for advertising/sponsors signage within the Shire's active reserves and facilities must be submitted in writing to the Shire of Broome. Consideration of any request will endeavour to avoid the impairment of the amenity of the reserve which may be caused where:

(i) a sign is of such scale, prominence, obtrusiveness or character as to be incongruous with the surrounding reserve use;
(ii) the sign adds to the danger of driver distraction;
(iii) the sign adds to the visual clutter of the reserve;
(iv) numerous other signs exist on the site;
(v) the sign, when viewed from a position where the sign would be legible, would obscure existing signs, information, sight lines or would be obscured.

2. Position and type of sign:

(i) Signs and buildings (eg change rooms) – each request will be considered individually. Consideration will be given to the appropriateness of materials, style, design and lettering of the sign and whether it is affixed in such a way that it having been affixed;
(ii) Roof top signs – in general terms Council considers roof top signage to be inappropriate;
(iii) Pylon signs – where more than one pylon (free standing) sign is proposed to be erected, Council shall require all pylon signs to be incorporated into the one sign.

(iv) Movable signs – movable signs will not be allowed to be placed or to remain where, in the Council's opinion, they would obstruct pedestrian or vehicle movements, or sightlines.

3. All signs must be securely fixed to the satisfaction of the Shire of Broome. In some circumstances a Structural Engineer's certification may be required.

4. All signs must be made to a standard minimises potential risk of injury to the satisfaction of the Shire of Broome.

5. Individual signs on wire mesh fencing around the sporting arenas (eg Football playing field, tennis/netball courts) are restricted to:

(i) A maximum of 1.2m high by 2.4m wide from ground level'
(ii) Only one sign to be affixed between individual fence poles;
(iii) All signage at an individual site to be a standard size;
(iv) All signage where the backs of the sign are visible to be a standard colour;
(v) All signs are required to have rounded corners and to be mounted on a metal frame for affixing to minimise risk of injury.

6

76. Club identification signs on buildings, and/or the perimeter fencing entry points(s) may be permitted with the approval of the Shire of Broome.

7. Each situation/location will be assessed in its own right and additional guidelines may be imposed accordingly.

98. Advertising/Sponsor signs may be permitted on the face of scoreboards with the approval of the Shire of Broome.

19. Installation and maintenance costs of the approved sign(s) shall be the responsibility of the respective sporting club/organisation.

10. Notwithstanding the above, signs advertising tobacco or tobacco related products will not be permitted.

11. to the Shire may remove, or require the removal of signs which are in contravention of this policy or in any case where it is considered that the display of such a sign is not appropriate.

INFRASTRUCTURE 4.1.7

Engineering

TITLE: **REGISTER OF PUBLIC ROADS**

ADOPTED: OMC 25 September 2008 – Pages 100 - 109

REVIEWED: OMC 19 March 2009 – Pages 26 – 31
OMC 15 March 2012 – Pages 96 – 103
OMC 27 March 2014 – Pages 94 – 99
OMC 17 December 2015 – Pages 110 - 121

ASSOCIATED LEGISLATION: Local Government Act 1995
Land Administration Act 1997
Main Roads Act 1930
Public Works Act 1902
Local Government (Miscellaneous Provisions) Act 1960
Planning and Development Act 2005

ASSOCIATED DOCUMENTS: Background Paper (attached)

REVIEW RESPONSIBILITY: Director Infrastructure

DELEGATION:

Previous Policy Number 3.1.15

Objective:

1. To provide a framework for making consistent, structured and justifiable decisions as to whether a road or area of land should be included on the Shire's Register of Public Roads.

2. To clearly state for which public roads or ancillary areas, the Shire is the responsible road authority.

3. To have a framework for making consistent, structured and justifiable decisions in regard to how the register is updated.

4. To provide for policy defence in the case of litigation.

5. Public Roads that are included on the Register will be inspected, maintained and repaired by the Shire in accordance with its Road Management Plan.

6. To enable the Shire to demonstrate that due diligence has been carried out in regard to public risk, safety, health and the environment of the Shire.

Definitions:

Ancillary area - An ancillary area is an area of land owned or managed by Council that's use is ancillary to the use of an adjacent road. In most cases this will be car parks.

Dedication - The setting apart or registration of a portion of land for a public road. It has the effect of vesting freehold land in the State.
Highway - means a road declared by proclamation to be a highway for the purpose of the Main Roads Act 1930.

Main road - means a road declared by proclamation to be a Main Road for the purpose of the Main Roads Act 1930.

Due Diligence - Need for Council to show that all possible measures were taken to provide the community with assets free of hazards, as Council owes a duty of care to the public.

Public Road – Definitions:

- Road – a route trafficable by motor vehicles; in law, the public right-of-way between boundaries of adjoining properties.
- Road reserve – a legally described area within which facilities such as roads, footpaths and associated features may be constructed for public travel.
- Public road – a public place provided for the use of the public for traffic movement, and which has been declared, or proclaimed, notified or dedicated.

(Refer Australian Standard 1348-2002 Road and Traffic Engineering – Glossary of Terms)

Negligence - means failure to exercise reasonable care.

Responsible Road Authority - Means the road authority which has operational functions and responsibilities.

Road Reserve - means all of the area of land between property boundaries on both sides of the road.

Service Roads - are subsidiary carriageways separated from the main carriageway for the primary purpose of providing public access to abutting properties.

State Land means and includes all land except land granted in fee simple, and includes all marine and other waters within the State, all islands and the sea-bed and subsoil, seaward to the statutory limit.

Unformed Roads or Pathways - A road or pathway which has no formed construction. Commonly these are tracks on an irregular alignment with no drainage.

Policy:

The Shire of Broome will meet its obligations to provide for a viable public road network and will maintain an accurate Register of Public Roads to provide the community with a clear understanding of the roads for which the Shire is the Responsible Road Authority.

Generally, for a road or ancillary area to be included on the Shire's Register of Public Roads it has to:

- Be on Shire owned or controlled land
- Be constructed to an acceptable standard that is capable of being economically maintained
- Provide unrestricted public access (no gates)
- Be reasonably required for general public use; and
- Service more than one property

The Shire will fully maintain and accept liability for roads which are on its Official Road Register (Roman2) in accordance with its Transport Asset Management Plan.

The Transport Asset Management Plan will set out the minimum Levels of Service applicable for each type of road.

Gates or Grids are only permitted to exist on these roads under license.

Procedure:

To achieve the consistency required when deciding on what roads or land areas should be added to the Register of Public Roads, a structured process needs to be followed. This policy and accompanying background paper sets out the issues that need to be considered when evaluating a road or land area.

In most cases this will be a straight forward process, for example where a new subdivision has been accepted by the Shire the roads will be added to the Register of Public Roads once accepted onto maintenance and therefore considered to be "reasonably required for general public use".

If Main Roads Western Australia determine that any road is to be Declared by Proclamation to be a Main Road, or to be "de-mained', then it is added to or removed form the register as the case may be.

In some cases more investigation is required and in general, issues will fall into the following areas:

1. Ancillary areas
2. Right of ways and service roads
3. Subdivisions
4. Crown land or freehold title
5. Body corporate driveways
6. Pathways
7. Demarcation
8. Vehicle crossings
9. Street/Road Group Committees
10. Roads not on the Register of Public Roads
11. Single property access

Some landholders are served by access roads which are not on Council's Road Register and which the Shire does not maintain. These are private roads. Responsibility for maintenance or upgrading on these roads rests with the landholder. All public liability associated with these

roads is the responsibility of the landholder. Gates or grids on these roads are not required to be licensed.

At times the Shire is provided with funds by Main Roads Western Australia (MRWA) to carry out works on some special access roads which serve evolving communities. In these cases MRWA has recognised that there is a public benefit to the roads and the Shire carries out the work as an "agent" of Main Roads.

The Shire accepts full liability for the standard of roads listed in the Road Register, regardless of whether that standard is lower than that required for acceptance of new roads onto the Register.

These issues are addressed further in the background report attached to this Policy. The Shire has provided a clear, consistent and structured approach to managing the Register of Public Roads.

Responsibility & Relationships

The Manager of Infrastructure Operations is responsible for ensuring the Register of Public Roads (Roman2) is kept up to date. They will rely upon the Works Section to work with them to identify new, renewed or upgraded roads that occur through new subdivisions or capital works. In these cases, the responsible officer is the Manager of Infrastructure Operations.

It also requires the Manager of Infrastructure Operations to work closely with the Works Section service provider and the community when issues arise regarding what roads or land areas should or should not be included on the Register of Public Roads. In these cases, the responsible officer is the Manager of Infrastructure Operations.

This policy is an ongoing requirement as the roads register (Roman2) will need to be continually updated.

Timeframes

This policy will be reviewed at least every two years starting in 2009, keeping it in line with the Transport Asset Management Plan reviews.

REGISTER OF PUBLIC ROADS POLICY

Background Paper

1.0 INTRODUCTION

The Register of Public Roads Policy has been developed to set out a framework for making consistent, structured and justifiable decisions as to whether a road or area of land is reasonably required for general public use and can be considered to be a "Public Road". A road identified as a Public Road it will be included on the Shire Road Register.

The inclusion in the Register of a road is an acknowledgement by Council that it is the Responsible Road Authority in respect of that road or area of land, and therefore has the responsibility for its on-going inspection, maintenance, repair, risk and the associated public liability.

2.0 WHAT CONSTITUTES A "ROAD"?

Please refer to the attached extract from a published brochure entitled "Creation of a Road" from by State Land Services) for a comprehensive explanation of how a "road" is legally created.

3.0 REGISTER OF PUBLIC ROADS

The Shire of Broome's Register of Public Roads is a register of all Public Roads, car parks and pathways for which the Shire is the Responsible Road Authority.

This Register was established and is maintained by the Shire.

The definition of a Shire Road includes any road which:

- Is a thoroughfare referred to in Section 3.53 of the Local Government Act 1989, which indicates a local government is responsible for controlling and managing every otherwise unvested facility within its district;
- Is not a declared State Highway, Main Road or Secondary Road, under the *Main Roads Act 1930*;
- Is on land reserved under the *Land Administration Act 1997* and is vested in or placed under the control and management of a local government,

The Register requires regular updating to accommodate development and is queried from time to time as to whether a road is on it or not.

If a road is on the register then this means that Council has a responsibility to inspect, repair and maintain that public road in accordance with service levels set out in the Transport Asset Management Plan.

The level of maintenance is dependent on the classification of the road in the road Hierarchy, the standard to which the road has been constructed and the level of risk.

Levels of service are to be prescribed in the Shire's Transport Asset.

- Roads fully constructed to an acceptable and maintainable standard. Eg Sealed road pavement with kerb & channel and may include drainage. – High level of maintenance.
- Roads partially constructed to an acceptable and maintainable standard. Eg Gravel road. – Moderate level of maintenance
- Roads not constructed to an acceptable and maintainable standard Eg Vehicle track. – Limited (low) level of maintenance

Inclusion of a road in the Register does not preclude funding being sought from Property owners or Developers when an upgrade is required, in the form of special contribution schemes.

If Council decides that an area of land is not a Public Road then Council does not have any statutory or common law duty to inspect, repair or maintain the area of land. This means that Council has the discretion, not duty, to inspect, maintain and repair areas of land not on the Register.

4.0 "REASONABLY REQUIRED FOR GENERAL PUBLIC USE"

When deciding on which roads should be included or not included on the Register the very broad test of: is it "reasonably required for general public use?" needs to be refined into more specific criteria. These criteria will provide a fair, consistent and justifiable process for Shire staff when deciding on which areas need to be added to the Register.

The first question that should be asked when deciding on whether a road or ancillary area should be in the register is: Does the Shire own or control the land? This is not always an easy question to answer especially in the case of car parks where research may be required to determine ownership. In some cases the Shire may not own a property but through agreements may be in control of the property. The level of control the Shire has is subject to what agreements are in place, such as agreements with Developers (Planning & Development Act 2005), licences and leases.

Any road or land area that is under question will be investigated and assessed using this policy as a guide and the Chief Executive Officer will make the final judgement based all the information before him.

Once ownership or control is established, it is the Shire policy that the following criteria be considered when deciding whether a Road is "reasonably required for general public use":

- Has it been formed or constructed for use by the general public?
- If unformed and would be added to the register if formed or constructed, are the adjoining land owners prepared to pay for an upgrade to a standard that can be maintained?
- Does it serve a defined purpose or function for the general public?
- Is there evidence that it is currently being used by the general public?
- Is there unrestricted public access?
- What are the consequences if public access was removed?
- Can the needs for public use of this land be readily accommodated with Alternatives?
- Should it be recommended for discontinuance?
- Any other relevant matter brought to Council's attention?

For the majority of Roads it is a straight forward decision to include them on the Register, as seen above and in the definitions.

For the small minority that are not straight forward some clarification is required and is documented here as a Shire of Broome Policy.

5.0 SPECIFIC ISSUES THAT NEED TO BE ADDRESSED

5.1 Specific issues include:

- Ancillary areas
- Right of ways (Laneways) and service roads
- Subdivisions
- Crown land or freehold title
- Body corporate driveways
- Pathways
- Demarcation
- Driveways (Vehicle crossings)
- Roads not on the register

Each issue will now be explained in detail and an assessment form will follow that will be used when deciding what roads or land areas shall be added to the Register.

5.2 Ancillary area required for public use:

An ancillary area is an area of land owned or managed by Council that's use is ancillary to the use of an adjacent road. In most cases this will be car parks, but can include areas such as scenic lookouts or rest stops. The following criteria are to be considered in determining whether an area of land can be considered an ancillary area:

- It is under the Shire's ownership or management
- Is it constructed or formed to a maintainable level
- It is required by the Shire or the public for general use
- No person is exercising any rights of private ownership over the land
- A relevant Minister has given the Shire, as the Responsible Road Authority, written consent; and
- Any other relevant matter brought to Council's attention

5.3 Right of ways and service roads;

Roadways constructed or formed that are required for use by the general public will generally be considered to be a Public Road and therefore be included in the Register. An appropriate maintenance and inspection regime will be applied to the area of land that reflects the expected frequency of use by the public, construction standards and the associated risk.

The Shire does not have a duty to upgrade a road or to maintain a road to a higher standard than the standard to which the road is constructed.

Therefore some roads in the Register will be noted as having "Limited Maintenance Responsibility". This means maintenance required will be determined based on what is reasonable for a road under certain restrictive conditions.

There are two specific cases that need clarification:

i. Rear access to commercial or industrial properties will be included on the Register when at a maintainable level.
ii. Defined Fire tracks will be maintained to a serviceable level.

Rights of owners and occupiers of adjoining land are:

i. An owner or occupier of any land which adjoins a road is entitled as of right to access the road from that land.
ii. Rights of access conferred by this section or at common law are subject to any restrictions, limitations or conditions which may be specified by or under any Act or law.

5.4 Subdivisions;

When a new subdivision, which includes subdivisional roads, is released to the public for the sale of lots within the subdivision that does not mean that the Shire accepts that the subdivisional roads have been constructed to the Shire standard. The Shire's policy is not to adopt a new subdivisional road as a public road unless all standards and condition as per DA requirements have been complied with. The road is taken over by the Shire following a satisfactory inspection at the time of Practical Completion. At this time the Shire will take over routine maintenance but the developer is responsible for fixing defects for a period of time and this is called the defects liability period.

5.5 Management of Crown Land or Freehold Title;

The Shire has the care and maintenance for roads, pathways and car parks that are located on freehold title or Crown land. That is, Crown land where the Shire has been declared the responsible authority such as Road Reserves or other Reserves. These can include access tracks in reserves that are formed and provide access to car parks and shared footways that may have been constructed by the Shire and therefore require consideration for inclusion in the Register.

It is considered that roads, car parks, pathways or access tracks located on Crown land or separate freehold title, will be included in the Register where:

- Council accepts it is a common law public highway;
- It is constructed or formed to an acceptable standard and
- It is reasonably required for general public use.

5.6 Private Streets and Body Corporate Driveways;

Historically, Broome has had streets developed internally within developments which have remained as private Streets. Gus Winckel Drive and Jules St are both Private Streets.

It is possible for developments to have in their plan of subdivision named the common property as a private street and installed street name blades.

Legally the common property in such developments is the property of the body corporate, which is made up of the owners of the lots within the development. Functionally, such common property is used as a driveway. Therefore, body corporate common property is privately owned land that does not form part of the municipal road network and is the responsibility of the body corporate to maintain.

It is the Shire policy that such driveways not be registered as Public Roads.

For the sake of clarity the Shire maintains a separate list of body corporate driveways that either appear to be part of the road network or have been named as private streets on the plan of subdivision, but are not Public Roads.

For those private roads that have road name signs they will be progressively updated to include under the name "Private Road".

5.7 Pathways;

To be included on the register of public roads, a pathway must meet the following criteria:

- Be on a public highway or on property owned / managed by the Shire
- Have been constructed or formed to provide a defined pathway to an acceptable level.

For a new subdivision they are required to be constructed to Council's design and construction parameters and have been accepted by Council at time of practical completion.

5.8 Demarcation;

Other road authorities, for example Main Roads Western Australia (MRWA), Department of Transport (DoT), Department of Parks & Wildlife (DPaW) and Department of Aboriginal Affairs (DAA) have a responsibility to maintain roads and pathways on land under their control and to have their own asset database registers and management plans.

Under the Main Roads Act 1930, MRWA is the Co-ordinating Road Authority for Declared Main Roads and Highways and DPaW the Co-ordinating Road Authority for roads in State Forrests.

The Shire may be made responsible for some road sides, car parks, pathways, service roads, road furniture and footbridge structures on State Roads or Crown land on the basis of Codes of Practice, or specific agreements.

Generally for other authorities except for MRWA, the Shire responsibility for a road or pathway will end at the property boundary unless other written and signed agreements have been made.

6.0 ROADWORKS CARRIED OUT ON ROAD RESERVE WITHOUT COUNCIL APPROVAL.

The Shire does not condone or accept any responsibility for any work carried out on a road reserve without its written permission. The road will not be maintained or improved in any manner by the Shire as a result of such works and the Shire may direct staff to remove unauthorized gates or obstructions or block the road if a safety risk to the public has been identified.

7.0 APPROVED ROADWORKS

The Shire approves and budgets for new, renewal and upgrading Capital roadworks each year. The Shire may allow works to be carried out on the Shire Roads by others under contract provided the work is included in the Shire approved Budget, funding is available and the Shire Purchasing Policy is adhered to.

The contractor must be fully insured for public liability and workers compensation, equipment and operators licensed, accredited and machinery in safe operating condition; all processes undertaken in accordance with legal requirements, a Job Risk Assessment and Safety Plan completed, works are performed in accordance with the Shire instructions and the funding is authorised by the Shire.

Any request to the Shire for funding assistance to private contractors for new road construction or upgrading work on Council Roads is to be funded from the Capital Works Program (Roadworks) and the above pre-requisites on contractors applies.

Any request to the Shire for funding assistance to private contractors for routine maintenance work, would normally be handled by the Shire but if due to opportunity or distance constraints, a local contractor is engaged then the work may be funded from the Road Maintenance budget.

8.0 DRIVEWAYS (VEHICLE CROSSINGS)

A Vehicle Crossing is the portion of a property's driveway located between the road carriageway and the property boundary.

They are private entrances, and are the responsibility of property owners for construction and maintenance relating to the property being served. The Shire assumes no direct responsibility for these private vehicle crossings, but does require property owners to maintain these vehicle crossings in a low risk condition. The Shire may provide a reactive maintenance service with full costs charged to the responsible property owner for each request.

This does not, however, prevent the Shire from imposing conditions on the construction of the driveway.

9.0 LANDHOLDER MAINTENANCE ON ROADS

A landholder may carry out Maintenance on a Council road under certain conditions and with written approval of the Shire. There is no authority to:

- Alter road width,
- Alter road alignment,
- Alter the surface treatment,
- Add or alter any structures on road reserve, or
- Add or alter any traffic management devices.

The Shire is the Road Authority for all roads on the road register. This responsibility cannot be undertaken by non-approved and unsupervised contractors. The Road Authority is responsible for determining all intervention levels, response times, and inspection frequencies.

Landholders may be engaged as contractors to undertake prescribed maintenance on the Shire roads. Such maintenance must be carried out using qualified and competent staff, licensed machinery and operators, public liability insurance cover, workers compensation insurance and all necessary signing for Works on public roads required under an approved Traffic Management Plan. They shall execute only those works authorised and ordered.

These measures are required because of the potential risk of non-compliance to the community, the contractor and the Shire. Not only is the safety and comfort of the community to be considered but the shared liability risk for both the contractor and the Shire.

10.0 ROADS NOT ON THE REGISTER

For roads or tracks not on the Register, Council does not have a duty to inspect, maintain or repair them.

11.0 REQUESTS FOR ROAD CONSTRUCTION

(Not Development related)
From time to time Council may receive a request from others to construct roads on existing unformed road reserves. In such cases the following shall apply:

- Requests are reported to and considered by Council. The response, if affirmative, will require the works to be funded by the applicant or as otherwise determined;
- The applicant will make suitable arrangements to make payment to the Shire of the full cost of the works as estimated by the Director of Infrastructure. Alternatively, if the works are proposed to be carried out by a contractor, plans and specifications will be required to be submitted to the Director Infrastructure for approval prior to work commencing;
- The standard of plans and specifications required for a contractor will be determined by the Director Infrastructure and will reflect the extent and consequences of the proposed work.
- If a contractor is employed a pre-start meeting will be required, and a formal acceptance process completed.
- If the Shire carried out the work, the same standards of work will apply as with a contractor.
- Upon acceptance of the work, the Shire Road Register will be amended to reflect the maintenance status of the new work.

12.0 LIABILITY

The Shire accepts full liability for the standard of all roads documented in the Public Roads Register (Roman2), regardless of whether that standard is lower than that required for acceptance of new roads on the Register.

"Creation of a Road"

Extract from Brochure Authored by State Land Services:-

WHAT IS THE RELEVANT LEGISLATION FOR CREATION OF ROADS?

The *Local Government Act 1960* was until 30 June 1996 the State's primary legislation dealing with creation, management and closure of roads. On 1 July 1996 it was mostly replaced by the *Local Government Act 1995*, with those parts of the residual *Local Government (Miscellaneous Provisions) Act 1960* (LGMPA) dealing with roads being incorporated into the *Land Administration Act 1997* (LAA) on 30 March 1998.

The LAA is administered by the Minister for Planning and Infrastructure in a statutory role as Minister for Lands, and the Department for Planning and Infrastructure.

Part 5 of the LAA deals with public roads-related matters. Part 4 has provisions dealing with closure of private roads. The *Main Roads Act 1930* also contains provisions in relation to roads, in particular highways, main roads and secondary roads. This Act gives the Commissioner of Main Roads similar powers to a local government. There is other legislation which also relates to the creation of roads and the various acts are outlined in this brochure.

WHAT IS A ROAD?

There are a number of different definitions of a road including the following:

- The *Local Government Act 1960* defined a "road" to have the same meaning as "street", which was then defined to include "a highway; and a thoroughfare; which the public are allowed to use; and including every part of the highway or thoroughfare, and other things including bridges and culverts appurtenant to it";

- The *Local Government Act 1995* dispenses with "roads" and "streets" and "highways", using instead the term "thoroughfare", which is defined as "a road or other thoroughfare and includes structures or other things appurtenant to the thoroughfare that are within its limits, and nothing is prevented from being a thoroughfare only because it is not open at each end"

- The *Main Roads Act 1930* defines "road" to mean any thoroughfare, highway or road that the public is entitled to use and any part thereof and all bridges (including any bridge over or under which a road passes), viaducts, tunnels, culverts, grids, approaches and other things appurtenant thereto or used in connection with the road and "declared road" to mean a road declared to be a highway, main road or a secondary road under this Act, and including any part of any such road.

There are a number of other definitions. A useful, succinct set of definitions is provided by the *Australian Standard 1348-2002 Road and Traffic Engineering* – Glossary of Terms:

- *Road* – a route trafficable by motor vehicles; in law, the public right-of-way between boundaries of adjoining properties.

- *Road reserve* – a legally described area within which facilities such as roads, footpaths and associated features may be constructed for public travel.

- *Public road* – a public place provided for the use of the public for traffic movement, and which has been declared, or proclaimed, notified or dedicated.

WHAT DO THE VARIOUS TERMS MEAN?

"State Land" means and includes all land except land granted in fee simple, and includes all marine and other waters within the State, all islands and the sea-bed and subsoil, seaward to three nautical miles.

"Dedication" as applied to a public road reserve is the setting apart or registration of a portion of land for a public road. It has the effect of vesting freehold land in the State.

"Main road" means a road declared by proclamation to be a main road for the purpose of the *Main Roads Act 1930*.

"Highway" means a road declared by proclamation to be a highway for the purpose of the *Main Roads Act 1930*.

HOW ARE PUBLIC ROADS CREATED?

A public road reserve may be created by subdivision of State or freehold land or by dedication in accordance with the LAA and other statutes. Each of these is discussed below:

Land Dedicated For Roads Through State Subdivision

Section 27 of the LAA empowers the Minister for Lands to authorize the subdivision of State land into lots and determine the width and direction of streets, roads and lanes within such lands.

Section 28 of the LAA provides for the automatic dedication of roads shown on a certified State subdivisional plan.

Both of these provisions deal with subdivisions, and they do not cover the situation where a road is being created alone or with a single lot. The mechanism of section 56 of the LAA is employed in this case.

Land Dedicated For Roads Through Freehold Subdivisions

Section 295(5) of the LGMPA provides for the automatic dedication of roads within a freehold subdivision once the plan of survey has been deposited with the Department of Land Information (DLI) and approved, provided they are six metres in width. This provision is affected by new planning legislation:

- Clause 14 of the *Planning and Development (Consequential and Transitional Provisions) Bill 2004* repeals section 295 of the LGMPA;
- Clause 9 of the Bill inserts section 26A to the LAA, providing for naming of roads on plans of subdivision; and
- Clause 172 of the *Planning and Development Bill 2004* replaces section 295(5) of the LGMPA.

Land Dedicated For Roads Under The LAA

In accordance with section 56 of the LAA, local government authorities may request the dedication of land to become a public road reserve.
This may involve excision of land from State land or reserves or a taking under the LAA of leasehold and freehold estates. Once survey plans and documentation has been completed, the Minister for Lands authorizes the dedication of the road reserve. This process

normally entails a local government gaining prior agreement of all affected landholders or vestees.

The provisions of the LAA enable local government authorities to seek:

- Section 56(1)(a): dedication as roads land that is reserved or acquired for use as a road, or used by the public as a road;
- Section 56(1)(b): dedication of private roads as public roads, at the request of the owner or adjacent ratepayers; and
- Section 56(1)(c): dedication of private roads as public roads where the public have used such roads for more than ten years.

Common Law Dedication

In relation to roads created before the *Local Government Act 1960* came into force, dedication at common law also has to be considered. In considering whether or not there is a dedication at common law, regard must be had for two things:

1. There must be an intention to dedicate the road by the person who created the road; and
2. There must be acceptance of that dedication by the public.

The intention to dedicate the road is readily inferred by the courts if the road communicates at each end with another road and there is sufficient acceptance of that dedication by the public if members of the public have in fact used the road.

Freehold Land Dedicated For Roads Under The Provisions Of The Town Planning And Development Act 1928

- Section 28(1): provides for the automatic dedication of land transferred to State or local government authorities for extending or adding to a public street;
- Section 28(2): provides for automatic dedication of street truncations on approved plans of survey; and
- Section 28(3): automatic conveyance and dedication of street widenings, additions or extensions upon approval of subdivision plan or diagrams.

These provisions will be replaced by clause 172 of the *Planning and Development Bill 2004*.

Dedications Under Superseded Legislation

Roads may have been dedicated under superseded provisions for which there are now no corresponding powers. For example:

- Section 106 of the *Land Act 1933* – declaring of public roads through pastoral leases (such road is a thoroughfare within the meaning of section 1.4 of the *Local Government Act 1995* and via section 3.53 of that Act, comes within the care, control and management responsibility of the relevant local government authority;
- Section 105 of the *Public Works Act 1902* – declaring as a public road, land resumed for railways;
- Section 3.49 of the *Local Government Act 1995* (repealed in 1998); and
- Section 17 of the *Land Act 1933* (former provision for dedicating roads through State subdivision).

Roads Which Have Not Been Dedicated

Many formed or made public roads are not contained within dedicated road reserves. The land on which they are constructed may have been acquired by transfer or resumption and remain as parcels of fee simple land registered in the name of Her Majesty or the Commissioner of Main Roads. For example, Mitchell Freeway comprises a number of freehold parcels. Alternatively, roads may run through unallocated State land or leases (eg, pastoral leases) or through State forest, where there is no separate reserve created.

Land

Register of Public Roads Assessment Form

Assessment form to be used where a road or land area does not easily fit the test of being reasonably required for public use.

Road Name:…….. Road Number…….

Investigation Conducted by:……

	Criteria	Yes/No	Tick	Action
Q1	Does the Shire own the land or is there an agreement that gives Council control of the land?	Yes		Q2
		No		Q10
Q2	Is it a constructed or formed asset?	Yes		Q3
		No		Q12
Q3	Is there unrestricted access?	Yes		Q4
		No		Q11
Q4	Constructed or formed pathway?	Yes		Q9
		No		Q5
Q5	Constructed or formed ancillary area?	Yes		Q9
		No		Q6
Q6	Constructed or formed commercial/industrial secondary access?	Yes		Q9
		No		Q7
Q7	Does it provide primary access to multiple properties?	Yes		Q9
		No		Q8
Q8	Fully constructed to Council standard secondary access?	Yes		Q9
		No		Q12
Q9	Is it reasonably required for general public use?*	Yes		Register
		No		Do Not Register
Q10	Is it a demarcation issue?	Yes		Contact Road Authority
		No		Q12
Q11	Restriction can be removed to allow public access?	Yes		Q4
		No		Q12
Q12	Is there anything else to be considered?	Yes		Discretionary Circumstances?
		No		Do Not Register

Signed:…….. Date:……

Recommendation is Add to register / Do not register.

Authorised by:…….…… Date:……..

Signed:…….. Position:……..

Final decision is Add to register/Do not register.

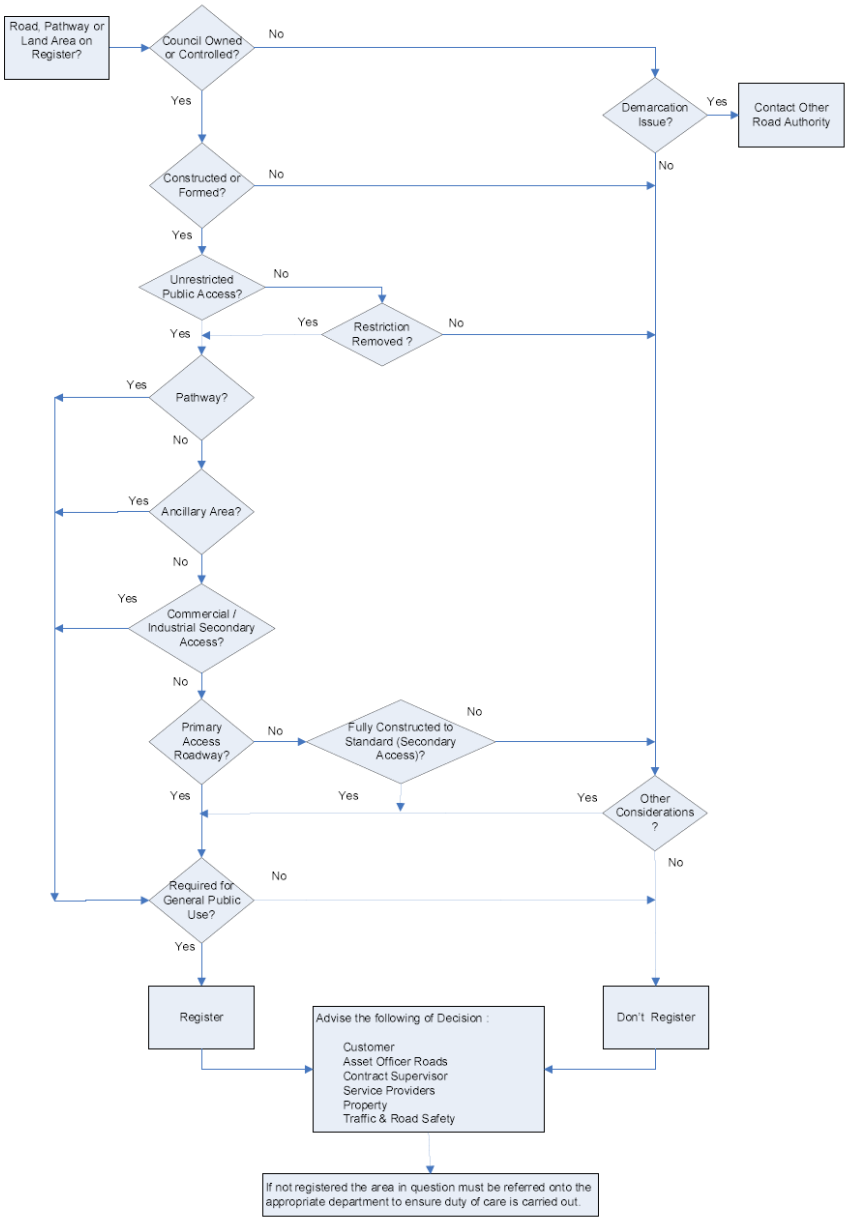
If registered by discretion give reason: ……

……..……

*Note: What to consider when assessing "is it reasonably required for general public use":

- Does it serve a defined purpose or function for the general public?
- Is there evidence that it is currently being used by the general public?
- What are the consequences if public access was removed?
- Can the needs for public use of this land be readily accommodated with alternatives?
- Should it be recommended for discontinuance?

Following is a flow chart representing the above assessment form.



INFRASTRUCTURE 4.2.4

Operations

TITLE:	**VERGE MAINTENANCE**
ADOPTED:	~~OCM~~ OMC 20 November 2008 – Pages 113 – 114 OMC 15 March 2012 – Pages 96 – 103 OMC 17 December 2015 – Pages 110 - 121
REVIEWED:	
ASSOCIATED LEGISLATION:	Local Government Act 1995 Local Government and Public Places Local Law
ASSOCIATED DOCUMENTS:	Local Planning Policy 5.7 – Development Standards for Development Applications Verge Treatment Information Sheet (attached) Street Trees Information Sheet (attached) Street Tree Order Form (attached)
REVIEW RESPONSIBILITY:	Director Infrastructure
DELEGATION:	

Previous Policy Number 3.1.16

Part A

Objective:

Provide further detail to support "Local Government Property and Public Places Local Law, ~~2003~~2016".

Define the obligations and responsibilities of the Community and the Shire of Broome in relation to the maintenance and development of verges within the Shire.

Define the type and extent of permissible works to verges.

~~Definitions:~~

~~**Verge:** The area between the back of the kerb (or edge of the road if no kerb exists) and the property boundary and excludes any paved or formed footpaths and driveways.~~

~~**List of acceptable materials:** Means a material that will create a hard surface and is contained on Council's List of acceptable materials in the Permissible Verge Treatment Information Sheet.~~

~~**Permissible Verge Treatment:** The installation of any hard or soft landscaping within the area of the verge in accordance with the Verge Treatment Information Sheet attached to this policy.~~

~~**Approved Street Trees:** Trees planted within a verge of a species included in the Approved Street Tree List that are installed in accordance with the Street Tree Information Sheet attached to this policy.~~

Policy:

The Council and the Shire of Broome are committed to ensuring that verge treatments installed within the district will:

- contribute to the amenity of the area,
- compliment local flora types
- be carried out in a manner that does not cause safety or access issues for general community users of the verge and road reserve.

Council allows the removal of small amounts of excess 'pindan' sand from its roads provided the Shire obtains a safety benefit from the removal.

uideline

1. All landscaping and planting within the verge must be undertaken in accordance with the Shires Verge Treatment sheet and Street Tree information sheet (attached).

~~The Shire of Broome will maintain Landowner installed approved street trees where they have been installed in accordance with the Street Tree Information Sheet attached to this policy.~~

2. The Shire of Broome will maintain all trees occurring naturally in the verge and approved street trees installed in accordance with the Street Tree Information Sheet attached to this policy. The maintenance of non-landowner with the Shire of Broome reserving the right to remove this vegetation if and when required with it further possible that cost relating to this removal be passed on to the adjacent landowner.

~~The Shire of Broome will maintain all trees endemic to the Broome Shire occurring naturally within the verge.~~

3. Western Power are responsible for trimming endemic trees to ensure safety within proximity to power lines.

4. Pruning or removal of naturally occurring endemic species and existing street trees without written approval of the Shire of Broome's Parks and Gardens Department is not permissible.

5. In urban areas the Shire of Broome will provide, free of charge, 1 street tree per 20m of verge length to the adjacent landowner upon approval of a conforming application.
~~The maintenance of non endemic vegetation within the verge is the responsibility of the adjacent landowner. At Intersections and corners where growth in excess of 400mm impacts driver visibility and sight lines the Shire of Broome will maintain vegetation if required.~~

6. At intersections and corners and within 20m of that intersection or corner where growth may impact drivers vision and sight lines, only plants with a growth habit of less than 400mm will be approved. It is the responsibility of the adjacent landowner to maintain any non-approved vegetation to this height. If non-conforming, the Shire of Broome may issue of that notice, the Shire of Broome may undertake the required work with the cost of such works being the responsibility of the landowner.

7. The Shire of Broome may issue a notice of non-conformance to the verge policy where required. Where a landowner does not comply with notices to rectify non-conforming Verge Treatments and plantings, the Shire of Broome may rectify the verge and the cost of removal of verge treatments or plantings installed contrary to the requirements of this policy will be the responsibility of the landowner.

8. Approval is required for installation of any Verge Treatments and plantings that do not comply with the requirements of this policy attached information sheets.

9. Approval must be sought from the Shire of Broome to place any sculpture or hard object within the road reserve, any such subject must be frangible, that is easily collapsible upon vehicle or bike rider impact. No hard stakes such as star pickets or fence droppers are permitted to be used within the verge.10. ~~and recover costs for the works from the owner under the powers of the Local Government Property and Public Places Local Law 2003.~~

11. ~~Privately installed Verge Treatments will be permissible where they comply with the Verge Treatment requirements contained within the attached Verge Treatment Information Sheet.~~

12. ~~The cost of removal of verge treatments, non endemic species and street trees installed contrary to the requirements of this policy will be the responsibility of the landowner.~~

~~Where a landowner does not comply with notices to rectify non-conforming Verge Treatments, issues relating to non endemic species and street trees, The Shire of Broome will rectify the~~

13. ~~Maintenance of the verge, including any Verge Treatments, other than~~

~~conforming street trees and naturally occurring endemic species remains the responsibility of the adjacent landowner.~~

~~evelopment in the verge other than Verge Treatments as defined in this document may be approved but will be subject to a Planning Approval~~13. Reinstatement of Verge Treatments destroyed or damaged by the activity of a Service Authority or Utility Provider shall be negotiated between the Landowner and the Service Authority.
4. Verge Treatments destroyed or damaged by the activity of the Shire of Broome will be reinstated to an equivalent standard.15. Under the powers conferred by the LGA 1995 and Shire of Broome Local Government Property and Public Places Local Law ~~2003~~ 2016, Council may give notice to a landowner or occupier to remedy an unsatisfactory situation and if necessary recover the cost of carrying out remedial works.

Part B

Procedure:

STREET TREE SUPPLY

1. A Street Tree Information Sheet and Street Tree Supply Application Form will be available for pick up from the Shire Administration Centre and on the Shire website under Parks and Gardens.

2. Completed application forms can be emailed to shire@broome.wa.gov.au, mailed to PO Box 44, Broome 6725 or hand delivered to the Shire Administration Centre.

3. The Infrastructure Directorate will process applications and notify Landowners at their earliest convenience.

4. Approval of the application to a maximum quantity of 1 street tree per 20m of verge in urban areas will be granted where:

   - There are no existing Street Trees in the Verge adjacent to the property
   - There are existing street trees, but the number is less than 1 tree per 20m of verge

5. Upon approval of an application the owner shall be contacted and advised:

   - Their application was successful
   - The number and species of trees that have been approved
   - Details of the availability of the trees
   - Time and location of Planting

~~6. Trees will be installed by Shire of Broome Parks and Gardens at a mutually agreed time.~~

7. Street trees are to be supplied with a copy of the Street Tree Information Sheet.

VERGE TREATMENT

1. The Verge Treatment Information Sheet will be available for pick up from the Shire Administration Centre and on the Shire web page under Parks and Gardens.

2. Where required the procedure for enforcing rectification of non-conforming treatments will follow the requirements of the Local Law and will include:

   a. Written notification to Landowner citing details of non-conforming aspect and specified time for rectification or response, requiring the Landowner to:

      - Rectify non-conforming aspect; or
      - Give a satisfactory reason why the Landowner should be given extra time in which to comply with the notice.

   b. Were rectification has not been completed or response has not been received within the time specified, a further notice is to be issued stating that compliance has not been achieved and if no response has been received within a further 28 days notification will be issued that rectification will be undertaken at the earliest convenience by the Shire of Broome and the cost of rectifications will be recovered from the Landowner.

Infrastructure Information Sheet

VERGE TREATMENT

Shire of Broome
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Introduction

While the predominant function of verges is to provide a safe corridor for pedestrian access as well as a service corridor for placement and maintenance of public utilities, appropriately landscaped verges enhance the visual appeal of the streetscape, increase community amenity and provide shade and create a habitat for birds and other wildlife.

Landscaping of verges can be broken up into 2 categories, Verge Treatments and Street Trees. This information sheet provides guidelines on Permissible Verge Treatments. For further information on the installation and maintenance of street trees please refer to the Street Tree Information Sheet.

Definitions

Verge: The area bounded by the back of the kerb (or edge of the road if no kerb exists) and the property boundary. Verge area is bounded perpendicular to the exterior property boundary and running directly to the kerb or road edge if no kerb exists.

Verge Treatment: Any soft or hard landscaping installed within the area of the verge excluding street trees

Approved Street Tree: A species approved within the Shire of Broome Street Tree Information Sheet planted in accordance with the Shire of Broome verge policy.

CAN I INSTALL VEGETATION WITHIN THE VERGE?

Grass, garden beds, trees and shrubs can be installed only within the verge (As described in this information sheet) adjacent to your property and if installed and maintained in accordance with the guidelines contained in this information sheet.

No planting or treatments are permissible on Shire of Broome land that does not fit into the definition of a verge in this information sheet.

Before any installation the installer is required to contact dial before you dig (1100) and other service and utility providers to ensure underground services and infrastructure are not damaged and correct clearances maintained.

UNAPPROVED PLANTING

Planting within Shire of Broome Public Open Space, Reserves or Drainage Easements is not permissible without prior approval from the Shire of Broome Parks and Gardens Section 08 9191 3456.

WHO IS RESPONSIBLE FOR MAINTAINING TREES AND VEGETATION WITHIN THE VERGE?

The Landowner of the property directly adjacent to the verge is responsible for the maintenance of any vegetation and verge treatments within the verge, regardless of whether it was installed by previous Landowners or Residents, with the exception of:

- approved street trees
- naturally occurring endemic species

CAN I REMOVE OR TRIM TREES WITHIN THE VERGE?

All approved street trees and naturally occurring endemic species within the verge are the property of the Shire and it is an offence to trim or remove these trees without prior approval**.** If you are wishing to remove trees from your verge please contact Parks and Gardens on 9191 3456 to have protected trees identified and to get approval for removal of these trees where necessary.

PERMISSABLE VERGE TREATMENT

This is the "Permissible Verge Treatment" referred to in the Local Law.

A Landowner may improve a verge directly adjoining their property in the following manner:

1. Planting and maintenance of lawn
2. Planting and maintenance of vegetation (garden) provided that no part of the vegetation:
    - Is greater than 400mm in height when within an intersection abutting a crossover, pedestrian access way as shown in the curve visibility triangle in Figure 1 and the crossing visibility triangle shown in Figure 2.
    - Restricts clear sight visibility for a person using the thoroughfare or using a driveway abutting the thoroughfare
    - Inhibits or interferes with adequate street lighting and visibility of signage
    - Is of a thorny or prickly nature which may create a hazard for pedestrians or vehicle thoroughfares. All species of this nature are to be maintained to a 1m clearance from all pedestrian and vehicle thoroughfares e.g. Bougainvillea, Agave
    - Intrudes or invades Shire of Broome Public Open Space, Reserves or Drainage Easements.
    - Is a declared weed species including those listed in the Shire of Broome Weed Brochure
    - Producing nuts or is maintained clear of Pedestrian and Vehicular thoroughfares to ensure safe passage for all users. E.g. Coconuts, Mangos, etc.
    - Restricts a 2-metre clear and safe pedestrian access way where there is no existing footpath.

- Restricts a 2m clearance is maintained for planned subdivisional footpaths within the verge. Contact Shire of Broome Infrastructure Directorate to confirm Broome Footpath Plan. 08 9191 3456.
- Intrude on a 3.0m clearance zone above a footpath or access way and a 4.5m clearance zone above a roadway (Refer Figure 3 - Footpath and Road Overhead Clearances)
- Where an owner/resident wishes to install permanent sprinklers the owner/resident must:
    - source water from a point beyond the water meter and inside the property through a backflow protected irrigation connection
    - ensure sprinklers are a pop-up type
    - Ensure solenoids are within the Property Boundary
    - All supply reticulation pipes must be installed at a minimum depth of 300mm and placed in conduit sleeves two times the diameter of the supply pipe under footpaths and crossovers. Sleeves are to protrude a minimum of 300mm out from the edge of the footpath or crossover.
    - maintain the sprinkler system in a safe and proper operating condition
    - Ensure overspray and runoff does not intrude onto road pavement.

3. Installation of Surface Treatments using an "acceptable material" where the treatment is installed and finished level is 20mm below a containment border, garden kerb, kerb, crossover or footpath.

   Refer to Appendix 1 for a current "List of Acceptable Materials".

4. Installation of Statues, Boulder Rockwork and non-frangible objects so long as they do not:

   - Exceed 300mm in height when within the intersection or curve visibility triangle shown in Figure 1 and the crossing visibility triangle shown in Figure 2.
   - Restrict clear sight visibility for a person using the thoroughfare or using a driveway abutting the thoroughfare
   - Inhibit or interfere with adequate street lighting and visibility of signage
   - Occur within 2.75m clear of the travelled path on un-kerbed roads
   - Require electricity

5. A combination of 1 to 4 above:

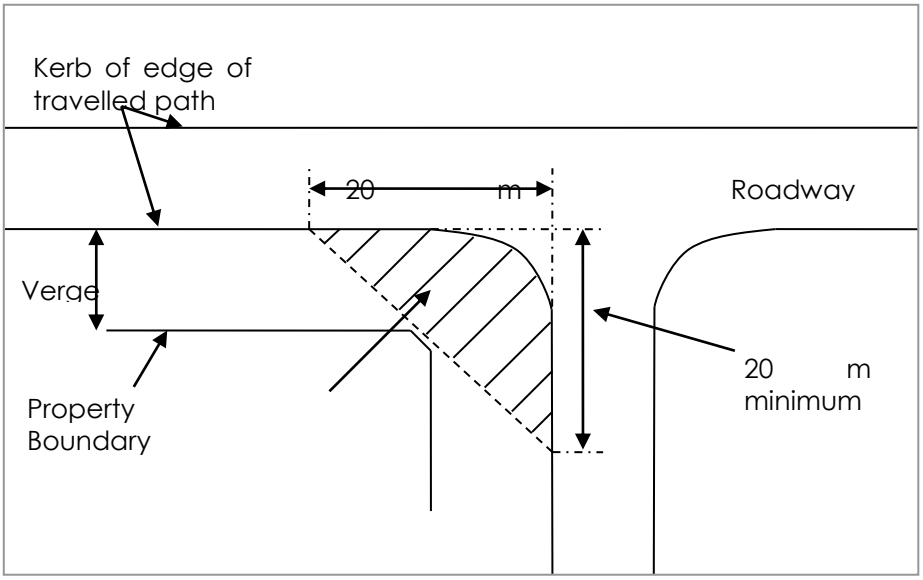

Figure 1 – Intersection or Curve Planting Height Restrictions

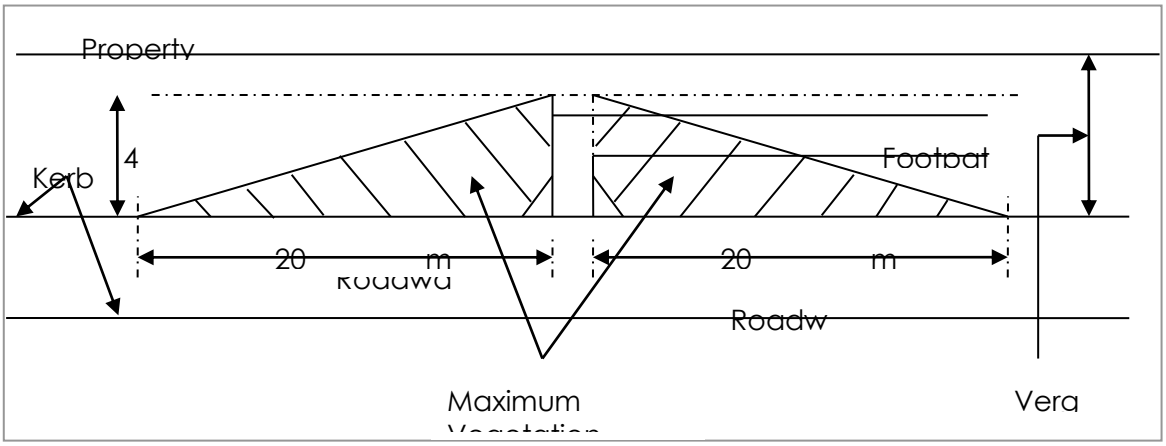

Figure 2 – Crossing Point Height Restrictions

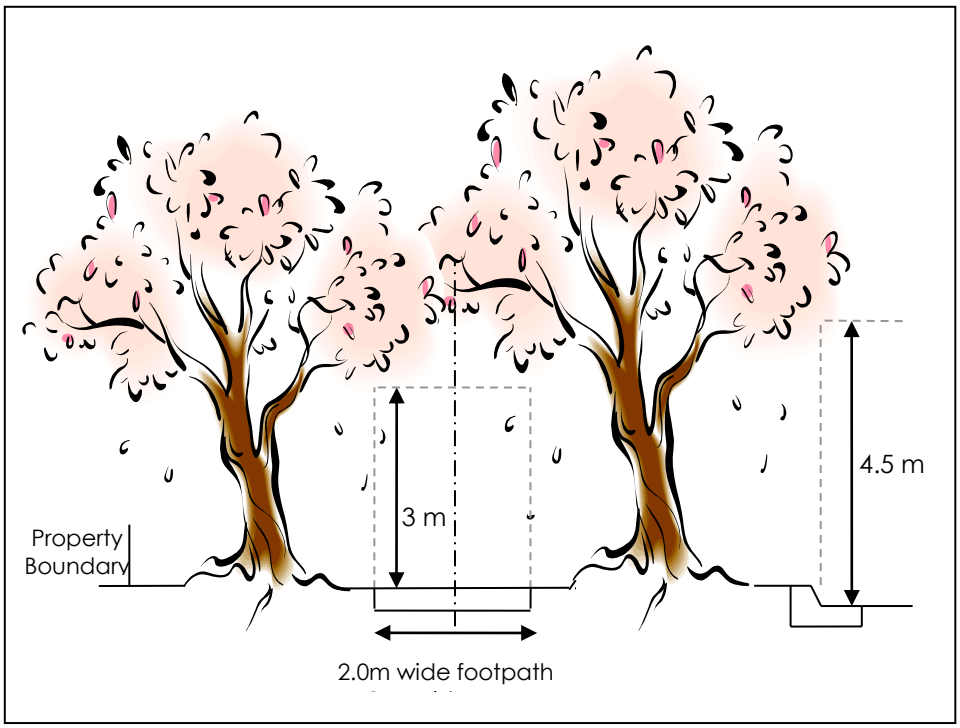

Figure 3 - Footpath and Road Overhead Clearances

ALTERNATIVE VERGE DEVELOPMENT

Where a Landowner wishes to develop his/her verge other than in accordance with the "Permissible Verge Treatment" requirements he/she can apply for a Development Approval for the works under the Planning and Development Act 2005. This will be referred to the Shire of Broome Parks and Gardens Section. Contact Shire of Broome Administration 08 9191 3456.

Appendix 1

List of Acceptable Materials

Acceptable material means any material that will create a dust free, moisture retentive, erosion resistant surface, and which appears in the following list:

- Treated Timber
- ~~Garden Edging,~~
- Organic Mulch (Particle size under 300mm)
- Feature Rock
  - Minimum 500mm in diameter (See Installation of Statues, Boulder Rockwork and non-frangible objects for installation restrictions)
- Stone/Rock/Gravel 20mm<D_{50}<40mm up to a maximum of 40% of the verge area for verges greater than 50 square metres (not including crossovers and footpaths)
  - ~~River-washed rounded stone D_{50}<40mm~~
  - ~~Crushed rock D_{50}<40mm~~
  - ~~Crusher dust D_{50}< 10mm~~

Where the intention is to provide an impervious concrete, bitumen or brick-paved hardstand surface for the parking of cars, it is necessary to first obtain a Development Approval from Council's Development Services Directorate. ~~This includes areas of inorganic material that are over 20m^2 and perceived as car parking areas or non-landscaped verges.~~

This list may be updated with the approval of the Director Infrastructure from time to time.

Infrastructure Information Sheet

STREET TREES

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INTRODUCTION

Street Trees are an important element in the enhancement of Broome's Streetscape and the visual appeal of your street and property. Street trees provide shade, enhance the environment and create a habitat for birds and other wildlife.

Landscaping of verges can be broken up into 2 categories, Verge Treatments and Street Trees. This information sheet explains the services provided by the Shire and the responsibility of the Landowner in relation to the supply and maintenance of street trees.

For further information on installing and maintaining gardens, irrigation, turfing and surface treatments within the verge please refer to the Verge Treatment Information Sheet.

INFORMATION AND ADVICE

The Shire of Broome encourages the installation of street trees and will supply **and install** an urban **for the** Landowner, who currently does not have street trees in their verge, 1 tree per 20m of verge length parallel to the road, adjacent to their property. The supply of these trees will be free of charge under the understanding that the landowner will install **maintain** the trees in accordance with this information sheet and will water the tree for the first 2 years.

DEFINITIONS

Verge: The area between the back of the kerb (or edge of the road if no kerb exists) and the property boundary.

Approved Street Tree: **A native, endemic tree or a street tree of the approved species in the verge in accordance with the street tree installation requirements.**

WHO IS REQUIRED TO MAINTAIN STREET TREES?

The Shire of Broome will maintain all Approved street trees and naturally occurring endemic species within the verge after the initial two year establishment period. All other trees planted in the verge or on the adjacent property that extends out over the verge, are the responsibility of the Landowner whether installed by that Landowner or previous Landowners or Residents.

WHAT SPECIES OF TREE WILL BE SUPPLIED?

To ensure the species of tree is suitable to your verge and to create a consistent theme within a street the Shire has approved a species of tree for every street. Please check the attached council approved Street Tree List to find the street tree species approved for your street.

CAN I PLANT TREES AND VEGETATION OTHER THAN APPROVED STREET TREES IN THE VERGE?

You can plant trees and vegetation other than approved street trees in the verge, where it is installed in accordance with the Verge Treatment Information Sheet. Planting of this nature remains the responsibility of the landowner and will not be supplied, maintained, trimmed or removed by the Shire.

CAN I REMOVE OR TRIM TREES WITHIN THE VERGE?

All approved street trees and naturally occurring endemic species within the verge are the property of the Shire and it is an offence to trim or remove these trees without prior approval**.** If you are wishing to remove trees from your verge please contact Parks and Gardens on 9191 8710 to have protected trees identified and to get approval for removal of these trees where necessary.

HOW DO I APPLY FOR THE SUPPLY OF A STREET TREE?

Complete the Street Tree Supply Application Form attached to this information sheet and forward it to the Shire administration on Weld St. as per the directions on the application form.

STREET TREE MAINTENANCE-2 YEAR ESTABILISHMENT PERIOD

An information sheet containing all the relevant maintenance details will be supplied to the landowner upon planting of the designated street tree/s.

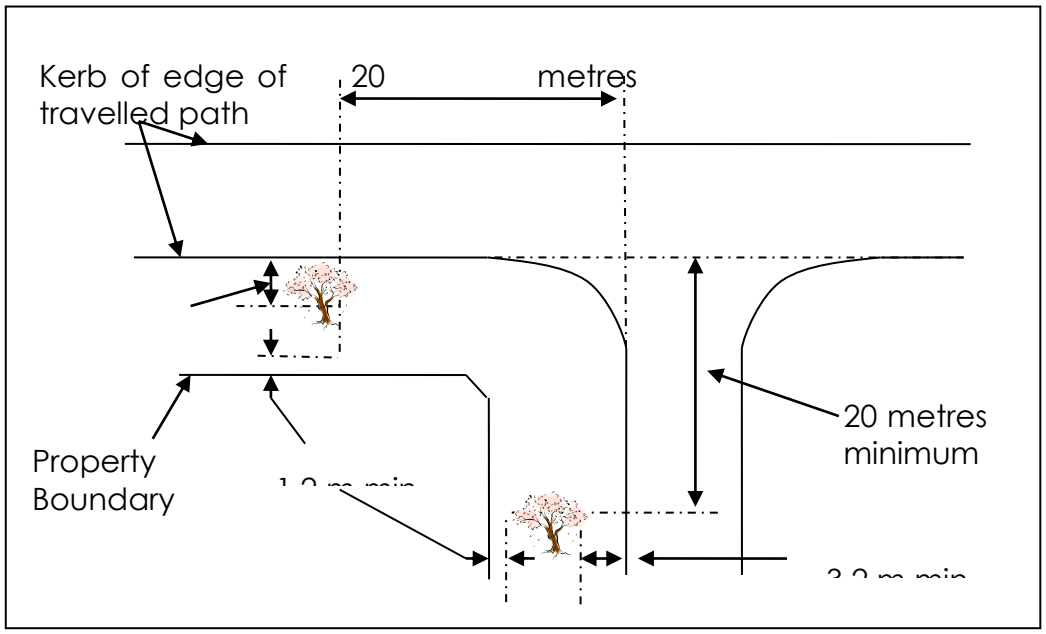


Figure 1 – Intersection Planting Clearances

Where the above minimum clearances cannot be achieved, please contact Council for specific advice on your situation.

Shire of Broome

Street Tree Planting Guide

Version 1 January 2008

Document Review – January (annually)

The tree specie listed in the table below is the current selection to be used for all approved street-tree plantings

Each street in Broome has been assessed and a particular "Theme" tree identified which becomes the Approved Street tree" for your street. Contact the Parks and Gardens Team for advice on the Theme Tree for your street.

Botanical Name	Common Name
Acacia eriopoda	Pindan wattle
Adonsonia gregorii	Boab
Alstonis linerias	Bitter bark
Eucalyptus bella	Weeping ghost gum
Eucalyptus bigalerita	Northern salmon gum
Eucalyptus dampieri	Dampiers bloodwood
Eucalyptus miniata	Woolybutt
Eucalyptus paractica	Cable beach ghost gum
Eucalyptus phoenicia	Scarlet gum
Eucalyptus polycarpa	Long fruited bloodwood
Eucalyptus ptychocarpa	Swamp bloodwood
Gardenia pyroformis	Turpentine tree
Grevillea pteridifolia	Kimberley christmas tree
Hakea aborescens	Yellow hakea
Lysyphyllium cunninghamii	Jigal
Melaleuca dealbata	Garnboor tree
Mimusops elengii	Mamajen
Owenia reticulata	Desert walnut
Planchinia careya	Cocky apple
Terminalia cunninghamii	Pindan walnut
Terminalia ferdinandiana	Gubinge tree
Terminalia petiorlaris	Blackberry tree
Leptospernum longifolium	Weeping t-tree

*denotes trial specie

Street Tree Supply Application Form

STREET TREE ORDER FORM

Property Owner_____

Address_____

_____

Suburb_____

Telephone No. (Home)_____ (Work) _____

Mobile No._____

Length of verge adjoining your property boundary measured at the back of kerb (m)
_____ Corner Block (Yes / No)

Urban Landowners, who currently do not have street trees in their verge, are entitled to (1) tree per 20 metres of verge. Street Trees supplied will be of the approved species for your street as per the attached Approved Street Tree List.

Completed order forms can be returned via:

- Email to Shire@broome.wa.gov.a
- Deliver or post to Shire of Broome Administration Centre, Cnr Weld and Haas Street, PO Box 44, Broome 672

Declaration

I / We the Property Owner would like to apply for the supply of a street Tree(s) and undertake to:

- Maintain the approved street tree in accordance with the Street Tree Information Sheet provided upon planting.
- Water the tree for the first 2 years during its establishment period according to the Street Tree information sheet provided.

Signature_____ Date_____

INFRASTRUCTURE 4.3.2

Asset and Building

TITLE:	**DISPOSAL OF ASSETS**
ADOPTED:	OCM 25 November 2010 – Pages 92 – 95
REVIEWED:	OMC 15 March 2012 – Pages 96 – 103 OMC 27 March 2014 – Pages 94 – 99 OMC 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	Local Government Act 1995 Local Government (Functions and General) Regulations 1996
ASSOCIATED DOCUMENTS:	Asset Management Policy 4.3.1
REVIEW RESPONSIBILITY:	Director Infrastructure
DELEGATION:	

Previous Policy Number 3.1.18

PART A

Objective:

The purpose of this Policy is to provide unambiguous and transparent direction for the disposal of assets and in doing so:

- promote fair and effective competition to the greatest possible extent;
- consider any potential benefit to the community; and
- ensure best value for money is achieved.

Policy:

The Council and the Shire of Broome are committed to ensuring an open, transparent, fair and systematic basis for the disposal of the Shire's Non- Current Assets.

Principle:

The Shire of Broome is committed to the open, transparent and systematic disposal of Council's Non-current Assets.

PAR T B

Management Procedures

Definitions:

To assist in interpretation of the Policy and these Management Procedures, the following definitions shall apply:

Apparent Value	relates to the estimated current financial value of an asset.
Asset	means a resource controlled by the Shire ~~Council~~ as a result of past events and from which future economic benefits are expected to flow to Council (e.g. real property, motor vehicles, plant and equipment, art works, etc).
Asset Disposal	means a process where Council divests itself of an asset in a systematic and authorised manner as directed by this Policy
Best Value	means where the Shire ~~Council~~ obtains the best possible return for the goods it sells in financial, social, economic and environmental terms.
CEO	means the Chief Executive Officer of the Shire of Broome.
Responsible Officer	means that officer nominated in the Shire's accounting system as being responsible for the service supported by that asset.
The Act	means the WA *Local Government Act 1995* (and as amended from time to time).
The Shire	means the Shire of Broome.

Context:

This policy applies to assets controlled by Council.

It does not apply to items sold from the Waste Management Facility.

Regulation ~~Section~~ 30 (3) (a) of the Local Government (Functions and General) Regulations 1996 states that disposal of assets is exempt from the requirements of Section 3.58 of The Act if the value is less than $20,000 excluding GST.

Council needs to be assured that probity is maintained in the process at all times.

The apparent value of assets shall be determined by the relevant Director as defined in this Policy who has responsibility for the management of the asset. The apparent value will be determined with consideration of:

a. the book value; and/or
b. replacement value of the asset; and/or
c. an assessment of the market value of the asset, made by taking into consideration:
    i. the potential to sell the asset;
    ii. the perceived value of the asset to a buyer;
    iii. its age and condition;
    iv. potential for obsolescence; and
    v. usefulness for future needs.

The Director will be required to detail the assumptions used in estimating the asset's value, in preparing their recommendation to dispose of the asset.

In all cases, prior to disposing of assets, Directors should first consider the needs of other Departments, Sections or Units. This could take the form of a notice communicating surplus assets and requesting that the Responsible Officer sign off that it is agreed there is no further use for the asset, whilst giving other Departments the opportunity to state their requirements for the business.

Decision to Dispose

Before any asset is disposed of, it is necessary to certify that the asset is appropriate for disposal and obtain approval from the Chief Executive Officer.

Common criteria for determining that goods may be suitable for disposal include:

a. No longer operationally required;
b. Unserviceable or beyond economic repair;
c. Technologically obsolete.
d. Operationally inefficient.
e. Surplus to current or immediately foreseeable needs
f. Part of an Asset Replacement Program
g. Contains any environmentally sensitive or hazardous material
h. Non-compliance with OSH Standards;
i. Uneconomical to repair

Factors to Consider prior to Disposal

a. Other Uses – prior to disposal, a reasonable effort is to be made to ensure no other ~~Council~~ Department has a need for the asset;
b. Items of historical or cultural significance should be given special consideration;

c. Dangerous Materials – Any dangerous goods are to be disposed of in an authorised manner;
d. Conflict of Interest – The Director and the officer responsible for the disposal of any ~~Council~~ Asset must ensure that no conflict of interest occurs in or as a result of the asset disposal process;
e. Identifying Marks – As far as practical all ~~Council~~ identifying marks or stickers should be removed or obliterated;
f. Spare Parts – Spare parts held for a particular item should be disposed of in one parcel with the asset;
g. Preparing assets for sale – A check must be carried out to ensure assets do not contain:
    i. Additional Items not intended for sale
    ii. Confidential documents (records, files, papers)
    iii. Software (which could lead to a breach of license or contain confidential data)
    iv. Digital confidential information; and
    v. Hazardous materials.

AAdditionally, the form for removal from Asset Register should be completed.

Assets with an Apparent Value of Less Than $5,000 (ex GST)

The relevant Director is responsible for determining the appropriate method for the disposal of Assets with an Apparent Value of less than $5,000. The method used for the disposal of Assets shall maximise the return to Council.

The accepted means of disposal under this category may include, but not limited to:

a. Disposal by publicly invited quotation;
b. Public Auction; or
c. Donation to not-for-profit Community or ATO endorsed Charity organisations.

Assets with an Apparent Value of More Than $5,000 (ex GST)

For assets with an Apparent Value greater than $5,000 the disposal method will be determined by the relevant Director on a case by case basis.

In making a determination the Director should consider:

a. Market forces and impact on return from the sale of the asset.
b. The purchase price, lifecycle maintenance costs and remaining useful life to maximise where possible the return on investment of the asset.
c. The strategic worth of the asset and its long term benefit to the community.
d. Community need for the asset and alternative resources.
e. How the funds received from the disposal of the asset are to be allocated.

Methods of Disposal

The Corruption and Crime Commission (CCC) advises amongst other matters that misconduct occurs when a public officer abuses their authority for personal gain, or to cause detriment to another person, or acts contrary to the public interest.

Misconduct includes theft, bribery, abuse of power, misuse of resources and conflict of interest.

In its simplest form, misconduct occurs when a public officer acts with dishonesty or a lack of impartiality which could affect their official capacity.

As a general principle, Council requires that the sale of assets to staff is NOT to occur outside of a public process.

All disposals of any surplus ~~Council~~ assets shall be by way of public invitations to bid for the purchase of the assets. This shall not be limited to staff or to elected officials. Members of the public must also be allowed to compete for the purchase.

At all times, surplus assets or materials should be disposed of in a way that maximises returns whilst ensuring open and effective competition.

The disposal method chosen must be appropriate to the nature, quantity and location of goods, and promote fair and effective competition to the greatest extent possible. Where practical, a competitive disposal method should be selected, particularly for the disposal of high-value goods or large quantities of similar goods.

Authorised Disposal Methods

Public Tender

Tendering for the disposal of goods is to be conducted in accordance with the same principles as Council's tendering policy.

Public Auction

Public auction maximises the opportunity for public participation in the disposal process and is the appropriate method when:

a. there is public demand for the items;
b. alternative disposal methods are unlikely to realise higher revenue; and
c. the costs associated with the auction can be justified in relation to the expected revenue from the sale.

Expressions of Interest/Quotations

Council may determine to dispose of items by advertising for expressions of interest or quotations where:

a. the items are of low value;
b. the costs of disposal are disproportionate to the expected returns; or
c. there is very limited interest.

Trade-in

Trading in surplus goods can be an efficient means of disposal, and a convenient way to upgrade equipment such as plant. However, trade-in prices do not always provide the best return as the purchase price of an item not on State Contract may have been inflated to offset the trade-in value offered by the supplier. Any decision

to trade-in surplus goods must be based on a clear analysis of the benefits of the trade-in as opposed to separate sale of the surplus goods.

Sale or Transfer to Other Agencies

There may be occasions when Council may consider selling or transferring surplus goods to another council or similar organisation, before offering them for sale on the open market. For example, it may decide to give surplus office furniture to a co-operative organisation in which the Shire is a participant.

Authorisation by way of a resolution of Council is required before such a sale or transfer can be effected.

Donation to Notfor profit Charity or Community Organisations.

(Note: this method of disposal may not be used for asset with an estimated value of more than $1,000).

The Shire and Council occasionally receive requests from not-for-profit community, charity or work creation organisations seeking the donation of, or concessional sales of surplus goods. At times Council may invite such organisations to submit proposals for the donation of surplus or obsolete goods.

In considering any request, the matter shall be referred to the Manager Community Development for assessment along the lines of the Community Sponsorship program and consider the following:

a. Community groups should receive equitable treatment to avoid possible claims of bias.
b. A check should be made to ensure the group is not a disguised business operation providing funds or remuneration to the principals.
c. They must verify in writing their status as an incorporated not for profit organisation, with an approved Constitution, or an organisation endorsed for tax concessions by the ATO and that the intended use of the asset is non-commercial (i.e. not-for-profit).
d. Provide written acknowledgement of receipt of the asset.
e. Acknowledge that the Shire will not be responsible for any repair or maintenance of the asset.
f. Acknowledge that all copyright or licensed content has been removed (eg. computer software).
g. Take responsibility for the timely removal of the asset and any associated costs that arise from the asset's removal.
h. Where the donation is seen as appropriate but there is a potential claim of bias, the matter should be referred to the Chief Executive Officer.
i. The charity/community group must remove the asset themselves and at no cost to the Shire.

Writing off the Value of the Goods (Recycling or Destruction)

The value of an item may be written off and the item removed to the Waste Management Facility, recycled or destroyed if it is deemed:

a. to have no value;
b. to be unserviceable or beyond economical repair; or

c. that the disposal cost is higher than the likely return.

Notifying Disposal of Assets

Following the disposal of an asset of an apparent value of $5000 or more, it is the responsibility of the relevant Director, or their delegate, to notify:

a. The Asset and Building Coordinator of the disposal to ensure the Asset Register is updated; and
b. The Manager Governance to determine any impact on the Shire's ~~Council's~~ insurance policies.

Buyers Risk

Irrespective of the disposal method applied, all prospective owners must be advised in writing that items are disposed of, with any faults, at the buyer's risk ('as is where is').

Buyers are to rely on their own investigations regarding the condition and workability of the items for their particular purpose and the Shire will not be responsible for any repairs or maintenance of the Asset.

Documentation and Declarations

The relevant Director or their delegate is to ensure:

a. The disposal methodology is fully documented, and all documentation is filed under the appropriate disposal file in Records.
b. Any conflict of interest issues, perceived or otherwise, in relation to the chosen means of disposal or with the officers involved in the disposal process is declared and registered.
c. The CEO will consider the conflict of interest declaration, assess the risk and provide formal notification of a decision on a case by case basis.

Evaluation Process

This Policy is reviewed when any of the following occur:

a. The related information is amended or replaced.
b. Other circumstances as determined from time to time by the CEO.
c. Notwithstanding the above, this Policy is to be reviewed at intervals of no more than two years.

9.4.6 INTEGRATED PLANNING AND REPORTING FRAMEWORK - CORPORATE BUSINESS PLAN REVIEW

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	ADM20
AUTHOR:	Manager Governance
CONTRIBUTOR/S:	Manager Financial Services
RESPONSIBLE OFFICER:	Director Corporate Services
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	28 November 2017

SUMMARY: Council is requested to consider the adoption of the Shire of Broome's Corporate Business Plan 2018-2022.

It is recommended that Council resolve to adopt the Corporate Business Plan 2018-2022 and give local public notice that the Plan has been adopted.

BACKGROUND

Previous Considerations

OMC 7 September 2004	Item 9.1.3
OMC 30 November 2004	Item 9.1.5
OMC15 February 2007	Item 9.1.2
OMC 5 July 2007	Item 9.1.2
OMC 17 February 2011	Item 9.1.2
OMC 7 July 2011	Item 9.2.1
SMC 27 June 2013	Item 9.1.1
OMC 17 October 2013	Item 9.4.4
SMC 17 February 2016	Item 6.4.1
OMC 30 June 2016	Item 9.4.7
OMC 15 December 2016	Item 9.4.6

All Local Governments in Western Australia are required to develop a Plan for the Future as prescribed under Section 5.56(1) of the *Local Government Act 1995*. In 2011, amendments were made to the *Local Government (Administration) Regulations 1996*, specifically the inclusion of regulation 19BA, which in summary, states that a Plan for the Future is to incorporate a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP).

The CBP is responsible for translating the strategic direction of the Shire, articulated within the SCP, into specific priorities and actions at an operational level. The CBP also draws together actions contained within the Long Term Financial Plan (LTFP), Capital Works Programs Asset Management Plans and various informing strategies. It provides a 4-year snapshot of operational actions and priorities to inform the annual planning and budgeting process. The CBP is required to be reviewed annually in line with the budget process to ensure priorities are achievable and effectively timed. As part of this review, consideration has been given to the Long Term Financial Plan.

A full review of both the SCP and CBP was undertaken in 2016/17 and the documents were adopted by Council at the Ordinary Meeting of Council held 15 December 2016. A desktop review of both documents will occur in the 2018/19 financial year.

COMMENT

A workshop was held with Councillors on Tuesday 28 November 2017 which was attended by Councillors Tracey, Male, Fryer, Marriott, Matsumoto, Mitchell and Rudeforth. As well as reviewing the CBP attending Councillors were provided an overview of the updated LTFP and decided on capital projects to be undertaken over the four-year period.

New Actions within the Draft Corporate Business Plan 2018-2022 (Draft CBP) have been identified in red. Amendments to the Draft CBP, including amendments to Action wording and operating and capital expenditure allocations have been ~~struck through~~ with revised wording and/or expenditure identified in red.

New Draft Corporate Business Plan 2018-2022 Actions
New Actions have been incorporated within the Draft CBP to provide outcomes in line with Council's strategic objectives. Council has included one new Action in the Draft CBP:

3.2.1.5 Investigate development opportunities and develop business case for McMahon Oval

$50,000 has been allocated in 2018/19 to undertake operational activities supporting this new Action.

Completed Draft CBP Actions
The Draft CBP has been updated to indicate the following Actions which have either been completed or are on track for completion in the 2017/18 Financial Year.

1.2.1.1 Review the Sport and Recreation Plan
1.2.1.7 Develop a Master Plan for the youth precinct at the Broome Recreation Aquatic Centre (BRAC)
1.2.4.1 Facilitate the development of a Community & Sporting Storage Shed
1.4.3.1 Lobby for and seek funding for Jetty to Jetty Revetment Project
1.4.3.2 Construct Jetty to Jetty Revetment Project
1.5.3.3 Construct a Broome Volunteer Bushfire Brigade Station
1.5.3.4 Implement improved bushfire mitigation processes
3.2.1.1 Renew KRO in accordance with Business case
3.2.1.3 Review the Local Commercial Strategy
4.1.2.2 Review the Internal Communications Plan
4.4.2.1 Organisational Development Plan to be developed

Amended Draft CBP Capital Projects
Significant Shire capital projects identified as priorities over the next four years have been listed below. It should be noted that a number of these projects include significant funding leveraged through grants or contributions.

1. Closure of the existing Waste Facility and construction of New Waste Management Facility (Regional Resource Recovery Park)
2. Town Beach Masterplan:
    a) Town Beach Jetty
    b) Catalinas Parking and Ablutions
    c) Town Beach Greenspace, Waterpark, Amphitheatre and Amenities

   d) Robinson Street Parking and Water Park Slow Zone.
3. Stage 2 of the Chinatown Revitalisation Project.
4. Capital Road Upgrades:
   a) McDaniel Road
   b) Hunter Street
   c) Hamersley Street Extension and Roundabout
   d) Port Drive and Guy Street Intersection.
5. BRAC Nipper Roe Lighting.
6. Cable Beach Foreshore Upgrades.
7. Covered Outdoor Courts.
8. Jetty to Jetty Footpath.
9. BRAC 1 Youth Precinct.
10. Broome Trails – Bay to Banu, Cable Beach to Chinatown.
11. Surf Club Upgrades.
12. BRAC Indoor Courts.
13. Safe Boat Harbour.
14. Asset Renewal Expenditure towards Transport, Building, Information and Communications Technology (ICT), Drainage, Footpaths, Carparks and other infrastructure.

Amended Draft CBP Operating Expenditure
A number of operational actions have also been defined within the Draft CBP as requiring additional operating expenditure. These are actions which cannot be achieved through the Shire's current human resource capacity and require a Council contribution sourced from operating revenue or external funding.

The CBP is used to inform the annual budget process, but it must be noted that budget allocations are only formally endorsed through the adoption of the annual budget.

The LTFP has been reviewed with consideration for the revised CBP. The LTFP has been balanced with the intent to reduce the reliance on Reserve Funding, to fund in the first instance, the Shire's Capital Renewal program. Funding of renewal expenditure through Municipal Funds provides for long term financial viability. In order to balance the LTFP, and ensure financial sustainability into the future, an annual rate increase of 2.0% per annum has been incorporated.

CONSULTATION

Nil

STATUTORY ENVIRONMENT

Local Government Act 1995

5.56. Planning for the future
(1) A local government is to plan for the future of the district.
(2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.
[Section 5.56 inserted by No. 49 of 2004 s. 42(6).]

Local Government (Administration) Regulations 1996

19BA. Terms used

In this Part —

***corporate business plan** means a plan made under regulation 19DA that, together with a strategic community plan, forms a plan for the future of a district made in accordance with section 5.56;*

***strategic community plan** means a plan made under regulation 19C that, together with a corporate business plan, forms a plan for the future of a district made in accordance with section 5.56.*

[Regulation 19BA inserted in Gazette 26 Aug 2011 p. 3482-3.]

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

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

(2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.

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

(a) 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

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

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

(4) A local government is to review the current corporate business plan for its district every year.

(5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.

(6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine whether or not to adopt the plan or the modifications.*

**Absolute majority required.*

(7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

[Regulation 19DA inserted in Gazette 26 Aug 2011 p. 3484-5.]

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The Draft CBP is designed to deliver on the Outcomes and Strategies identified in the SCP, and has been reviewed to inform the 2018/19 budget process and to take into consideration the LTFP.

The adoption of the Corporate Business Plan 2018-2022 will be advertised in the Broome Advertiser for an estimated cost of $350.00.

RISK

Regulation 19DA of the *Local Government (Administration) Regulations 1996* requires a local government to review its current corporate business plan every year.

The risk is Extreme if this review is not undertaken as it results in non-compliance with the legislative requirements.

STRATEGIC IMPLICATIONS

Adoption of the Corporate Business Plan 2018-2022 maintains consistency with the Shire's current Strategic Goals, Outcomes and Strategies as contained within the Strategic Community Plan 2017-2027.

The Corporate Business Plan is designed to deliver on the priorities documented in the Strategic Community Plan.

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Effective communication

Affordable services and initiatives to satisfy community needs

Accessible and safe community spaces

Participation in recreational and leisure activities for Broome and the North West

A healthy and safe environment

Our Place Goal – Help to protect the natural and built environment and cultural heritage of Broome:

Realistic and sustainable land use strategies for the Shire within state and national frameworks and in consultation with the community

A built environment that reflects tropical climate design principles and the Broome vernacular

A natural environment for the benefit and enjoyment of current and future generations

A preserved, historical and cultural heritage of Broome

Retention and expansion of Broome's iconic tourism assets and reputation

Core asset management to optimise Shire's infrastructure whilst minimising life cycle costs

Our Prosperity Goal – Create the means to enable economic diversity, growth and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

Affordable land for residential, industrial, commercial and community use

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

An organisational culture that strives for service excellence

Sustainable and integrated strategic and operational plans

Responsible resource allocation

Improved systems, processes and compliance

VOTING REQUIREMENTS

Absolute Majority

REPORT RECOMMENDATION:

That Council:

1. *Adopts the Shire of Broome Corporate Business Plan 2018-2022 as contained within Attachment 1, and supports the implementation of the adjusted document.*
2. *Provides Local Public Notice of the adoption of the reviewed plan.*
3. *Notes that the Shire of Broome Long Term Financial Plan will be reconciled with the Shire of Broome Corporate Business Plan 2018-2022 for presentation to Council during the 2018/2019 budget process.*

(ABSOLUTE MAJORITY REQUIRED)

Attachments

1. Draft Corporate Business Plan 2018-2022

Corporate Business Plan

8 ~~2~~

Planning Framework

This Agenda of Ordinary Meeting - 14 December 2017, together with the Strategic Community Plan 2017-2027, is the Broome's Plan for the Future and has been prepared to achieve compliance with *the Local Government (Administration) Regulations 1996.*

Under *Local Government (Administration) Regulations 1996* Regulation 19DA (3), a Corporate Business Plan for a district is to:

a) 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

b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and

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

In the preparation of the annual budget the local government is to have regard to the contents of the Plan for the Future in terms of Section 6.2(2) of the *Local Government Act 1995*.

Development of the Plan has also been influenced by the Department of Local Government and Communities Framework and Guidelines for Integrated Planning and Reporting.

Strategic Community Plan

The Broome community had a strong involvement and voice in the development of the Strategic Community Plan. Commencing in August 2016, the community were invited to share their visions and aspirations for the future of Broome, and the Plan has subsequently been reviewed and updated to reflect the community aspirations.

The community shared what they considered most special and what they love about Broome and their vision for the future. It is evident they value their natural environment, in particular their beautiful beaches and coastline, fresh air and clear turquoise waters. The strong sense of community, lifestyle and the multicultural community are highly regarded. The history, identity and culture is special to Broome, with a living indigenous culture, traditions and the connection to country.

The most commonly identified issues included:

- concerning level of anti-social behaviour, in particular in relation to drug and alcohol abuse;
- protecting the natural environment;
- retention of youth and families;
- cost of living and accessibility (particularly air transport); and
- economic stability.

This information provided a valuable insight into the key issues and aspirations, as perceived by the local community. Importantly for the Council, these views have established clear priorities, and subsequently shaped the visions, values, objectives and strategies documented in the Strategic Community Plan 2017 - 2027.

Planning Framework (continued)

Corporate Business Plan

Achieving the community's vision and Shire's strategic objectives requires development of actions to address each strategy contained within the Strategic Community Plan. Careful operational planning and prioritisation is required due to limited resources. This planning process is formalised in this Corporate Business Plan. The Corporate Business Plan puts the Strategic Community Plan into action via the Annual Budget.

The Agenda of Ordinary Meeting - 14 December 2017 is reviewed annually to assess the progress of projects and realign actions and priorities with current information and available funding.

Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability. Along with achieving the community aspirations and objectives the Corporate Business Plan draws upon information from the following strategic documents.

Informing Strategies

Asset Management Plan

The Shire has developed Asset Management Plans for major asset classes in accordance with Council's Asset Management Policy. The Asset Management Plans form a component of an overall Asset Management Strategy which addresses the Shire's current processes and sets out the steps required to continuously improve the management of Shire controlled assets.

Capital renewal estimates contained within the Asset Management Plans have been included to the extent the financial and workforce resources are available to enable the renewals to occur.

Workforce Plan

The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Shire's Strategic Community Plan.

Workforce issues have been considered during the development of this Corporate Business Plan and the financial impacts of the Workforce Plan captured within the Long Term Financial Plan. A combination of workforce and financial constraints has influenced the prioritisation of actions within this Plan.

Long Term Financial Plan

The Broome is planning for a positive and sustainable future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

During the development of this Corporate Business Plan, the Long Term Financial Plan was updated to confirm the financial capability to undertake the planned actions and ensure integration with this Plan. The results of this update are reflected within the Forecast Statement of Funding included within this document.

Review of Plan

In accordance with statutory requirements the Corporate Business Plan is reviewed and updated annually. The review of this Plan occurred following a major review of the Strategic Community Plan in 2016.

Forecast Statement of Funding

The following Forecast Statement of Funding (operations) is extracted from the Long Term Financial Plan to provide an indication of the net funding available from operational activities. The forecast statement should be read in conjunction with the full Long Term Financial Plan and its underlying assumptions and predictions.

	2018-19	2019-20	2020-21	2021-22
	$	$	$	$
FUNDING FROM OPERATIONAL ACTIVITIES				
Revenues				
Rates	22,402,915	22,850,973	23,307,992	23,774,152
Operating grants, subsidies and contributions	3,263,542	3,327,913	3,393,571	3,415,542
Fees and charges	11,051,677	11,272,705	11,498,158	11,755,118
Interest earnings	921,925	778,217	591,522	655,268
Other revenue	841,031	857,849	875,000	892,498
	38,481,090	39,087,657	39,666,243	40,492,578
Expenses				
Employee costs	(16,331,247)	(16,657,867)	(16,991,041)	(17,330,864)
Materials and contracts	(9,048,938)	(8,764,811)	(8,792,132)	(9,045,360)
Utility charges (electricity, gas, water etc.)	(2,096,722)	(2,138,654)	(2,181,424)	(2,225,050)
Depreciation on non-current assets	(16,687,195)	(17,364,317)	(17,557,880)	(27,600,266)
Interest expense	(149,997)	(161,208)	(128,206)	(188,884)
Insurance expense	(643,801)	(656,676)	(669,809)	(683,205)
Other expenditure	(2,562,981)	(2,614,239)	(2,666,521)	(2,719,846)
	(47,520,881)	(48,357,772)	(48,987,013)	(59,793,475)
	(9,039,791)	(9,270,115)	(9,320,770)	(19,300,897)
Funding Position Adjustments				
Depreciation on non-current assets	16,687,195	17,364,317	17,557,880	27,600,266
Net Funding From Operational Activities	7,647,404	8,094,202	8,237,110	8,299,369
FUNDING FROM CAPITAL ACTIVITIES				
Inflows				
Non-operating grants, subsidies and contributions	7,663,800	4,655,000	5,281,530	126,785,000
Outflows				
Purchase of property plant and equipment	(1,692,367)	(4,323,367)	(1,850,947)	(1,619,367)
Purchase of infrastructure	(19,802,286)	(15,098,761)	(9,790,110)	(129,266,761)
Net Funding From Capital Activities	(13,830,853)	(14,767,128)	(6,359,527)	(4,101,128)
	(21,494,653)	(19,422,128)	(11,641,057)	(130,886,128)
FUNDING FROM FINANCING ACTIVITIES				
Inflows				
Transfer from reserves	8,850,164	10,611,286	640,970	224,390
New borrowings	1,200,000	0	1,500,000	0
Outflows				
Transfer to reserves	(3,101,774)	(3,143,514)	(3,190,705)	(3,523,475)
Repayment of past borrowings	(764,941)	(794,846)	(827,848)	(899,156)
Net Funding From Financing Activities	6,183,449	6,672,926	(1,877,583)	(4,198,241)
Estimated Surplus/Deficit July 1 B/Fwd	0	0	0	0
Estimated Surplus/Deficit June 30 C/Fwd	**0**	**0**	**0**	**0**

Additional Operating Expenditure

A number of actions additional to current activities are forecast to be undertaken during the life of the plan which will result in additional operating expenditure. These are presented in the table below in the highlighted columns as additional expense, with Council's contribution sourced from operating revenues presented as 'Shire Funding'.

Actions		2018-19		2019-20		2020-21		2021-22	
		Shire Funding $	Additional Expense $	Shire Funding $	Additional Expense $	Shire Funding $	Additional Expense $	Shire Funding $	Additional Expense $
1.1.2.1	Facilitate biennial community surveys			50,000	50,000			50,000	50,000
1.2.1.3	Develop the Arts and Culture Plan	30,000	30,000						
1.2.1.5	Implement the Youth Framework	15,000	30,000	15,000	30,000	15,000	30,000	15,000	30,000
1.3.1.2	Investigate solutions ~~the location~~ for issues associated with itinerant persons in Broome ~~accommodation~~	50,000	50,000						
1.4.2.1	Improvements to the Civic Centre to maximise utilisation and income	60,000	80,000						
1.5.1.2	Implement Community Safety Plan in partnership with relevant organisations subject to funding	15,000	30,000	15,000	30,000	15,000	30,000	15,000	30,000
1.5.2.1	Work with agencies to update current Emergency Management Arrangements and Recovery Plan			20,000	20,000				
1.5.3.1	Develop a Public Health Plan			65,000	65,000	65,000	65,000		
2.1.1.1	Review the Local Planning Strategy, Local Planning Scheme No. 6 and relevant informing documents	~~35,000~~ 50,000	~~35,000~~ 50,000	~~125,000~~ 25,000	~~125,000~~ 25,000				
2.1.1.4	Implement the Cable Beach Development Strategy within resource capabilities	120,000	120,000	50,000	50,000				
2.1.1.5	Implement and review a community and hard infrastructure Development Contribution Plan	15,000	15,000	15,000	15,000				
2.2.1.1	In consultation with the community, review and update the Municipal Heritage Inventory	50,000	50,000						
2.5.1.1	Undertake feasibility study on Sanctuary Road Caravan Park development	100,000	100,000						

Additional Operating Expenditure (Continued)

Actions		2018-19 Shire Funding $	2018-19 Additional Expense $	2019-20 Shire Funding $	2019-20 Additional Expense $	2020-21 Shire Funding $	2020-21 Additional Expense $	2021-22 Shire Funding $	2021-22 Additional Expense $
2.5.1.3	Implement strategies of an Events Attraction Strategic Development Plan within resource capacity	50,000	~~50,000~~ 70,000	~~20,000~~ 50,000	~~20,000~~ 70,000				
2.5.1.4	Work with tourism operators to regularise tourism activities on the Dampier Peninsula within current statutory frameworks	~~160,000~~	160,000		160,000				
3.2.1.5	Investigate development opportunities and develop business case for McMahon Oval	50,000	50,000						
4.3.2.3	Review Strategic Community Plan and Corporate Business Plan	~~30,000~~	~~30,000~~			55,000	55,000		
Grand Total		~~550,000~~ 605,000	~~595,000~~ 835,000	~~340,000~~ 305,000	~~385,000~~ 515,000	~~100,000~~ 150,000	~~145,000~~ 180,000	80,000	110,000

Capital Program

A number of additional actions are forecast to be undertaken during the life of the Plan which result in additional capital expenditure. The additional activities are summarised below along with an indication of the forecast capital expenditure extracted from the Long Term Financial Plan.

Actions	Additional Capital Expenditure 2018-19 $	2019-20 $	2020-21 $	2021-22 $
Buildings				
Admin Building Renewal	~~100,000~~ 90,000	~~100,000~~ 90,000	~~100,000~~ 90,000	90,000
Building Renewal	~~200,000~~ 372,367	~~150,000~~ 372,367	~~80,000~~ 372,367	372,367
BRAC Upgrade - 2 outdoor courts & court cover		1,940,000	~~1,192,301~~	
Drainage				
Drainage per Transport AMP	~~0~~ 23,951	~~803,000~~ 653,000	~~150,000~~	
Footpaths				
Pathways per Transport AMP	~~415,000~~ 1,491,802	~~300,000~~ 576,802	~~250,000~~ 576,802	636,802
Broome Trails – Bay to Banu, and Cable Beach to Chinatown via Roebuck and Broome North				100,000
Furniture and Equipment				
ICT Hardware and Software Renewals	404,000	436,000	350,000	357,000
Other Infrastructure and Landfill				
~~Itinerant Camping~~	~~200,000~~			
Bin Replacement	~~175,133~~	~~180,387~~	~~185,875~~	50,000

	50,000	50,000	50,000	
BRAC 1 Youth Precinct	~~100,000~~ 256,000	625,000		
BRAC Indoor Courts			400,000	
BRAC Nipper Roe Lighting		~~1,178,704~~	1,178,704	
Bus Facilities per Transport AMP	~~9.500~~ 62,476	~~10,000~~ 62,476	~~10,000~~ 62,476	62,476
Buckley's Road Waste Facility Capping, & Other Rehabilitation Works	70,900	1,951,000	~~185,875~~	
Cable Beach Foreshore Upgrades				1,000,000
Chinatown Revitalisation Stage 2			3,000,000	
New Waste Facility Construction Costs	7,151,367	7,802,390	352,390	174,390
Safe Boat Harbour				125,000,000
Street Lights per Transport AMP	372,878	372,878	372,878	372,878
Surf Club Upgrades	242,011			
Town Beach Jetty	3,626,096			
Town Beach Catalinas Parking and Ablutions	642,000			
Town Beach Stage 2 – Greenspace and Waterplay	2,863,704			
Town Beach Stage 3 – Robinson Street Parking and Water Park Slow Zone		710,000		
Parks and Ovals				
Parks and Gardens Works per AMP	~~190,000~~ 335,137	~~251,000~~ 335,137	~~184,000~~ 335,137	335,137
Plant and Equipment				
Plant Replacement	~~805,000~~ 805,000	~~950,000~~ 1,250,000	~~1,315,580~~ 1,015,580	800,000
Plant Replacement Program - Waste Facility	21,000	235,000	23,000	
Roads				
Roads per Transport AMP	~~2,933,505~~ 2,579,548	~~2,743,620~~ 1,925,662	~~2,772,635~~ 2,060,662	1,500,662
Upgrade intersection of Port Drive/Guy Street			959,645	
Carparks				
Carparks per Transport AMP	~~125,000~~ 34,416	~~25,000~~ 34,416	~~432,000~~ 441,416	34,416
Grand Total	~~**16,726,501**~~ **21,494,653**	~~**17,316,101**~~ **19,422,128**	~~**9,377,225**~~ **11,641,057**	**130,886,128**

Service Delivery

The Shire of Broome delivers services to its community in line with four key themes, associated objectives, mission and values set out within the Strategic Community Plan.

Each of the four objectives has a number of outcomes Council is aiming to achieve over the 10+ years of the Strategic Community Plan. For each objective one or more desired outcome has been defined along with strategies to achieve the objective within the Strategic Community Plan.

The tables on the following pages detail future actions to be undertaken for each strategy to deliver services to the community. Prioritisation of the actions is reflected by the square indicating when the action is planned to be undertaken. This prioritisation guides the delivery of services, as part of the implementation of the actions.

Key Strategic Themes and Objectives



Mission

To deliver affordable and quality Local Government services.

Values

Communication: Actively consult, engage and communicate with, and on behalf of the community.

Integrity: Be honest, equitable and ethical in all our dealings.

Respect: Recognise and respect the individual and unique requirements of all people, cultures and groups.

Innovation: Drive change through leadership and energy.

Transparency: Be open and accountable in all our activities.

Courtesy: Provide courteous service and helpful solutions.



Our People

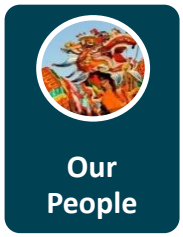
Social Objective

Our People Goal: Foster a community environment that is accessible, affordable, inclusive, healthy and safe

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken.

Outcome 1.1 Effective communication

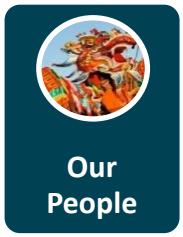
Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2022-22	2022 Onwards
Enable the community to have direct input into future development	1.1.1.1	Utilise print, radio, electronic and social media instruments to actively encourage community participation and input into the decision-making processes of the Shire of Broome	■	■	■	■	➔
	1.1.1.2	Identify partnerships, consult and collaborate with relevant stakeholders and network groups	■	■	■	■	➔
Encourage interaction and input to the Council	1.1.2.1	Facilitate biennial community surveys		■		■	➔
	1.1.2.2	Utilise current and emerging technologies to facilitate communication with the community	■	■	■	■	➔
	1.1.2.3	Implement the Community Engagement Framework	■	■	■	■	➔
Maintain the Community Sponsorship Program	1.1.3.1	Continue to promote and encourage participation in ~~the community~~ Shire Sponsorship P~~p~~rograms	■	■	■	■	➔



Social Objective (continued)

Outcome 1.2 Affordable services and initiatives to satisfy community needs

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Continue to implement and maintain Community Plans including Sport and Recreation Plan, Arts and Culture Plan, and Youth Strategy within available resources	1.2.1.1	Review the Sport and Recreation Plan	2017-18 Action				
	1.2.1.2	Implement the Sport and Recreation Plan	■	■	■	■	➔
	1.2.1.3	Develop the Arts and Culture Plan	■				
	1.2.1.4	Implement the Arts and Culture Plan		■	■	■	➔
	1.2.1.5	Implement the Youth Framework	■	■	■	■	➔
	1.2.1.6	Facilitate community development initiatives	■	■	■	■	➔
	1.2.1.7	Develop a Master Plan for the youth precinct at the Broome Recreation Aquatic Centre (BRAC)	2017-18 Action				
	1.2.1.8	Construct youth precinct including BMX mountain bike facility	■	■			
	1.2.1.9	Install BRAC Nipper Roe Lighting			■		
	1.2.1.10	Review Community Safety Plan	■				
	1.2.1.11	Implement the Broome Recreation Trails Masterplan	■	■	■	■	➔
Investigate opportunities to outsource or partnership the management of community facilities	1.2.2.1	Monitor opportunities to outsource or partnership the management of community facilities	■	■	■	■	➔
Advocate for the development of aged care facilities and services	1.2.3.1	Advocate for the development of aged care facilities and services	■	■	■	■	➔
Create and maintain community spaces and infrastructure including public art, historical and cultural interpretation	1.2.4.1	Facilitate the development of a Community & Sporting Storage Shed	2017-18 Action				
	1.2.4.2	Conduct a future needs analysis for library services in Broome	■				
	1.2.4.3	Implement outcomes of needs analysis for library services in Broome		■	■	■	➔
	1.2.4.4	Implement programming to respond to community need and ensure maximum participation and usage	■	■	■	■	➔
	1.2.4.5	Conduct the role of regional librarian across the Kimberley region	■	■	■	■	➔
Continue to improve universal access and inclusion to Shire assets	1.2.5.1	Review of the Disability Access and Inclusion Plan	■	■	■	■	➔
	1.2.5.2	Continue the Implementation of the Disability Access and Inclusion Plan within resource capabilities	■	■	■	■	➔



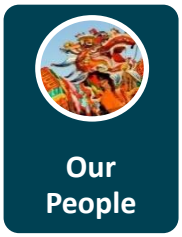
Social Objective (continued)

Outcome 1.3 Accessible and safe community spaces

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Advocate for safe accommodation for transient populations	1.3.1.1	Lobby for Communities to remain on Country	■	■	■	■	➔
	1.3.1.2	Investigate solutions ~~the location~~ for issues associated with itinerant persons in Broome ~~accommodation~~	■				
	1.3.1.3	Lobby for funding and potential partnership in response to identified solutions for itinerant accommodation		■			

Outcome 1.4 Participation in recreational and leisure activities for Broome and the North West region

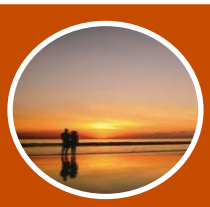
Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Ensure sport and recreation facilities maximise participation within available resources	1.4.1.1	Lobby Water Corporation for continued use of treated effluent for irrigation purposes	■	■	■	■	➔
	1.4.1.2	Oversee the contract to provide beach lifeguard services	■	■	■	■	➔
Maximise usage of community facilities whilst reducing the financial obligation on the Shire	1.4.2.1	Improvements to the Civic Centre to maximise utilisation and income	■				
	1.4.2.2	Identify and implement operational efficiencies and process improvements at the Civic Centre	■	■	■	■	➔
Implement the Jetty to Jetty Project in accordance with the endorsed business case	1.4.3.1	Lobby for and seek funding for Jetty to Jetty Revetment Project			2017-18 Action		
	1.4.3.2	Construct Jetty to Jetty Revetment Project			2017-18 Action		
	1.4.3.3	Construct Town Beach Jetty	■				
	1.4.3.4	Construct Jetty to Jetty Footpath from Town Beach to Hamersley and Carnarvon Street	■				
Advocate for and promote regional sporting events and competitions	1.4.4.1	Advocate for and promote regional sporting events and competitions	■	■	■	■	➔



Social Objective (continued)

Outcome 1.5 A healthy and safe environment

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Maximise community safety through safe urban design	1.5.1.1	Work with the State government to implement ~~facilitate an~~ the Broome Urban Renewal ~~program~~ strategy ~~for Old Broome~~	■	■	■	■	➔
	1.5.1.2	Implement a Community Safety Plan in partnership with relevant organisations subject to funding	■	■	■	■	➔
	1.5.1.3	Review legislative and policy framework for Local Planning	■	■	■	■	➔
Continue to work with agencies to review, update and implement current Emergency Management Arrangements and Recovery Plan	1.5.2.1	Work with agencies to update current Emergency Management Arrangements and Recovery Plan		■			
Ensure public health and safety through the provision of regulatory services	1.5.3.1	Develop a Public Health Plan	■	■	■		
	1.5.3.2	Implement the Public Health Act 2016	■	■	■	■	➔
	1.5.3.3	Construct a Broome Volunteer Bushfire Brigade Station			2017-18 Action		
	1.5.3.4	Implement improved bushfire mitigation processes			2017-18 Action		



Our Place

Environment Objective

Our Place Goal: Help to protect the natural and built environment and cultural heritage of Broome

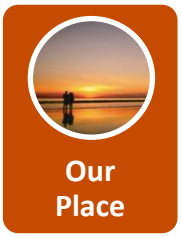
The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken.

Outcome 2.1 Realistic and sustainable land use strategies for the Shire within the state and national frameworks and in consultation with the community

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Implement and review land use planning statutory and strategic documents	2.1.1.1	Review the Local Planning Strategy, Local Planning Scheme No 6 and relevant informing documents	■	■			
	2.1.1.2	Implement the Chinatown Development Strategy within resource capabilities	■	■	■	■	➔
	2.1.1.3	Implement the Old Broome Development Strategy within resource capabilities	■	■	■	■	➔
	2.1.1.4	Implement the Cable Beach Development Strategy within resource capabilities	■	■	■	■	➔
	2.1.1.5	Implement and review a community and hard infrastructure Development Contribution Plan	■	■	■	■	➔
Actively participate with State Government to maximise local involvement in legislation and policy review, and town planning decisions	2.1.2.1	Provide input where requested into Layout Plans for Aboriginal communities	■	■	■	■	➔

Outcome 2.2 A built environment that reflects tropical climate design principles and the Broome vernacular

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Encourage sustainable building design and construction that reflects the Broome vernacular	2.2.1.1	In consultation with the community, review and update the Municipal Heritage Inventory	■				
	2.2.1.2	Prepare and adopt the Heritage List under Local Planning Scheme No 6	■				



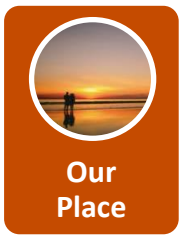
Environment Objective (continued)

Outcome 2.3 A natural environment for the benefit and enjoyment of current and future generations

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Consult with relevant authorities to manage the natural environment for the benefit and enjoyment of current and future generations	2.3.1.1	Participate with the lead agencies in the preparation of appropriate management plans where management orders or vesting's lie with the Shire of Broome. Ensure alignment with Indigenous Land Use Agreement	■	■	■	■	➔
Implement and review the Local Environmental Management Framework and incorporate into the Local Planning Framework within resource capabilities	2.3.2.1	Implement the Local Environmental Management Plan within resource capabilities	■	■	■	■	➔
	2.3.2.2	Implement the district stormwater management strategy for the town site of Broome	■	■	■	■	➔
	2.3.2.3	Implement and review as required the Broome Townsite Coastal Hazard Risk Management and Adaptation Plan (CHRMAP)	■	■	■	■	➔
	2.3.2.4	Support the development of a CHRMAP for the areas outside the Broome Townsite subject to a Coastal Vulnerability Study	■				

Outcome 2.4 A preserved, historical and cultural heritage of Broome

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Support the identification and preservation of the historical and cultural heritage of Broome	2.4.1.1	Support key organisations and actively participate in the identification of culturally significant items i.e. memorabilia, activities / events, sites etc.	■	■	■	■	➔



Environment Objective (continued)

Outcome 2.5 Retention and expansion of Broome's iconic tourism assets and reputation

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Engage with local, regional, state, national and international stakeholders to build a strong and resilient tourism sector	2.5.1.1	Undertake feasibility study on Sanctuary Road Caravan Park development	■				
	2.5.1.2	Facilitate Roebuck Bay Caravan Park Redevelopment	■	■	■		
	2.5.1.3	Implement strategies of an Events Attraction Strategic Development Plan within resource capacity	■	■	■	■	➔
	2.5.1.4	Work with tourism operators to facilitate economic development outcomes and regularise tourism activities on the Dampier Peninsula within current statutory frameworks	■	■			
Promote the Shire of Broome as an attractive place to visit	2.5.2.1	Review and continue to implement the tourism administration policy	■	■	■	■	➔
	2.5.2.2	Support and facilitate community festivals and events	■	■	■	■	➔
	2.5.2.3	Undertake civic events for the Shire	■	■	■	■	➔

Outcome 2.6 Core asset management to optimise the Shires' infrastructure whilst minimising life cycle costs

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Continue to review and improve asset management plans and systems to manage and maintain all classes of Shire assets	2.6.1.1	Continue to review and improve asset management plans	■	■	■	■	➔
Deliver defined levels of service to maintain all assets in the most cost effective way	2.6.2.1	Manage Shire asset renewals, in accordance with asset management plans	■	■	■	■	➔
	2.6.2.2	Manage Shire asset maintenance and operations in accordance with asset management plans	■	■	■	■	➔
	2.6.2.3	Maintain relevant asset data to optimise the management of Shire assets	■	■	■	■	➔
Implement asset management plans within financial capabilities	2.6.3.1	Manage Shire building asset renewals, in accordance with asset management plans	■	■	■	■	➔
	2.6.3.2	Manage Shire roads asset renewals appropriately, in accordance with asset management plans	■	■	■	■	➔
	2.6.3.3	Manage Shire drainage, footpaths, car parks, parks, ovals and other infrastructure by way of renewals, and upgrades in accordance with asset management plans	■	■	■	■	➔

Outcome 2.6 Core asset management to optimise the Shires' infrastructure whilst minimising life cycle costs

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
	2.6.3.4	Manage the Shire's plant replacement program	■	■	■	■	➔





Our Prosperity

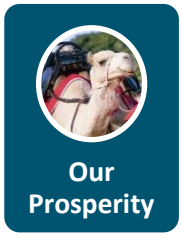
Economic Objective

Our Prosperity Goal: Create the means to enable economic diversity, growth and lifestyle affordability for the current and future population

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken.

Outcome 3.1 Affordable and equitable services and infrastructure

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Ensure the construction of a Regional Resource Recovery Park and investigate associated business opportunities	3.1.1.1	Implementation of the Buckley's Road Landfill Closure Management Plan	■	■	■	■	
	3.1.1.2	Actively seek external funding to deliver waste management initiatives to reduce waste to landfill	■	■	■	■	➔
	3.1.1.3	Identify suitable site and obtain approval for a Regional Resource Recovery Park	■	■			
	3.1.1.4	Construct Regional Resource Recovery Park	■	■	■	■	➔
	3.1.1.5	Identify opportunities to improve liquid waste disposal in the region	■	■			
Actively participate in regional collaboration and groupings	3.1.2.1	Ensure two-way communication between the Zone and Shire of Broome Council exists allowing local perspective and priorities to be considered by Zone and vice versa	■	■	■	■	➔
	3.1.2.2	Continue to support the employment of the Kimberley Zone Project Officer	■	■	■	■	➔
	3.1.2.3	Work with State Government agencies to enable co-ordinated provision of services	■	■	■	■	➔
Support the development of safe boating facilities for Broome	3.1.3.1	Lobby State Government to facilitate development of boating facilities in response to economic growth, resources development and local community/recreational impact	■	■	■	■	➔
	3.1.3.2	Maintain strong and productive relationships with key stakeholders and assist with planning and development issues relating to recreational boating facilities	■	■	■	■	➔
	3.1.3.3	Improve and maintain existing boating facilities	■	■	■	■	➔
Actively explore Public, Private and Cultural partnerships	3.1.4.1	Actively explore service delivery through Public, Private and Cultural partnerships	■	■	■	■	➔



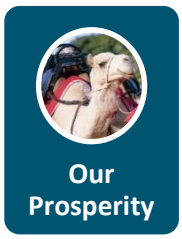
Economic Objective (continued)

Outcome 3.1 Affordable and equitable services and infrastructure

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Promote Broome as a regional centre for Education and Training	3.1.5.1	Liaise with Non-Government and Registered Training Organisation's to encourage provision of pathways for education, training and employment (including traineeships, cadetships and apprenticeships and indigenous employment targets)	■	■	■	■	➔
	3.1.5.2	Working with industry bodies and tiers of Government, encourage business to establish in Broome	■	■	■	■	➔
Support the relocation of Broome Heliport and General Aviation facility	3.1.6.1	Engage with agencies to progress the matter whilst ensuring robust research and future planning and modelling is undertaken	■	■	■	■	➔
	3.1.6.2	The Shire of Broome protects the land tenure for an alternative airport site	■	■	■	■	➔

Outcome 3.2 Affordable land for residential, industrial, commercial and community use

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Assess and facilitate solutions to commercial, residential, tourism and community redevelopment opportunities within the district	3.2.1.1	Renew KRO in accordance with Business case	2017-18 Action				
	3.2.1.2	Lobby the State Government to facilitate land tenure solutions including resolving native title	■	■	■	■	➔
	3.2.1.3	Review the Local Commercial Strategy	2017-18 Action				
	3.2.1.4	Investigate opportunities to secure key worker housing	■	■	■	■	➔
	3.2.1.5	Investigate development opportunities and develop business case for McMahon Oval	■				
In response to local population growth data and planning, facilitate the redevelopment and release of land for residential development	3.2.2.1	Continue to lobby State Government to ensure that appropriate land is released in response to economic and population growth and demand	■	■	■	■	➔
Promote Broome as a supply base for the Browse Basin	3.2.3.1	Liaise with stakeholders to promote Broome as a supply base for the Browse Basin	■	■	■	■	➔



Outcome 3.2 Affordable land for residential, industrial, commercial and community use

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Promote the development of agricultural and aquaculture industries	3.2.4.1	Liaise with stakeholders to promote the development of agricultural and aquaculture industries	■	■	■	■	➔

Economic Objective

(continued)

Outcome 3.3 Key economic development strategies for the Shire which are aligned to regional outcomes

working through recognised planning and development groups/ committees

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
In collaboration with stakeholders, continue to review, update and implement the Kimberley Regional Business Plan	3.3.1.1	Continue to integrate and support projects outlined in the Kimberley Zone Regional Business Plan and Community Plan with the Shire of Broome's Strategic Community Plan	■	■	■	■	➔
Advocate for local economic development in Aboriginal communities	3.3.2.1	Liaise with ~~the~~ relevant state and federal agencies ~~Department of Prime Minister and Cabinet~~ to identify ~~what~~ opportunities ~~exist~~ for micro economic development, growth in social capital, reduced financial hardship, employment opportunities, education, training and development pathways	■	■	■	■	➔
Continue to implement economic development strategies for the Shire of Broome	3.3.3.1	~~Implement an economic development strategy~~ Work with stakeholders and partners to implement a governance structure for the Broome Growth Plan	■	■	■	■	➔
	3.3.3.2	Participate in the governance structure for the Broome Growth Plan to facilitate the implementation of the Growth Plan	■	■	■	■	➔


SHIRE OF BROOME
ADMINISTRATION CENTRE



Our Organisation

Civic Leadership Objective

Our Organisation Goal: Continually enhance the Shire's organisational capacity to service the needs of a growing community

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken.

Outcome 4.1 An organisational culture that strives for service excellence

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Ensure organisational resources and staff are aligned with Council's vision and community expectation	4.1.1.1	Continuous monitoring and review of Workforce Plan, ensuring strategic alignment to Council's vision and Community expectation	■	■	■	■	➔
	4.1.1.2	Undertake organisation staff surveys every two years		■		■	➔
Maintain appropriate and effective communication throughout the organisation which conforms to the Shire of Broome Code of Conduct and legislative requirements	4.1.2.1	Develop and maintain a professional relationship with Elected Members in relation to media coordination	■	■	■	■	➔
	4.1.2.2	Review the Internal Communications Plan	2017-18 Action				
	4.1.2.3	Implement the Internal Communications Plan	■	■	■	■	➔
Ensure the Shire has a competent and effective workforce and a panel of skilled contractors	4.1.3.1	Develop, review and manage human resources policies, procedures and services	■	■	■	■	➔
	4.1.3.2	Review organisational training and development in line with annual budget	■	■	■	■	➔
Provide a safe and harmonious work environment for all staff and elected representatives	4.1.4.1	Develop and implement a Work-Health and Safety System and promote a culture of health and wellbeing	■				
Improve our customer service experience	4.1.5.1	Maintain and continuously improve our organisational customer service focus	■	■	■	■	➔



Our Organisation

Civic Leadership Objective (continued)

Outcome 4.2 Sustainable and integrated strategic and operational plans

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Undertake Council and staff information sharing in accordance with Shire of Broome Code of Conduct and legislative requirements	4.2.1.1	Continue to actively participate in groups and committees having a Local Government Industry direction	■	■	■	■	➔
Ensure risk management is undertaken	4.2.2.1	Undertake risk management in accordance with risk Management Strategy/Framework	■	■	■	■	➔
Utilise and prioritise technology where appropriate	4.2.3.1	Implement ICT Strategic Plan within resource capabilities	■	■	■	■	➔
Promote a cohesive and productive workplace culture	4.2.4.1	Implement Workforce Plan	■	■	■	■	➔

Outcome 4.3 Responsible resource allocation

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Conduct financial planning and revenue identification	4.3.1.1	Ensure Long Term Financial Planning is undertaken in accordance with the Integrated Planning Framework review and budget timelines	■	■	■	■	➔
	4.3.1.2	Review Rating Strategies in line with budget timelines	■				
	4.3.2.1	Undertake a review of current and future capacity of the office accommodation requirements for staff	■	■	■	■	➔
	4.3.2.2	Timely and regular progress reporting on Integrated Planning	■	■	■	■	➔
	4.3.2.3	Review Strategic Community Plan (biennially) and Corporate Business Plan (annually)	■	■	■	■	➔



Our Organisation

Civic Leadership Objective (continued)

Outcome 4.4 Improved systems, processes and compliance

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Review current systems and delivery practices, including a review of the organisation's service delivery model	4.4.1.1	Continually improve business systems and processes in line with organisational strategies	■	■	■	■	➔
	4.4.1.2	Develop and implement service delivery plans as appropriate	■	■	■	■	➔
Provide proactive, up-to-date and regular training resources for compliance and quality work practices	4.4.2.1	Organisational Development Plan to be developed	2017-18 Action				
	4.4.2.2	Organisational Development Plan to be implemented	■	■	■	■	➔
Ensure all governance and compliance requirements are adhered to	4.4.3.1	Review and improve business processes and controls	■	■	■	■	➔
	4.4.3.2	Maintain controls to ensure a high level of compliance throughout the organisation	■	■	■	■	➔

Measuring Success

The aim of this Plan is to align the community's visions and aspirations for the future of the Broome to the Shire's objectives. These objectives will be measured by both quantifiable and non-quantifiable outcomes.

As part of the formulation of this Plan, the community was asked to provide feedback on the level of importance and satisfaction with the services the Shire provides.

Key performance measures provide an indication of whether the Shire is meeting the objectives and will be monitored and reported. The measures for each objective are provided in the table below.

	Objectives	Key Performance Measures
SOCIAL	***Our People*** ***Foster a community environment that is accessible, affordable, inclusive, healthy and safe***	• Social media activity • Community participation rates in recreation activities and events • Recreation Centre usage rates
ENVIRONMENT	***Our Place*** ***Help to protect the natural and built environment and cultural heritage of Broome***	• Statutory asset management ratios • Compliance with statutory reviews required of the Local Planning Framework • Compliance with statutory requirements for the review of the Municipal Heritage list
ECONOMIC	***Our Prosperity*** ***Create the means to enable economic diversity, growth and lifestyle affordability for the current and future population***	• Population statistics • No. of development approvals • Vacancy rates (business and residential) • No. of building approvals
CIVIC LEADERSHIP	***Our Organisation*** ***Continually enhance the Shire's organisational capacity to service the needs of a growing community***	• Statutory financial ratios • Employee retention levels • Volunteer levels

9.4.7 INFRASTRUCTURE ASSET MANAGEMENT PLAN

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	ADM35
AUTHOR:	Manager Engineering
CONTRIBUTOR/S:	Nil
RESPONSIBLE OFFICER:	Director Infrastructure
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	28 November 2017

SUMMARY: This report is for Council to consider and adopt the Infrastructure Asset Management Plan 2017 (AMP 2017).

BACKGROUND

Previous Considerations

OMC 19 March 2009	Item 9.4.3
OMC 15 March 2012	item 9.4.5
OMC 19 April 2012	item 9.2.5

At the Ordinary Meeting of Council held on 9 of March 2009, Council adopted the Asset Management Policy 2.4.1 and subsequently reviewed the policy at the Ordinary Meeting of Council held on 15 March 2012.

The Policy states:

> *"The Shire is committed to making informed decisions in relation to its infrastructure assets. To achieve this, the Shire has prepared an Asset Management Improvement Strategy 2013 that guides the implementation of Asset Management across the organisation. The key outcome being the adoption by Council of an Asset Management Plan for the following infrastructure assets;*
>
> 1. *Transport (including Roads, Carparks & Footpaths)*
> 2. *Drainage*
> 3. *Buildings*
> 4. *Parks and Reserves*
> 5. *Sanitary landfill/Waste Management Facility; and*
> 6. *Coastal Facilities"*

The Building Asset Management Plan was the first of the plans to be completed and was adopted by Council at the Ordinary Meeting of Council held on 19 April 2012.

Each of the Transport and Building assets had individual plans developed. The Shire has consolidated these along with the first iterations of the Open Space and Stormwater Drainage into the Infrastructure Asset Management Plan.

Furthermore, the Asset Management Policy allocates responsibility for approving the asset management plans:

Responsibility and Reporting

***Council** - is responsible for approving (including amendments to) the following documents;*

- Asset Management Policy
- Asset Management Plans

Council is also responsible for ensuring (upon recommendation of the Chief Executive Officer) that resources are allocated to achieve the objectives of the above documents. In adopting asset management plans.

COMMENT

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner. An asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost-effective manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services.

The Shire of Broome owns and maintains a significant portfolio of infrastructure assets. To achieve an acceptable and sustainable level of service to the community and ensure best value is achieved, it is critical that a whole of organisational approach is taken to asset management.

The Shire's infrastructure assets exist for the sole purpose of providing a service to the community. The assets will facilitate the delivery of that service and be both fit for purpose and sustainable.

One of the requirements of the Asset Management Improvement Strategy and the Asset Management Policy is for Asset Management Plans to be produced for each asset class. Each of the Transport and Building assets had individual plans developed, the Shire has consolidated these along with the first iterations of the Open Space and Stormwater Drainage into the Infrastructure Asset Management Plan.

The Asset Management Plan provides detailed information about infrastructure assets including actions required to provide an agreed level of service and is a dynamic document that is intended to quantify the renewal requirements of the assets.

There has been a high level of scrutiny on all asset classes to ensure that the data in the Asset Management Plan truly reflects the actual asset condition. The degradation profile for each class is considered to ensure the renewal schedules actioned in the Long Term Financial Plan and the annual budgeting process responsibly allocate resources to achieve and maintain the minimum service levels over the life cycle of the asset.

Infrastructure assets comprises of the following classes:

Asset Class	Total Value	Total Depreciable Amount Over Asset Useful Life
Roads	$219,252,319	$184,444,533
Paths	$29,628,317	$29,628,317
Buildings	$92,968,700	$71,737,900
Drainage	$78,002,791	$64,598,741
POS	$17,523,682	$11,859,446
Miscellaneous Infrastructure	$3,574,784	$3,574,784
TOTAL	**$440,950,593**	**$362,843,721**

A visual condition assessment was conducted on each asset class by either a Shire employee or an external contractor to determine their existing condition. The inspections are performed in accordance with published industry specifications to ensure consistent methodology is applied across the asset classes.

Road assets have been assessed against multiple visual surface condition criteria. To account for the effect of the individual conditions, multiple relevant condition indicies are weighted to give a single condition score for the road surface and pavement. Moving forward mechanistic testing will be required to verify the actual stage of the existing asset conditions i.e pavement/subgrade and underground stormwater pipes.

The asset renewal rates used for calculating renewal costs are based on existing contracts, asset renewal history and fair-value valuations, and can be found in Appendix A of the attached As set Management Plan 2017. The results from the visual condition assessments are indexed against these applicable renewal costings to provide the 20 year renewal requirements for each asset classes.

The Asset Management Plan 2017 identifies the projected capital renewal and replacement works expenditure required to provide the agreed level of service to the community over a 20 year period for each asset class. The renewal requirements can be found in Appendix B to Appendix G of the attached AMP 2017 document.

This asset management plan is based on detailed inventory and condition data as well as relevant asset specific inputs. The plan covers a 20-year planning period in accordance with the International Infrastructure Management Manual. It is prepared to exceed minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting.

It should be noted that the any asset mangement plan is a dynamic document that will require updating to keep it at a level that can be relied upon as a representative of asset condition and future renewal plan. There will be updates to include additional assets as well as accounting for the maintainance works that have been completed in the normal course of operations

Future revisions of this asset management plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual

assets to support the optimisation of activities and programs to meet agreed service levels in a financially sustainable manner.

This infrastructure asset management plan should be reviewed prior to the annual budget planning processes and amended to recognise any material condition changes in service levels.

The next actions for the AMP 2017 are as follows:

- Tailor asset hierarchies against service provision.
- Develop and implement a robust procedure for updating and maintaining asset data.
- Develop asset disposal plan including cost estimation, schedules, etc.
- Record operations, maintenance and renewal cost to differentiate expenditure
- Promote supporting systems such as asset class registers, asset management systems and finance are aligned
- Staff recommendation is that the Asset Management Plant 2017 as presented be endorsed.

CONSULTATION

Council Staff
Talis Consultants

STATUTORY ENVIRONMENT

Local Government Act 1995

Division 2 — Local governments and councils of local governments

2.7. Role of council Agenda - Ordinary Meeting of Council 19 April 2012 Page 52 of 110

(1) The council —
(a) governs the local government's affairs; and
(b) is responsible for the performance of the local government's functions.
(2) Without limiting subsection (1), the council is to —
(a) oversee the allocation of the local government's finances and resources; and
(b) determine the local government's policies.
[Section 2.7 amended by No. 17 of 2009 s. 4.].

POLICY IMPLICATIONS

Asset Management Policy 2.4.1

FINANCIAL IMPLICATIONS

The Infrastructure Asset Management Plan will be used to direct expenditure in the Long Term Financial Plan and annual budget based on agreed intervention points and levels of service in the Infrastructure Asset Management Plan.

RISK

There are risks associated with providing the service and not being able to complete all identified activities and projects, which may require pushing out a few years, due to budget constrains, delays, etc. The risks are continued asset condition deterioration which may incur the asset failing to meet the required minimum standard of service.

The measures of consequence and likelihood are moderate and possible, respectively, as per tables below. In summary, the risk is Moderate as per the table in the Risk Matrix below.

Shire of Broome Measures of Consequence							
Rating	**Health**	**Financial Impact**	**Service Interruption**	**Compliance**	**Reputational**	**Property**	**Environment**
Insignificant 1	**Near miss / minor injuries**	**Less than $10,000**	**No material service interruption**	**Minor regulatory or statutory impact**	**Unsubstantiated, localised low impact on community / stakeholder trust, low profile or no media item**	**Inconsequential damage**	**Contained, reversible impact managed by on site response**
Minor 2	**First aid injuries/ Lost time injury <30 Days**	**$10,001 - $250,000**	**Short term temporary interruption – backlog cleared < 1 day**	**Some temporary non-compliances**	**Substantiated, localised impact on community / stakeholder trust or low media item**	**Localised damage rectified by routine internal procedures**	**Contained, reversible impact managed by internal response**
Moderate 3	**Medical type injuries/ Lost time injury >30 Days**	**$250,001 - $2,000,000**	**Medium term temporary interruption – backlog cleared by additional resources < 1 week**	**Short term non-compliance but with significant regulatory requirements imposed**	**Substantiated, public embarrassment, moderate impact on community/stakeholder trust or moderate media profile**	**Localised damage requiring external resources to rectify**	**Contained, reversible impact managed by external agencies**
Major 4	**Long-term disability / multiple injuries**	**$2,000,001 - $4,000,000**	**Prolonged interruption of services – additional resources; performance affected< 1 month**	**Non-compliance results in termination of services or imposed penalties**	**Substantiated, public embarrassment, widespread high impact on community / stakeholder trust, high media profile, third party actions**	**Significant damage requiring internal & external resources to rectify**	**Uncontained, reversible impact managed by a coordinated response from external agencies**
Extreme 5	**Fatality, permanent disability**	**More than $4,000,000**	**Indeterminate prolonged interruption of services – non-performance > 1 month**	**Non-compliance results in litigation, criminal charges or significant damages or penalties**	**Substantiated, public embarrassment, widespread loss of community/stakeholder trust, high widespread multiple media profile, third party actions**	**Extensive damage requiring prolonged period of restitution**	**Uncontained, irreversible impact**

Measures of Likelihood			
Rating	***Definition***	***Frequency***	***Chance of Occurrence***
Almost Certain (5)	*The event is expected to occur in most circumstances*	*More than once per year*	*> 90% chance of occurring*
Likely (4)	*The event will probably occur in most circumstances*	*At least once per year*	*60% - 90% chance of occurring*
Possible (3)	*The event should occur at some time*	*At least once in 5 years*	*40% - 60% chance of occurring*

Unlikely (2)	*The event could occur at some time*	*At least once in 10 years*	*10% - 40% chance of occurring*
Rare (1)	*The event may only occur in exceptional circumstances*	*Less than once in 15 years*	*< 10% chance of occurring*

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

Therefore, the renewal programs are to be effectively implemented to prevent the risk of further deterioration of the assets that could result in significant increased risk to both financial and safety.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Affordable services and initiatives to satisfy community need

Accessible and safe community spaces

Participation in recreational and leisure activity

A healthy and safe environment

Implement best practice asset management plans to optimise Shires' infrastructure whilst minimising life cycle costs.

Our Place Goal – Help to protect the nature and built environment and cultural heritage of Broome whilst recognising the unique sense of the place:

Retention and expansion of Broome's iconic tourism assets and reputation

Core asset management to optimise Shire's infrastructure whilst minimising life cycle costs.

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

Develop an organisational culture that strives for service excellence.

Manage resource allocation.

VOTING REQUIREMENTS

Simple Majority

REPORT RECOMMENDATION:

That Council:

1. *Receives the Infrastructure Asset Management Plan as attached; and*
2. *Notes that the document will be used as an informing strategy for the Shire's Integrated Planning and Reporting Framework suite of documents.*

Attachments

1. Infrastructure Asset Management Plan

Infrastructure Asset Management Plan

July 2017

Document Control	IPWEA INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA JRA				
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Rev No	Date	Revision Details	Author	Reviewer	Approver
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SHIRE OF BROOME – INFRASTRUCTURE ASSET MANAGEMENT PLAN

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Abbreviations

AAAC	Average annual asset consumption
AM	Asset management
AM Plan	Asset management plan
ARI	Average recurrence interval
ASC	Annual service cost
BOD	Biochemical (biological) oxygen demand
CRC	Current replacement cost
CWMS	Community wastewater management systems
DA	Depreciable amount
DRC	Depreciated replacement cost
EF	Earthworks/formation
IRMP	Infrastructure risk management plan
LCC	Life Cycle cost
LCE	Life cycle expenditure
LTFP	Long term financial plan
MMS	Maintenance management system
PCI	Pavement condition index
RV	Residual value
SoA	State of the Assets
SS	Suspended solids
VPH	Vehicles per hour
WDCRC	Written down current replacement cost

Glossary

Annual service cost (ASC)

1) Reporting actual cost

The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.

2) For investment analysis and budgeting

An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, and finance / opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity because of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset category

Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset to determine the need for some preventative or remedial action.

Asset hierarchy

A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.

Asset renewal funding ratio

The ratio of the net present value of asset renewal funding accommodated over a 10 year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an asset management plan for the same period [AIFMG Financial Sustainability Indicator No 8].

Average annual asset consumption (AAAC)*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the

form of interest revenue, on the funding provided.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the organisation's asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure

See capital expenditure definition

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets

See asset class definition

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Core asset management

Asset management which relies primarily on the use of an asset register, maintenance management systems, job resource management, inventory control, condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and long-term cash flow predictions. Priorities are usually established based on financial return gained by carrying out the work (rather than detailed risk analysis and optimised decision- making).

Cost of an asset

The amount of cash or cash equivalents paid, or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Critical assets

Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.

Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Deferred maintenance

The shortfall in rehabilitation work undertaken relative to that required to maintain the service potential of an asset.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital outlays.

Expenses

Decreases in economic benefits during the accounting period in the form of outflows or depletions of assets or increases in liabilities that result in decreases in equity, other than those relating to distributions to equity participants.

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Financing gap

A financing gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycle ways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally, the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

Investment property

Property held to earn rentals or for capital appreciation or both, rather than for:

(a) use in the production or supply of goods or services or for administrative purposes; or

(b) sale in the ordinary course of business.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of service

The defined service quality for a service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

Life Cycle Cost *

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure

The Life Cycle Expenditure (LCE) is the average operations, maintenance and capital renewal expenditure accommodated in the long term financial plan over 10 years. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of affordability of projected service levels when considered with asset age profiles.

Loans / borrowings

See borrowings.

Maintenance

All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **Planned maintenance**

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection,

assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

- **Reactive maintenance**

Unplanned repair work that is carried out in response to service requests and management/ supervisory directions.

- **Specific maintenance**

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned maintenance**

Corrective work required in the short-term to restore an asset to working condition, so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance expenditure *

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required, and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, e.g. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations

Regular activities to provide services such as public health, safety and amenity, e.g. street sweeping, grass mowing and street lighting.

Operating expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operating expenses

Recurrent expenses continuously required to provide a service, including power, fuel, staff, plant equipment, maintenance, depreciation, on-costs and overheads.

Operations, maintenance and renewal financing ratio

Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Operations, maintenance and renewal gap

Difference between budgeted expenditures in a long term financial plan (or estimated future budgets in absence of a long term financial plan) and projected expenditures for operations, maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Pavement management system (PMS)

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption *

The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of annual asset renewal *

The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade/new *

A measure of the rate at which assets are being upgraded and expanded per annum with capital upgrade/new expenditure expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining useful life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Renewal

See capital renewal expenditure definition above.

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Specific Maintenance

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Strategic Longer-Term Plan

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the Council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

(a) the period over which an asset is expected to be available for use by an entity, or

(b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council.

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

Additional and modified glossary items shown *

EXECUTIVE SUMMARY

Context

The Shire of Broome owns and maintains a significant portfolio of infrastructure assets. In order to achieve an acceptable and sustainable level of service to the community and ensure best value is achieved, it is critical that a whole of organisational approach is taken to asset management.

The Shire's infrastructure assets exist for the sole purpose of providing a service to the community. The assets will facilitate the delivery of that service and be both fit for purpose and sustainable.

This AMP is a dynamic document that is at this stage intended to quantify the renewal requirements of each asset class.

Infrastructure assets comprises of the following classes:

- Roads – Sealed
- Paths
- Buildings – facilities and structures
- Public Open Space (POS) – parks and reserves
- Drainage – open and underground stormwater drainage
- Miscellaneous Infrastructure – lighting and bus shelters

These infrastructure assets have a total replacement value of $440,950,593. This comprises;

- Non-depreciable assets
  - $37,800,000 road subgrade (sealed roads)
  - $13,400,000 open drainage
  - $5,600,000 open space turf and soft landscaping.
- Approximately $21,000,000 of building assets that are not the responsibility of the Shire and have not be considered in renewal planning.

What does it Cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, and renewal of existing assets over the 20-year planning period is $336,400,098 or $16,820,004 on average per year.

The costs to provide these services is shown in Figure 1.1.

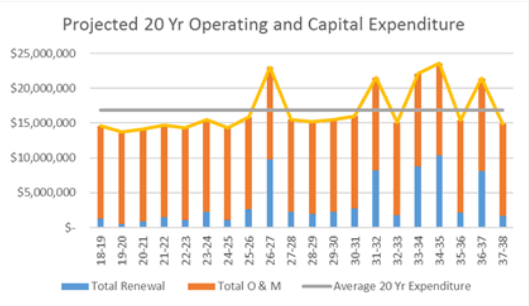


Figure 1-1 Projected 20 Year Operating and Capital Expenditure

Estimated available funding for this period is yet to be determined. The shire will utilise various funding sources both internal and external including

- Rate revenue
- Tenant rent
- Grant funding

What we will do

We plan to provide operate, maintain, renew and upgrade assets to meet service levels set by Council in annual budgets. A balance between providing services aimed at local resident requirements and those that encourage tourism growth will need to be established.

Managing the Risks

There are risks associated with providing the service and not being able to complete all identified activities and projects. Renewal programs must be effective to prevent serious deterioration of assets that could result in significant increased risk to both financial. Periodic inspections of assets will improve the speed of defect identification and rectification to minimise safety hazards.

Confidence Levels

This AM Plan is based on data and assumptions that the shire has a High level of confidence in. Key inputs into this Asset Management Plan have been recently reviewed and include;

- Infrastructure inventory
- Infrastructure condition
- Unit rates
- Life expectancy

It is the nature of asset management planning that all inputs will be periodically reviewed and improved as more relevant data becomes available.

The Next Steps

The major actions resulting from this asset management plan are as follows:

- Review asset hierarchies against service provision
- Develop and implement a robust procedure for data maintenance
- Measure current levels of service performance against community expectations
- Update AMP to accurately reflect future demand
- Develop asset disposal plan and cost accordingly
- Record operations, maintenance and renewal costs to differentiate expenditure
- Ensure all supporting systems such as technical registers, asset management systems and finance systems are aligned

Questions you may have

What is this plan about?

This asset management plan covers the infrastructure assets that serve the Shire of Broome community's needs. A range of assets are covered by this plan, including some critical services such as roads, stormwater drainage and key facilities.

What is an Asset Management Plan?

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

An asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost-effective manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services.

Why is there a funding shortfall?

Most of the Council's infrastructure was constructed by developers and from government grants, often provided and accepted without consideration of ongoing operations, maintenance and replacement needs.

Many of these assets are approaching the later years of their life and require replacement, services from the assets are decreasing and maintenance costs are increasing.

Our present funding levels are insufficient to continue to provide existing services at current levels in the medium term.

What options do we have?

Resolving the funding shortfall involves several steps:

1. Improving asset knowledge so that data accurately records the asset inventory, how assets are performing and when assets are not able to provide the required service levels,
2. Improving our efficiency in operating, maintaining, renewing and replacing existing assets to optimise life cycle costs,
3. Identifying and managing risks associated with providing services from infrastructure,
4. Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure,
5. Identifying assets surplus to needs for disposal to make saving in future operations and maintenance costs,
6. Consulting with the community to ensure that services and costs meet community needs and are affordable,
7. Developing partnership with other bodies, where available to provide services,
8. Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

What can we do?

We can develop options, costs and priorities for future services, consult with the community to plan future services to match the community service needs with ability to pay for services and maximise community benefits against costs.

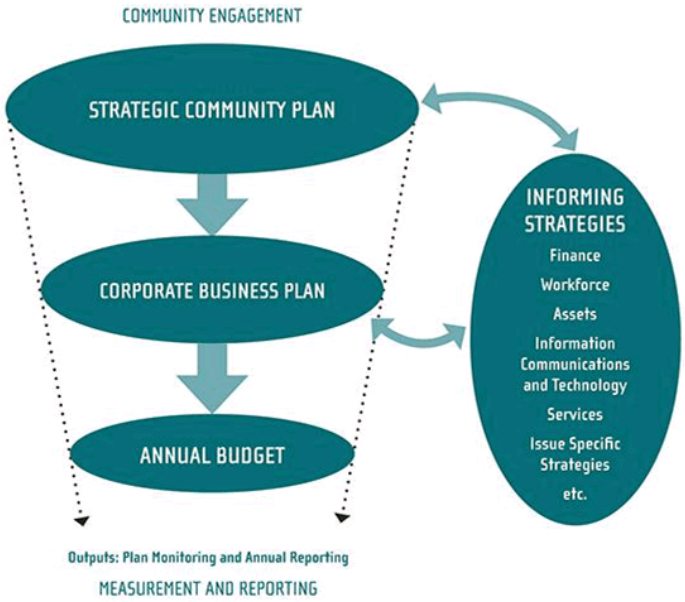
What can you do?

We will be pleased to consider your thoughts on the issues raised in this asset management plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community within available funding.

1. INTRODUCTION

1.1. Background

Asset management is ideally a whole of organisational activity which results in the most cost-effective delivery of services through physical assets. Since 2010, WA local government has been required by the department of Local government and Communities (DLGC) to have in place a series of integrated strategic, tactical and operational documents to ensure efficient and sustainable delivery of services. This is referred to as the Integrated Planning and Reporting Framework (IPRF). The IPRF is intended to introduce cohesion between the strategic visions of the Council based on consultation with the community with the tactical delivery of services to achieve this vision. Figure 1 shows the components of the IPRF and how they relate to each other.



The Shire of Broome engaged Talis Consultants, 660 Newcastle Street, Leederville Western Australia 6007 as the consultant for the delivery of this Asset Management Plan.

The intention is for the Council vision for the community being reflected through-out all aspects of the service delivery planning process. An asset management system is not software and data alone, but a documented strategic direction driven by policy and delivered at the tactical level by informing processes and plans with support of information based on reliable data. Any individual component delivered in isolation may not deliver on the vision of the Council.

The Infrastructure Asset Management Plan (IAMP) details the management strategy at the tactical level over a 20-year period in terms of demand, levels of service, maintenance requirements, risk management and subsequent funding requirements. This will then inform the Long Term Financial Plan (LTFP). Whilst the asset management plan will quantify the funding requirements to achieve a desired level of service, the LTFP plans for the achievable funding for the organisation as a whole. Any constraints in planned funding when considering all requirements must in turn be reflected in the infrastructure management plan and subsequent effects on service levels determined. The two plans should be aligned and not considered individually.

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The IAMP follows the format for AM Plans recommended in Section 4.2.6 of the International Infrastructure Management Manual1.

The Infrastructure Asset Management Plan is to be read with all integrated planning documents, policies and strategies as below:

- Strategic Community Plan (2017-2027)
- Corporate Business Plan (2017-2021)
- Shire of Broome's Long Term Financial Plan (2017-2032)
- Shire of Broome's Information Technology Strategy
- Risk Management Policy 1.2.11
- Significant Accounting Policy 2.1.4
- Asset Management Improvement Strategy and Asset Management Policy 2.4.1
- 10-year Capital Works program (Engineering) yet to be adopted
- Asset Management Policy
- Asset Management strategy

The infrastructure assets covered by this plan are shown in Table 1.1. These assets are used to provide services to the community through transport, stormwater drainage, open space and building services assets. Both the total value and the depreciable amounts are shown. There are asset components that are deemed not to deteriorate/depreciate and assets that the Shire does not have responsibility to maintain or renew. These assets have not been considered in any renewal planning.

Table 1-1: Infrastructure Assets covered in this plan

Asset Class	Total Value	Total Depreciable Amount
Roads	$219,252,319	$184,444,533
Paths	$29,628,317	$29,628,317
Buildings	$92,968,700	$71,737,900
Drainage	$78,002,791	$64,598,741
POS	$17,523,682	$11,859,446
Miscellaneous Infrastructure	$3,574,784	$3,574,784
TOTAL	**$440,950,593**	**$362,843,721**

1 IPWEA, 2011, Sec 4.2.6, Example of an Asset Management Plan Structure, pp 4|24 – 27.

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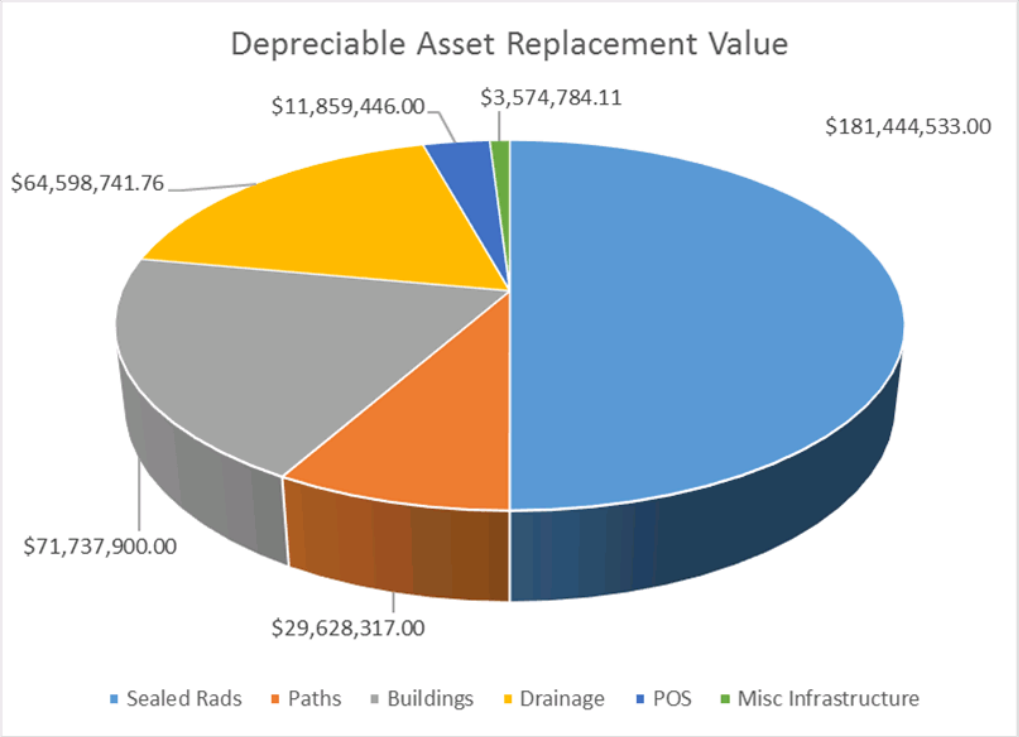

Figure 1.1: Asset Class depreciable replacement costs

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Key stakeholders in the preparation and implementation of this asset management plan are: Shown in Table1.2.

Table 1-2: Key Stakeholders in the Asset Management Plan

Key Stakeholder	Role in Asset Management Plan
Councillors	• Represent needs of community/shareholders, • Allocate resources to meet the organisation's objectives in providing services while managing risks, • Ensure organisation is financial sustainable.
CEO	• Administers service delivery • Allocate resources to meet the organisation's objectives in providing services while managing risks • Ensure service delivery is financial sustainable.
Executive	• Allocate resources to meet the organisation's objectives in providing services while managing risks • Ensure service delivery is financial sustainable
Shire Technical and Operations Staff	• Administers delivery of service • Allocate resources to meet the organisation's objectives in providing services while managing risks • Ensure organisation is financial sustainable. • Development of technical levels of service • Development of AMP • Monitoring of performance • Improvement of AMP
Service Users (community)	• Setting of community expectation • Setting of demand • Feedback to Council
Business Owners	• Setting of expectation • Setting of demand • Feedback to Council
Regulatory Bodies	• Setting of legislation • Compliance requirement

1.2. Goals and Objectives of Asset Management

The Council sets the strategic direction and vision for the community it represents with all activities undertaken having the sole objective of delivering on this vision. The vision and strategic direction will be documented within the Strategic Community Plan which will have been developed through public consultation. The Council will provide services, usually through the provision of assets, to achieve the Council vision.

The organisation exists to provide services to its community. Some of these services are provided by infrastructure assets. We have acquired infrastructure assets by 'purchase', by contract, construction by our staff and by donation of assets constructed by developers and others to meet increased levels of service.

The whole of life costs of an asset need to be considered throughout the entire process. The typical stages of an asset lifecycle are:

- Conception
- Planning
- Procurement
- Construction
- Maintenance
- Rehabilitation
- Upgrade
- Disposal

The greatest influence on the cost of an asset over its entire lifecycle is in the conception and planning stages before construction even commences. Before construction is undertaken consideration must be given to:

- Function – what service will it provide?
- Requirement –what is the current and future demand driver?
- Fit for purpose – will it suit the function, will the design/proposed materials be appropriate?
- Maintenance costs – need to be established, are they sustainable?
- Renewal demands – can the organisation fund its renewal throughout the assets lifecycle?

Making inappropriate or uninformed decisions in the initial stages of the asset lifecycle will potentially commit the Council to the provision of a service through an asset that is not sustainable.

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Alignment to the strategic objectives of the Council,
- Align infrastructure assets to service delivery,
- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Having a long-term financial plan which identifies required, affordable expenditure and how it will be financed.[2]

2 Based on IPWEA, 2011, IIMM, Sec 1.2 p 1|7.

1.3. Plan Framework

Key elements of the plan are

- Levels of service – specifies the services and levels of service to be provided by the organisation,
- Future demand – how this will impact on future service delivery and how this is to be met (to be determined and integrated in future versions),
- Life cycle management – how Council will manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices,
- Monitoring – how the plan will be monitored to ensure it is meeting organisation's objectives,
- Asset management improvement plan.

A road map for preparing an asset management plan is shown below.

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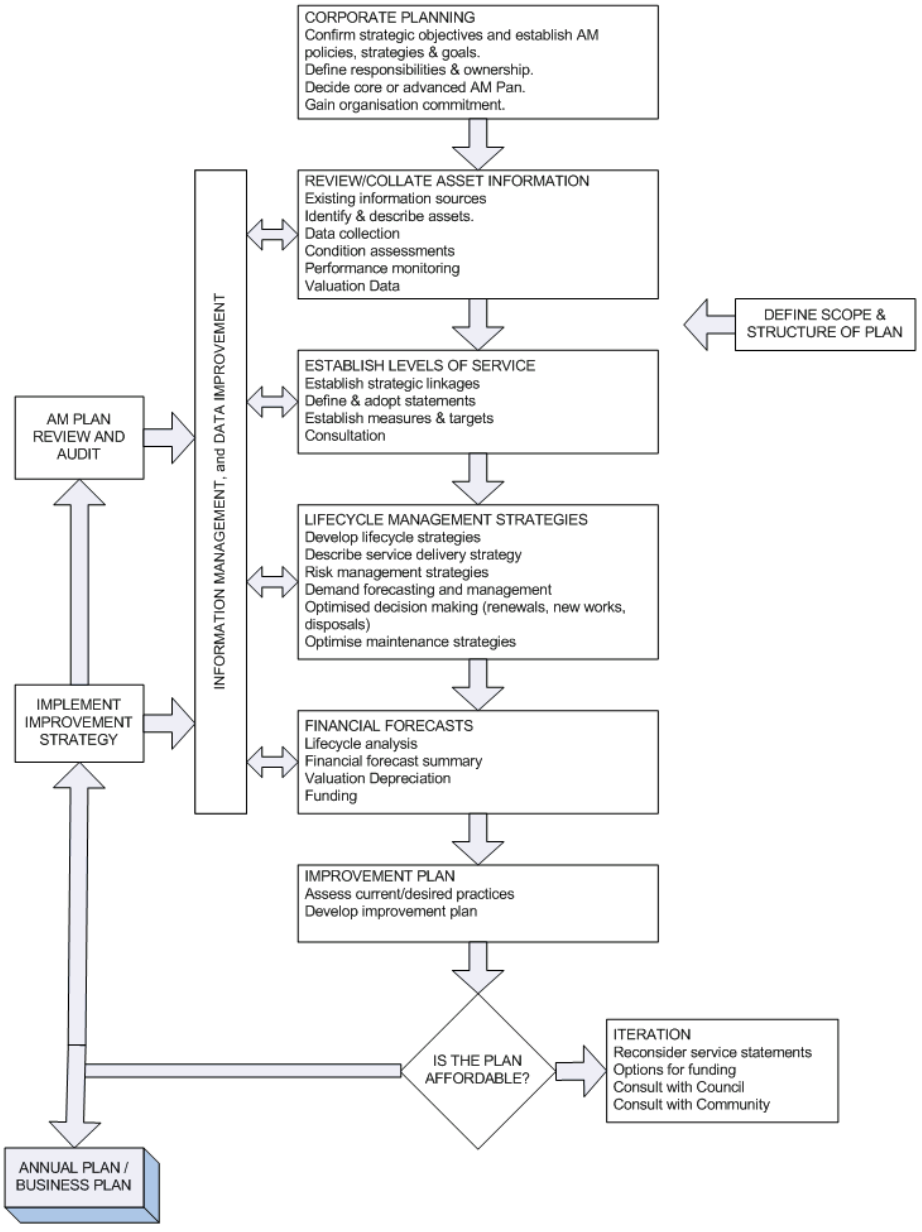
Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11.



1.4. Asset Management Maturity

The Shire is varied in terms of maturity for each of the asset classes addressed within this plan, as shown below:

- Roads, paths, Lighting, bus shelters - initial transport asset management plan being adopted in 2013
- Buildings - initial building asset management plan being adopted in 2013
- Footpath – previously included in the transport asset management plan
- Miscellaneous Infrastructure – previously included in the transport asset management plan
- Public Open Space – first iteration
- Stormwater drainage – first iteration

Each of the Transport and Building assets had individual plans developed. The Shire has consolidated these along with the first iterations of the Open Space and Stormwater Drainage into the IAMP.

This asset management plan is prepared as a second step 'intermediate' asset management plan, which is based on detailed inventory and condition data as well as relevant asset specific inputs. The plan covers a 20-year planning period in accordance with the International Infrastructure Management Manual3. It is prepared to exceed minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting.

Future revisions of this asset management plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet agreed service levels in a financially sustainable manner.

1.5. Community Consultation

This asset management plan will provide the basis to inform the community about the costs of service delivery and input into future service delivery expectations. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist the Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability and willingness to pay for the service.

3 IPWEA, 2011, IIMM.

2. LEVELS OF SERVICE

2.1. Customer Research and Expectations

A community survey was conducted in December 2012[4] which identified upgrading of infrastructure and services as the biggest challenge for the Shire of Broome over the next 20 to 40 years. The organisation has not carried out any research on specific customer expectations regarding the services outlined in this plan. This will be investigated for future updates of the asset management plan.

2.2. Strategic and Corporate Goals

This asset management plan is prepared under the direction of the organisation's vision, mission, goals and objectives.

Our vision is:

"A thriving and friendly community that recognises our history and embraces cultural diversity and economic opportunity, whilst nurturing our unique natural and built environment."

Our mission is:

"To deliver affordable and quality Local Government services."

Our asset management strategy is:

"To implement best practice asset management plans to optimise Council's infrastructure whilst minimising lifecycle costs."

Relevant organisational goals and objectives and how these are addressed in this asset management plan are:

Table 2-1: Organisational Goals and how these are addressed in this plan

Goal	Objective	How Goal and Objectives are addressed in AM Plan
People	Foster a community environment that is accessible, affordable, inclusive, healthy and safe.	Identification of levels of service that demand safe management of assets.
Prosperity	Create the means to enable local jobs creation and lifestyle affordability for the current and future population.	Plan for renewal and upgrade of assets to support growth of economy.
Place	Help to protect the natural and built environment and cultural heritage of Broome whilst recognising the unique sense of the place.	Management of assets in a sustainable manner.
Organisation	Continually enhance the Shire's organisational capacity to service the needs of a growing community.	Adequately resource new infrastructure lifecycle costs from design to disposal.

The organisation will exercise its duty of care to ensure public safety is accordance with the Shires Risk Management Strategy 2010-2013. The Shire intends to review and update this strategy. Management of infrastructure risks is covered in Section 4.2

4 Shire of Broome Strategic Community Plan 2017-2027.

2.3. Legislative Requirements

The organisation must meet many legislative requirements including Australian and State legislation and State regulations. These include:

Table 2-2: Legislative Requirements

Legislation	Requirement
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Road Traffic Act 1974	Law relating to Road Traffic.
Main Roads Act 1930	Law relating to the construction, maintenance, and supervision of roads.
Land Administration Act 1997	Main statute governing the administration of State land.
Environmental Protection Act 1986	Law for protection of the natural environment.
Occupational Safety & Health Act 1984	Law for providing safe work practices and safe work sites.
Heritage Act of Western Australia 1990	The state register provides official recognition of a place's cultural heritage significance to WA and assists the Heritage Council to identify, provide for and encourage the conservation of heritage places.
Aboriginal Heritage Act 1992	Law governing Aboriginal Heritage issues.
Native Title Act 1999	Law governing Native Title issues.
WA Disability Services Act 1993	Law governing principles of access and inclusion for all and requires Local Governments to create, implement and review Access and Inclusion Plans.
Town Planning & Development Act 1928	Law governing planning and development of land for urban, suburban, and rural purposes.
Conservation & Land Management Acts 1984	Law providing for the better use, protection and management of public lands and waters and the flora and fauna thereof.
AASB108, AASB116, AASB136, AASB1031, AASB1048, AASB1051	Standards guiding Council responsibility for accounting practices and financial reporting.
AS1428.1	Disability Access and Inclusion requirements
Austroads Guides	Guidelines for road design, traffic management & traffic engineering
AS1742	Guidelines for road signage
IPWEA LG Guidelines for Subdivisional Development and Shire of Broome Addendum (Rev 2)	Guidelines for Local Government to developers of urban and rural sub divisions.

Better Urban Water Management	Storm water drainage guidelines.
Liveable Neighbourhoods	State Planning guidelines for urban development requirements.

The organisation will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan linked to this AM Plan. Management of risks is discussed in Section 4.2.

2.4. Community Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service.

Community Levels of Service measure how the community receives the service and whether the organisation is providing community value.

Community levels of service measures used in the asset management plan are:

Quality: How good is the service?

Function: Does it meet users' needs?

Capacity/Utilisation: Is the service over or under used?

The organisation's current and expected community service levels are detailed in Table 2-3. It shows proposed community levels of service based on resource levels in the current long-term financial plan and community consultation/engagement.

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Table 2-3: Community Level of Service

ASSET CLASS	LEVEL OF SERVICE	PERFORMANCE MEASURE PROCESS	DESIRED PERFORMANCE	ACTIONS TO MEET DESIRED PERFORMANCE
TRANSPORT	Safe and reliable	Level of recorded defects and condition survey results	Minimal defects/poor condition reported	Renew assets at an appropriate interval.
	Fit for intended purpose	Community and operations staff feedback and surface smoothness	Zero capacity or serviceability issues and minimal rough surfaces	Consider service deficiencies in upgrade planning.
PARKS AND OPEN SPACES	Functional and presentable	Community feedback	Minimal community complaints	Adjust maintenance levels to respond.
	Minimal risk posed to public safety	Level of recorded defects/hazards	Minimal defects reported	Appropriate renewal and planned maintenance programs.
STORMWATER DRAINAGE	Serviceable	Level of recorded serviceability defects	Minimal serviceability issues	Undertake drainage inspections to generate planned maintenance program.
	Appropriate capacity	Level of areas serviced by inadequate drainage	Zero areas with inadequate drainage	Respond to known issues with upgrade program. Adequate planning for new developments.
BUILDINGS	Clean and serviceable	Cleaning and maintenance requests from public and staff	Minimal requirement for reactive actions	Increase planned maintenance activities and monitor cleaning performance.
	Functional and available	Staff requests relating to user requirements	Minimal loss of availability or function	Planned renewal/upgrades to meet user requirements.
	Safe and accessible	OSH inspections and defect reports	Zero non-compliance issues or hazards reported	Undertake OSH inspections and periodic condition surveys of all sites.

2.5. Technical Levels of Service

Technical Levels of Service - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- Operations and Maintenance – the activities necessary to provide services and retain an asset as near as practicable to an appropriate service condition (e.g. cleaning, road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. frequency and cost of road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- Service and asset managers plan, implement and control technical service levels to influence the customer service levels.[5]

5 IPWEA, 2011, IIMM, p 2.22

3. FUTURE DEMAND

Determining the future demand on the Shires assets is a critical element of asset planning. It involves consultation with the whole organisation as well as external agencies to determine the future direction of the region and the effect it will have on the Shire. The future demand has not been considered within this version of the AMP, it will be integrated as a priority and the AMP revised. The following section describes the influences on future demand.

3.1. Demand Drivers

Drivers affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

The development area known as Broome North will provide some 4,800 residential lots and will provide the necessary medium to long term land requirements of Broome and will include schools, commercial opportunities and community facilities. The development will respond to population growth, tourism industry pressures and will increase the Shire's capacity to allow for future economic opportunities, particularly in the resources sector.

The relocation of Broome International Airport is planned to take place within the next 10 years which may increase the intensity of development in the future.

3.2. Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and utilisation of assets are shown in Table 6.

Table 3-1: Demand Drivers, Projections and Impact on Services

Demand drivers	Present position	Projection	Impact on services
Relocation of airport	Regional airport boundary currently located within densely built-up area of Broome	Airport to be relocated, potentially enabling major re-development in the long-term.	Existing arterial and access roads will be subjected to extra traffic
Population	17.251 (2011)	27,000 (2031)	Demand for services in the Broome North district will increase the renewal gap for the Shire from 'developer donated' assets or Shire Capital Works
Industry shift	Established tourism destination	Increase in tourism and resources industry	Number of transient visitors to increase placing extra demand on existing services and requiring appropriate upgrade program
Environmental/climate change	Tropical 17-34°C with heavy rain during wet season	Increasing temperatures and rising sea levels	Long term plan to counter rising sea levels and resource service relocation if necessary

3.3. Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures[6]. Examples of non-asset solutions include providing services from existing infrastructure such as aquatic centres and libraries that may be in another community area or public toilets provided in commercial premises.

3.4. Asset Programs to meet Demand

This iteration of the Asset Management Plan does not address future demand requirements. This will be incorporated in future versions.

Acquiring new assets will commit the organisation to fund ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required.

6 IPWEA, 2011, IIMM, Table 3.4.1, p 3|58.

4. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the organisation plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while optimising life cycle costs. To appreciate total lifecycle costs, particularly for long life assets such as pavements, the Shire will need to consider the renewal requirements several generations into the future. As an example, a typical low volume residential road may have a pavement life of 100 plus years and have very little renewal requirements for a significant portion of its life. It is acknowledged however that at one stage in the future it will fail and require costly renewal if the Shire intends to continue with the provision of the service the asset is related to. The Shire will need to consider this in the current day to ensure that these costs are accounted for if it is to maintain intergenerational equity for the community.

4.1. Background Data

4.1.1. Physical parameters

The assets covered by this asset management plan are shown in Appendix A.

4.1.2. Asset capacity and performance

The organisation's services are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 4.1

Table 4-1: Known Service Performance Deficiencies

Location	Service Deficiency
BRAC	Rising main traversing oval may require replacement in near future
Broome North	Realignment of drain required due to proximity to main power supply – risk of exposing cable during heavy rain
McDaniel Road	Flooding due to inadequate outfall capacity

4.1.3. Asset Condition

Each asset class is inspected in the field to determine condition. Wherever possible the Shire follows published industry specifications to promote consistency. Generally the Shire will undertake visual assessment to determine condition. Mechanistic testing is expensive and will only be used in discrete circumstances. Whilst the Shire believes the data it has currently for all asset classes is reliable for the purposes of input into the AMP, it does have limitations that will be improved on going forward.

In the case of the building condition assesment, it was undertaken by an external consultant to satisfy fair value reporting. Whilst adequate for the intended purpose, it is at a high level and not detailed enough to determine precise maintenance requirements. The Shire will determine operational data requirements for each assets class and improve as necessary.

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Table 4-2 Condition Assessment Specifications

Asset Class	Condition monitoring frequency	Recent Survey	Condition Grading Specification	Assessment Undertaken By
Roads	3 years	April 2017	WALGA Visual Pavement Rating Manual	Shire operations staff
Paths	3 Years	April 2017	IPWEA 1-5 grading system (1=Excellent, 5=Very Poor)	Shire operations staff
Buildings	3 Years	March 2017	IPWEA 0 - 10 grading System - NS Advisory Valuation (1=Excellent, 10=Very Poor)	External – NS Advisory
Drainage	3 Years	October 2013	IPWEA 1-5 grading system (1=Excellent, 5=Very Poor)	External - ARRB
Public Open Space	3 Years	May 2017	IPWEA 1-5 grading system (1=Excellent, 5=Very Poor)	Shire AM staff
Misc infrastructure	3 years	May 2017	IPWEA 1-5 grading system (1=Excellent, 5=Very Poor)	Shire AM staff

4.1.4. Condition Indices – Sealed Roads

Complex assets such as road pavements will be assessed against multiple condition criteria. To account for the effect of the individual conditions, multiple relevant condition are weighted and indexed to give a single score for the road surface and pavement. These weightings are as below in Table 4-3

Table 4-3 Sealed Road Condition Indexes

Component	Local Surface Defects Extent	Pavement Undulations Degree	Pavement Undulations Extent	Patches Extent	Pothole Extent	Rutting Severity	Structural Cracking Severity	Structural Cracking Extent	Non-Structural Cracking Severity	Non-Structural Cracking Extent	Surface Deficiencies Extent	Kerb Severity - Left	Kerb Extent Left	Kerb Height Left	Kerb Severity - Right	Kerb Extent Right	Kerb Height Right	Table Drains	Depth of Base	Unsealed Shape	Unsealed Deficiencies
Sealed Pavement	5%	5%	5%	5%	10 %	20 %	25 %	25 %													
Unsealed Pavement																			40 %	30 %	30 %
Surface - Spray Seal	10 %								30 %	40 %	20 %										
Surface - Asphalt	20 %								30 %	30 %	20 %										
Kerb												50 %	40 %	10 %	50 %	40 %	10 %				
Table Drain																		100 %			

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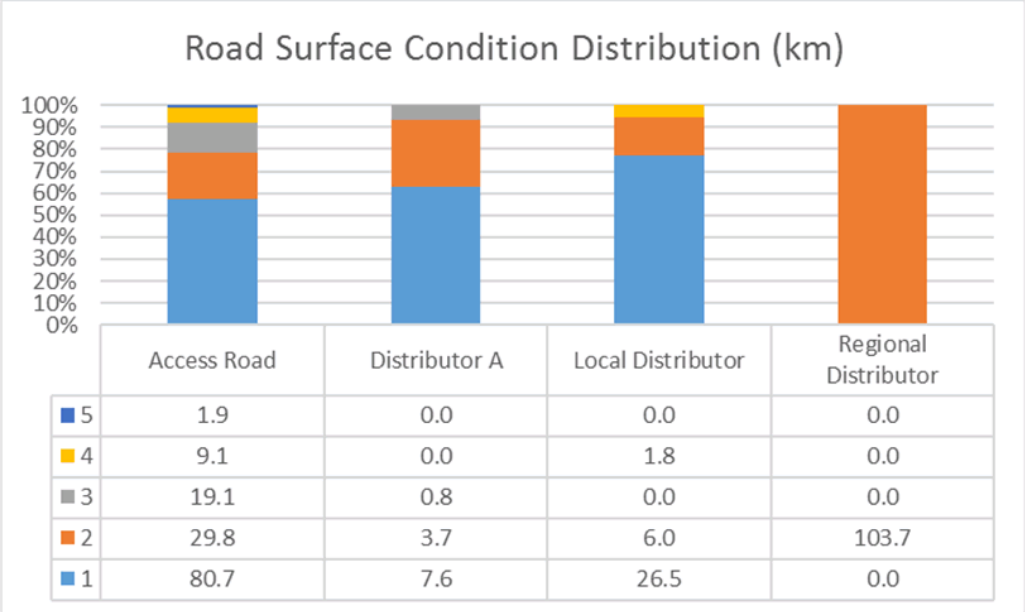
4.1.5. Asset Current Condition

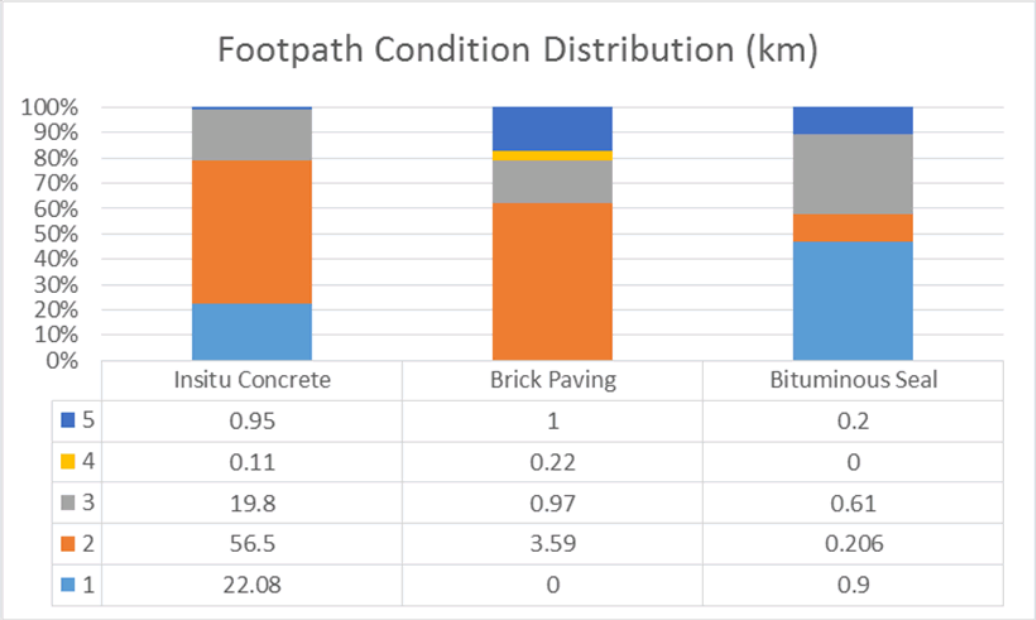
The current condition of each asset class at the time of assessment is shown below.

Figure 4.1: Road Surface condition distribution (km)



	Access Road	Distributor A	Local Distributor	Regional Distributor
5	1.9	0.0	0.0	0.0
4	9.1	0.0	1.8	0.0
3	19.1	0.8	0.0	0.0
2	29.8	3.7	6.0	103.7
1	80.7	7.6	26.5	0.0

Figure 4.2: Footpath condition Distribution (km)



	Insitu Concrete	Brick Paving	Bituminous Seal
5	0.95	1	0.2
4	0.11	0.22	0
3	19.8	0.97	0.61
2	56.5	3.59	0.206
1	22.08	0	0.9

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Figure 4.3: Building component condition distribution

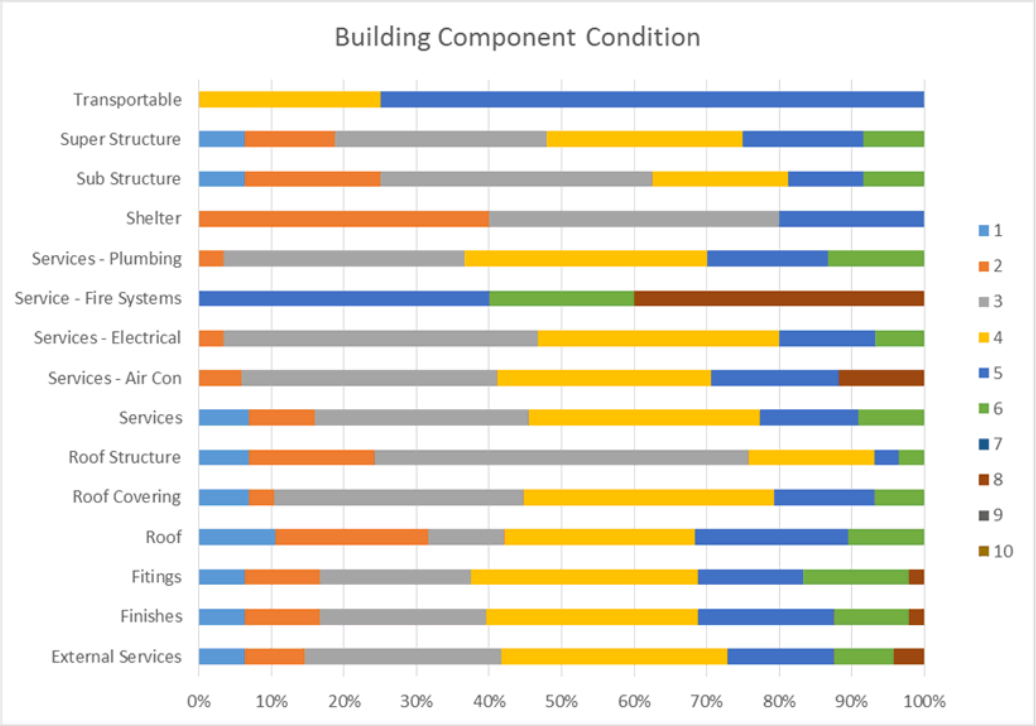

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Figure 4.4: Stormwater Drainage Conition Distribution (Quantity

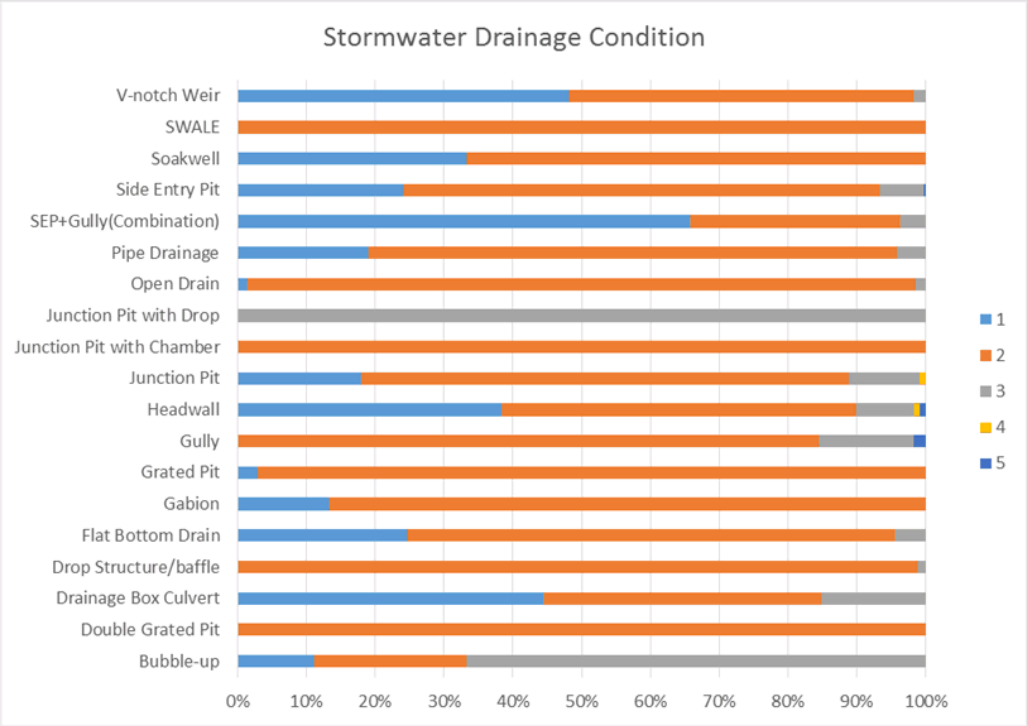

Figure 4.5: Public Open Space asset condition distribution

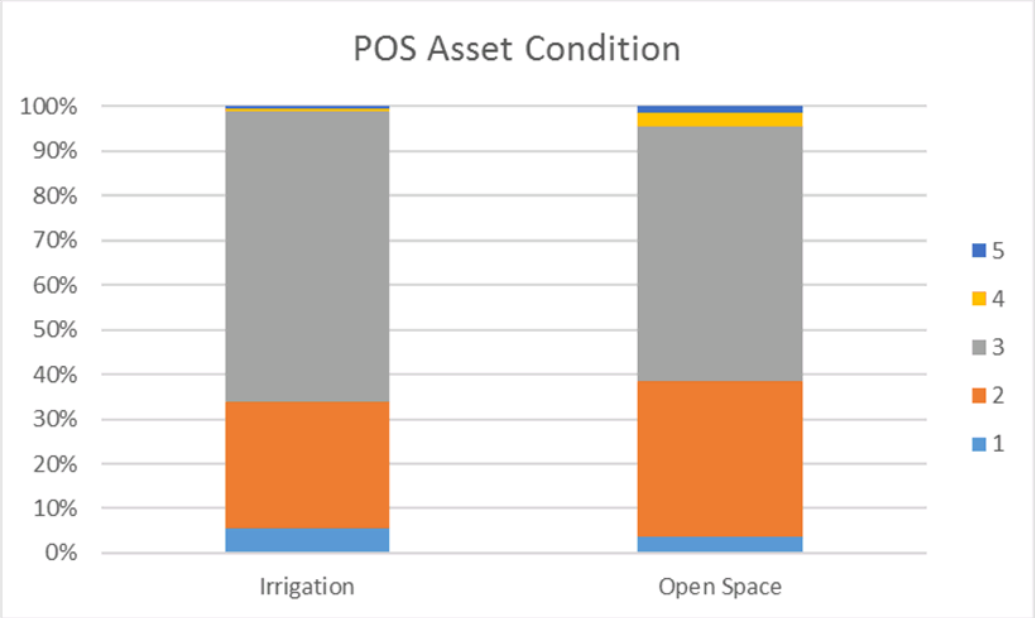

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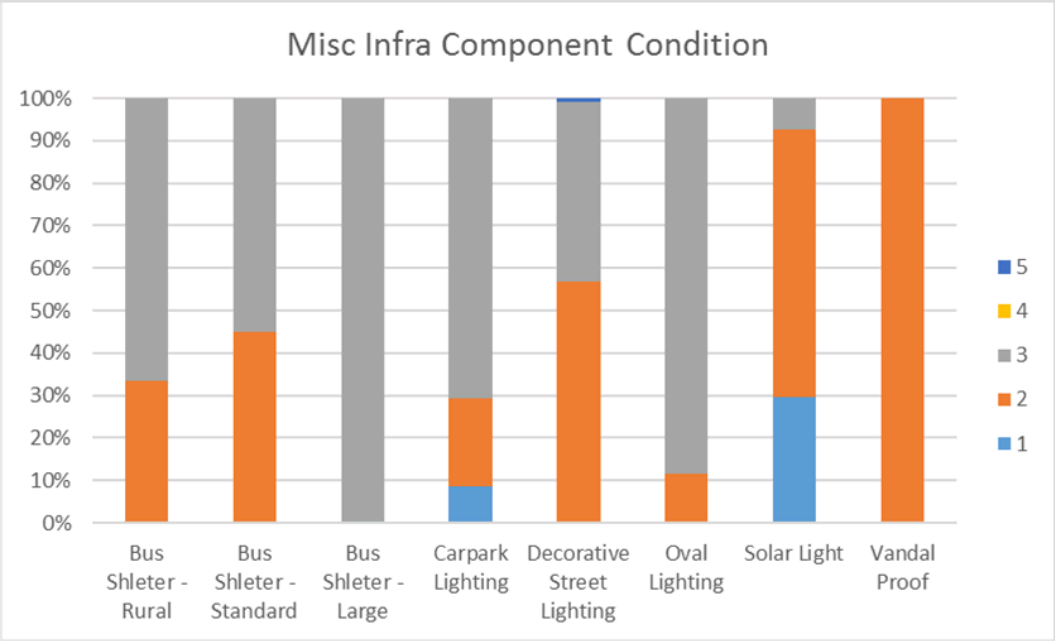
Figure 4.6: Miscellenanous Infrastructure Component Condition Distribution



4.1.6. Asset valuations

The value of assets covered by this asset management plan is shown below. It should be noted that these values have been determined when developing this AMP and have not been recorded on the Shires financial register. Assets are valued to satisfy fair value requirements to reflect financial liability.

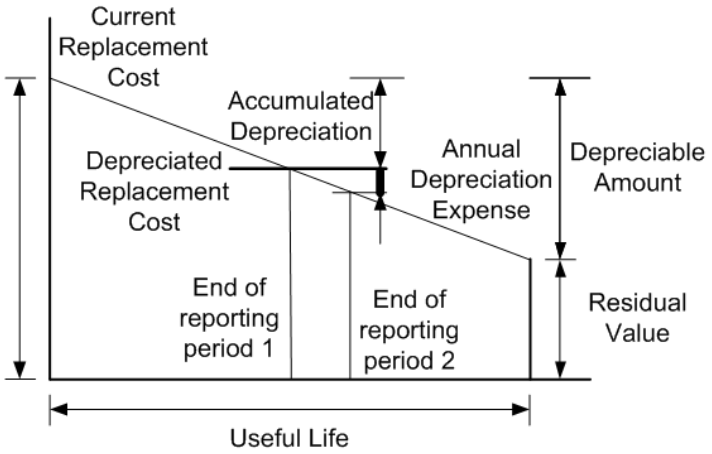


Table 4-4: Asset Class Replacement and Depreciable Amounts

Asset Class	Current Total Replacement Cost	Depreciable Amount	Depreciated Replacement Cost	Annual Depreciation Expense
Roads	$ 219,252,319	$ 181,444,533	$ 136,951,760	$ 4,101,133
Paths	$ 29,628,317	$ 29,628,317	$ 20,937,988	$ 739,195
Buildings	$ 92,968,700	$ 71,737,900	$ 49,246,130	$ 1,619,275
Drainage	$ 78,002,791	$ 64,598,742	$ 56,452,628	$ 497,423
POS	$ 17,523,682	$ 11,859,466	$ 7,551,988	$ 862,330
MI	$ 3,574,784	$ 3,574,784	$ 2,276,027	$ 179,752
Total	**$ 440,950,594**	**$ 362,843,722**	**$ 273,416,530**	**$ 7,999,108**

Key assumptions made in preparing the valuations were:

- Life expectancies are relevant to the Shire.
- Unit rates were reviewed in 2017 and reflect what it costs to return the asset to its full-service capacity in the current day.
- Rates included all related costs such as design, project management and organisational overheads.
- Variable stage and straight-line depreciation was used depending on the asset type.

Major changes from previous valuations are due to the revision of unit rates and life expectancies as well as a more comprehensive asset inventory.

Various ratios of asset consumption and expenditure have been prepared to help guide and gauge asset management performance and trends over time. Councils are now required to annually determine these ratios and include as part of their mandatory financial reporting:

Rate of Annual Asset Consumption - Depreciation/Depreciable Amount

Rate of Annual Asset Renewal - Capital renewal exp/Depreciable amount

Table 4-5: Asset Consumption rates

Asset Class	Depreciable Amount	Annual Renewal Expenditure	Annual Depreciation	Rate of Annual Consumption	Rate of Annual Asset Renewal
Roads	$ 181,444,533	$1,710,955	$ 4,101,133	2.26%	0.94%
Paths	$ 29,628,317	$85,000	$ 739,195	2.49%	0.29%
Buildings	$ 71,737,900	$202,000	$ 1,619,275	2.26%	0.28%
Drainage	$ 64,598,741	$138,377	$ 497,423	0.77%	0.21
POS	$ 11,959,446	$105,000	$ 862,330	7.27%	0.89%
MI	$ 3,574,784	$100,000	$ 179,752	5.03%	3.48%

Based on the 2016/17 renewal expenditure, future iterations of this AMP will be updated accordingly

4.2. Infrastructure Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock' to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the Infrastructure Risk Management Plan, together with the estimated residual risk after the selected treatment plan is operational are summarised in Table 10. These risks are reported to management and Council.

Table 4-6: Critical Risks and treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
Sealed Roads/ Car Parks	Accidents due to poor surface condition	H	Planned reseal program based on condition	M
Unsealed Roads		H	Annual resheeting/grading program	M
Road pavements	Water ingress leading to expensive reconstructions	H	Annual reseal program, planned maintenance and repair of surface defects	M
Footpaths	Pedestrian falling due to trip hazard	H	Condition defect surveys, defect log, planned and reactive maintenance	H
Street Lighting	Injury due to pole falling over	M	Regular inspections and react to reported defects	L
Open Drains/ Culverts	Death/injury during high rainfall	H	Annual inspection of drainage to include risk assessment of each structure	L
Stormwater Pipe	Pipe failure causing road collapse	M	Manage through existing planned maintenance	L
Open space play/recreation equipment	Injury to user	H	Adequate design and installation. Regular inspections	H
Building	Major incident such as fire/flood	H	Electrical safety audits, safety equipment checks and periodic emergency drills	M
Building	Unavailability	M	Appropriate operational and maintenance strategy that minimises disruption	M

Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.

4.3. Routine Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. cleansing, street sweeping, grass mowing and street lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

4.4. Operations and Maintenance Activities

Operations activities affect service levels including quality and function through street sweeping and grass mowing frequency, intensity and spacing of street lights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. Maintenance may be classified into reactive, planned and specific maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management or supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacing air conditioning units, etc. This work falls below the capital/maintenance threshold but may require a specific budget allocation.

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Assessment and prioritisation of reactive maintenance is undertaken by Council staff using experience and judgement.

4.4.1. Operations and Maintenance Strategies

The organisation will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner,
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost),
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council/Board,
- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options,
- Maintain a current hierarchy of critical assets and required operations and maintenance activities,
- Develop and regularly review appropriate emergency response capability,
- Review management of operations and maintenance activities to ensure Council is obtaining best value for resources used.

4.5. Asset Hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The organisation's service hierarchy is shown is Table 4.7. The Shire intends to fully review and update the asset hierarchies as necessary.

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Table 4-7: Asset Service Hierarchy

ASSET CLASS	CATEGORY	HIERARCHY		INDICATIVE CAPACITY	DESCRIPTION
TRANSPORT	SEALED ROADS	1	Regional Distributor	AADT 10,000	High connectivity roads linking significant destinations and designed for efficient movement of people and goods between and within regions.
		2	Local Distributor	AADT 4000	Enable movement of traffic within local areas and connect access roads to higher order distributors.
		3	Major Access	AADT 500	Provision of vehicle access to abutting properties with average traffic count greater than 100 vehicles per day.
		4	Minor Access	AADT 100	Provision of vehicle access to abutting properties with average traffic count less than 100 vehicles per day.
	UNSEALED ROADS	1	Regional Distributor	AADT 4000	High connectivity roads linking significant destinations and designed for efficient movement of people and goods between and within regions.
		2	Major Access	AADT 500	Provision of vehicle access to abutting properties with average traffic count greater than 100 vehicles per day.
		3	Minor Access	AADT 100	Provision of vehicle access to abutting properties with average traffic count less than 100 vehicles per day.
	CAR PARKS	1	Strategic	40 bays	Provision of parking to significant points of interest or high use community areas.
		2	Local	10 bays	Provision of parking to local-use facilities or areas.
	FOOTPATHS	1	Strategic	100 pedestrians per hour	Key routes located near significant points of interest or high use community areas.
		2	Local	20 pedestrians per hour	Local access routes to residential properties.
	STREET LIGHTING	1	All		All street lighting.
	BUS SHELTERS	1	All		All bus shelters.
PARKS AND OPEN SPACES	PARK	1	District	10 hectares	Irrigated high quality playing surfaces for organised activities, can include passive components.
		2	Neighbourhood Park	5 hectares	Irrigated lower quality surfaces, for casual use usually involving children, playground equipment, picnic, BBQ facilities are appropriate.
		3	Local Park	1 hectare	Unirrigated and mechanically slashed, the aim is to encourage tree cover, accommodate pedestrian and cycle paths.
		4	Other	Various	Natural bushland either side of access ways, median strips/verges and drainage reserves.
STORMWATER DRAINAGE	UNDERGROUND	1	High Priority	250 litres per second	Drainage structures (i.e. pits and pipes) along main drainage service line or close to outfall. Pipe diameter greater than 450mm.
		2	Low Priority	50 litres per second	Drainage structures with minimal (less than 5) structures connected upstream. Pipe diameter less than 450mm.
	OVERGROUND	1	High Priority	Various	Culvert road crossings and main outfall drains.
		2	Low Priority	Various	Concrete swales and formed open drains.
BUILDING	OPERATIONAL, COMMERCIAL LEASE, PEPPERCORN LEASE AND RESIDENTIAL	1	High Priority	50+ Daily Visitors	Essential for building to be continually functional and operational in order to deliver key services that can only be undertaken from this site.
		2	Medium Priority	20+ Daily Visitors	Ideally should be continually functional and operational in order to deliver key services. Function can be relocated but with some disruption.
		3	Low Priority	5+ Daily Visitors	No significant impact on community service delivery if non-operational for a short period. Function can relocate with minimal disruption.

4.5.1. Critical Assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at the appropriate time.

Operations and maintenances activities may be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc. Critical assets failure modes and required operations and maintenance activities are detailed in Table 4.8.

Table 4-8: Critical Assets and Service Level Objectives

Critical Assets	Critical Failure Mode	Operations & Maintenance Activities
Roads/Car Parks/Footpaths	Defects that may increase likelihood of accident or asset closure	Appropriate defect inspection, reporting and reactive maintenance procedures.
Playground equipment	Deficiencies or design issues that have potential to cause injury to users	Regular defect inspections and periodic renewal to ensure safety standards are continually improved
High Priority Buildings	Building unavailability and OHS non-compliance	Appropriate OHS inspections and renewal plan
Drainage Outfalls	Obstruction or degradation of channels	Regular slashing of vegetation and inspection of open drain walls

4.5.2. Standards and specifications

Maintenance work is carried out in accordance with the Shire's Civil Maintenance Policy.

4.5.3. Future operations and maintenance expenditures

The effect of Future demand on operations and maintenance expenditure has not been considered within this iteration of the AMP. Future demand will be determined and integrated into future versions.

4.5.4. Deferred Maintenance

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 5.2.

4.6. Renewal/Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

4.6.1. Renewal and Replacement Strategies

The organisation will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Undertaking periodic inspections of all assets to determine current condition
- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner,
- Undertaking project scoping for all capital renewal and replacement projects to identify:
    - the service delivery 'deficiency', present risk and optimum time for renewal/replacement,
    - the project objectives to rectify the deficiency,
    - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
    - and evaluate the options against evaluation criteria adopted by the organisation, and
    - select the best option to be included in capital renewal programs,
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible,
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council/Board,
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs,
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required ,
- Review management of capital renewal and replacement activities to ensure Council is obtaining best value for resources used.

4.6.2. Renewal ranking criteria

Asset renewal and replacement is typically undertaken to:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of a road).[7]
- Manage the Shire's exposure to risk (liability, financial, environmental, economic, political)

4.6.3. Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditure only considers the assets in their current state and does not consider capital expansion. The effect of future demand on assets will be considered in future iterations of this AMP. The expenditure is summarised in Fig 5. Note that all amounts are shown in real values.

The projected capital renewal and replacement program is shown in Appendix B to Appendix G.

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[7] IPWEA, 2011, IIMM, Sec 3.4.4, p 3|60.

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Fig 5.1: Sealed Roads Projected Capital Renewal and Replacement Expenditure

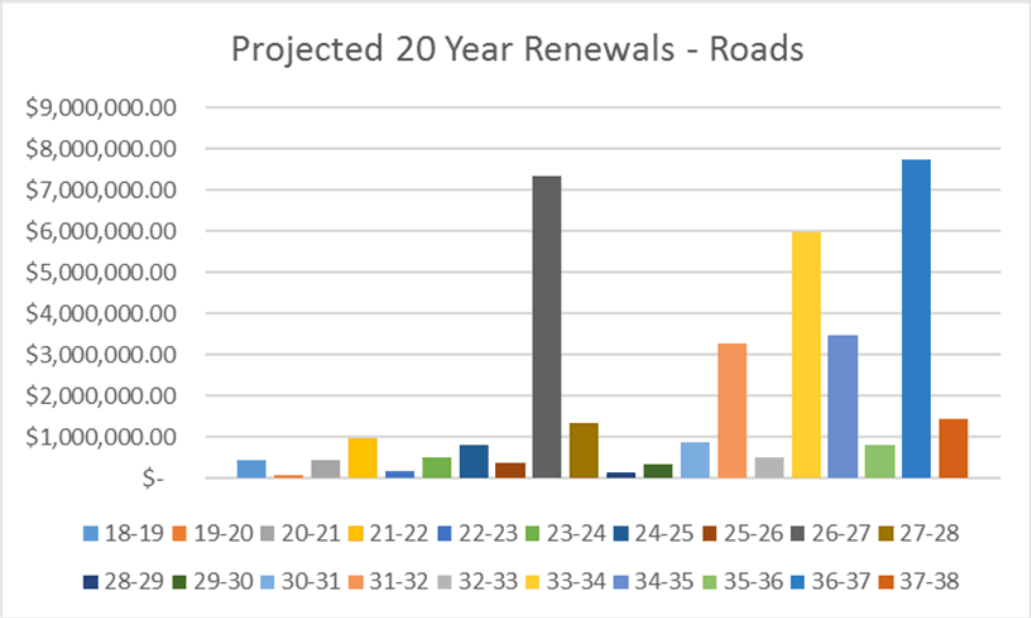

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Fig 5.2: Paths Capital Renewal and Replacement Expenditure

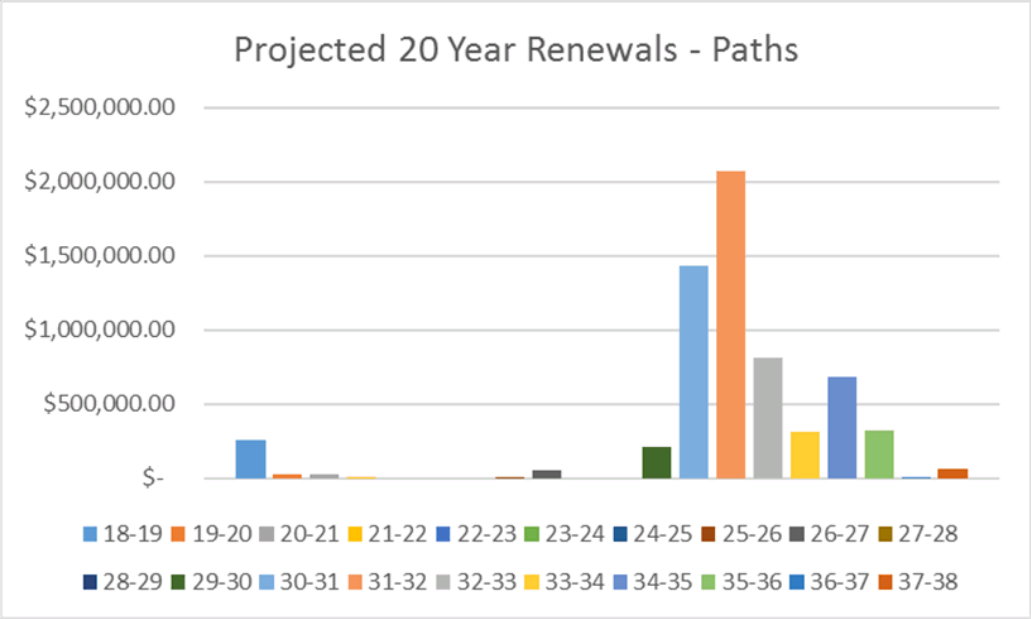

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Fig 5.3: Buildings Projected Capital Renewal and Replacement Expenditure

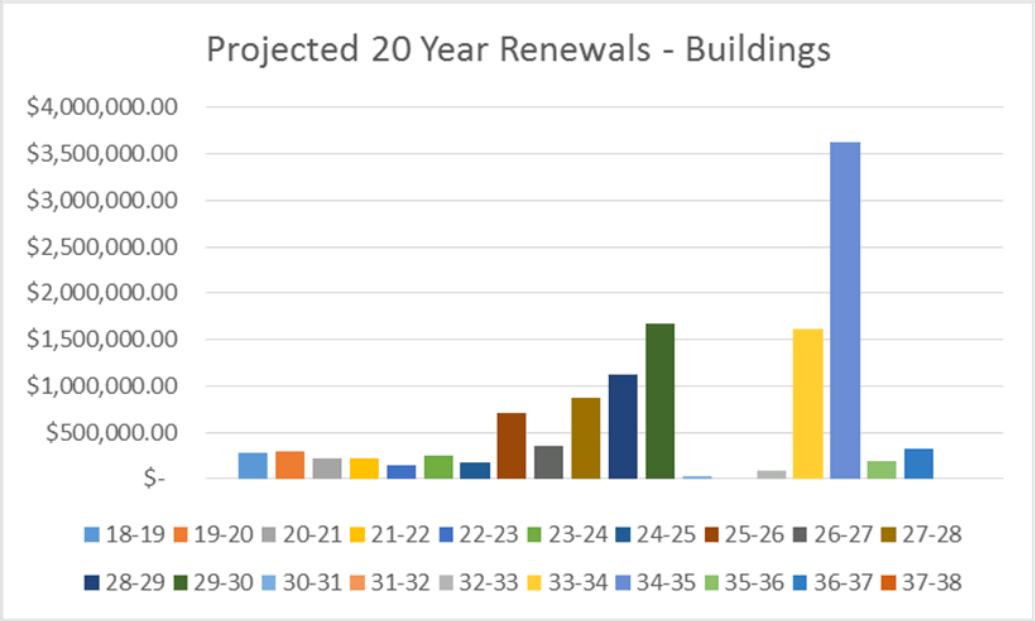

Fig 5.4: Public Open Spaces Projected Capital Renewal and Replacement Expenditure

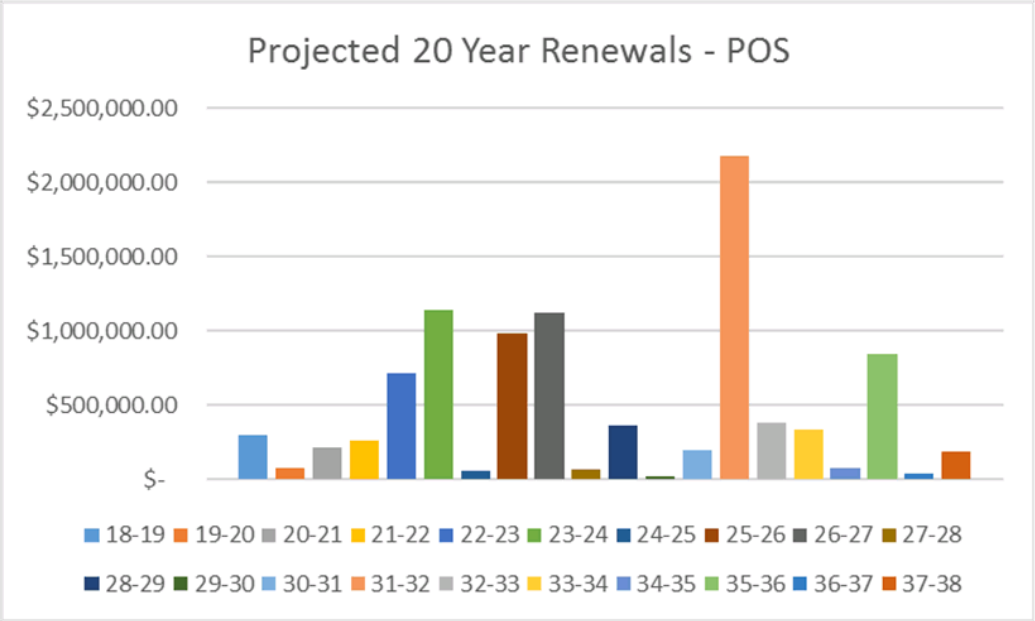

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Fig 5.5: Stormwater POS Capital Renewal and Replacement Expenditure

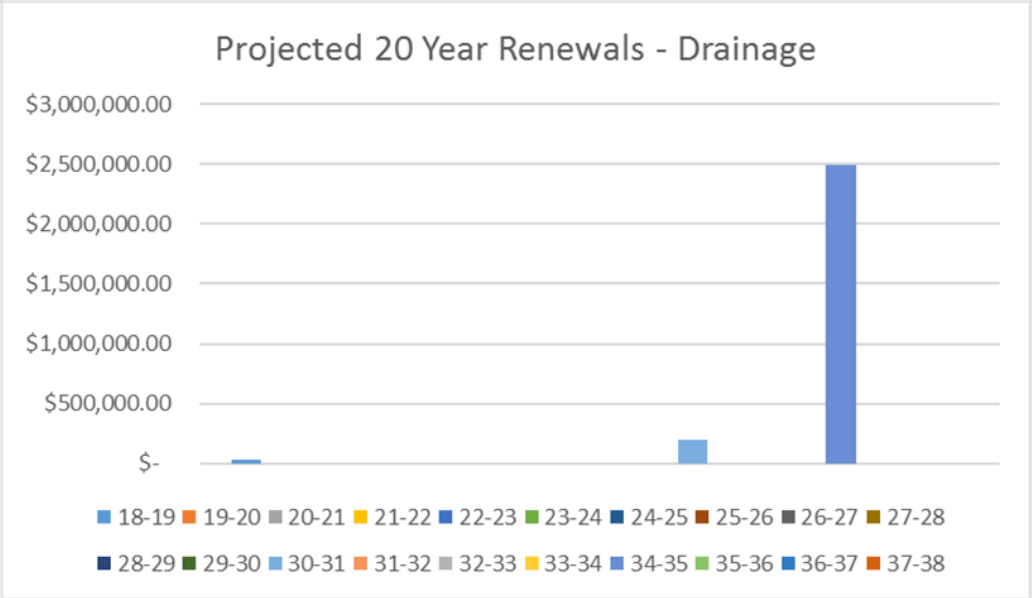
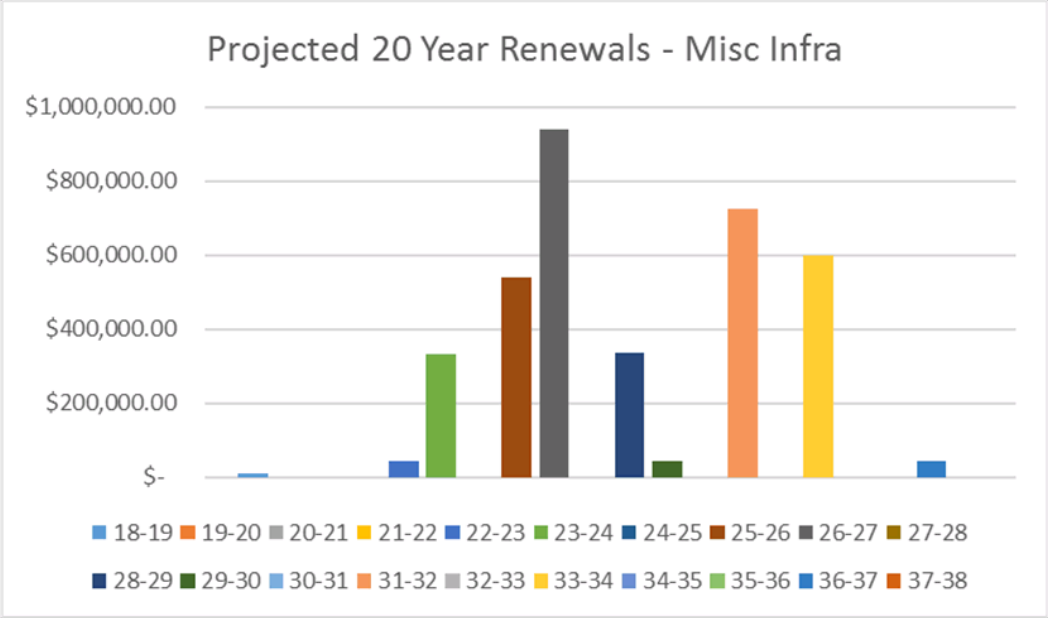
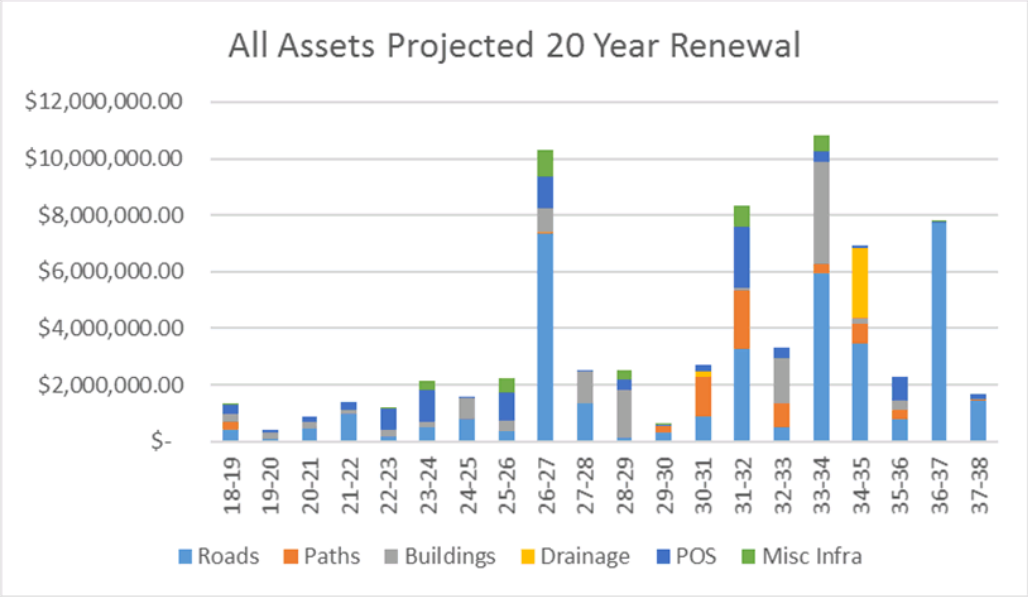


Fig 5.6: Miscellaneous Infrastructure Projected Capital Renewal and Replacement Expenditure



SHIRE OF BROOME – INFRASTRUCTURE ASSET MANAGEMENT PLAN

Fig5.7: All infrastructure projected Renewal and Replacement Expenditure



Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the organisation's capital works program will be accommodated in the long term financial plan. This is further discussed in Section 5.2.

4.7. Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the organisation from land development. The Shire will undertake development of process to guide the creation/acquisition/upgrade of assets in alignment with the existing council asset management policy and strategy.

4.7.1. Summary of future upgrade/new assets expenditure

Future upgrade has not been considered in the version of the Asset Management Plan.

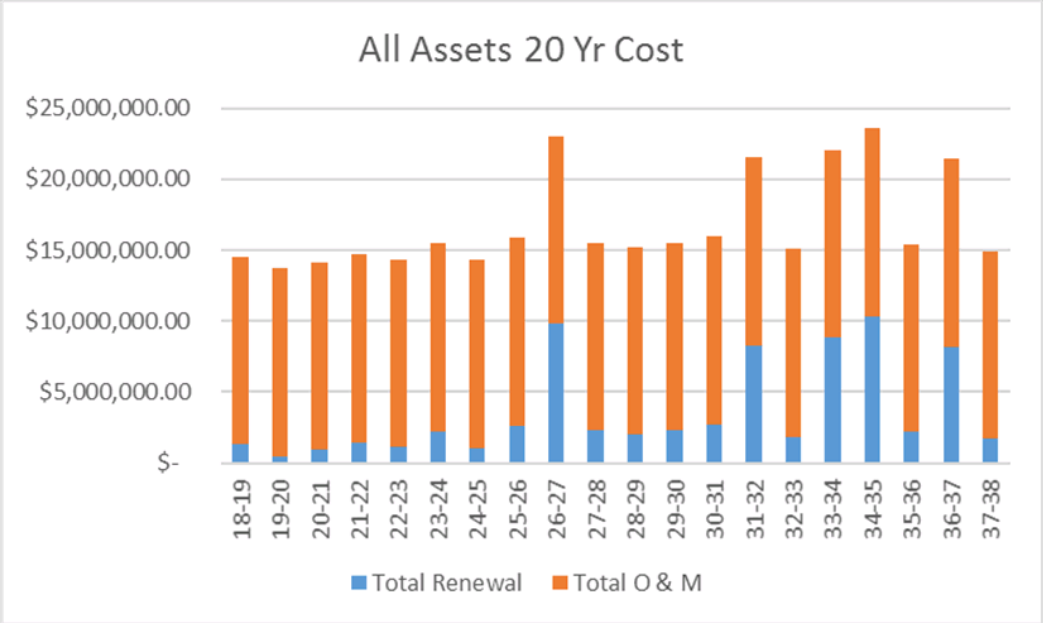
5. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

5.1. Financial Statements and Projections

The financial projections are shown in Fig 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in current dollars values.

Fig 7.1: All Assets Projected Operating and Capital Expenditure



5.1.1. Sustainability of service delivery

There are four key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the asset renewal funding ratio, long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

5.1.2. Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio[8] indicates if the current renewal expenditure is adequate when compared to the annual depreciation of each asset class. Table 5-1 below details the ratios of each asset class.

Table 5-1: Asset Renewal Funding Ratio

Asset Class	Annual Renewal Expenditure	Annual Depreciation	Asset Renewal Funding Ratio
Roads	$1,710,955	$ 4,101,133	42%
Paths	$85,000	$ 739,194	11%
Buildings	$202,000	$ 1,619,275	12%
Drainage	$138,377	$ 497,423	28%
POS	$105,000	$ 862,330	12%
MI	$124,545	$ 179,752	69%

It should be noted that the roads annual renewal expenditure for 16/17 represents a significant increase from the previous year ($784,000) due to funding secured to renew surfacing on the Broome-Cape Leveque road.

5.1.3. Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The long-term lifecycle of some assets such as pavements will be over a long period (100+ years). For a significant portion of its life the asset is likely only to require routine maintenance and this is reflected in the Shire's renewal planning over the next 20 years in that assets such as pavements and drainage require little renewal expenditure. If the entire lifecycle is considered then it needs to be acknowledged that the asset will eventually fail, albeit several generations in the future. The Shire needs to plan to be able to fund the costs to rehabilitate these critical assets.

The life cycle cost for the services covered in this asset management plan is $21,248,367 per year (average operations and maintenance expenditure plus depreciation expense). When compared to the 20-year renewal plans that inform this AMP, the whole of lifecycle costs is significantly greater to account for renewal several generations in the future. Ideally these funds would be put in reserve to be available for renewal.

[8] AIFMG, 2012, Version 1.3, Financial Sustainability Indicator 4, Sec 2.6, p 2.16

5.1.4. Short term (5 year) financial planning period

The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is $14,298,724 on average per year.

5.1.5. Medium term (10 year) financial planning period

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is $15,570,231 on average per year.

5.1.6. Long term (20 year) financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 20 year period. This provides input into 20 year financial and funding plans aimed at providing the required services in a sustainable manner. The renewal requirements are informed by the 20 year renewal plans included in Appendix B to Appendix G.

The projected operations, maintenance and capital renewal expenditure required over the 20 year planning period is $16,820,004 on average per year.

5.1.7. Asset management financial indicators

Figure 7 shows the asset management financial indicators over short, medium and long term life cycle.

Figure 7.1: Projected 5 Yr. Operating and Capital Expenditure

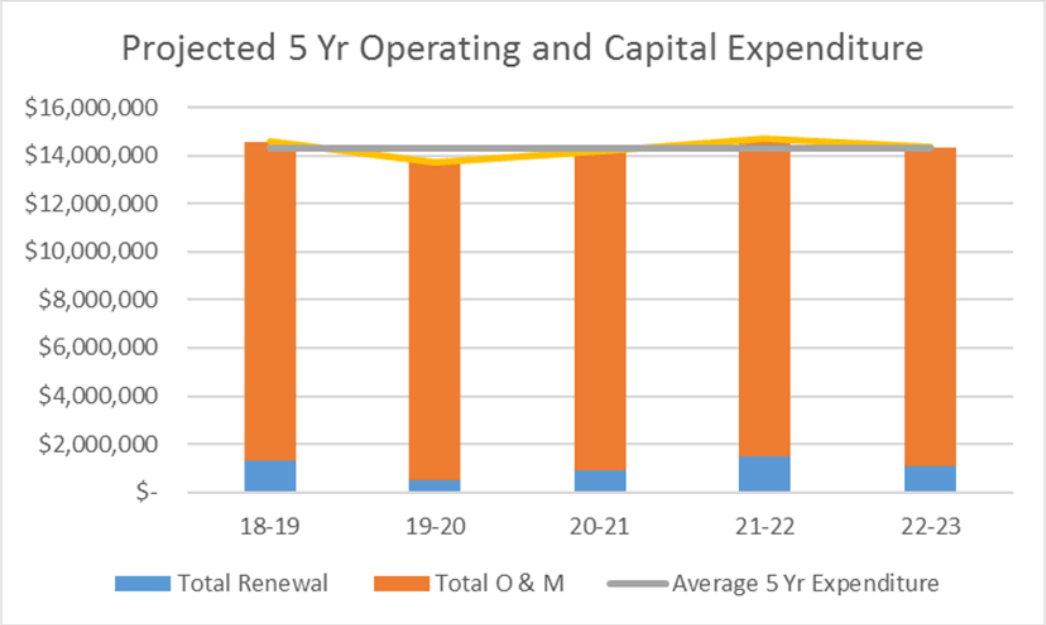


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Figure 7.2: Projected 10 Yr. Operating and Capital Expenditure

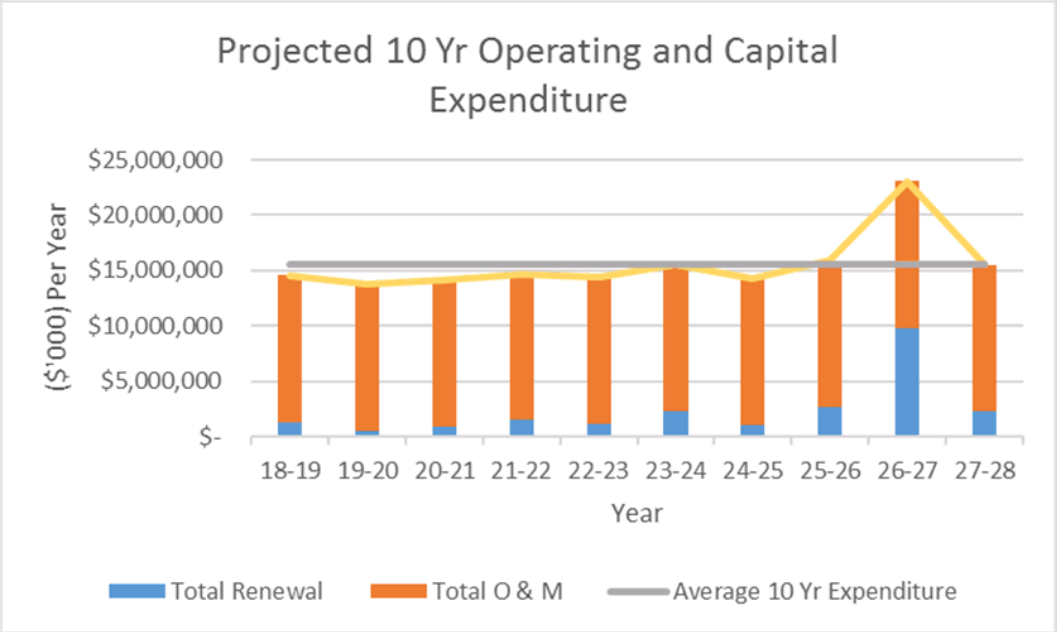
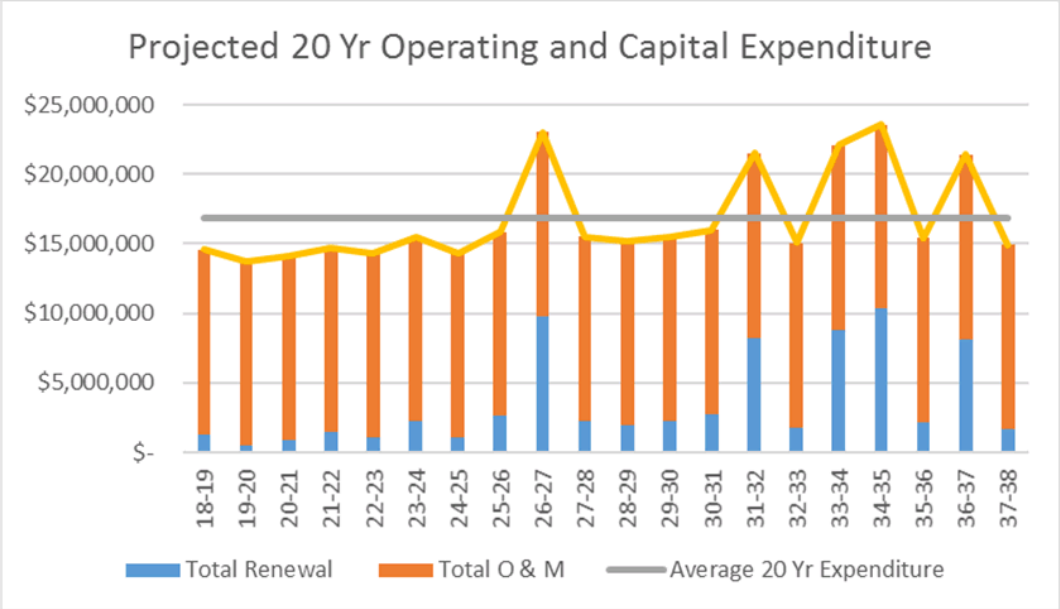


Figure 7.3 Projected 20 Yr. Operating and Capital Expenditure



5.2. Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan and risks that these may change are shown in Table 14.

Table 5-2: Key Assumptions made in AM Plan and Risks of Change

Key Assumptions	Risks of Change to Assumptions
Future annual budgets preserved	Decrease or increase to future annual budgets will affect identified gaps and ability to deliver identified service levels
Unit rates used in determining replacement costs are accurate and relevant to current practice	Inaccurate calculated replacement costs and depreciation figures

5.3. Forecast Reliability and Confidence

The expenditure and valuations projections in this Asset Management Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale[9] in accordance with Table 5.3

Table 5-3: Data Confidence Grading System

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E Unknown	None or very little data held.

[9] IPWEA, 2011, IIMM, Table 2.4.6, p 2|59.

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The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 5.4.

Table 5-4: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	N/A	Based on information from 2011
Growth projections		
Operations expenditures	B	Determined using budgeted expenditure sheets
Maintenance expenditures		
Asset values	B	Unit rates updated in 2017
Asset useful lives	B	Useful lives updated in 2017
Condition modelling	B	Condition data collected by a dedicated officer or external resource
Network renewals	B	Shire review and acceptance of renewal programs required

6. PLAN IMPROVEMENT AND MONITORING

6.1. Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 6-1.

Table 6-1: Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Update inventory to align with defined hierarchies			
2	Review replacement cost of asset components			
3	Audit condition data to prove reliability			
4	Produce asset disposal plan and cost accordingly			
5	Measure Levels of Service to determine current performance			
6	Incorporate medium to long term proposed upgrades into AM pan			
7	Develop appropriate componentisation model for buildings in order to generate more detailed renewal program			
8	Review demand factors and develop demand management plan			

6.2. Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget planning processes and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the organisation's long term financial plan.

The AM Plan has a life of 4 years (Council election cycle) and is due for complete revision and updating within 1 year of each Council election.

6.3. Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into Council's long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Council's Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

REFERENCES

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus

IPWEA, 2009, 'Australian Infrastructure Financial Management Guidelines', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMG.

IPWEA, 2011, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

Shire of Broome Strategic Community Plan 2015-2025

Sample Council, 'Annual Plan and Budget'.

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APPENDICES

Appendix A	Asset Class Criteria
Appendix B	Projected 20 Year Sealed Road Capital Renewal and Maintenance Works Program
Appendix C	Projected 20 year Path Capital Renewal and Replacement Works Program
Appendix D	Projected 20 year Building Capital Renewal and Replacement Works Program
Appendix E	Projected 20 Year POS Capital Renewal and Maintenance Works Program
Appendix F	Projected 20 Year Drainage Renewal and Maintenance Works Program
Appendix G	Projected 20 Year Miscellaneous Infrastructure Renewal and Maintenance Works Program

Appendix A Asset Class Criteria

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Asset Class	Component	Sub Component	Description	Unit of Measure	Current Replacement Cost	Useful Life	Renewal/Maintenance
POS	Irrigation	Actuators	Biffi Valves	Item	$ 8,000.00	8	Renewal
POS	Irrigation	Backflow device	Double check Valve	Item	$ 800.00	8	Maintenance
POS	Irrigation	Backflow device	RPZ	Item	$ 1,600.00	8	Maintenance
POS	Irrigation	Bore Pumps		Item	$ 4,000.00	6	Maintenance
POS	Irrigation	Bores	Sandstone Aquifer	Item	$ 25,000.00	20	Renewal
POS	Irrigation	CCU Controller		Item	$ 2,000.00	6	Maintenance
POS	Irrigation	Decoder	Field	Item	$ 150.00	4	Maintenance
POS	Irrigation	Decoder	Sensor	Item	$ 700.00	4	Maintenance
POS	Irrigation	Front Card		Item	$ 2,000.00	6	Maintenance
POS	Irrigation	Irrigation Controller		Item	$ 3,000.00	6	Maintenance
POS	Irrigation	Manifold	Associated Pipework	Item	$ 10,000.00	15	Renewal
POS	Irrigation	Manifold	Deliver Manifold	Item	$ 15,000.00	15	Renewal
POS	Irrigation	Maxon GSM		Item	$ 2,000.00	4	Maintenance
POS	Irrigation	Pump Shade Structure		Item	$ 5,000.00	10	Renewal
POS	Irrigation	Pumps	Small	Item	$ 1,500.00	4	Maintenance
POS	Irrigation	Pumps	Medium	Item	$ 4,000.00	6	Maintenance
POS	Irrigation	Pumps	Large	Item	$ 8,000.00	6	Renewal
POS	Irrigation	Rainbird Site Control Computer		Item	$ 8,000.00	6	Renewal
POS	Irrigation	Rear Card		Item	$ 2,000.00	5	Maintenance
POS	Irrigation	Retic Controller Cabinet		Item	$ 10,000.00	15	Renewal
POS	Irrigation	Retic Lateral Lines		lm	$ 50.00	20	Maintenance
POS	Irrigation	Retic Main Lines		lm	$ 55.00	25	Renewal
POS	Irrigation	Site Control Office		Item	$ 15,000.00	15	Renewal
POS	Irrigation	Soft Starters		Item	$ 1,500.00	4	Maintenance
POS	Irrigation	Sprinkler Heads		Item	$ 70.00	6	Maintenance
POS	Irrigation	Swordfish Pump Controller		Item	$ 10,000.00	15	Renewal
POS	Irrigation	Tank Lids		Item	$ 25,000.00	10	Renewal
POS	Irrigation	Tank Liners		Item	$ 25,000.00	10	Renewal
POS	Irrigation	Trickle Irrigation		m2	$ 50.00	4	Maintenance
POS	Irrigation	Valve/Solenoids	X Small	Item	$ 125.00	6	Maintenance
POS	Irrigation	Valve/Solenoids	Small	Item	$ 500.00	6	Maintenance
POS	Irrigation	Valve/Solenoids	Large	Item	$ 1,000.00	6	Renewal
POS	Irrigation	Valve/Solenoids	X Large	Item	$ 4,000.00	6	Renewal
POS	Irrigation	Valve/Solenoids	Filamat Filter	Item	$ 6,000.00	6	Renewal
POS	Irrigation	Water Tanks	Small	Item	$ 17,000.00	25	Renewal
POS	Irrigation	Water Tanks	Large	Item	$ 65,000.00	25	Renewal
POS	Irrigation	Water Tanks	X Large	Item	$ 140,000.00	25	Renewal
POS	Irrigation	Water Tanks	Recycled - X Large	Item	$ 150,000.00	20	Renewal
POS	Open Space	Artwork	Small Monument	Item	$ 5,400.00	15	Renewal
POS	Open Space	Artwork	Mermaid Statue	Item	$ 8,000.00	30	Renewal
POS	Open Space	Artwork	Beau fighter Memorial	Item	$ 9,000.00	50	Renewal
POS	Open Space	Artwork	Z Force memorial	Item	$ 27,000.00	50	Renewal
POS	Open Space	Artwork	Broome Air Raid Info Shelter	Item	$ 28,000.00	20	Renewal
POS	Open Space	Artwork	Dampier Chest	Item	$ 44,000.00	70	Renewal
POS	Open Space	Artwork	McAlpine Bust	Item	$ 52,000.00	50	Renewal

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Asset Class	Component	Sub Component	Description	Unit of Measure	Current Replacement Cost	Useful Life	Renewal/Maintenance
POS	Open Space	Artwork	Women of Pearl Monument	Item	$ 53,000.00	50	Renewal
POS	Open Space	Artwork	Three Wise Men	Item	$ 100,000.00	50	Renewal
POS	Open Space	Artwork	ANZAC day memorial	Item	$ 110,000.00	50	Renewal
POS	Open Space	Barbeques		Item	$ 10,000.00	15	Renewal
POS	Open Space	Basketball Backboard		Item	$ 3,000.00	8	Renewal
POS	Open Space	Bench/Seats		Item	$ 2,500.00	20	Renewal
POS	Open Space	Bike Rack/Seats	Multi Rail	Item	$ 900.00	15	Maintenance
POS	Open Space	Bike Rack/Seats	U rail	Item	$ 1,200.00	15	Maintenance
POS	Open Space	Bird Bath		Item	$ 6,000.00	15	Renewal
POS	Open Space	Boardwalk/Decking/Platforms		m^2	$ 180.00	5	Renewal
POS	Open Space	Bollards	Timber	Item	$ 60.00	30	Maintenance
POS	Open Space	Bollards	Metal	Item	$ 350.00	30	Maintenance
POS	Open Space	Coaches Boxes		Item	$ 5,000.00	15	Renewal
POS	Open Space	Cricket Nets		lane	$ 2,550.00	15	Renewal
POS	Open Space	Drink Fountains	ARQUA	Item	$ 5,500.00	15	Renewal
POS	Open Space	Edging/Mowing Curb	Timber	Lm	$ 50.00	15	Maintenance
POS	Open Space	Edging/Mowing Curb	Concrete	lm	$ 50.00	15	Maintenance
POS	Open Space	Feature Rocks		tonne	$ 250.00	25	Renewal
POS	Open Space	Fence	Post and Wire	Lm	$ 50.00	25	Renewal
POS	Open Space	Fence	Post, Wire Mesh and Barb Wire	Lm	$ 95.00	25	Renewal
POS	Open Space	Fence	Post, Rail and Mesh	Lm	$ 112.00	25	Renewal
POS	Open Space	Fence	Stainless steel handrail	Lm	$ 250.00	25	Renewal
POS	Open Space	Fence	Wooden Post & Rail	Lm	$ 250.00	25	Renewal
POS	Open Space	Fence	Garrison	Lm	$ 290.00	25	Renewal
POS	Open Space	Flag poles		Item	$ 2,500.00	60	Renewal
POS	Open Space	Football (AFL) Goal Post		Set	$ 7,500.00	10	Renewal
POS	Open Space	Garden Bed		m^2	$ 7.00	5	Maintenance
POS	Open Space	Gate - Park		Item	$ 3,500.00	25	Renewal
POS	Open Space	Grassed areas		m^2	$ 15.00	30	Maintenance
POS	Open Space	Gym Equipment	Push up Bar	Item	$ 1,500.00	10	Renewal
POS	Open Space	Gym Equipment	Step Up	Item	$ 1,500.00	10	Renewal
POS	Open Space	Gym Equipment	Vault Pole	Item	$ 1,500.00	10	Renewal
POS	Open Space	Gym Equipment	Parallel Bars	Item	$ 1,500.00	10	Renewal
POS	Open Space	Gym Equipment	Chin up Bar	Item	$ 2,000.00	10	Renewal
POS	Open Space	Gym Equipment	Plyo Box Jumps	Item	$ 2,100.00	10	Renewal
POS	Open Space	Gym Equipment	Handstand Board	Item	$ 2,500.00	10	Renewal
POS	Open Space	Gym Equipment	Sit up Board	Item	$ 3,000.00	10	Renewal
POS	Open Space	Handrail - Park	Post and Rail	lm	$ 250.00	15	Renewal
POS	Open Space	Mulch		m^2	$ 10.00	3	Maintenance
POS	Open Space	Netball Ring		Item	$ 1,500.00	7	Renewal
POS	Open Space	Outdoor Shower	Foot Shower	Item	$ 5,000.00	15	Renewal
POS	Open Space	Outdoor Shower	Shower with foot shower	Item	$ 10,000.00	15	Renewal
POS	Open Space	Paved Area/Hardscape	Brick paving/concrete	m^2	$ 80.00	40	Renewal
POS	Open Space	Paved Area/Hardscape	Aggregate in concrete	m^2	$ 130.00	40	Renewal
POS	Open Space	Paved Area/Hardscape	Feature stone	m^2	$ 140.00	40	Renewal

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Asset Class	Component	Sub Component	Description	Unit of Measure	Current Replacement Cost	Useful Life	Renewal/Maintenance
POS	Open Space	Picnic Tables	Aluminium Anodised	item	$ 4,200.00	20	Renewal
POS	Open Space	Play Equipment	Equip <250m	item	$ 20,000.00	20	Renewal
POS	Open Space	Play Equipment	Equip >250<500m	item	$ 40,000.00	20	Renewal
POS	Open Space	Play Equipment	Equip >500m	item	$ 60,000.00	20	Renewal
POS	Open Space	Play Surface (Softfall)	Sand	m^2	$ 100.00	4	Renewal
POS	Open Space	Play Surface (Softfall)	Rubberised Softfall (low spec)	m^2	$ 250.00	10	Renewal
POS	Open Space	Play Surface (Softfall)	Rubberised Softfall (high spec)	m^2	$ 300.00	10	Renewal
POS	Open Space	Play Surface Hard	Multi use court	m^2	$ 43.50	50	Renewal
POS	Open Space	Play Surface Hard	Synthetic Court	m^2	$ 250.00	30	Renewal
POS	Open Space	Playground Pommel Walker		item	$ 5,000.00	20	Renewal
POS	Open Space	Playground Rocking Unit		item	$ 2,000.00	20	Renewal
POS	Open Space	Playground See saw		item	$ 5,000.00	20	Renewal
POS	Open Space	Playground Slide		item	$ 5,000.00	20	Renewal
POS	Open Space	Playground Spinning unit		item	$ 5,000.00	20	Renewal
POS	Open Space	Playground swings		item	$ 2,500.00	20	Renewal
POS	Open Space	Retaining - Wall	Limestone Blocks	lm	$ 400.00	60	Renewal
POS	Open Space	Rubbish Bin	120L plastic	item	$ 120.00	3	Maintenance
POS	Open Space	Rubbish Bin	240L plastic	item	$ 350.00	3	Maintenance
POS	Open Space	Rubbish Bin	120L galvanised	item	$ 450.00	5	Maintenance
POS	Open Space	Rubbish Bin	240 galvanised	item	$ 600.00	5	Maintenance
POS	Open Space	Rubbish Bin Enclosure	120L Galvanised	item	$ 2,300.00	10	Maintenance
POS	Open Space	Rubbish Bin Enclosure	240L Galvanised	item	$ 2,500.00	10	Maintenance
POS	Open Space	Score Board		item	$ 10,000.00	25	Renewal
POS	Open Space	Shade Sail		m^2	$ 80.00	15	Renewal
POS	Open Space	Shade Sail Post		item	$ 2,500.00	15	Renewal
POS	Open Space	Shade Structure		m^2	$ 950.00	20	Renewal
POS	Open Space	Signage	Beach Management	item	$ 800.00	10	Renewal
POS	Open Space	Signage	Park Ownership	item	$ 3,500.00	10	Renewal
POS	Open Space	Skate Equipment		item	$ 3,000.00	15	Renewal
POS	Open Space	Skate Park		item	$ 15,000.00	25	Renewal
POS	Open Space	Steps		m2	$ 450.00		Renewal
POS	Open Space	Tree Guard/Ring		item	$ 750.00	10	Maintenance
Roads	Urban	Pavement Structure	Pavement - Urban LD	m^2	$ 48.00	60	Renewal
Roads	Urban	Subgrade Structure	Subgrade - urban	m^2	$ 16.95	60	Renewal
Roads	Urban	Surface Structure	Urban - Single Chip Seal	m^2	$ 4.94	10	Renewal
Roads	Urban	Surface Structure	Urban - Double Chip Seal	m^2	$ 11.08	15	Renewal
Roads	Urban	Surface Structure	Urban - Asphalt	m^2	$ 60.64	20	Renewal
Roads	Urban	Surface Structure	Urban - Brick	m^2	$ 140.00	40	Renewal
Roads	Rural	Pavement Structure	Pavement - Rural - LD	m^2	$ 35.00	60	Renewal
Roads	Rural	Subgrade Structure	Subgrade - rural	m^2	$ 12.00	70	Renewal
Roads	Rural	Surface Structure	Rural - Single Chip Seal	m^2	$ 6.37	10	Renewal
Roads	Rural	Surface Structure	Rural - Double Chip Seal	m^2	$ 23.00	15	Renewal
Roads	Rural	Surface Structure	Rural - Asphalt	m^2	$ 60.64	20	Renewal
Roads	Rural	Surface Structure	Rural - Brick	m^2	$ 140.00	40	Renewal
Roads	Other	Subgrade Structure	Subgrade - all others	m^2	$ 12.00	150	Renewal

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Asset Class	Component	Sub Component	Description	Unit of Measure	Current Replacement Cost	Useful Life	Renewal/Maintenance
Roads	Other	Pavement Structure	Pavement - Other	m^2	$ 5.40	60	Renewal
Roads	Other	Pavement Structure	Pavement - Unsealed	m^2	$ 35.00	60	Renewal
Roads	Other	Surface Structure	Unsealed	m^2	$ -	0	Renewal
Roads	Kerbing	SW Channel	Barrier	m	$ 65.00	60	Renewal
Roads	Kerbing	SW Channel	Mountable	m	$ 65.00	60	Renewal
Roads	Kerbing	SW Channel	Semi Mountable	m	$ 65.00	60	Renewal
Roads	Kerbing	SW Channel	Semi Barrier	m	$ 65.00	60	Renewal
Paths	Footpaths	Insitu Concrete	IC	m^2	$ 135.00	40	Renewal
Paths	Footpaths	Brick paving	PB	m^2	$ 85.00	50	Renewal
Paths	Footpaths	pram ramps	PR	Item	$ 880.00	40	Renewal
Drainage	Stormwater Pipe	Drop Structure/baffle	DST	M	$ 432.72	80	Renewal
Drainage	Stormwater Pipe	V-Notch Weir	VNW	M	$ 393.38	80	Renewal
Drainage	Stormwater Pipe	Flat Bottom Drain	FBD	M	$ 327.82	50	Renewal
Drainage	Stormwater Pipe	Swale	Swale	M	$ 393.38	50	Renewal
Drainage	Stormwater Pipe	Open Drain	DCL	M	$ 393.38	50	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 200	M	$ 670.06	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 300	M	$ 796.14	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 375	M	$ 995.40	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 400	M	$ 1,061.96	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 450	M	$ 1,127.01	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 500	M	$ 1,251.14	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 525	M	$ 1,284.26	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 600	M	$ 1,461.66	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 650	M	$ 1,441.14	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 675	M	$ 1,455.12	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 700	M	$ 1,509.60	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 750	M	$ 1,578.76	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 800	M	$ 2,398.02	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 850	M	$ 2,468.54	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 900	M	$ 2,539.75	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 950	M	$ 2,888.72	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 1050	M	$ 3,033.25	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 1100	M	$ 3,593.45	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 1200	M	$ 3,743.41	65	Renewal
Drainage	Stormwater Pipe	Pipe Drainage	DPE 1800	M	$ 5,615.11	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 450-450	M	$ 2,486.95	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 600-450	M	$ 2,486.95	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 750-1200	M	$ 3,565.06	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 900-600	M	$ 3,565.06	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 900-750 PC	M	$ 3,821.28	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 600-300	M	$ 4,540.36	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 1200-300	M	$ 4,540.36	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 1200-450	M	$ 4,540.36	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 1200-600	M	$ 4,850.27	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 1200-750	M	$ 5,096.51	65	Renewal

SHIRE OF BROOME – INFRASTRUCTURE ASSET MANAGEMENT PLAN

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Asset Class	Component	Sub Component	Description	Unit of Measure	Current Replacement Cost	Useful Life	Renewal/Maintenance
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 1200-900	M	$ 5,149.31	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 1200-1050	M	$ 5,338.77	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 1200-1200	M	$ 5,528.22	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 1500-900	M	$ 5,839.12	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 1500-1050	M	$ 6,808.38	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 1800-600	M	$ 6,216.51	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 1800-1800	M	$ 7,883.37	65	Renewal
Drainage	Stormwater Pipe	Drainage Box Culvert	DBC 2400-1500	M	$ 7,883.37	65	Renewal
Drainage	Stormwater Pit	Bubble-up	Bubble-up	Item	$ 3,953.00	80	Renewal
Drainage	Stormwater Pit	Concrete	Concrete	Item	$ 2,000.00	80	Renewal
Drainage	Stormwater Pit	Double Grated Pit	Double Grated Pit	Item	$ 3,865.00	80	Renewal
Drainage	Stormwater Pit	Gabion	Gabion	Item	$ 2,000.00	80	Renewal
Drainage	Stormwater Pit	Grated Pit	Grated Pit	Item	$ 3,865.00	80	Renewal
Drainage	Stormwater Pit	Gully	Gully	Item	$ 3,953.00	80	Renewal
Drainage	Stormwater Pit	Headwall	Headwall	Item	$ 2,045.00	80	Renewal
Drainage	Stormwater Pit	Junction Pit	Junction Pit	Item	$ 3,953.00	80	Renewal
Drainage	Stormwater Pit	Junction Pit with Chamber	Junction Pit with Chamber	Item	$ 3,865.00	80	Renewal
Drainage	Stormwater Pit	Junction Pit with Drop	Junction Pit with Drop	Item	$ 3,865.00	80	Renewal
Drainage	Stormwater Pit	SEP+Gully(Combination)	SEP+Gully(Combination)	Item	$ 3,865.00	80	Renewal
Drainage	Stormwater Pit	Side Entry Pit	Side Entry Pit	Item	$ 3,775.00	80	Renewal
Drainage	Stormwater Pit	Soak well	Soak well	Item	$ 3,865.00	80	Renewal
Miscellaneous	Bus Shelter	Standard	S13-002	Item	$ 23,347.20	20	Renewal
Miscellaneous	Bus Shelter	Large	S13-003	Item	$ 29,442.00	20	Renewal
Miscellaneous	Bus Shelter	Rural	S05-002	Item	$ 12,000.00	20	Renewal
Miscellaneous	Lighting	Solar Light	Solar Light	Item	$ 10,416.58	20	Renewal
Miscellaneous	Lighting	Decorative Street Lighting	Decorative Street Lighting	Item	$ 11,000.00	25	Renewal
Miscellaneous	Lighting	Oval lighting	Oval Lighting	Item	$ 17,600.00	30	Renewal
Miscellaneous	Lighting	Carpark Lighting	Carpark Lighting	Item	$ 9,595.30	30	Renewal
Miscellaneous	Lighting	Vandal Proof	Vandal Proof	Item	$ 16,500.00	30	Renewal

Appendix B Projected 20-year Sealed Road Capital Renewal and Replacement Works Program

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Type	Roads	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Urban	AARONS DRIVE (191)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,457.57	$ -	$ 3,069.71	$ -	$ -	$ -	$ -	$ -	$ -
Urban	ALMA COURT (160)	$ -	$ -	$ -	$ -	$ 3,787.58	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,353.73	$ -
Urban	ALTO CLOSE (356)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,777.39	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	ANEA BRACE (343)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,969.41	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	ANNE STREET (33)	$ 5,394.48	$ -	$ -	$ -	$ 22,583.61	$ -	$ -	$ 31,040.84	$ -	$ -	$ 16,043.09	$ -	$ -	$ -	$ 31,147.17	$ -	$ 612,782.81	$ 34,288.40	$ -	$ -
Carpark	ANNE STREET ON STREET CP RIGHT (441)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,269.71	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,416.58
Urban	ANTHEOUS WAY (181)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,346.28	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	ARCHER STREET (87)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 379,189.65	$ -	$ -
Urban	BAGOT STREET (79)	$ -	$ -	$ -	$ 16,075.27	$ -	$ -	$ -	$ -	$ -	$ 1,037.34	$ -	$ -	$ -	$ 17,757.10	$ -	$ -	$ -	$ -	$ -	$ 1,145.87
Urban	BANDICOOT LOOP (273)	$ -	$ -	$ 20,137.02	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 23,146.98	$ -	$ -	$ -
Urban	BANU AVENUE (308)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 26,460.23	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BARDWELL STREET (69)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,443.94	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,327.36
Urban	BARGUS LINK (357)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,076.54	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BARKER STREET (35)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,953.48	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	BARKER STREET ON STREET CP RIGHT (447)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,854.24	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BARNSLEY PLACE (192)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,525.48	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	BARRGANA ROAD (313)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,925.44	$ -	$ -	$ -	$ 10,874.74	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BEAGLE BAY ACCESS ROAD (301)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 209,170.46	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 231,054.32
Urban	BERNARD WAY (172)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,485.74	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BETTONG STREET (252)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,925.44	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BIDDLES PLACE (165)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,239.86	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BIDYADANGA ROAD (19)	$ -	$ -	$ -	$ -	$ -	$ -	$ 138,753.85	$ -	$ 112,784.90	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 153,270.57	$ -	$ -	$ -
Urban	BILBY WAY (256)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,700.23	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BIN SALLIK AVENUE (263)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 21,589.61	$ -	$ -	$ 6,412.63	$ 3,454.27	$ -	$ -	$ -	$ -	$ -	$ 23,848.36
Urban	BINY LANE (312)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BIRRA COURT (NEW) (390)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,195.20	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BLACKMAN STREET (85)	$ -	$ -	$ -	$ -	$ 35,605.74	$ -	$ -	$ -	$ -	$ 36,436.52	$ -	$ -	$ -	$ -	$ 39,330.89	$ -	$ -	$ -	$ -	$ 40,248.58
Urban	BLACKMAN STREET LINK (300)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,890.02	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,297.00
Urban	BLICK DRIVE (29)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,393.07	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,898.91
Urban	BOAB COURT (83)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,013.81	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BOWERBIRD LOOP (233)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,843.91	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	BRAC (FRONT) CARPARK (407)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,888.46	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	BRAC (REAR) CARPARK (408)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,893.68	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,806.73	$ -
Carpark	BRAC (SIDE) CARPARK (409)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,644.69	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,181.93	$ -
Urban	BRAY PLACE (174)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,658.93	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,041.73	$ -
Urban	BROLGA COURT (237)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,298.71	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BRONZEWING CRESCENT (241)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,319.47	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	BROOME CIVIC CENTRE (BACK)-CARPARK (416)	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,386.01	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,893.33	$ -	$ -
Carpark	BROOME CIVIC CENTRE (FRONT) - CARPARK (415)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,465.83	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,098.06	$ -
Carpark	BROOME HISTORICAL SOCIETY - CARPARK (420)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,393.46	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,826.99	$ -
Carpark	BROOME HOSPITAL ROBINSON STREET CP (467)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	BROOME LOTTERIES HOUSE-CARPARK (419)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BROWN COURT (187)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,767.60	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	BSHS MATSUMOTO COURTS CARPARK (401)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,857.84	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	BUBUR CROSSING (317)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,485.74	$ -	$ -	$ -	$ -	$ -	$ -

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Type	Roads	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Urban	BUCKLEYS ROAD (81)	$ -	$ -	$ -	$ -	$ -	$ 90,140.59	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 99,571.29	$ -	$ -	$ -	$ -
Urban	CABLE BEACH ROAD EAST (222)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 106,878.29	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 118,060.13
Urban	CABLE BEACH ROAD WEST (1)	$ -	$ -	$ -	$ -	$ -	$ -	$ 52,701.29	$ -	$ -	$ 55,277.18	$ -	$ -	$ -	$ -	$ -	$ -	$ 58,215.01	$ -	$ -	$ 61,060.40
Carpark	CABLE BEACH ROAD WEST ON STREET CP LEFT (445	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,609.84	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,374.39	$ -
Carpark	CABLE BEACH SURF CLUB (RIGHT)-CARPARK (414	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 32,280.68	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	CABLE BEACH SURF CLUB (LEFT) - CARPARK (413)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,892.77	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	CABLE BEACH WEST FORESHORE CP (460)	$ -	$ -	$ -	$ -	$ -	$ -	$ 43,539.13	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 48,575.23	$ -	$ -
Urban	CARMODY COURT (93)	$ -	$ -	$ -	$ 3,127.10	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,454.27	$ -	$ -	$ 82,227.31	$ -	$ -	$ -
Urban	CARNARVON STREET (100421)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 35,540.62	$ -	$ -	$ -	$ 8,796.20	$ -	$ -	$ -	$ -	$ -	$ 39,258.95	$ -	$ -
Urban	CARNARVON STREET LEFT (910) (100422)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,307.32	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	CARNARVON STREET NAPIER TERRACE CP (471)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	CARNARVON STREET ON STREET CP CENTRE (433)	$ -	$ -	$ -	$ -	$ -	$ -	$ 24,063.25	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 26,846.61	$ -	$ -
Carpark	CARNARVON STREET ON STREET CP LEFT (430)	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,845.37	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,405.83	$ -	$ -
Carpark	CARNARVON STREET ON STREET CP RIGHT (432)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,033.65	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,615.88	$ -
Urban	CARNARVON STREET RIGHT (910) (100423)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,307.32	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CARTER ROAD (65)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CATALINA PLACE (NEW) (389)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,692.93	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	CATALINA'S PLACE - CARPARK (418)	$ -	$ -	$ -	$ -	$ 6,970.63	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,776.91	$ -	$ -	$ -	$ -
Urban	CELTIC LOOP (246)	$ -	$ -	$ -	$ -	$ -	$ 12,554.23	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,430.76
Urban	CHALLENOR DRIVE (207)	$ 21,447.50	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 24,653.35	$ -	$ -	$ -	$ -	$ -
Urban	CHAPPLE STREET (135)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,611.68	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CHARLES ROAD (141)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,473.74	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CHARON PLACE (210)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,929.93	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CHI STREET (122)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CHIPPENDALL PLACE (186)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,769.85	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CLEMENTSON STREET (114)	$ -	$ -	$ -	$ -	$ 23,872.87	$ -	$ 43,771.96	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 26,370.50	$ -	$ -	$ -	$ -	$ -
Carpark	CLEMENTSON STREET ON STREET CP LEFT (451)	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,225.62	$ -	$ 10,912.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,408.40	$ -	$ 12,174.84
Carpark	CLEMENTSON STREET ON STREET CP RIGHT (452)	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,043.67	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,321.08	$ -	$ -
Urban	CLEO LANE (247)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	COGHLAN STREET (47)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,846.43	$ -	$ -	$ -	$ 10,794.59	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CONKERBERRY ROAD (320)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,972.99	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CORELLA ROAD (228)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,651.02	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CORPUS CLOSE (140)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,317.83	$ -	$ -	$ -	$ -	$ -	$ -
Urban	COTTER COURT (190)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,385.30	$ -	$ -	$ -	$ -	$ -	$ -
Urban	COVERLEY CORNER (59)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,557.61	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	COX PLACE (106)	$ 4,777.98	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,277.85	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CRAB CREEK	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 83,165.55	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CRAWFORD CLOSE (158)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,984.99	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CROCKER WAY (125)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,474.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,779.05
Urban	CRYER COURT (173)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,377.70	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	CURLEW STREET (232)	$ 8,773.44	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,084.84	$ -	$ 227,207.05	$ -	$ -	$ -
Urban	DAKAS STREET (124)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 23,988.46	$ -	$ -	$ -	$ 14,930.26	$ -	$ -	$ -	$ -	$ -	$ 26,498.18
Urban	DALGYTE DRIVE (258)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,406.32	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	DALMATIO STREET (335)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 24,391.58	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	DAMPIER TERRACE (41)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 28,335.79	$ -	$ -	$ -	$ -	$ -	$ -

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Type	Roads	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Carpark	DAMPIER TERRACE ON STREET CP LEFT (425)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,539.78	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,643.23	$ -
Carpark	DAMPIER TERRACE ON STREET CP RIGHT (429)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 18,215.20	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,322.12	$ -
Urban	DANN PLACE (193)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,535.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	DANTOINE STREET (123)	$ -	$ -	$ -	$ -	$ 18,481.43	$ -	$ -	$ -	$ -	$ 7,196.54	$ -	$ -	$ -	$ -	$ 20,414.99	$ -	$ -	$ -	$ -	$ 7,949.45
Carpark	DANTOINE STREET ON STREET CP LEFT (446)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,995.52	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,573.34	$ -
Urban	DAWN WAY (178)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,635.84	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	DE CASTILLA (118)	$ -	$ -	$ -	$ 18,121.32	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,829.99	$ -	$ -
Urban	DE MARCHI ROAD (150)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 35,151.40	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 38,829.01	$ -
Urban	DE PLEDGE WAY (166)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 18,971.49	$ -	$ -	$ -	$ -	$ -	$ -
Urban	DELAWARE ROAD (182)	$ -	$ -	$ -	$ -	$ -	$ -	$ 18,626.37	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	DEMCO DRIVE (217)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 35,590.07	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	DENHAM ROAD (120)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 42,636.66	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 47,097.40
Urban	DEP COURT (139)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,700.15	$ -	$ -	$ -	$ -	$ -	$ -
Urban	DICKSON DRIVE (27)	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,514.17	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,660.41	$ -	$ -	$ -
Urban	DJARINDJIN ROAD (NEW) (394)	$ -	$ -	$ -	$ 14,658.30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,849.34	$ -	$ -
Urban	DJIAGWEEN ROAD (110)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 44,030.40	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 48,636.96	$ -
Urban	DOBSON DRIVE (260)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,277.46	$ -	$ -	$ -	$ 998.50	$ -	$ -	$ -	$ -	$ -	$ 5,829.60
Urban	DOLBY ROAD (147)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,476.74	$ -	$ -	$ -	$ -	$ -	$ -
Urban	DORA STREET (50)	$ 18,862.90	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 38,381.53	$ 20,836.37	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 42,397.09
Urban	DOTTEREL STREET (377)	$ 7,896.10	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,076.36	$ -	$ -	$ -	$ -	$ -
Urban	DOTTEREL STREET (NEW) (380)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,172.85	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	DRUMMOND PLACE (126)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,757.15	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,777.96	$ -
Urban	DUNNART CRESENT (330)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 18,812.63	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	DURACK CRESCENT (304)	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,917.61	$ -	$ -	$ -	$ -	$ -	$ -	$ 687,302.67	$ -	$ -	$ -	$ -	$ -	$ -
Urban	EDGAR COURT (149)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,666.65	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	EGRET COURT (238)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,875.79	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	EIGHTY MILE BEACH ROAD (220)	$ 3,638.54	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,019.22	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	ELEANOR LOOP (259)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,948.01	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	ELLIES COURT (103)	$ -	$ -	$ -	$ 9,039.28	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,984.99	$ -	$ -	$ 200,158.59	$ -	$ -	$ -
Urban	ENA COURT (208)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,875.79	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	EURO WAY (271)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,175.25	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	FAIRWAY DRIVE (219)	$ -	$ 23,146.82	$ -	$ -	$ -	$ -	$ 54,343.68	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 60,029.24	$ 27,141.47	$ -	$ -
Urban	FARRELL STREET (112)	$ -	$ -	$ 20,137.02	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,243.80	$ -	$ -	$ -	$ 450,356.82	$ -	$ -	$ -
Urban	FLORENCE WAY (176)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,703.55	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	FLOWERDALE ROAD (358)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 23,282.58	$ -	$ -	$ -	$ -	$ -	$ -
Urban	FLYING FOX AVENUE (270)	$ 13,598.83	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,833.58	$ 15,631.51	$ -	$ -	$ -	$ -	$ -
Urban	FONG ROAD (205)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 79,588.44	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 87,915.15
Urban	FONG WAY (164)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 21,966.98	$ -	$ -	$ -	$ -	$ -	$ -
Urban	FORREST STREET (49)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 27,551.10	$ -	$ -	$ -	$ 20,760.88	$ -	$ -	$ -	$ -	$ -	$ 30,433.55	$ -
Urban	FORSTER COURT (137)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,613.19	$ -	$ -	$ -	$ -	$ -	$ -
Urban	FOX COURT (148)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,586.20	$ -	$ -	$ -	$ -	$ -	$ -
Urban	FOY WAY (359)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,418.57	$ -	$ -	$ -	$ -	$ -	$ -
Urban	FRANGIPANI DRIVE (307)	$ 19,088.16	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 21,941.35	$ -	$ -	$ -	$ -	$ -
Urban	FREDERICK STREET (37)	$ -	$ -	$ -	$ -	$ -	$ -	$ 66,683.65	$ -	$ 40,209.71	$ -	$ -	$ -	$ 6,546.22	$ -	$ -	$ -	$ 73,660.24	$ -	$ 44,416.53	$ -
Carpark	FREDERICK STREET ON STREET CP LEFT (458)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,638.28	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,943.45

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Type	Roads	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Carpark	FREDERICK STREET ON STREET CP RIGHT (457)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,386.54	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,546.92
Urban	FREWER AVENUE (62)	$ -	$ -	$ 12,529.70	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,840.58	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GANTHEAUME POINT ROAD (3)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,529.64	$ -	$ -	$ -	$ 3,740.70	$ -	$ -	$ -	$ -	$ -	$ 166,278.37	$ -
Carpark	GANTHEAUME POINT ROAD CARPARK (450)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GARFU LINK (360)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,007.48	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GARNBOORR LANE (326)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,952.31	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GIBSON RETREAT (202)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,334.32	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GILL ROAD (151)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,975.99	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GLENISTER LOOP (170)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 24,463.23	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GODWIT CRESCENT (236)	$ -	$ -	$ 25,930.19	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 29,806.09	$ -	$ -	$ -
Urban	GOLDIE COURT (167)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,655.17	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GORGON PLACE (215)	$ -	$ -	$ -	$ 5,863.32	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,739.73	$ -	$ -
Urban	GOSHAWK LOOP (265)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,630.07	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GRAY STREET (68)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,040.70	$ -	$ -	$ -	$ 5,667.16	$ -	$ -	$ -	$ -	$ -	$ 3,358.82
Carpark	GRAY STREET ON STREET CP LEFT (463)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	GRAY STREET ON STREET CP RIGHT (462)	$ -	$ -	$ -	$ -	$ 6,908.94	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,708.09	$ -	$ -	$ -	$ -
Urban	GREBE WAY (268)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,809.42	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GREENSHANK DRIVE (227)	$ -	$ -	$ 36,694.12	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 42,178.95	$ -	$ -	$ -
Urban	GREGORY STREET (86)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,953.77	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GULARR STREET (322)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 18,472.24	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	GUNBINGE ROAD CARPARK (453)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,446.03	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GUNIAN BOULEVARD (311)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,920.29	$ 18,472.24	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GUNURRU LANE (327)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GUY STREET (100021)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 94,008.81	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 103,844.21
Urban	GUY STREET LEFT (1450) (100022)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,336.05	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,312.80
Urban	GUY STREET RIGHT (1450) (100023)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,336.05	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,312.80
Urban	GWENDOLINE CROSSING D:2 (354)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,326.07	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GWENDOLINE CROSSING LEFT (351)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,621.43	$ -	$ -	$ -	$ -	$ -	$ -
Urban	GWENDOLINE CROSSING RIGHT (352)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,621.43	$ -	$ -	$ -	$ -	$ -	$ -
Urban	HAAS STREET (131)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,300.53	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,692.06	$ -
Carpark	HAAS STREET ON STREET CP LEFT (454)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,398.85	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	HAAS STREET SHIRE ADMIN CARPARK (400)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,956.99	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,646.03
Carpark	HAAS STREET CNR HAMERSLEY STREET CP (455)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,343.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,614.01
Urban	HAMERSLEY STREET (100431)	$ -	$ -	$ -	$ -	$ -	$ 63,325.66	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,886.04	$ -	$ 69,950.92	$ -	$ -	$ -	$ -
Urban	HAMERSLEY STREET (1720) (100433)	$ -	$ 4,430.59	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,605.13	$ -	$ -	$ -	$ 2,432.87	$ -	$ -	$ -
Carpark	HAMERSLEY STREET BROOME POLICE CP (473)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	HAMERSLEY STREET LEFT (1570) (100432)	$ -	$ 7,005.12	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,815.39	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	HAMERSLEY STREET ON STREET CP LEFT (449)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,637.17	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	HAMERSLEY STREET ON STREET CP RIGHT (448)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,841.45	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,517.12
Urban	HAMERSLEY STREET RIGHT (1570) (100434)	$ -	$ 3,412.75	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,807.50	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	HANOE COURT (361)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,968.51	$ -	$ -	$ -	$ -	$ -	$ -
Urban	HARMAN ROAD (146)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,075.32	$ 16,312.15	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,920.18	$ 18,018.76
Urban	HARRIET ROAD (179)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,775.55	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	HATOYAMA VIEW (362)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,338.97	$ -	$ -	$ -	$ -	$ -	$ -
Urban	HAWKES PLACE (168)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,517.23	$ -	$ -	$ -	$ -	$ -	$ -

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Type	Roads	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Urban	HAY ROAD (198)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 18,215.87	$ -	$ -	$ -	$ -	$ -	$ -
Urban	HAYNES STREET (66)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,410.95	$ -	$ -	$ -	$ 13,703.55	$ -	$ -	$ -	$ -	$ -	$ 1,558.56	$ -	$ -
Urban	HERBERT STREET (46)	$ -	$ -	$ -	$ -	$ -	$ -	$ 104,842.53	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 115,811.38	$ -	$ -	$ -
Carpark	HERBERT STREET ON STREET CP RIGHT (444)	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,335.13	$ 1,906.69	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,720.90	$ 2,127.23	$ -
Urban	HERBET STREET CARPARK (398)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	HERRON STREET (226)	$ -	$ -	$ -	$ -	$ -	$ 7,102.64	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,164.30
Urban	HIN WAY (363)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,845.56	$ -	$ -	$ -	$ -	$ -	$ -
Urban	HONEYEATER LOOP (267)	$ -	$ -	$ -	$ -	$ -	$ 30,337.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 34,871.60
Urban	HOPTON ROAD (28)	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,679.24	$ -	$ -	$ 23,028.92	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,901.14	$ -	$ -	$ -
Carpark	HOPTON ROAD ON STREET CP LEFT (434)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,329.09	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	HOPTON STREET ON STREET CP RIGHT (435)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,361.51	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	HOWARD PLACE (157)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,487.24	$ -	$ -	$ -	$ -	$ -	$ -
Urban	HOWE DRIVE (196)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 32,262.32	$ -	$ -	$ -	$ -	$ -	$ -
Urban	HUNTER STREET (67)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 47,322.72	$ -	$ -	$ -
Urban	HUSSEN WAY (364)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,280.34	$ -	$ -	$ -	$ -	$ -	$ -
Urban	IBASCO CRESCENT (365)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,851.55	$ -	$ -	$ -	$ -	$ -	$ -
Urban	IBIS WAY (240)	$ -	$ 8,591.75	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,875.99	$ -	$ -	$ -	$ -
Urban	IGNATIUS COURT (155)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ -	$ -	$ -
Urban	IILARR RETREAT (329)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	IONA LINK (366)	$ 8,607.46	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,894.05	$ -	$ -	$ -	$ -	$ -
Urban	ISHI LINK (NEW) (383)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,626.98	$ -	$ -	$ -	$ -	$ -	$ -
Urban	IVY COURT (212)	$ -	$ -	$ -	$ -	$ 4,342.77	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,991.90	$ -
Urban	JEWELL STREET (NEW) (388)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,243.27	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	JIGAL DRIVE (7)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 72,215.79	$ -	$ -	$ -	$ -	$ -	$ -
Urban	JIIMANY WAY (324)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,607.10	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	JONES PLACE (NEW) (386)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,614.32	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	JONES PLACE ON STREET CP LEFT (439)	$ -	$ -	$ -	$ -	$ -	$ 6,417.30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,159.58	$ -	$ -	$ -
Carpark	JONES PLACE ON STREET CP RIGHT (440)	$ -	$ -	$ -	$ -	$ -	$ 6,417.30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,159.58	$ -	$ -	$ -
Urban	JUNCTION STREET (NEW) (395)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	KANAGAE DRIVE (121)	$ -	$ -	$ -	$ -	$ -	$ 77,800.49	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 85,940.14	$ -	$ -	$ -	$ -
Urban	KAPANG DRIVE (244)	$ 51,360.19	$ -	$ -	$ -	$ -	$ 1,744.51	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 59,037.22	$ -	$ -	$ -	$ -	$ 2,005.27
Urban	KASSIM STREET (338)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,712.84	$ -	$ -	$ -	$ -	$ -	$ -
Urban	KAVITE ROAD (4)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,125.28	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,870.75	$ -
Urban	KENNEDY COURT (95)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,057.03	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,586.10
Urban	KERR STREET (132)	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,628.70	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,786.92	$ -	$ -	$ -
Urban	KESTREL PLACE (250)	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,641.48	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	KITE WAY (378)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,710.03	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	KNOT GROVE (229)	$ -	$ -	$ -	$ -	$ -	$ 2,791.21	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,208.43
Urban	KOEL WAY (376)	$ 6,411.72	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,370.11	$ -	$ -	$ -	$ -	$ -
Urban	KOEL WAY (NEW) (379)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,840.13	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	KOOLAMA DRIVE (206)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,703.16	$ -	$ -	$ -	$ 40,528.64	$ -	$ -	$ -	$ -	$ -	$ 5,195.21	$ -	$ -
Urban	KOOLJAMAN ACCESS ROAD (302)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 18,668.17	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,621.27
Urban	KYBRA COURT (213)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,694.63	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	LAPWING LOOP (269)	$ 4,825.39	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,546.66	$ -	$ -	$ -	$ -	$ -
Urban	LAPWING LOOP 2 (374)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,590.10	$ -	$ -	$ -	$ -	$ -	$ -

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Type	Roads	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Urban	LARIA LINK (321)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,611.05	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	LAWRENCE ROAD (119)	$ -	$ -	$ -	$ 148,849.23	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 164,422.16	$ -	$ -	$ -	$ -	$ -	$ -
Urban	LEE COURT (127)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,899.86	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,517.12
Urban	LEICHARDT PLACE (82)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,944.37	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	LIVINGSTONE STREET (133)	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,504.12	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,916.95	$ -	$ -	$ -
Carpark	LOMBADINA DJARINDJIN ROAD (303)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 91,643.75	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 101,231.71
Urban	LOPING PASS (NEW) (385)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,844.66	$ -	$ -	$ -	$ -	$ -	$ -
Urban	LORIKEET DRIVE (230)	$ 14,037.50	$ -	$ -	$ 9,491.25	$ -	$ 18,903.00	$ -	$ -	$ -	$ -	$ 484.57	$ -	$ -	$ 10,484.24	$ 15,631.51	$ -	$ -	$ -	$ -	$ 21,728.51
Urban	LOUIS STREET (32)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,406.02	$ -	$ -	$ -	$ 25,182.92	$ -	$ -	$ -	$ -	$ -	$ 17,017.83	$ -
Urban	LOUIS STREET CARPARK (397)	$ -	$ 1,870.43	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,086.78	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	LOUIS STREET ON STREET CP LEFT (475)	$ -	$ -	$ -	$ -	$ -	$ 1,918.96	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,140.92	$ -	$ -	$ -
Carpark	LOUIS STREET ON STREET CP RIGHT (459)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	LOUIS WELD STREET MERCURE INN CP (476)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	LUCAS STREET (134)	$ -	$ -	$ -	$ 27,850.77	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,764.57	$ -	$ -	$ -	$ -	$ -	$ -
Urban	LULLFITZ DRIVE (248)	$ 67,223.52	$ 32,331.31	$ -	$ -	$ -	$ -	$ -	$ -	$ 34,663.54	$ -	$ 16,894.36	$ -	$ 36,071.02	$ -	$ 59,691.37	$ -	$ -	$ -	$ 38,290.12	$ -
Urban	LUYER PLACE (209)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,108.27	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	LYONS STREET (94)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,300.53	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,692.06	$ -
Urban	MACKIE PLACE (199)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,365.81	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MACNEE COURT (163)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,775.85	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MACPHERSON STREET (38)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,780.04	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,594.00
Carpark	MACPHERSON STREET BROOME AIRPORT CP (469)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MAGABALA ROAD (333)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 62,089.12	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MAGABALA ROAD RIGHT (396)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MALE COURT (72)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,600.30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,395.46	$ -
Carpark	MALE OVAL CARPARK (402)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,966.73	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,466.57
Urban	MANADO COURT (189)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,800.59	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MANGGALA DRIVE (310)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,894.12	$ 13,346.28	$ 6,989.50	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MARITANA WAY (245)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,345.89	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	MARITANA WAY ON STREET CP RIGHT (437)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 449.34	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 501.32
Urban	MARLOO WAY (255)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,325.13	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MARTIN COURT (105)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,225.59	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,772.31
Urban	MARUL ROAD (309)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,806.42	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MARY STREET (34)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,267.64	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MASTAPHA STREET (NEW) (384)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,931.02	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MATSUMOTO STREET (88)	$ -	$ -	$ 11,634.72	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,851.97	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MATTHEWS ROAD (152)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,974.49	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MAVIS ROAD (180)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 31,322.40	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MCDANIEL ROAD (115)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MCGUIGAN ROAD (9)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 280,800.37	$ -	$ -	$ -	$ 18,382.86	$ -	$ -	$ -	$ -	$ -	$ 310,178.30	$ -
Urban	MCKENNA ROAD (184)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,661.91	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MCKENZIE ROAD (145)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,682.37	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MILLER WAY (96)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 32,423.84	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MILLINGTON ROAD (75)	$ -	$ -	$ -	$ 57,936.92	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 63,998.41	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MILNER STREET (71)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,125.28	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,870.75	$ -
Urban	MINA COURT (216)	$ -	$ -	$ -	$ 4,299.77	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,942.47	$ -	$ -

SHIRE OF BROOME – INFRASTRUCTURE ASSET MANAGEMENT PLAN

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Type	Roads	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Urban	MINILYA ROAD (177)	$ 25,004.30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,375.09	$ -	$ -	$ -	$ -	$ -	$ 28,741.80	$ -	$ -	$ -	$ -	$ -
Urban	MONJON LOOP (331)	$ -	$ -	$ -	$ -	$ -	$ 10,766.11	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,375.37
Carpark	MOONLIGHT BAY NORTH CP (465)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	MOONLIGHT BAY SOUTH CP (466)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MORGAN COURT (171)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,148.17	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MORGAN STREET (117)	$ 10,395.84	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,949.75	$ -	$ -	$ -	$ -	$ -
Urban	MOSTYN PLACE (218)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,870.28	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MULGRUE COURT (204)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,970.76	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MURAKAMI ROAD (NEW) (387)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,528.96	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	MURRAY ROAD (159)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 42,584.80	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 47,040.12	$ -
Urban	NABARLEK STREET (257)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,228.21	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	NAGULA COURT (NEW) (392)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,317.83	$ -	$ -	$ -	$ -	$ -	$ -
Urban	NAKAMURA AVENUE (337)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,637.16	$ 22,412.26	$ -	$ -	$ -	$ -	$ -	$ -
Urban	NAPIER TERRACE (35)	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,488.30	$ -	$ 13,737.03	$ -	$ -	$ 462.96	$ -	$ 14,167.90	$ -	$ -	$ 8,271.74	$ -	$ 15,174.23	$ -
Carpark	NAPIER TERRACE BROOME CAR RENTAL CP (470)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	NAPIER TERRACE CENTRELINK CP (464)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	NAPIER TERRACE KAMS CP (474)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	NAPIER TERRACE ON STREET CP LEFT (423)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,863.44	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	NAPIER TERRACE ON STREET CP RIGHT (424)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	NIGHTINGALL DRIVE (138)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 24,463.23	$ -	$ -	$ -	$ -	$ -	$ -
Urban	NISHIJI VISTA (367)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,836.94	$ -	$ -	$ -	$ -	$ -	$ -
Urban	NISHIOKA WAY (342)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,403.66	$ -	$ -	$ -	$ -	$ -	$ -
Urban	NORMAN STREET (64)	$ -	$ -	$ 3,483.16	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,847.58	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	OFFICE BAGOT ST (MAGABALA BOOKS) - CARPARK (	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,034.02	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,731.97
Urban	OKU WAY (341)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,170.91	$ -	$ -	$ -	$ -	$ -	$ -
Urban	OLD BROOME ROAD (318)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 117,490.15	$ -	$ -	$ 30,773.46	$ -	$ -	$ -	$ -	$ -	$ -	$ 129,782.22	$ -
Urban	ONE ARM POINT ROAD (78)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 797,738.53	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 881,199.63	$ -
Urban	ORD WAY (113)	$ -	$ -	$ -	$ -	$ -	$ -	$ 24,214.28	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 26,747.63	$ -	$ -	$ -
Urban	ORR STREET (60)	$ -	$ -	$ 33,821.73	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 37,360.23	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	OWENS STREET (63)	$ -	$ -	$ 10,739.74	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,863.36	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	PADDY COURT (91)	$ -	$ -	$ 8,054.81	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,897.52	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	PALMER ROAD (161)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 27,608.51	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	PALMER ROAD ON STREET CP LEFT (456)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	PAROO PLACE (211)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,702.59	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	PARRIS WAY (368)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,115.42	$ -	$ -	$ -	$ -	$ -	$ -
Urban	PEARL COAST ROAD (111)	$ -	$ -	$ 13,061.85	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,428.41	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	PELCAN GARDENS (305)	$ -	$ -	$ -	$ -	$ 12,954.27	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,890.60	$ -
Urban	PEMBROKE ROAD (61)	$ -	$ -	$ 38,931.57	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 43,004.67	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	PHILLIPS COURT (144)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,078.83	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	PIGGOT WAY (70)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 26,387.30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	PIPIT WAY (231)	$ -	$ -	$ -	$ -	$ 26,932.55	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,958.27	$ -
Urban	PLACANICA PLACE (90)	$ -	$ -	$ -	$ 9,039.28	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,984.99	$ -	$ -	$ -	$ -	$ -	$ -
Urban	PLANIGALE LOOP (254)	$ 35,093.76	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 40,339.37	$ -	$ -	$ -	$ -	$ -
Urban	PLOVER WAY (334)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,710.50	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	POLICE ROAD (NEW) (393)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,067.45	$ -	$ -	$ -	$ -	$ -	$ -

SHIRE OF BROOME – INFRASTRUCTURE ASSET MANAGEMENT PLAN

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Type	Roads	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Urban	PORT DRIVE (319)	$ -	$ -	$ -	$ 44,336.47	$ -	$ 143,305.14	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 48,975.04	$ -	$ 158,298.03	$ -	$ -	$ -	$ -
Carpark	PORT DRIVE CARPARK (399)	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,398.05	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,791.10	$ -	$ -
Urban	POVAH ROAD (355)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,638.80	$ -	$ 19,339.18	$ -	$ -	$ -	$ -	$ -	$ -
Urban	PRYOR DRIVE (15)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 28,976.15	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	PUERTOLLANO PLACE (89)	$ -	$ -	$ -	$ 9,039.28	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,984.99	$ -	$ -	$ -	$ -	$ -	$ -
Urban	QUOLL WAY (274)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,383.54	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	RAHMAN WAY (156)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,481.24	$ -	$ -	$ -	$ -	$ -	$ -
Urban	RAIBLE ROAD (51)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,825.66	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,062.89
Urban	REID ROAD (154)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 101,372.11	$ -	$ 26,970.80	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 111,977.88	$ -	$ 29,792.55
Urban	RHATIGAN PLACE (162)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,241.36	$ -	$ -	$ -	$ -	$ -	$ -
Urban	RIVERGUM AVENUE (84)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,078.64	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	ROAD 21 (328)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	ROBERT STREET (26)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,539.43	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	ROBINSON STREET (45)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 87,371.38	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 96,512.36	$ -
Carpark	ROBINSON STREET ON STREET CP LEFT (461)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	ROBINSON STREET ON STREET CP RIGHT (477)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	ROBINSON STREET TOWN BEACH RESERVE CP (468)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 27,170.27	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,313.01	$ -
Urban	RODRIGUEZ ROAD (261)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,341.24	$ 6,920.29	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	ROE PLACE (194)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,107.78	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	RUBIN COURT (183)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,196.40	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SAHANNA PLACE (188)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,381.20	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SAID BEND (369)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,428.77	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SALLEH STREET (264)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,925.44	$ -	$ -	$ -	$ 2,965.84	$ -	$ -	$ -	$ -	$ -	$ 12,068.48	$ -
Urban	SAM SU LANE (235)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SAMESHIMA GARDENS (339)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,407.23	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SANCTUARY ROAD (6)	$ -	$ -	$ -	$ -	$ -	$ -	$ 28,386.33	$ -	$ 22,711.04	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 31,356.17	$ -	$ -	$ -
Carpark	SANCTUARY ROAD CHALLENOR DRIVE CP (478)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	SANCTUARY ROAD KOOLAMA DRIVE CP (479)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	SANCTUARY ROAD ON STREET CP RIGHT (486)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,127.53	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,604.95
Urban	SANDERLING DRIVE (224)	$ -	$ -	$ 83,716.78	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 96,230.28	$ -	$ -	$ -
Carpark	SANDERLING DRIVE ON STREET CP LEFT (411)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,604.79	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,790.42
Urban	SANDPIPER AVENUE (223)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 45,476.21	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SANDS STREET (74)	$ -	$ -	$ 47,721.58	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 52,714.32	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SARIAGO TERRACE (NEW) (382)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 24,741.19	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SASAKAWA CLOSE (102)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,593.09	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,864.39	$ -	$ -
Urban	SAVILLE STREET (30)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 29,926.19	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,057.13	$ -
Urban	SAYONARA ROAD (214)	$ -	$ -	$ -	$ -	$ 23,280.68	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 26,760.54	$ -
Urban	SCOTT STREET (25)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,391.83	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	SCOTT STREET ON STREET CP LEFT (438)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SEKO PLACE (101)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,069.76	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,390.93	$ -	$ -
Urban	SHEARWATER CRESCENT (251)	$ 26,320.32	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,254.53	$ -	$ -	$ -	$ -	$ -
Urban	SHELDUCK WAY (332)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,595.38	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SHINGORO STREET (344)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,488.13	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SHIOSAKI BRACE (340)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,923.48	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	SHIRE ADMIN STAFF CARPARK (SOUTH) (410)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,212.37	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,815.28

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Type	Roads	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Carpark	SHIRE ADMINISTRATION OFFICE & LIBRARY (NORTH)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,233.56	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,532.92
Carpark	SHIRE DEPOT-CARPARK (427)	$ -	$ -	$ -	$ 14,658.30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,353.80	$ -	$ -	$ -	$ -	$ -
Carpark	SHIRE OFFICE BARKER STREET- CARPARK (426)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,018.40	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,483.21
Urban	SHORT STREET (40)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,196.37	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	SHORT STREET ON STREET CP LEFT (421)	$ -	$ -	$ -	$ -	$ -	$ 3,027.97	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,378.21	$ -	$ -	$ -
Carpark	SHORT STREET ON STREET CP RIGHT (422)	$ -	$ -	$ -	$ -	$ -	$ 3,781.85	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,219.29	$ -	$ -	$ -
Urban	SIBOSADO STREET (262)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,829.20	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SIRIUS WAY (306)	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,190.93	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SLATER WAY (143)	$ -	$ -	$ -	$ -	$ -	$ -	$ 24,214.28	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 26,747.63	$ -	$ -	$ -
Urban	SMIRNOFF PLACE (201)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,931.76	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SOLWAY LOOP (153)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 34,947.48	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	SOLWAY PARK CARPARK (406)	$ -	$ -	$ -	$ -	$ -	$ 1,806.81	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,015.80	$ -	$ -	$ -
Urban	SONGLARK LOOP (346)	$ -	$ -	$ -	$ -	$ -	$ 17,058.80	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,608.65
Carpark	SPOONBILL AVE ON STREET CP RIGHT (412)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 752.07	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SPOONBILL AVENUE (239)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,234.31	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	STAINTON PLACE (169)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,655.17	$ -	$ -	$ -	$ -	$ -	$ -
Urban	STEWART STREET (36)	$ 18,487.06	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 21,250.40	$ -	$ -	$ -	$ -	$ -
Urban	STILT COURT (234)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,426.45	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	STRACKE COVE (107)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,225.59	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,772.31
Urban	STREETER AVENUE (52)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,579.79	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,105.16	$ -	$ -
Urban	SUGAR GLIDER AVENUE (253)	$ -	$ -	$ 24,164.42	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 27,776.38	$ -	$ -	$ -
Urban	SULTAN WAY (275)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,665.89	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	SWIFT WAY (266)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,557.61	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	TACK CLOSE (200)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,023.99	$ -	$ -	$ -	$ -	$ -	$ -
Urban	TAIJI ROAD (98)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 34,947.48	$ -	$ -	$ -	$ -	$ -	$ -
Urban	TALBOYS PLACE (11)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,673.40	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,371.58	$ -	$ -
Urban	TAMAKI MEWS (100)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,385.38	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,844.18	$ -	$ -
Urban	TANAMI DRIVE (175)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 26,960.53	$ -	$ -	$ -	$ -	$ 43,000.24	$ -	$ -	$ -	$ -	$ -	$ -
Urban	TANAMI DRIVE D:2 (349)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 29,759.33	$ -	$ -	$ -	$ -	$ -	$ -
Urban	TANAMI DRIVE LEFT (347)	$ -	$ -	$ -	$ -	$ -	$ 9,900.09	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,379.89
Urban	TANAMI DRIVE RIGHT (348)	$ -	$ -	$ -	$ -	$ -	$ 9,900.09	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,379.89
Urban	TANG STREET (109)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,000.76	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,988.66	$ -
Urban	TAYLOR ROAD (142)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,894.12	$ -	$ 22,466.23	$ -	$ -	$ -	$ -	$ -	$ -
Urban	TERN WAY (375)	$ 3,073.08	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,532.42	$ -	$ -	$ -	$ -	$ -
Urban	TERN WAY (NEW) (381)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,120.81	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	TOKUMARU BEND (336)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,120.30	$ -	$ -	$ -	$ -	$ -	$ -
Urban	TOLENTINO STREET (104)	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,641.48	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,859.44	$ -	$ -	$ -
Urban	TOMARITO CRESCENT (370)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 53,541.15	$ -	$ -	$ -	$ -	$ -	$ -
Urban	TORRES PLACE (136)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,984.99	$ -	$ -	$ -	$ -	$ -	$ -
Urban	TURNSTONE WAY (242)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,275.17	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	VISITOR CENTRE NORTH CARPARK (403)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,762.39	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	VISITOR CENTRE SOUTH CARPARK (404)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,076.71	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	VISITOR CENTRE WEST CARPARK (405)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,835.03	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	WAGTAIL WAY (243)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,847.58	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	WAKAYAMA CRESCENT (99)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,211.46	$ 11,220.72	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,070.56	$ 12,394.65	$ -

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Type	Roads	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Urban	WALCOTT STREET (46)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 18,525.74	$ -	$ -	$ -	$ 59,877.90	$ -	$ -	$ -	$ -	$ -	$ 20,463.94	$ -
Urban	WALLABY WAY (272)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,550.34	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	WARD STREET (116)	$ 6,237.50	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,169.85	$ -	$ -	$ -	$ -	$ -
Urban	WARNANGARRI LANE (NEW) (391)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,594.28	$ -	$ -	$ -	$ -	$ -	$ -
Urban	WATTLE DRIVE (92)	$ 47,331.65	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 52,283.59	$ -	$ -	$ -	$ -	$ -	$ 958,939.62	$ -	$ -	$ -
Urban	WELD STREET (44)	$ -	$ -	$ 49,018.22	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 54,146.61	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carpark	WELD STREET ON STREET CP LEFT (442)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,281.61	$ -
Carpark	WELD STREET ON STREET CP RIGHT (443)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,215.65	$ -	$ 3,209.27	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	WHIMBREL STREET (225)	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,526.23	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	WILLIAMS ROAD (56)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	WINCKEL COURT (203)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,462.90	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	WING PLACE (108)	$ -	$ -	$ -	$ 7,683.39	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,487.24	$ -	$ -	$ -	$ -	$ -	$ -
Urban	WIRL BURU GARDENS (316)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,129.44	$ 18,783.65	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	WONGAI CRESCENT (314)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,300.73	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	WOODS DRIVE (185)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 40,780.37	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 45,046.90
Urban	WUDARR BEND (325)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,416.57	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	YAKO MALL (345)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,159.06	$ -	$ -	$ -	$ -	$ -	$ -
Urban	YAMASAKI VISTA (371)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,903.66	$ -	$ -	$ -	$ -	$ -	$ -
Urban	YAMASHITA STREET (73)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 78,752.43	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 86,991.67
Urban	YANBAN STREET (323)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,334.89	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	YARRI WAY (315)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,391.83	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Urban	YU COURT (195)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,195.69	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Rural	BROOME - CAPE LEVEQUE ROAD (80)	$ -	$ -	$ -	$ 578,123.29	$ -	$ -	$ -	$ -	$ 4,967,582.76	$ -	$ -	$ -	$ -	$ 638,607.78	$ -	$ 5,524,431.81	$ -	$ -	$ 5,487,301.82	$ -
TOTAL	ROAD RESURFACE URBAN	$ 427,887.23	$ 73,783.65	$ 439,776.64	$ 385,410.96	$ 171,841.49	$ 495,629.56	$ 704,270.48	$ 259,722.34	$ 1,483,724.80	$ 1,137,372.89	$ 122,616.42	$ 320,868.07	$ 850,099.65	$ 1,943,372.15	$ 499,060.00	$ 423,636.38	$ 909,128.72	$ 691,618.46	$ 1,240,778.44	$ 1,249,164.05
TOTAL	ROAD RESURFACE RURAL	$ -	$ -	$ -	$ 578,123.29	$ -	$ -	$ -	$ -	$ 5,765,321.28	$ -	$ -	$ -	$ -	$ 638,607.78	$ -	$ 5,524,431.81	$ -	$ -	$ 6,368,501.45	$ -
TOTAL	RENEWAL TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 687,302.67	$ -	$ -	$ 2,531,672.20	$ -	$ -	$ -
TOTAL	CARPARK TOTAL	$ -	$ 7,005.12	$ -	$ 14,658.30	$ 13,879.57	$ 23,370.19	$ 104,836.23	$ 113,084.26	$ 86,920.75	$ 197,368.02	$ 11,721.28	$ -	$ 18,690.13	$ -	$ 16,353.80	$ 15,485.00	$ 26,073.38	$ 116,962.48	$ 126,164.52	$ 186,017.30
TOTAL	GRAND TOTAL	$ 427,887.23	$ 80,788.76	$ 439,776.64	$ 978,192.55	$ 185,721.06	$ 518,999.75	$ 809,106.71	$ 372,806.60	$ 7,335,966.82	$ 1,334,740.91	$ 134,337.70	$ 320,868.07	$ 868,789.79	$ 3,269,282.59	$ 515,413.80	$ 5,963,553.19	$ 3,466,874.30	$ 808,580.94	$ 7,735,444.41	$ 1,435,181.35

SHIRE OF BROOME – INFRASTRUCTURE ASSET MANAGEMENT PLAN

Appendix C Projected 20-year Path Capital Renewal and Replacement Works Program

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Path	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
AARONS DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ANEA BRACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ANNE STREET	$ 35,720.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 79,920.00	$ -	$ 280,867.50	$ -	$ -	$ -	$ -	$ -	$ 10,530.00
BAGOT STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BANDICOOT LOOP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BANU AVENUE	$ -	$ -	$ 6,210.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,250.00	$ -	$ -
BARGUS LINK	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BARKER STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BARRGANA ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BERNARD WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BETTONG STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BIDDLES PLACE	$ 27,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,800.00	$ 69,930.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BILBY WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BIN SALLIK AVENUE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BINY LANE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BLACKMAN STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BOAB COURT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,210.00	$ -	$ -	$ -	$ -	$ -	$ -
BOWERBIRD LOOP	$ -	$ 2,160.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BRONZEWING CRESCENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,980.00	$ -	$ -	$ -
BUBUR CROSSING	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CABLE BEACH ROAD EAST	$ 9,990.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CABLE BEACH ROAD WEST	$ -	$ -	$ 9,180.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 316,440.00	$ 66,900.00	$ -	$ -	$ -	$ -	$ -	$ -
CARNARVON STREET	$ 14,995.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 64,800.00	$ -	$ -	$ -	$ -	$ -
CARNARVON STREET LEFT (910)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 61,013.00	$ -	$ -
CARNARVON STREET RIGHT (910)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CELTIC LOOP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 35,977.50	$ 5,265.00	$ -	$ -	$ -
CHALLENOR DRIVE	$ -	$ 1,620.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 81,000.00	$ -	$ -	$ -
CHAPPLE STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,650.00	$ -	$ -	$ -	$ -
CHARLES ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 52,380.00	$ -	$ -	$ -	$ 22,140.00	$ -	$ -	$ 28,080.00
CHIPPENDALL PLACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CLEMENTSON STREET	$ 1,350.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
COGHLAN STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CONKERBERRY ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CORELLA ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,940.00	$ -	$ -	$ -
CROCKER WAY	$ 26,826.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CRYER COURT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,980.00	$ -	$ -	$ -	$ -	$ -	$ 29,430.00	$ -	$ -	$ -	$ -	$ -
CURLEW STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 37,260.00	$ -	$ -	$ -	$ -
DAKAS STREET	$ 5,197.50	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 810.00	$ -	$ -	$ -	$ -	$ -
DALGYTE DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DALMATIO STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DAMPIER TERRACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 28,755.00	$ -	$ -	$ -	$ 61,880.00	$ -	$ -
DANN PLACE	$ 2,700.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DE MARCHI ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 119,340.00	$ 1,620.00	$ -	$ -	$ -	$ -	$ -	$ -
DE PLEDGE WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DELAWARE ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

SHIRE OF BROOME – INFRASTRUCTURE ASSET MANAGEMENT PLAN

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Path	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
DEMCO DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 38,340.00	$ -	$ -	$ -
DICKSON DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DOBSON DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DOLBY ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 35,370.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DORA STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DOTTEREL STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DRUMMOND PLACE	$ 19,176.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,720.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DUNNART CRESENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DURACK CRESCENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ELEANOR LOOP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ELLIES COURT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,600.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ENA COURT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
EURO WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FAIRWAY DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FLOWERDALE ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FLYING FOX AVENUE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,750.00	$ -	$ -	$ -
FONG WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 90,247.50	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FORREST STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 43,470.00	$ -	$ -	$ -	$ -
FOY WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FRANGIPANI DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,050.00	$ -	$ -
FREDERICK STREET	$ 7,020.00	$ 3,442.50	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 378,000.00	$ -	$ -	$ 3,240.00	$ -	$ -	$ -
FREWER AVENUE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 32,960.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GANTHEAUME POINT ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GARFU LINK	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GIBSON RETREAT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 58,590.00	$ -	$ -	$ -	$ -	$ -
GILL ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 82,080.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GLENISTER LOOP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 91,260.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GODWIT CRESCENT	$ -	$ 3,240.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,020.00	$ -	$ -	$ -
GOLDIE COURT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GORGON PLACE	$ 1,620.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GOSHAWK LOOP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GREBE WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GREENSHANK DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GREGORY STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 62,280.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GUBINGE ROAD	$ -	$ 4,320.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GULARR STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GUNIAN BOULEVARD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GUY STREET	$ 4,590.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 363,420.00	$ -	$ -	$ -	$ -	$ -	$ -
GUY STREET LEFT (1450)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
GUY STREET RIGHT (1450)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 45,630.00	$ 57,240.00	$ -	$ -	$ -	$ -	$ -
GWENDOLINE CROSSING D:2	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HAAS STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HAMERSLEY STREET	$ 7,020.00	$ 3,780.00	$ 4,590.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,550.00	$ -	$ -	$ -	$ 10,837.50	$ -	$ -
HAMERSLEY STREET (1720)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,875.00	$ -	$ -	$ -	$ -	$ -	$ -
HAMERSLEY STREET LEFT (1570)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

SHIRE OF BROOME – INFRASTRUCTURE ASSET MANAGEMENT PLAN

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Path	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
HARMAN ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 53,730.00	$ -	$ -	$ -	$ -	$ -	$ -
HATOYAMA VIEW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HAWKES PLACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HAY ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HERBERT STREET	$ 1,350.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,440.00	$ -	$ -	$ -	$ -	$ -
HERRON STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HIN WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HONEYEATER LOOP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HOPTON ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,180.00	$ 86,130.00	$ -	$ -	$ -	$ -	$ -
HOWE DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HUSSEN WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
IBASCO CRESCENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
IBIS WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
IILARR RETREAT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
IONA LINK	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ISHI LINK (NEW)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
IVY COURT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
JIGAL DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
JIIMANY WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
KAPANG DRIVE	$ -	$ -	$ 1,890.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,410.00	$ 25,380.00	$ 12,150.00	$ -	$ -
KASSIM STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
KERR STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
KESTREL PLACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
KOEL WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
KOOLAMA DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,070.00	$ -	$ -	$ -	$ -	$ -
KYBRA COURT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LAPWING LOOP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LAPWING LOOP 2	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LARJA LINK	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LEE COURT	$ 13,056.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LOPING PASS (NEW)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LORIKEET DRIVE	$ -	$ 1,890.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,790.00	$ -	$ -	$ -
LOUIS STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LUCAS STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 55,200.00	$ -	$ -
LULLFITZ DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LUYER PLACE	$ 2,970.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LYONS STREET	$ 607.50	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 68,580.00	$ -	$ -	$ -	$ -
MACKIE PLACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 29,362.50	$ -	$ -	$ -	$ -	$ -
MACNEE COURT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 85,320.00	$ -	$ -	$ -	$ -	$ -
MACPHERSON STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MAGABALA ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MANGGALA DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 37,800.00	$ -	$ -	$ -	$ -	$ -
MARITANA WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MARLOO WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MARUL ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

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Path	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
MASTAPHA STREET (NEW)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MATSUMOTO STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MATTHEWS ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MAVIS ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MCKENZIE ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,510.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MILLINGTON ROAD	$ 2,700.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 252,720.00	$ -	$ -	$ -	$ -	$ 6,210.00	$ -	$ -
MONJON LOOP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MULGRUE COURT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,400.00	$ -	$ -	$ -	$ -	$ -
MURRAY ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,277.50	$ -	$ -
NABARLEK STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
NAKAMURA AVENUE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
NAPIER TERRACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 39,555.00	$ -	$ -	$ -	$ 32,640.00	$ -	$ -
NIGHTINGALL DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
NISHIJI VISTA	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
NISHIOKA WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
OKU WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
OLD BROOME ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 184,612.50	$ -	$ -	$ -
ORR STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PALMER ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 73,710.00	$ -	$ -	$ -	$ -	$ -	$ -
PARRIS WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PELICAN GARDENS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PEMBROKE ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PIPIT WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PLANIGALE LOOP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PLOVER WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PORT DRIVE	$ 6,750.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 142,560.00	$ 154,440.00	$ -	$ -	$ 36,720.00	$ -	$ -
POVAH ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PRYOR DRIVE	$ 3,240.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,800.00	$ -	$ -	$ -	$ 52,380.00	$ -	$ -	$ -	$ -
QUOLL WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
RAHMAN WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
REID ROAD	$ 7,182.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 100,710.00	$ 3,510.00	$ -	$ -	$ -	$ -	$ -
RHATIGAN PLACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,230.00	$ -	$ 49,680.00	$ -	$ -	$ -	$ -	$ -
RIVERGUM AVENUE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ROBERT STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ROBINSON STREET	$ 1,890.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 67,905.00	$ -	$ -	$ -	$ -	$ -
RODRIGUEZ ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SAHANNA PLACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SAID BEND	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SALLEH STREET	$ -	$ -	$ -	$ 1,890.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SAMESHIMA GARDENS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SANCTUARY ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,660.00	$ -	$ -	$ -	$ -	$ -	$ -
SANDERLING DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 29,430.00	$ 19,440.00	$ -	$ -	$ -
SANDPIPER AVENUE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,260.00	$ -	$ -	$ -
SARIAGO TERRACE (NEW)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SAVILLE STREET	$ 22,420.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

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Path	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
SAYONARA ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 35,370.00	$ -	$ -	$ -	$ 5,062.50	$ -
SCOTT STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SHEARWATER CRESCENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 59,130.00	$ -	$ -	$ -
SHELDUCK WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SHINGORO STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SHIOSAKI BRACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SHORT STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,365.00	$ -	$ -	$ -	$ -	$ 20,060.00	$ -	$ -
SIBOSADO STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SIRIUS WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SLATER WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 90,990.00	$ -	$ -	$ -	$ 21,600.00	$ -	$ -	$ 10,800.00
SMIRNOFF PLACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SOLWAY LOOP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SONGLARK LOOP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SPOONBILL AVENUE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
STAINTON PLACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
STILT COURT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SUGAR GLIDER AVENUE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SULTAN WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SWIFT WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TAUI ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 28,890.00	$ -	$ -	$ -	$ 149,850.00	$ -	$ -	$ -
TANAMI DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TANAMI DRIVE D:2	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TANAMI DRIVE LEFT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TANG STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 108,810.00	$ -	$ -	$ -	$ -	$ -	$ -
TAYLOR ROAD	$ 2,430.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 90,990.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TERN WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOKUMARU BEND	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOMARITO CRESCENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,320.00
TORRES PLACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,710.00	$ -	$ -	$ -	$ -	$ -
TURNSTONE WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WAGTAIL WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WALCOTT STREET	$ -	$ 4,050.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WALLABY WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WELD STREET	$ 28,560.00	$ -	$ 810.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 69,120.00	$ -	$ -	$ -	$ -	$ -	$ -
WHIMBREL STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WING PLACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,320.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WIRL BURU GARDENS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WONGAI CRESCENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WOODS DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 53,190.00	$ 117,450.00	$ -	$ -	$ -	$ -	$ -	$ -
WUDARR BEND	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
YAKO MALL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
YAMASAKI VISTA	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
YANBAN STREET	$ -	$ -	$ 2,970.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
YARRI WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 256,360.00	$ 24,502.50	$ 25,650.00	$ 1,890.00	$ -	$ -	$ -	$ 9,720.00	$ 52,940.00	$ -	$ -	$ 212,720.00	$ 1,430,932.50	$ 2,071,312.50	$ 816,007.50	$ 315,157.50	$ 680,737.50	$ 327,288.00	$ 5,062.50	$ 65,730.00

SHIRE OF BROOME – INFRASTRUCTURE ASSET MANAGEMENT PLAN

Appendix D Projected 20-year Building Capital Renewal and Replacement Works Program

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Building	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
BRAC - Aquatic Kiosk & Amenities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,600.00	$ -	$ -
BRAC - Aquatic Plant Room	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BRAC - Recreation Building	$ 50,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 62,000.00	$ -	$ -
Broome Bowling Club - Main Building	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,400.00	$ 280,000.00	$ -	$ 280,000.00	$ -	$ 170,000.00	$ -	$ -	$ -	$ -	$ 70,000.00	$ -	$ -	$ -
Broome Civic Centre	$ 14,000.00	$ 9,000.00	$ 10,000.00	$ 15,000.00	$ -	$ 200,000.00	$ -	$ -	$ -	$ -	$ 500,000.00	$ 300,000.00	$ -	$ -	$ -	$ -	$ -	$ 44,000.00	$ -	$ -
Broome Civic Centre - Plant Shed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 400.00	$ -	$ -
Broome Historical Museum - Ablutions block	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,000.00	$ 800.00	$ -	$ -
Broome Historical Museum - Office	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,100.00	$ -	$ 110,000.00	$ -	$ -	$ -
Broome Historical Museum (Customs House)	$ 14,000.00	$ 4,000.00	$ 4,000.00	$ 4,000.00	$ -	$ -	$ 3,600.00	$ 40,000.00	$ 60,000.00	$ 28,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 200,000.00	$ -	$ 40,000.00	$ -
Broome Lotteries House - Business Entertainment Centre	$ 4,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,700.00	$ -	$ -
Broome Public Library	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 50,000.00	$ 10,000.00	$ -	$ -	$ -	$ -	$ 120,000.00	$ -	$ -	$ -	$ 6,400.00	$ -	$ 80,000.00	$ -	$ -	$ -
Broome Visitors Centre	$ 20,000.00	$ 20,000.00	$ 15,000.00	$ 15,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,000.00	$ -	$ -
Broome Volunteer Fire Brigade Shed	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,100.00	$ 22,000.00	$ -	$ 6,300.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,000.00	$ -	$ -	$ -
Cable Beach - Ablutions Block	$ -	$ -	$ -	$ 30,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,900.00	$ -	$ -
Caravan Park Roebuck Bay - Amenities (1)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000.00	$ -	$ 290,000.00	$ -	$ -	$ -
Caravan Park Roebuck Bay - Amenities (2)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000.00	$ -	$ 290,000.00	$ -	$ -	$ -
Caravan Park Roebuck Bay - Amenities (3)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000.00	$ -	$ 290,000.00	$ -	$ -	$ -
Caravan Park Roebuck Bay - Amenities (4)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,000.00	$ -	$ 280,000.00	$ -	$ -	$ -
Caravan Park Roebuck Bay - Office / Residence with attached carport	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,400.00	$ 25,000.00	$ -	$ -	$ -	$ 46,000.00	$ -	$ -	$ -	$ -
Child Care BOSCCA	$ 4,000.00	$ 4,000.00	$ 4,000.00	$ 4,000.00	$ -	$ -	$ 40,000.00	$ 170,000.00	$ -	$ 213,000.00	$ 5,900.00	$ 169,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Child Care Mulberry Tree - Main Building	$ 4,000.00	$ 4,000.00	$ 4,000.00	$ 4,000.00	$ -	$ -	$ -	$ 200,000.00	$ 50,000.00	$ 310,000.00	$ -	$ -	$ -	$ -	$ 8,600.00	$ -	$ 100,000.00	$ -	$ -	$ -
Child Care Mulberry Tree - Storage Shed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 300.00	$ 700.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ -
Clubrooms Peter Haynes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -
Gantheaume Pt - Amenities	$ -	$ -	$ 60,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,300.00	$ 33,000.00	$ -	$ -	$ -	$ 11,500.00	$ -	$ -	$ -	$ -
Groundskeepers Shed (new)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
KRO 1 (South) - Front Offices	$ -	$ -	$ -	$ -	$ 40,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 376,600.00	$ -	$ -	$ -	$ 480,000.00	$ -	$ -	$ 250,000.00	$ -
KRO 2 (North) - Commercial Offices	$ -	$ -	$ -	$ -	$ -	$ 30,000.00	$ -	$ -	$ -	$ -	$ -	$ 220,000.00	$ -	$ -	$ -	$ 700,000.00	$ 800,000.00	$ -	$ -	$ -
Male Oval - Amenities	$ -	$ 130,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 12,300.00	$ 40,000.00	$ -	$ -	$ -
Men's Shed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 210,000.00	$ 29,000.00	$ -	$ -	$ -	$ -	$ 3,700.00	$ -	$ 100,000.00	$ -	$ 25,000.00	$ -
Office Bagot St - Magabala Books (Old Visitors Centre)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Old Broome Lockup - Amenities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 600.00	$ -	$ 18,000.00	$ -	$ -	$ -
Old Broome Lockup - Main Building	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 200,600.00	$ -	$ -	$ 500.00	$ 40,000.00	$ -	$ -	$ 12,500.00	$ -
Pat & Glenn Medlend Pavilion	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,300.00	$ -	$ -
Shire Administration Office	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 500,000.00	$ 56,000.00	$ -	$ -
Shire Depot - Hazchem Shed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 900.00	$ 2,200.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ -
Shire Depot - Main Building	$ -	$ 4,000.00	$ -	$ 4,000.00	$ -	$ 4,000.00	$ 125,000.00	$ -	$ -	$ -	$ 60,000.00	$ -	$ -	$ -	$ -	$ 170,000.00	$ 285,000.00	$ 5,900.00	$ -	$ -
Shire Depot - Nursery Shed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ 1,700.00	$ -	$ -	$ -
Shire Depot - Parks + Gardens	$ 4,000.00	$ -	$ 4,000.00	$ -	$ 4,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 700.00	$ -	$ 39,000.00	$ -	$ -	$ -
Shire Depot - Potting Shed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Shire Depot - Reticulation Shed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,100.00	$ -	$ 2,300.00	$ -	$ -	$ -
Shire Depot - Signs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,100.00	$ -	$ 2,300.00	$ -	$ -	$ -
Shire Office Barker St	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ -	$ -	$ -	$ -	$ -	$ 150,000.00	$ -	$ -	$ -	$ 12,000.00	$ -	$ 80,000.00	$ -	$ -	$ -
Town Beach - Amenities	$ -	$ -	$ -	$ -	$ 30,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,100.00	$ -	$ -
Town Beach Café	$ 20,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,400.00	$ 181,100.00	$ -	$ -	$ -	$ 76,000.00	$ -	$ -	$ -	$ -
Town Beach Water Park - Plant Shed	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

SHIRE OF BROOME – INFRASTRUCTURE ASSET MANAGEMENT PLAN

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Building	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Waste Management Facility - Waste Oil Sheds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Waste Management Facility - Cribb Room	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 74,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Waste Management Facility - Office	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Staff House 7 15 Shelduck Way (4 x 2)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Staff House 1 1/17 Honeyeater Loop (2 bed)	$ 10,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Staff House 69 Robinson Street	$ 30,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Staff House 4/50 Tanami Drive	$ -	$ -	$ -	$ 20,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Staff House 2/50 Tanami Drive	$ -	$ -	$ -	$ -	$ 20,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Skate Park - Shade Structure 1		$ -	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Skate Park - Shade Structure 2	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Shire Depot - Radio Hut	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,400.00	$ -	$ -	$ -	$ -	$ -
Old Wackett Gazebo	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
KRO 1 (South) - Gazebo	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Gantheaume Pt - Rotunda	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 76,000.00	$ -	$ -	$ -	$ -
Waste Management Facility - Store (ex Gen shed)	$ -	$ -	$ -	$ -	$ -	$ -	$ 200.00	$ 400.00	$ -	$ 900.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 500.00	$ -	$ -	$ -
Admin Building	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ 90,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 500,000.00	$ 56,000.00	$ -	$ -
Other Buildings	$ 194,000.00	$ 205,000.00	$ 131,000.00	$ 126,000.00	$ 154,000.00	$ 244,000.00	$ 174,300.00	$ 712,400.00	$ 350,000.00	$ 867,200.00	$ 1,122,600.00	$ 1,678,200.00	$ 33,000.00	$ -	$ 86,200.00	$ 1,617,100.00	$ 3,122,800.00	$ 139,700.00	$ 327,500.00	$ -
Grand Total	$ 284,000.00	$ 295,000.00	$ 221,000.00	$ 216,000.00	$ 154,000.00	$ 244,000.00	$ 174,300.00	$ 712,400.00	$ 350,000.00	$ 867,200.00	$ 1,122,600.00	$ 1,678,200.00	$ 33,000.00	$ -	$ 86,200.00	$ 1,617,100.00	$ 3,622,800.00	$ 195,700.00	$ 327,500.00	$ -

Appendix E Projected 20-year POS Capital Renewal and Replacement Works Program

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POS	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Admin Gardens																				
Maintenance	$ -	$ -	$ 1,040.00	$ 5,320.00	$ 7,450.00	$ -	$ 800.00	$ 22,740.00	$ -	$ 6,120.00	$ -	$ 1,600.00	$ 240.00	$ 800.00	$ -	$ 5,320.00	$ 800.00	$ 6,090.00	$ 1,600.00	$ -
Renewal	$ -	$ -	$ -	$ 3,500.00	$ -	$ 11,200.00	$ -	$ -	$ 4,125.00	$ -	$ 4,200.00	$ -	$ 3,500.00	$ 123,500.00	$ 7,000.00	$ -	$ -	$ -	$ -	$ -
Banu Avenue R/B										$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -
Maintenance	$ -	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ -	$ -	$ -
Bedford Park																				
Maintenance	$ -	$ -	$ 22,940.00	$ 4,120.00	$ 8,250.00	$ 4,000.00	$ -	$ 91,970.00	$ 33,410.00	$ 2,800.00	$ -	$ 6,000.00	$ 5,870.00	$ 120.00	$ 20,020.00	$ 4,000.00	$ 800.00	$ 14,370.00	$ 120.00	$ 2,000.00
Renewal	$ -	$ 5,500.00	$ -	$ 65,000.00	$ 60,000.00	$ 12,700.00	$ -	$ -	$ 15,840.00	$ -	$ 27,550.00	$ -	$ -	$ 71,520.00	$ 9,800.00	$ 2,500.00	$ -	$ 60,000.00	$ -	$ -
BRAC																				
Maintenance	$ 3,500.00	$ 9,500.00	$ 46,060.00	$ 38,600.00	$ 3,500.00	$ -	$ 14,100.00	$ 462,460.00	$ 51,680.00	$ 35,400.00	$ 14,100.00	$ 2,000.00	$ 6,460.00	$ 12,300.00	$ 41,500.00	$ 35,800.00	$ 5,100.00	$ 2,960.00	$ 16,900.00	$ 11,500.00
Renewal	$ -	$ 36,000.00	$ 104,000.00	$ 11,000.00	$ 41,000.00	$ 250,000.00	$ 8,000.00	$ 249,459.00	$ 396,360.00	$ 18,000.00	$ -	$ 16,000.00	$ 11,000.00	$ 490,660.00	$ 196,000.00	$ 28,000.00	$ 8,000.00	$ 32,500.00	$ 16,000.00	$ 38,000.00
Broiga Park									$ -											
Maintenance	$ -	$ -	$ 4,120.00	$ 6,000.00	$ 9,550.00	$ -	$ -	$ 23,500.00	$ 2,520.00	$ 7,600.00	$ -	$ -	$ -	$ -	$ 2,520.00	$ 6,000.00	$ 1,600.00	$ 9,550.00	$ -	$ -
Renewal	$ -	$ -	$ -	$ 7,000.00	$ 10,000.00	$ 4,200.00	$ -	$ -	$ 4,235.00	$ -	$ 2,500.00	$ -	$ 7,000.00	$ -	$ -	$ -	$ -	$ 10,000.00	$ -	$ -
Broome Visitor Centre										$ -	$ -	$ -			$ -	$ -	$ -			$ -
Maintenance	$ -	$ -	$ 600.00	$ 120.00	$ 17,500.00	$ -	$ -	$ 600.00	$ 120.00	$ -	$ -	$ -	$ 600.00	$ 120.00	$ -	$ -	$ -	$ 18,100.00	$ 120.00	$ -
Cable Beach Reserve																				
Maintenance	$ -	$ 12,110.00	$ 42,370.00	$ 11,140.00	$ 28,750.00	$ -	$ -	$ 141,780.00	$ 24,190.00	$ 6,300.00	$ -	$ 2,000.00	$ 26,570.00	$ 15,750.00	$ 15,000.00	$ 7,500.00	$ 800.00	$ 55,320.00	$ 3,640.00	$ 14,110.00
Renewal	$ 26,420.00	$ 8,400.00	$ 27,260.00	$ 4,800.00	$ 250,500.00	$ 69,600.00	$ -	$ 102,260.00	$ 55,260.00	$ -	$ 36,700.00	$ -	$ 6,060.00	$ 56,070.00	$ 2,000.00	$ 17,500.00	$ 4,200.00	$ 260,160.00	$ -	$ -
Cape Leveque Rd										$ -	$ -	$ -		$ -	$ -	$ -	$ -		$ -	$ -
Maintenance	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -
Cemetery																				$ -
Maintenance	$ -	$ -	$ 1,040.00	$ 2,290.00	$ -	$ -	$ -	$ 240.00	$ 120.00	$ 2,970.00	$ -	$ -	$ 240.00	$ 3,970.00	$ -	$ 2,170.00	$ 800.00	$ 240.00	$ 120.00	$ -
Renewal	$ 27,664.00	$ -	$ 6,000.00	$ -	$ -	$ 6,700.00	$ -	$ 62,048.00	$ 16,725.00	$ -	$ 8,400.00	$ -	$ -	$ 178,670.00	$ 6,000.00	$ -	$ -	$ -	$ -	$ -
Challenor Drive R/B	$ -																$ -	$ -	$ -	$ -
Maintenance	$ -	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ -	$ -	$ -
Chinatown	$ -																			
Maintenance	$ -	$ -	$ 5,900.00	$ 39,180.00	$ 6,400.00	$ 4,800.00	$ -	$ 3,430.00	$ 1,750.00	$ 7,400.00	$ -	$ 1,600.00	$ 35,930.00	$ 31,480.00	$ 4,870.00	$ 5,000.00	$ 2,400.00	$ 8,230.00	$ 3,280.00	$ -
Renewal	$ -	$ -	$ -	$ -	$ -	$ 17,500.00	$ 11,000.00	$ -	$ 13,640.00	$ -	$ 5,000.00	$ -	$ -	$ 57,950.00	$ -	$ -	$ -	$ -	$ -	$ 39,320.00
Chippendall Park																				
Maintenance	$ 3,100.00	$ -	$ 21,160.00	$ 4,620.00	$ 1,300.00	$ -	$ -	$ 20,600.00	$ 680.00	$ 4,500.00	$ -	$ -	$ 20,600.00	$ 8,620.00	$ 560.00	$ 4,500.00	$ -	$ 21,900.00	$ 120.00	$ -
Renewal	$ 7,500.00	$ -	$ -	$ 3,500.00	$ -	$ 44,500.00	$ -	$ -	$ 1,100.00	$ -	$ -	$ -	$ 3,500.00	$ -	$ -	$ -	$ 7,500.00	$ -	$ -	$ -
Civic Centre	$ -																			
Maintenance	$ -	$ 2,940.00	$ 9,600.00	$ 13,240.00	$ 1,600.00	$ -	$ -	$ 6,940.00	$ 12,790.00	$ 12,600.00	$ -	$ 3,600.00	$ 2,000.00	$ 27,730.00	$ 6,000.00	$ 13,000.00	$ 1,600.00	$ 2,000.00	$ 1,840.00	$ 4,940.00
Renewal	$ -	$ -	$ 2,000.00	$ -	$ 10,000.00	$ 8,400.00	$ -	$ -	$ 7,500.00	$ -	$ -	$ -	$ -	$ -	$ 2,000.00	$ 6,875.00	$ -	$ 10,000.00	$ -	$ 17,000.00
Conti Foreshore	$ -																			
Maintenance	$ -	$ -	$ 1,500.00	$ 2,310.00	$ -	$ -	$ -	$ -	$ 1,500.00	$ 2,310.00	$ -	$ -	$ -	$ 31,750.00	$ 1,500.00	$ 2,310.00	$ -	$ -	$ -	$ -
Renewal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,775.00	$ -	$ -	$ -	$ 5,500.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Cygnet Park																				
Maintenance	$ -	$ 8,500.00	$ 37,310.00	$ 12,860.00	$ 17,050.00	$ -	$ -	$ 219,840.00	$ 11,070.00	$ 9,660.00	$ -	$ 3,600.00	$ 38,590.00	$ 10,500.00	$ 9,070.00	$ 10,860.00	$ 800.00	$ 42,890.00	$ 3,600.00	$ 10,500.00
Renewal	$ 9,200.00	$ 6,000.00	$ -	$ 8,500.00	$ 31,600.00	$ 67,500.00	$ -	$ 53,500.00	$ 51,880.00	$ -	$ 8,025.00	$ -	$ 9,000.00	$ 45,000.00	$ -	$ 2,500.00	$ 9,200.00	$ 31,600.00	$ -	$ 6,000.00
Demco Drive R/B																				$ -
Maintenance	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -
DEMCO FORESHORE																				$ -
Maintenance	$ 6,480.00	$ -	$ 240.00	$ -	$ -	$ -	$ -	$ 240.00	$ 120.00	$ -	$ -	$ -	$ 240.00	$ -	$ -	$ -	$ -	$ 240.00	$ -	$ -

SHIRE OF BROOME – INFRASTRUCTURE ASSET MANAGEMENT PLAN

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POS	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Renewal	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 46,550.00	$ -	$ 800.00	$ -	$ -	$ 5,500.00	$ -	$ -	$ 4,200.00	$ -	$ -	$ 800.00	$ -
DEMCO PARK																				
Maintenance	$ -	$ -	$ 15,070.00	$ 4,000.00	$ 1,100.00	$ -	$ -	$ 24,320.00	$ 15,050.00	$ 2,000.00	$ -	$ 2,000.00	$ 5,920.00	$ -	$ 12,950.00	$ 4,000.00	$ -	$ 3,220.00	$ -	$ 2,000.00
Renewal	$ -	$ -	$ -	$ 3,500.00	$ 10,000.00	$ -	$ -	$ -	$ 3,630.00	$ -	$ -	$ -	$ 3,500.00	$ -	$ -	$ 2,500.00	$ -	$ 10,000.00	$ -	$ -
Frangipani Park																			$ -	$ -
Maintenance	$ -	$ -	$ 900.00	$ 8,740.00	$ 2,750.00	$ -	$ -	$ 19,100.00	$ 5,620.00	$ 9,640.00	$ -	$ -	$ -	$ -	$ -	$ 8,740.00	$ 900.00	$ 2,750.00	$ -	$ -
Renewal	$ -	$ 11,000.00	$ -	$ -	$ -	$ 18,400.00	$ -	$ 47,500.00	$ 3,465.00	$ -	$ -	$ -	$ -	$ -	$ 11,000.00	$ -	$ -	$ -	$ -	$ -
Gantheaume Point																				$ -
Maintenance	$ -	$ -	$ -	$ 120.00	$ -	$ -	$ -	$ -	$ 120.00	$ -	$ -	$ -	$ -	$ 120.00	$ -	$ -	$ -	$ -	$ 120.00	$ -
Renewal	$ -	$ 4,200.00	$ -	$ -	$ -	$ 12,600.00	$ -	$ 43,700.00	$ -	$ -	$ -	$ -	$ 5,500.00	$ -	$ -	$ -	$ -	$ 4,200.00	$ -	$ -
Gibson Park																				
Maintenance	$ -	$ 8,190.00	$ 15,120.00	$ 2,000.00	$ -	$ -	$ -	$ 80,410.00	$ 13,000.00	$ -	$ -	$ 2,000.00	$ 2,120.00	$ 8,190.00	$ 13,000.00	$ 2,000.00	$ -	$ 2,120.00	$ -	$ 10,190.00
Renewal	$ -	$ -	$ 2,000.00	$ 1,500.00	$ 15,500.00	$ -	$ -	$ 14,550.00	$ 14,265.00	$ -	$ -	$ 1,500.00	$ -	$ 65,000.00	$ 2,000.00	$ 1,500.00	$ -	$ 15,500.00	$ -	$ 1,500.00
Hatoyama Park																				
Maintenance	$ -	$ -	$ 120.00	$ 3,630.00	$ 1,600.00	$ -	$ -	$ 120.00	$ 3,150.00	$ 1,330.00	$ -	$ 1,600.00	$ 2,420.00	$ 10,950.00	$ -	$ 1,330.00	$ -	$ 120.00	$ 1,600.00	$ -
Renewal	$ -	$ -	$ -	$ 7,500.00	$ 6,000.00	$ -	$ -	$ -	$ 5,500.00	$ 4,000.00	$ 6,700.00	$ -	$ 3,500.00	$ 58,250.00	$ -	$ 6,585.00	$ -	$ 6,000.00	$ -	$ -
Haynes Oval																				
Maintenance	$ -	$ -	$ 27,110.00	$ 7,000.00	$ -	$ -	$ 3,200.00	$ 100,050.00	$ 30,310.00	$ 3,000.00	$ -	$ 4,000.00	$ 6,800.00	$ 3,200.00	$ 20,310.00	$ 27,820.00	$ -	$ 6,800.00	$ -	$ 4,000.00
Renewal	$ 49,920.00	$ -	$ 35,000.00	$ 19,500.00	$ 40,000.00	$ 150,000.00	$ 6,000.00	$ 62,820.00	$ 137,535.00	$ -	$ -	$ -	$ 20,500.00	$ 131,800.00	$ 35,000.00	$ -	$ -	$ 90,000.00	$ 6,000.00	$ 65,000.00
Herbert St Reserve																				
Maintenance	$ -	$ 4,000.00	$ 43,790.00	$ 4,040.00	$ 3,650.00	$ -	$ -	$ 103,600.00	$ 23,810.00	$ 3,920.00	$ -	$ 1,600.00	$ 36,900.00	$ 4,120.00	$ 6,890.00	$ 18,860.00	$ -	$ 38,950.00	$ 1,720.00	$ 4,000.00
Renewal	$ -	$ -	$ -	$ 4,000.00	$ 5,500.00	$ 51,700.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 34,000.00	$ -	$ 15,330.00	$ -	$ 5,500.00	$ -	$ -
Hin Park																				
Maintenance	$ -	$ -	$ 24,910.00	$ -	$ 3,600.00	$ 4,600.00	$ -	$ 13,400.00	$ 22,310.00	$ 2,500.00	$ -	$ -	$ 13,400.00	$ 21,300.00	$ 13,610.00	$ -	$ 2,500.00	$ 17,000.00	$ -	$ -
Renewal	$ -	$ -	$ -	$ 3,500.00	$ -	$ 2,500.00	$ 5,500.00	$ -	$ 11,500.00	$ -	$ 6,700.00	$ -	$ 3,500.00	$ 53,000.00	$ -	$ 3,850.00	$ -	$ -	$ -	$ 5,500.00
Ibasco Park																				
Maintenance	$ -	$ -	$ 6,120.00	$ -	$ 15,600.00	$ 2,300.00	$ -	$ -	$ 20,320.00	$ 450.00	$ -	$ 2,400.00	$ -	$ 20,150.00	$ 7,970.00	$ -	$ 450.00	$ 13,200.00	$ 2,400.00	$ -
Renewal	$ -	$ -	$ -	$ -	$ 16,000.00	$ 3,500.00	$ -	$ -	$ -	$ -	$ 19,200.00	$ -	$ -	$ 56,050.00	$ 3,500.00	$ 3,300.00	$ -	$ 16,000.00	$ -	$ -
Januburu Park																				
Maintenance	$ -	$ -	$ 51,610.00	$ 1,960.00	$ 8,300.00	$ 2,300.00	$ -	$ 81,400.00	$ 3,160.00	$ 3,210.00	$ -	$ 800.00	$ 48,400.00	$ 1,750.00	$ 4,260.00	$ 1,960.00	$ 1,250.00	$ 55,900.00	$ 800.00	$ -
Renewal	$ 21,480.00	$ -	$ 8,000.00	$ -	$ 12,080.00	$ 49,500.00	$ 5,500.00	$ 32,300.00	$ 20,980.00	$ -	$ 72,360.00	$ -	$ -	$ 20,530.00	$ 8,000.00	$ -	$ 4,200.00	$ 12,080.00	$ -	$ 5,500.00
Koel Park																				
Maintenance	$ -	$ -	$ 23,540.00	$ 560.00	$ 16,350.00	$ -	$ 18,500.00	$ 38,050.00	$ 5,040.00	$ 560.00	$ 18,500.00	$ 800.00	$ -	$ 5,650.00	$ 23,540.00	$ 560.00	$ -	$ 15,550.00	$ 19,300.00	$ -
Renewal	$ -	$ -	$ 8,000.00	$ -	$ 10,000.00	$ 4,200.00	$ -	$ -	$ 12,290.00	$ -	$ 4,200.00	$ -	$ -	$ -	$ 8,000.00	$ -	$ -	$ 10,000.00	$ -	$ -
KRO																				
Maintenance	$ -	$ -	$ 19,620.00	$ 8,120.00	$ 2,050.00	$ -	$ -	$ 4,120.00	$ 16,020.00	$ 7,600.00	$ -	$ 2,000.00	$ 2,120.00	$ 37,270.00	$ 15,900.00	$ 8,000.00	$ 1,600.00	$ 4,170.00	$ 120.00	$ 2,000.00
Renewal	$ 10,000.00	$ -	$ 10,000.00	$ 3,500.00	$ -	$ -	$ -	$ 17,000.00	$ 16,710.00	$ -	$ 25,000.00	$ -	$ 3,500.00	$ 10,000.00	$ 10,000.00	$ -	$ -	$ -	$ -	$ -
Lawrence Park																				$ -
Maintenance	$ 12,860.00	$ -	$ 3,460.00	$ 3,500.00	$ -	$ 10,700.00	$ -	$ 19,550.00	$ 2,310.00	$ 4,300.00	$ 10,700.00	$ -	$ 350.00	$ 2,100.00	$ 2,310.00	$ 14,200.00	$ 800.00	$ 350.00	$ -	$ -
Renewal	$ 3,500.00	$ -	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ 3,465.00	$ 3,500.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,500.00	$ -
Library										$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Renewal	$ -	$ -	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LOTTERIES HOUSE										$ -	$ -	$ -	$ -		$ -	$ -		$ -	$ -	$ -
Renewal	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000.00	$ -	$ 25,000.00	$ -	$ -	$ -	$ -	$ 72,250.00	$ -	$ -	$ 5,000.00	$ -	$ -	$ -
Lullfitz Drive										$ -	$ -	$ -			$ -	$ -	$ -			$ -

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POS	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Maintenance	$ -	$ -	$ 120.00	$ 240.00	$ -	$ -	$ -	$ 120.00	$ 240.00	$ -	$ -	$ -	$ 120.00	$ 240.00	$ -	$ -	$ -	$ 120.00	$ 240.00	$ -
Mackie Park																		$ -	$ -	$ -
Maintenance	$ -	$ -	$ 1,960.00	$ -	$ -	$ -	$ 800.00	$ 13,800.00	$ 2,740.00	$ -	$ -	$ -	$ -	$ 800.00	$ 1,960.00	$ -	$ -	$ -	$ -	$ -
Renewal	$ -	$ -	$ 6,000.00	$ 3,500.00	$ -	$ -	$ -	$ -	$ 8,530.00	$ -	$ -	$ -	$ 3,500.00	$ -	$ 6,000.00	$ -	$ -	$ -	$ -	$ -
Magabala Park																				
Maintenance	$ -	$ -	$ 2,810.00	$ -	$ 25,000.00	$ 6,900.00	$ -	$ 360.00	$ 28,050.00	$ -	$ -	$ 1,600.00	$ 360.00	$ 20,500.00	$ 9,350.00	$ -	$ -	$ 23,760.00	$ 1,600.00	$ -
Renewal	$ -	$ -	$ -	$ 19,000.00	$ -	$ 15,500.00	$ 5,500.00	$ -	$ 27,000.00	$ 12,000.00	$ -	$ -	$ 7,000.00	$ -	$ 8,000.00	$ 20,250.00	$ -	$ -	$ -	$ 5,500.00
Male Oval																				
Maintenance	$ -	$ -	$ 32,520.00	$ 2,240.00	$ 1,950.00	$ 2,300.00	$ -	$ 35,320.00	$ 239,130.00	$ 450.00	$ -	$ 2,000.00	$ 3,070.00	$ 240.00	$ 31,300.00	$ 2,000.00	$ 450.00	$ 5,020.00	$ 240.00	$ 2,000.00
Renewal	$ -	$ -	$ 2,000.00	$ 3,500.00	$ 10,000.00	$ -	$ -	$ 14,500.00	$ 52,000.00	$ -	$ 25,000.00	$ -	$ 3,500.00	$ 65,000.00	$ 2,000.00	$ 20,500.00	$ -	$ 10,000.00	$ -	$ -
Maritana Park																				
Maintenance	$ 6,370.00	$ -	$ 9,000.00	$ 2,000.00	$ 5,250.00	$ -	$ 6,370.00	$ 51,600.00	$ 7,000.00	$ -	$ -	$ 2,000.00	$ 8,370.00	$ -	$ 7,000.00	$ 2,000.00	$ -	$ 7,250.00	$ 6,370.00	$ 2,000.00
Renewal	$ -	$ -	$ -	$ 21,500.00	$ 10,000.00	$ -	$ -	$ -	$ 8,580.00	$ 18,000.00	$ -	$ -	$ 3,500.00	$ -	$ -	$ 18,000.00	$ -	$ 10,000.00	$ -	$ -
Marul Park										$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Renewal	$ -	$ -	$ -	$ -	$ -	$ 5,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Miller Park																				
Maintenance	$ -	$ -	$ 700.00	$ 1,620.00	$ 2,100.00	$ -	$ -	$ -	$ 7,520.00	$ 1,500.00	$ -	$ 1,600.00	$ -	$ 2,720.00	$ 700.00	$ 1,500.00	$ -	$ 500.00	$ 1,720.00	$ -
Renewal	$ -	$ -	$ -	$ 3,500.00	$ -	$ 15,700.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,000.00	$ -	$ 11,500.00	$ 825.00	$ -	$ -	$ -	$ -
Miniyirr Walk																				$ -
Maintenance	$ -	$ -	$ 470.00	$ 1,050.00	$ -	$ -	$ -	$ 470.00	$ 1,050.00	$ -	$ -	$ -	$ 470.00	$ 1,050.00	$ -	$ -	$ -	$ 470.00	$ 1,050.00	$ -
Nagula Walk																				$ -
Maintenance	$ -	$ -	$ -	$ 350.00	$ -	$ -	$ -	$ -	$ 350.00	$ -	$ -	$ -	$ -	$ 350.00	$ -	$ -	$ -	$ -	$ 350.00	$ -
Nakamura Park																				
Maintenance	$ -	$ -	$ 23,700.00	$ 1,330.00	$ 3,700.00	$ 2,300.00	$ -	$ 20,100.00	$ 5,650.00	$ 2,930.00	$ -	$ 450.00	$ 20,100.00	$ 19,050.00	$ 4,300.00	$ 1,330.00	$ 1,600.00	$ 23,350.00	$ 450.00	$ -
Renewal	$ -	$ -	$ -	$ -	$ 5,500.00	$ 3,500.00	$ -	$ -	$ 11,000.00	$ -	$ 17,480.00	$ -	$ -	$ 54,550.00	$ 3,500.00	$ 2,640.00	$ -	$ 5,500.00	$ -	$ -
Nursery	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -
Renewal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,000.00	$ -	$ -	$ -	$ -	$ -	$ -
OKU Park																				$ -
Maintenance	$ -	$ -	$ 19,620.00	$ 1,400.00	$ 13,400.00	$ 2,300.00	$ -	$ 17,620.00	$ 3,550.00	$ 1,400.00	$ -	$ 800.00	$ 17,620.00	$ 12,700.00	$ 4,300.00	$ 1,400.00	$ -	$ 30,220.00	$ 800.00	$ -
Renewal	$ -	$ -	$ -	$ -	$ 5,500.00	$ 4,200.00	$ -	$ -	$ -	$ -	$ 34,020.00	$ -	$ -	$ 50,900.00	$ -	$ 2,200.00	$ -	$ 5,500.00	$ -	$ -
PALMER ROAD																				
Maintenance	$ -	$ -	$ 20,130.00	$ 12,000.00	$ 3,200.00	$ 6,800.00	$ -	$ 16,600.00	$ 16,440.00	$ 12,450.00	$ -	$ 3,200.00	$ 16,600.00	$ 22,200.00	$ 9,880.00	$ 12,000.00	$ 450.00	$ 16,600.00	$ 3,200.00	$ -
Renewal	$ 5,000.00	$ -	$ -	$ -	$ -	$ -	$ 5,500.00	$ -	$ -	$ -	$ 5,000.00	$ -	$ -	$ 76,000.00	$ -	$ 4,015.00	$ 5,000.00	$ -	$ -	$ 7,000.00
Reconciliation Park																	$ -	$ -	$ -	$ -
Maintenance	$ -	$ -	$ 5,000.00	$ 1,050.00	$ -	$ -	$ -	$ 5,500.00	$ 5,000.00	$ 1,050.00	$ -	$ -	$ -	$ -	$ 5,000.00	$ 1,050.00	$ -	$ -	$ -	$ -
Renewal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,200.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanctuary Road R/B											$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -
Maintenance	$ -	$ -	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ -	$ -
Sayonara Road R/B											$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -
Maintenance	$ -	$ -	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ -	$ -
Sector 1										$ -	$ -	$ -		$ -	$ -	$ -	$ -		$ -	$ -
Maintenance	$ -	$ -	$ 240.00	$ -	$ -	$ -	$ -	$ 240.00	$ -	$ -	$ -	$ -	$ 240.00	$ -	$ -	$ -	$ -	$ 240.00	$ -	$ -
Sector 2																				
Maintenance	$ -	$ -	$ 1,960.00	$ 120.00	$ 2,400.00	$ -	$ -	$ 360.00	$ 120.00	$ 1,600.00	$ -	$ 2,400.00	$ 360.00	$ 120.00	$ -	$ -	$ 1,600.00	$ 360.00	$ 2,520.00	$ -
Sector 3																				

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POS	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Maintenance	$ 1,700.00	$ -	$ 600.00	$ 240.00	$ 920.00	$ -	$ -	$ 2,300.00	$ 240.00	$ 120.00	$ -	$ 800.00	$ 600.00	$ 240.00	$ 1,820.00	$ -	$ -	$ 600.00	$ 1,040.00	$ 120.00
Renewal	$ -	$ -	$ -	$ -	$ 6,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,500.00	$ -	$ 6,000.00	$ -	$ -
Sector 4																				
Maintenance	$ -	$ -	$ 480.00	$ -	$ -	$ -	$ 800.00	$ 480.00	$ -	$ -	$ -	$ -	$ 480.00	$ 800.00	$ -	$ -	$ -	$ 480.00	$ -	$ -
Sector 6																				$ -
Maintenance	$ -	$ -	$ 6,640.00	$ -	$ 9,600.00	$ -	$ -	$ 590.00	$ -	$ 6,050.00	$ -	$ 2,400.00	$ 590.00	$ -	$ -	$ -	$ 6,050.00	$ 7,790.00	$ 2,400.00	$ -
Renewal	$ -	$ 5,500.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,000.00	$ -	$ -	$ -	$ -	$ -	$ 5,500.00	$ -	$ -	$ -	$ -	$ -
Sector 7																				$ -
Maintenance	$ -	$ -	$ 1,980.00	$ 120.00	$ -	$ -	$ -	$ 1,180.00	$ 120.00	$ 800.00	$ -	$ -	$ 1,180.00	$ 120.00	$ -	$ -	$ 800.00	$ 1,180.00	$ 120.00	$ -
Shire Depot																				$ -
Maintenance	$ -	$ 1,600.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,600.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,600.00	$ -	$ -	$ -	$ -
Renewal	$ -	$ -	$ -	$ -	$ 8,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,000.00	$ -
Sibosado Park																				
Maintenance	$ -	$ -	$ 30,250.00	$ 16,920.00	$ 25,900.00	$ -	$ -	$ 57,750.00	$ 11,600.00	$ 11,070.00	$ -	$ 2,000.00	$ 24,600.00	$ 2,000.00	$ 7,500.00	$ 12,620.00	$ 450.00	$ 48,200.00	$ 2,000.00	$ 2,000.00
Renewal	$ 9,680.00	$ 2,000.00	$ -	$ 6,500.00	$ 18,500.00	$ 52,500.00	$ -	$ 49,300.00	$ 29,590.00	$ -	$ -	$ -	$ 1,500.00	$ 30,680.00	$ -	$ -	$ -	$ 20,500.00	$ -	$ -
Skate Park																				$ -
Renewal	$ -	$ -	$ -	$ -	$ 5,500.00	$ 9,200.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,000.00	$ -	$ 5,500.00	$ -	$ -
Solway Park																				$ -
Maintenance	$ 2,550.00	$ -	$ 22,940.00	$ 1,680.00	$ 4,050.00	$ -	$ -	$ 32,490.00	$ 8,320.00	$ 2,480.00	$ -	$ -	$ 18,140.00	$ 2,550.00	$ 4,000.00	$ 1,680.00	$ 800.00	$ 22,190.00	$ -	$ -
Renewal	$ 23,360.00	$ 2,500.00	$ -	$ -	$ 2,320.00	$ 40,400.00	$ -	$ -	$ 2,585.00	$ -	$ -	$ -	$ 9,500.00	$ 3,360.00	$ 7,000.00	$ -	$ 20,000.00	$ 4,820.00	$ -	$ -
Sugarglider Park																				
Maintenance	$ -	$ -	$ 28,920.00	$ 2,000.00	$ 21,050.00	$ -	$ -	$ 39,200.00	$ 35,370.00	$ 800.00	$ -	$ 2,000.00	$ 2,000.00	$ 62,400.00	$ 26,120.00	$ 2,000.00	$ 800.00	$ 23,050.00	$ -	$ 2,000.00
Renewal	$ 6,000.00	$ -	$ -	$ 5,000.00	$ 15,500.00	$ 4,200.00	$ 6,000.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ 6,000.00	$ 56,000.00	$ -	$ 12,210.00	$ -	$ 15,500.00	$ 6,000.00	$ -
Sunset Park																				
Maintenance	$ -	$ 800.00	$ 27,220.00	$ 19,120.00	$ 22,950.00	$ -	$ -	$ 82,970.00	$ 8,070.00	$ 17,000.00	$ -	$ 2,000.00	$ 22,220.00	$ 120.00	$ 5,000.00	$ 19,800.00	$ -	$ 45,170.00	$ 120.00	$ 2,000.00
Renewal	$ 8,160.00	$ -	$ -	$ 7,000.00	$ 10,000.00	$ 76,400.00	$ -	$ -	$ 10,615.00	$ -	$ -	$ -	$ 12,500.00	$ 3,360.00	$ 10,500.00	$ 16,800.00	$ -	$ 10,000.00	$ -	$ -
Sunset Rise																				
Maintenance	$ -	$ -	$ 24,200.00	$ 2,000.00	$ 12,700.00	$ -	$ -	$ 65,500.00	$ 22,200.00	$ -	$ -	$ 2,000.00	$ 2,000.00	$ -	$ 22,200.00	$ 2,000.00	$ -	$ 14,700.00	$ -	$ 2,000.00
Renewal	$ 9,280.00	$ -	$ 4,000.00	$ 5,000.00	$ 10,000.00	$ -	$ -	$ 34,000.00	$ 4,000.00	$ -	$ -	$ -	$ -	$ 14,280.00	$ 4,000.00	$ 18,920.00	$ -	$ 10,000.00	$ -	$ -
Tanami Park																				
Maintenance	$ -	$ -	$ 8,150.00	$ 11,440.00	$ 23,350.00	$ 25,600.00	$ -	$ -	$ 6,000.00	$ 7,540.00	$ -	$ -	$ 6,050.00	$ 45,050.00	$ 31,600.00	$ 5,390.00	$ 2,150.00	$ 23,350.00	$ -	$ -
Renewal	$ -	$ -	$ -	$ 42,200.00	$ -	$ 18,000.00	$ -	$ -	$ 16,500.00	$ -	$ 18,700.00	$ -	$ 42,200.00	$ 180,200.00	$ -	$ 8,140.00	$ -	$ -	$ -	$ 2,000.00
Tolentino Park																				
Maintenance	$ -	$ -	$ 33,100.00	$ 5,950.00	$ -	$ -	$ 1,600.00	$ 50,350.00	$ -	$ 5,950.00	$ -	$ -	$ 33,100.00	$ 1,600.00	$ -	$ 5,950.00	$ -	$ 33,100.00	$ -	$ -
Renewal	$ 25,700.00	$ -	$ -	$ -	$ -	$ 20,000.00	$ -	$ -	$ 3,135.00	$ 3,500.00	$ -	$ -	$ -	$ 5,500.00	$ -	$ 40,000.00	$ 16,700.00	$ -	$ 3,500.00	$ -
Tomarito Park																				
Maintenance	$ -	$ -	$ 21,320.00	$ 4,830.00	$ 1,600.00	$ 2,300.00	$ -	$ 15,820.00	$ 24,500.00	$ 4,830.00	$ -	$ 1,600.00	$ 15,820.00	$ 41,850.00	$ 7,800.00	$ 4,830.00	$ -	$ 15,820.00	$ 1,600.00	$ -
Renewal	$ -	$ -	$ -	$ -	$ -	$ 20,400.00	$ -	$ -	$ 5,500.00	$ -	$ 21,700.00	$ -	$ -	$ 58,700.00	$ 20,400.00	$ 7,205.00	$ -	$ -	$ -	$ -
Town Beach																				
Maintenance	$ -	$ 11,340.00	$ 21,750.00	$ 5,240.00	$ 8,000.00	$ -	$ -	$ 116,340.00	$ 20,880.00	$ 3,000.00	$ -	$ 2,000.00	$ 3,750.00	$ 11,580.00	$ 18,000.00	$ 5,000.00	$ -	$ 11,750.00	$ 240.00	$ 13,340.00
Renewal	$ 59,680.00	$ -	$ 2,000.00	$ 3,500.00	$ 86,600.00	$ 65,200.00	$ -	$ 152,750.00	$ 107,030.00	$ -	$ 16,800.00	$ -	$ 9,260.00	$ 38,500.00	$ 2,000.00	$ 52,400.00	$ -	$ 168,200.00	$ -	$ -
Vine thicket walk										$ -	$ -	$ -		$ -	$ -	$ -	$ -		$ -	$ -
Maintenance	$ -	$ -	$ 120.00	$ -	$ -	$ -	$ -	$ 120.00	$ -	$ -	$ -	$ -	$ 120.00	$ -	$ -	$ -	$ -	$ 120.00	$ -	$ -
Water Park						$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -		$ -
Maintenance	$ -	$ -	$ -	$ -	$ 1,600.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,600.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,600.00	$ -

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POS	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Wiri Buru Gardens						$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -		$ -
Maintenance	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 800.00	$ -
Maintenance Total	$ 36,560.00	$ 60,580.00	$ 774,150.00	$ 276,410.00	$ 346,670.00	$ 77,200.00	$ 46,170.00	$ 2,107,040.00	$ 757,510.00	$ 218,790.00	$ 43,300.00	$ 69,650.00	$ 455,130.00	$ 506,220.00	$ 419,610.00	$ 267,680.00	$ 38,950.00	$ 698,810.00	$ 86,660.00	$ 90,700.00
Renewal Total	$ 303,344.00	$ 81,100.00	$ 216,260.00	$ 266,500.00	$ 711,600.00	$ 1,139,900.00	$ 58,000.00	$ 982,237.00	$ 1,126,045.00	$ 63,800.00	$ 367,735.00	$ 25,500.00	$ 198,520.00	$ 2,178,280.00	$ 380,700.00	$ 336,245.00	$ 79,800.00	$ 845,060.00	$ 43,800.00	$ 192,320.00
Grand Total	$ 339,904.00	$ 141,680.00	$ 990,410.00	$ 542,910.00	$ 1,058,270.00	$ 1,217,100.00	$ 104,170.00	$ 3,089,277.00	$ 1,883,555.00	$ 282,590.00	$ 411,035.00	$ 95,150.00	$ 653,650.00	$ 2,684,500.00	$ 800,310.00	$ 603,925.00	$ 118,750.00	$ 1,543,870.00	$ 130,460.00	$ 283,020.00

Appendix F Projected 20-year Drainage Capital Renewal and Replacement Works Program

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Drains	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
ANNE STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 79,144.36	$ -	$ -	$ -
BIN SALLIK AVENUE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,263.21	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CABLE BEACH ROAD WEST	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,196.38	$ -	$ -	$ -	$ 168,078.99	$ -	$ -	$ -
CARNARVON STREET	$ 3,775.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CLEMENTSON STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,179.73	$ -	$ -	$ -
COGHLAN STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 50,397.99	$ -	$ -	$ -
DAKAS STREET	$ 4,090.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DAMPIER TERRACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,375.29	$ -	$ -	$ -	$ 23,804.56	$ -	$ -	$ -
DE CASTILLA	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 45,311.53	$ -	$ -	$ -
FREDERICK STREET	$ 4,090.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 43,444.94	$ -	$ -	$ -
GUY STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 553,817.37	$ -	$ -	$ -
HAMERSLEY STREET	$ 3,953.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,475.18	$ -	$ -	$ -	$ 119,041.99	$ -	$ -	$ -
HAY ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,212.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HERBERT STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,606.31	$ -	$ -	$ -	$ 9,555.84	$ -	$ -	$ -
HOPTON ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 23,183.30	$ -	$ -	$ -	$ 331,446.23	$ -	$ -	$ -
HOWARD PLACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,933.20	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HUNTER STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 28,575.54	$ -	$ -	$ -
KOOLAMA DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 76,209.85	$ -	$ -	$ -
MALE COURT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,803.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MURRAY ROAD	$ 3,953.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,162.88	$ -	$ -	$ -
NAPIER TERRACE	$ 2,045.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 497,122.56	$ -	$ -	$ -
OLD BROOME ROAD	$ 2,045.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 115,260.84	$ -	$ -	$ -	$ 71,182.95	$ -	$ -	$ -
REID ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,455.72	$ -	$ -	$ -
ROBINSON STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 114,871.09	$ -	$ -	$ -
SANDERLING DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 68,293.22	$ -	$ -	$ -
TALBOYS PLACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,803.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WALCOTT STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,334.13	$ -	$ -	$ -
WOODS DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,933.82	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grand Total	$ 23,951.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 193,045.52	$ -	$ -	$ -	$ 2,489,431.49	$ -	$ -	$ -

SHIRE OF BROOME – INFRASTRUCTURE ASSET MANAGEMENT PLAN

Appendix G Projected 20-year Misc Infra Capital Renewal and Replacement Works Program

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Misc. Infra	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
BAGOT STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ 21,401.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 77,000.00	$ -	$ -	$ -	$ -	$ -	$ -
BRAC (REAR) CARPARK	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 88,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
BRAC (SIDE) CARPARK	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 99,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CABLE BEACH ROAD EAST	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ 42,803.20	$ -	$ -	$ -	$ -	$ 42,803.20	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 47,976.50	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CABLE BEACH ROAD WEST	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ 53,977.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 176,000.00	$ -	$ -	$ 72,916.07	$ -	$ -	$ 209,000.00	$ -	$ 10,416.58	$ -	$ -	$ -	$ -
CARNARVON STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ 42,803.20	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DAMPIER TERRACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ 21,401.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DEMCO PARK	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,416.58	$ -	$ -	$ -	$ -
DJIAGWEEN ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ 11,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
DORA STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,595.30	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,595.30	$ -	$ -	$ -	$ -
FAIRWAY DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 41,666.33	$ -	$ -	$ -	$ -
FOY WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,000.00	$ -	$ -	$ -	$ -
FREDERICK STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 42,803.20	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,190.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HAAS STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HAMERSLEY STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 172,715.40	$ -	$ -	$ -	$ -	$ -	$ -	$ 67,167.10	$ -	$ -	$ -	$ -
HAMERSLEY STREET LEFT (1570)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,000.00	$ -	$ -	$ -	$ -	$ -	$ -
HAMERSLEY STREET RIGHT (1570)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 66,000.00	$ -	$ -	$ -	$ -	$ -	$ -
HANOE COURT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,500.00	$ -	$ -	$ -	$ -
HATOYAMA VIEW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,500.00	$ -	$ -	$ -	$ -
HOPTON ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ 21,401.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
IBASCO CRESCENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

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Misc. Infra	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,416.58	$ -	$ -	$ -	$ -	$ 20,833.16	$ -	$ -	$ -	$ -
KOOLAMA DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ 10,416.58	$ -	$ -	$ -	$ -	$ 72,916.07	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LAWRENCE ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LORIKEET DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,190.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LOUIS STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 21,401.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
LULLFITZ DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 21,401.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MAGABALA ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 99,000.00	$ -	$ -	$ -	$ -
MASTAPHA STREET (NEW)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,500.00	$ -	$ -	$ -	$ -
MILLINGTON ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ 42,803.20	$ -	$ -	$ -	$ -	$ -	$ -	$ 42,803.20	$ -	$ -	$ -	$ -	$ -	$ -	$ 42,803.20	$ -
MURRAY ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ 21,401.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
NAKAMURA AVENUE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,500.00	$ -	$ -	$ -	$ -
NAPIER TERRACE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 545,600.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 70,400.00	$ -	$ -	$ -	$ -
OKU WAY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,500.00	$ -	$ -	$ -	$ -
OLD BROOME ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 176,000.00	$ -	$ -	$ -	$ -	$ -	$ -
ORR STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,595.30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PALMER ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,833.16	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PORT DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ 21,401.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PORT DRIVE CARPARK	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,595.30	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,190.60	$ -	$ -	$ -	$ -
PRYOR DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,595.30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ROBINSON STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ 21,401.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ 10,416.58	$ -	$ -	$ 76,762.40	$ -	$ -	$ -	$ -	$ 33,000.00	$ -	$ 19,190.60	$ -	$ -	$ -	$ -
SAID BEND	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,500.00	$ -	$ -	$ -	$ -
SAM SU LANE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SANCTUARY ROAD	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

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Misc. Infra	Renewal Year 1	Renewal Year 2	Renewal Year 3	Renewal Year 4	Renewal Year 5	Renewal Year 6	Renewal Year 7	Renewal Year 8	Renewal Year 9	Renewal Year 10	Renewal Year 11	Renewal Year 12	Renewal Year 13	Renewal Year 14	Renewal Year 15	Renewal Year 16	Renewal Year 17	Renewal Year 18	Renewal Year 19	Renewal Year 20
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ 21,401.60	$ -	$ -	$ -	$ -	$ 21,401.60	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SHORT STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ 11,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 66,000.00	$ -	$ -	$ -	$ -	$ -	$ 154,000.00	$ -	$ -	$ -	$ -	$ -	$ -
SOLWAY LOOP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,595.30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TANAMI DRIVE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 66,000.00	$ -	$ -	$ -	$ -
Bus Shelter	$ -	$ -	$ -	$ -	$ -	$ 11,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOMARITO CRESCENT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,000.00	$ -	$ -	$ -	$ -
WELD STREET	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 55,000.00	$ 9,595.30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lighting Total	$ 11,000.00	$ -	$ -	$ -	$ -	$ 20,833.16	$ -	$ 539,000.00	$ 939,007.30	$ -	$ 177,081.89	$ -	$ -	$ 726,000.00	$ -	$ 532,876.26	$ -	$ -	$ -	$ -
Bus Shelter Total	$ -	$ -	$ -	$ -	$ 42,803.20	$ 268,591.40	$ -	$ -	$ -	$ -	$ 118,008.00	$ 42,803.20	$ -	$ -	$ -	$ -	$ -	$ -	$ 42,803.20	$ -
Grand Total	$ 11,000.00	$ -	$ -	$ -	$ 42,803.20	$ 332,227.76	$ -	$ 539,000.00	$ 939,007.30	$ -	$ 337,893.09	$ 42,803.20	$ -	$ 726,000.00	$ -	$ 598,876.26	$ -	$ -	$ 42,803.20	$ -

10.

REPORTS

OF

COMMITTEES

10.1 MINUTES OF THE AUDIT COMMITTEE MEETING HELD 6 DECEMBER 2017

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	FRE02
AUTHOR:	Senior Finance Officer
CONTRIBUTOR/S:	Manager Financial Services
RESPONSIBLE OFFICER:	Director Corporate Services
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	1 December 2017

SUMMARY: This report presents to Council the outcomes of the Audit Committee's meeting held 6 December 2017, and seeks consideration of adoption of the recommendations pertaining to the Quarter 1 Finance and Costing Review (FACR).

BACKGROUND

Previous Considerations

OMC 29 June 2017	Item 9.4.4
OMC 19 Oct 2017	Item 9.4.3

Quarter 1 Finance and Costing Review

The Shire of Broome has carried out its 1st Quarter Finance and Costing Review (FACR) for the 2017/18 Financial Year. This review of the 2017-2018 Annual Budget is based on actuals and commitments for the first three months of the year from 1 July 2017 to 30 September 2017, and forecasts for the remainder of the financial year.

This process aims to highlight over and under expenditure of funds for the benefit of Executive and Responsible Officers to ensure good fiscal management of their projects and programmes.

Once this process is completed, a report is compiled identifying budgets requiring amendments to be adopted by Council. Additionally, a summary provides the financial impact of all proposed budget amendments to the Shire of Broome's adopted end-of-year forecast, in order to assist Council to make an informed decision.

It should be noted that the 2017/18 annual budget was adopted at the Ordinary Meeting of Council on 29 June 2017 as balanced budget. There have been further amendments adopted by Council as part of the Annual Financial Statements surplus allocation recommendations that have a nil impact upon the Shire of Broome's forecast end of year position.

COMMENT

Quarter 1 Finance and Costing Review

The 1st Quarter FACR commenced on 25 October 2017. The results from this process indicate a deficit forecast financial position to 30 June 2018 of $43,601, should Council approve the proposed budget amendments and transfer to Drainage Reserve $45,467 of identified Organisational Savings.

A summary of the results of the FACR process is provided below. A detailed list of amendments is attached.

	BUDGET IMPACT				
	2017/18 Adopted Budget (Income) / Expense	**FACR Q1 Overall (Income) / Expense** (Org Savings not subtracted)	**FACR Q1 Org. Savings** (by Department)	**FACR Q1 Impact** (Income) / Expense (Org Savings subtracted)	**YTD Impact** (Organisational Savings Subtracted)
Executive - Total	0	10,000	10,000	0	0
Corporate Services - Total	0	(40,000)	(40,000)	0	0
Development & Community - Total	0	63,601	20,000	43,601	43,601
Infrastructure Services - Total	0	(35,467)	(35,467)	0	0
Impact of Council approved budget amendments	0	0	0	0	0
Net impact of Organisation Savings/Expenditure	0	0	0	0	0
	0,000*	**(1,866)**	**(45,467)**	**43,601**	**43,601**

CONSULTATION

Nil

STATUTORY ENVIRONMENT

Local Government (Financial Management) Regulation 1996

r33A. *Review of Budget*

(1) Between 1 January and 31 March in each financial year a local government is to carry out a review of its annual budget for that year.

(2A) The review of an annual budget for a financial year must —

(a) consider the local government's financial performance in the period beginning on 1 July and ending no earlier than 31 December in that financial year; and

(b) consider the local government's financial position as at the date of the review; and

(c) review the outcomes for the end of that financial year that are forecast in the budget.

(2) Within 30 days after a review of the annual budget of a local government is carried out it is to be submitted to the council.

(3) A council is to consider a review submitted to it and is to determine whether or not to adopt the review, any parts of the review or any recommendations made in the review.*

**Absolute majority required.*

(4) Within 30 days after a council has made a determination, a copy of the review and determination is to be provided to the Department.

Local Government Act 1995

6.8. Expenditure from municipal fund not included in annual budget

1) A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —

(a) is incurred in a financial year before the adoption of the annual budget by the local government;

(b) is authorised in advance by resolution; or*

(c) is authorised in advance by the mayor or president in an emergency.

(1a) In subsection (1) —

"additional purpose" means a purpose for which no expenditure estimate is included in the local government's annual budget.

POLICY IMPLICATIONS

Materiality in Financial Reporting Policy 2.1.1

It should be noted that, according the materiality threshold set in Policy 2.1.1 Materiality in Financial Reporting, should a deficit achieve 1% of Shire's operating revenue ($376,296) it requires the Shire to formulate an action plan to remedy the over expenditure.

FINANCIAL IMPLICATIONS

The **net result** of the 1st Quarter FACR estimates is a **budget deficit position of $43,601** to 30 June 2018.

RISK

The Finance and Costing Review (FACR) seeks to provide a best estimate of the end-of-year position for the Shire of Broome at 30 June 2018. Contained within the report are recommendations of amendments to budgets which have financial implications on the estimate of the end-of-year position.

The review does not, however, seek to make amendments below the materiality threshold unless strictly necessary. The materiality thresholds are set at $10,000 for operating budgets and $20,000 for capital budgets. Should a number of accounts exceed their budget within these thresholds, it poses a risk that the predicted final end-of-year position may be understated.

In order to mitigate this risk, the CEO enacted the FACRs to run quarterly and Executive examine each job and account to ensure compliance. In addition, the monthly report provides variance reporting highlighting any discrepancies against budget.

It should also be noted that should Council decide not to adopt the recommendations, it could lead to some initiatives being delayed or cancelled in order to offset the additional expenditure of running the Shire's operations.

STRATEGIC IMPLICATIONS

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

An organisational culture that strives for service excellence

Sustainable and integrated strategic and operational plans

Responsible resource allocation

Improved systems, processes and compliance

VOTING REQUIREMENTS

Absolute Majority

COMMITTEE RECOMMENDATION 1:

That Council on recommendation from the Audit Committee:

1. *Receives the 1st Quarter Finance and Costing Review Report for the period ended 30 September 2017;*
2. *Adopts the operating and capital budget amendment recommendations for the period ended 30 June 2018 as attached;*
3. *Transfers $45,467 of identified organisational savings to the Drainage Reserve; and*
4. *Notes a forecast end-of-year position to 30 June 2018 of a $43,601 deficit position.*

(ABSOLUTE MAJORITY REQUIRED)

Attachments

1. 6 December 2017 Audit and Risk Committee Meeting Minutes

Shire of Broome
people • place • prosperity

MISSION AND VALUES OF COUNCIL

"A Sustainable Community that is inclusive, attractive, healthy and pleasant to live in, that uses our land so as to preserve our history and environment, respects the rights and equality of our citizens and manages our future growth wisely."

UNCONFIRMED MINUTES

OF THE

AUDIT AND RISK COMMITTEE MEETING

6 DECEMBER 2017

OUR VISION

"A thriving and friendly community that recognises our history and embraces cultural diversity and economic opportunity, whilst nurturing our unique natural and built environment."

OUR MISSION

"To deliver affordable and quality Local Government services."

CORE VALUES OF THE SHIRE

The core values that underpin the achievement of the mission will be based on a strong customer service focus and a positive attitude:

Communication

Integrity

Respect

Innovation

Transparency

Courtesy

DISCLAIMER

The purpose of Council Meetings is to discuss, and where possible, make resolutions about items appearing on the agenda. Whilst Council has the power to resolve such items and may in fact, appear to have done so at the meeting, no person should rely on or act on the basis of such decision or on any advice or information provided by a Member or Officer, or on the content of any discussion occurring, during the course of the meeting.

Persons should be aware that the provisions of the Local Government Act 1995 (Section 5.25 (e)) establish procedures for revocation or rescission of a Council decision. No person should rely on the decisions made by Council until formal advice of the Council decision is received by that person. The Shire of Broome expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any resolution of Council, or any advice or information provided by a Member or Officer, or the content of any discussion occurring, during the course of the Council meeting.

SHIRE OF BROOME

AUDIT AND RISK COMMITTEE MEETING

WEDNESDAY 6 DECEMBER 2017

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MINUTES OF THE AUDIT COMMITTEE MEETING OF THE SHIRE OF BROOME, HELD IN THE COUNCIL CHAMBERS, CORNER WELD AND HAAS STREETS, BROOME, ON WEDNESDAY 6 DECEMBER 2017, COMMENCING AT 3.00PM.

1. OFFICIAL OPENING AND ELECTION OF CHAIRPERSON AND DEPUTY CHAIRPERSON

The Chief Executive Officer (CEO) declared the meeting open at 3.02pm and welcomed Committee Members. He advised that he would be presiding over the meeting up until the Office of Chairperson was elected.

At the Ordinary Meeting of Council (OMC) held on 23 November 2017, Council resolved to change the committee to the Audit and Risk Committee.

Councillor representation on Committees was also determined at the OMC. Council resolved to appoint Cr D Male, Cr H Tracey and Cr C Mitchell to the Audit and Risk Committee. Cr B Rudeforth and Cr C Marriott were appointed as Deputies.

The CEO called for nominations for the position of Chairperson. Cr H Tracey nominated Cr D Male to the position of Chairperson. Cr D Male was elected Chairperson and assumed the position.

Cr D Male called for nominations for the position of Deputy Chairperson. Cr H Tracey nominated Cr C Mitchell to the position of Deputy Chairperson. Cr C Mitchell accepted the nomination over the phone prior to the meeting. Cr C Mitchell was elected Deputy Chairperson.

2. ATTENDANCE AND APOLOGIES

Attendance:	Cr H Tracey	Shire President
	Cr D Male	Deputy Shire President
	Cr B Rudeforth	
Leave of Absence:	Nil	
Apologies:	Cr C Mitchell	
Officers:	Mr S Mastrolembo	Chief Executive Officer
	Mr J Watt	Director Corporate Services
	Ms A Nugent	Director Development and Community
	Mr S Harding	Director Infrastructure
	Mr A Santiago	Manager Financial Services
	Mr L Dodds	Senior Finance Officer
	Ms R Piggin	Manager Governance
	Ms V Glanville	Senior Administration and Governance Officer

3. DECLARATIONS OF FINANCIAL INTEREST / IMPARTIALITY

Committee Member	Item No	Item	Nature of Interest
Nil.			

4. CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION:

Moved: President D Male ***Seconded: Cr B Rudeforth***

That the Minutes of the Audit Committee held on 16 October 2017, as published and circulated, be confirmed as a true and accurate record of that meeting.

CARRIED UNANIMOUSLY 3/0

5. REPORTS OF OFFICERS

5.1 1ST QUARTER FINANCE AND COSTING REVIEW 2017-18

LOCATION/ADDRESS:	Nil
APPLICANT:	Nil
FILE:	FRE02
AUTHOR:	Senior Finance Officer
CONTRIBUTOR/S:	Manager Financial Services
RESPONSIBLE OFFICER:	Director Corporate Services
DISCLOSURE OF INTEREST:	Nil
DATE OF REPORT:	16 November 2017

SUMMARY: The Audit Committee is requested to consider results of the 1st Quarter Finance and Costing Review (FACR) of the Shire's budget for the period ended 30 September 2017, including forecast estimates and budget recommendations to 30 June 2018.

BACKGROUND

Previous Considerations

OMC 29 June 2017 Item 9.4.4
OMC 19 Oct 2017 Item 9.4.3

Quarter 1 Finance and Costing Review

The Shire of Broome has carried out its 1st Quarter Finance and Costing Review (FACR) for the 2017/18 Financial Year. This Review of the 2017-2018 Annual Budget is based on actuals and commitments for the first three months of the year from 1 July 2017 to 30 September 2017, and forecasts for the remainder of the financial year.

This process aims to highlight over and under expenditure of funds for the benefit of Executive and Responsible Officers to ensure good fiscal management of their projects and programs.

Once this process is completed, a report is compiled identifying budgets requiring amendments to be adopted by Council. Additionally, a summary provides the financial impact of all proposed budget amendments to the Shire of Broome's adopted end-of-year forecast, in order to assist Council to make an informed decision.

It should be noted that the 2017/2018 annual budget was adopted at the Ordinary Meeting of Council on 29 June 2017 as a balanced budget. There have been further amendments adopted by Council as part of the Annual Financial Statements for the use of additional carried forward surplus. The result of all amendments prior to the first quarter FACR is a nil impact upon the Shire of Broome's forecast end of year position.

COMMENT

The 1st Quarter FACR commenced on 25 October 2017. The FACR process has identified a surplus of $1,866 and organisational savings of $45,467, attributed predominantly to increased rates interest income on instalments.

The results from this process indicate a deficit forecast financial position to 30 June 2018 of $43,601 should Council approve the proposed budget amendments. This deficit is predominantly associated with Council resolutions to increase expenditure on the BRAC 1 Youth Precinct ($45,130).

It is recommended that the surplus funds identified throughout the FACR process be quarantined to reserve however this will carry a deficit of $43,601 forward to the next FACR meetings to be held in January 2018.

It should also be noted that this figure represents a budget forecast should all expenditure and income occur as expected. It does not represent the actual end-of-year position which can only be determined as part of the normal Annual Financial processes at the end of the financial year.

A comprehensive list of accounts (refer to Attachment 1) has been included for perusal by the committee and summarised by Directorate.

A summary of the results follows:

	BUDGET IMPACT				
	2017/18 Adopted Budget (Income) / Expense	**FACR Q1 Overall (Income) / Expense** (Org Savings not subtracted)	**FACR Q1 Org. Savings** (by Department)	**FACR Q1 Impact** (Income) / Expense (Org Savings subtracted)	**YTD Impact** (Organisational Savings Subtracted)
Executive – Total	0	10,000	10,000	0	0
Corporate Services – Total	0	(40,000)	(40,000)	0	0
Economic & Development - Total	0	63,601	20,000	43,601	43,601
Infrastructure Services – Total	0	(35,467)	(35,467)	0	0
Impact of Council approved budget amendments	0	0	0	0	0
Net impact of Organisation Savings/Expenditure	0	0	0	0	0
	0,000*	**(1,866)**	**(45,467)**	**43,601**	**43,601**

CONSULTATION

All amendments have been proposed after consultation with Executive and Responsible Officers at the Shire.

STATUTORY ENVIRONMENT

Local Government (Financial Management) Regulation 1996

r33A. *Review of Budget*

(1) Between 1 January and 31 March in each financial year a local government is to carry out a review of its annual budget for that year.

(2A) The review of an annual budget for a financial year must —

(a) consider the local government's financial performance in the period beginning on 1 July and ending no earlier than 31 December in that financial year; and

(b) consider the local government's financial position as at the date of the review; and

(c) review the outcomes for the end of that financial year that are forecast in the budget.

(2) Within 30 days after a review of the annual budget of a local government is carried out it is to be submitted to the council.

(3) A council is to consider a review submitted to it and is to determine whether or not to adopt the review, any parts of the review or any recommendations made in the review.*

**Absolute majority required.*

(4) Within 30 days after a council has made a determination, a copy of the review and determination is to be provided to the Department.

Local Government Act 1995

6.8. Expenditure from municipal fund not included in annual budget

1) A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —

(a) is incurred in a financial year before the adoption of the annual budget by the local government;

(b) is authorised in advance by resolution; or*

(c) is authorised in advance by the mayor or president in an emergency.

(1a) In subsection (1) —

"additional purpose" means a purpose for which no expenditure estimate is included in the local government's annual budget.

POLICY IMPLICATIONS

2.1.1 Materiality in Financial Reporting

It should be noted that according to the materiality threshold set in Policy 2.1.1 Materiality in Financial Reporting, should a deficit achieve 1% of Shire's operating revenue ($376,296) the Shire must formulate an action plan to remedy the over expenditure.

FINANCIAL IMPLICATIONS

The **net result** of the 1st Quarter FACR estimates is a **budget deficit position of $43,601** to 30 June 2018 should the **organisation savings of $45,467** be transferred to the Drainage Reserve.

RISK

The Finance and Costing Review (FACR) seeks to provide a best estimate of the end-of-year position for the Shire of Broome at 30 June 2018. Contained within the report are recommendations of amendments to budgets which have financial implications on the estimate of the end-of-year position.

The review does not, however, seek to make amendments below the materiality threshold unless strictly necessary. The materiality thresholds are set at $10,000 for operating budgets and $20,000 for capital budgets. Should a number of accounts exceed their budget within these thresholds, it poses a risk that the predicted final end-of-year position may be understated.

In order to mitigate this risk, the CEO enacted the FACRs to run quarterly and executive examine each job and account to ensure compliance. In addition, the monthly report provides variance reporting highlighting any discrepancies against budget.

It should also be noted that should Council decide not to adopt the recommendations, it could lead to some initiatives being delayed or cancelled in order to offset the additional expenditure associated with running the Shire's operations.

STRATEGIC IMPLICATIONS

Our People Goal – Foster a community environment that is accessible, affordable, inclusive, healthy and safe:

Effective communication

Affordable services and initiatives to satisfy community need

Our Prosperity Goal – Create the means to enable local jobs creation and lifestyle affordability for the current and future population:

Affordable and equitable services and infrastructure

Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

Our Organisation Goal – Continually enhance the Shire's organisational capacity to service the needs of a growing community:

An organisational culture that strives for service excellence

Sustainable and integrated strategic and operational plans

Responsible resource allocation

Improved systems, processes and compliance

VOTING REQUIREMENTS

Absolute Majority

COMMITTEE RESOLUTION:

Moved: Cr H Tracey ***Seconded: Cr B Rudeforth***

That the Audit Committee recommends that Council:

1. ***Receive the 1st Quarter Finance and Costing Review Report for the period ended 30 September 2017;***
2. ***Adopts the operating and capital budget amendment recommendations for the***

period ended 30 June 2018 as attached;

3. Transfers $45,467 of identified Organisational Savings to the Drainage Reserve; and

4. Notes a forecast end-of-year position to 30 June 2018 of a $43,601 deficit position.

CARRIED UNANIMOUSLY BY ABSOLUTE MAJORITY 3/0

Attachments

1. QUARTER 1 FINANCE AND COSTINGS REVIEW REPORT 2017-18

SHIRE OF BROOME SUMMARY REPORT

	BUDGET IMPACT					
	2017/18 Adopted Budget (Income) / Expense	FACR Q1 Overall (Income) / Expense (Org Savings not subtracted)	FACR Q1 Org. Savings (by Department)	FACR Q1 Impact (Income) / Expense (Org Savings subtracted)	YTD Adopted Budget Amendments (Income) / Expense	YTD Impact (Organisational Savings Subtracted)
Executive - Total	0	10,000	10,000	0	0	0
Corporate Services - Total	0	(40,000)	(40,000)	0	0	0
Economic & Development - Total	0	63,601	20,000	43,601	0	43,601
Infrastructure Services - Total	0	(35,467)	(35,467)	0	0	0
Impact of Council approved budget amendments	0	0	0	0	0	0
Net impact of Organisation Savings/Expenditure	0	0	0	0	0	0
	0,000*	**(1,866)**	**(45,467)**	**43,601**	**0,000†**	**43,601**

*Council adopted the annual budget with a predicted end-of-year balanced budget, which included previous year carried forward surplus

**Please note that should the Forecast budget predict a deficit greater than 1% of budgeted operating revenue excluding grants and contributions for assets, and profit on sale of assets ($348,358), an action plan to remedy the situation will be prepared in accordance with Finance Policy 2.1.1

† Includes all additional Council adopted budget amendments year-to-date, including any previous FACRs

	IMPACT ON RESERVES	
	Accumulated Reserve Balance (excluding Restricted Cash Reserve, Refuse Reserve & RRRP Reserve)	Accumulated Reserve Balance (Refuse & RRRP Reserve only)
Opening Balance	**16,175,891**	**13,169,011**
Amended Budget Movements	(2,595,489)	1,041,349
FACR Amendments	(200,630)	-
Closing Balance	**13,379,772**	**14,210,360**

SHIRE OF BROOME FINANCE & COSTING REVIEW QUARTER 1

Account	Job	Description	2017/18 Current Budget	2017/18 YTD Actuals	Proposed Budget Amendment	Proposed Budget	Reserve Movement	Amendment Description	Org. Savings / Expense
EXECUTIVE									
ADMIN1 - Chief Executive Officer - S Mastrolembo									
22124		Contribution to Kimberley Zone Secretariat	65,000	55,000	(10,000)	55,000		$10K seed fund no longer required	(10,000)
					(10,000)		**0**		**(10,000)**
CS3 - Manager Human Resources - D Dwyer									
142006		Salary - Op Exp - Human Resources	295,367	66,866	(13,133)	282,234		Labour hire due to vacancy. Relief staff account 142008	
142008		Relieving Staff Exp - HR	-	1,177	13,133	13,133		Labour hire due to vacancy. New account established by Finance	
142015		All Employee Centrelink Paid Parental Leave - Op Exp - Gen Admin O'Heads	-	6,950	11,120	11,120		Fully funded for staff on paid parental leave through Centrelink. No financial impact on Shire.	
142048		HRM Consultancy - Op Exp	10,000	3,852	20,000	30,000		Additional funds required for employee relation matters	20,000
142395		All Employee Paid Parental Leave Reimb - Op Inc - Gen Admin O'Heads	-	(9,730)	(11,120)	(11,120)		Fully funded for staff on paid parental leave through Centrelink. No financial impact on Shire.	
					20,000		**0**		**20,000**
		OVERALL EXECUTIVE - DEPT. SAVINGS/EXPENSE			**10,000**			**EXECUTIVE - ORG. SAVINGS/EXPENSE**	**10,000**
		RESERVE MOVEMENT - EXECUTIVE					**0**		
		EXECUTIVE - NET IMPACT (EXC. ORG.SAVINGS/EXPENSE)					**0**		
CORPORATE SERVICES									
CS2 - Manager Financial Services - A Santiago									
30146		Interest - Rates Instalments - Op Inc - Rates	(100,000)	(135,460)	(40,000)	(140,000)		The increased take up of payment arrangements not only reduced bad debts but also increased the interest earned and realised, This is expected to increase every quarter.	(40,000)
					(40,000)		**0**		**(40,000)**
		OVERALL CORPORATE SERVICES - DEPT. SAVINGS/EXPENSE			**(40,000)**			**CORPORATE SERVICES - ORG. SAVINGS/EXPENSE**	**(40,000)**
		RESERVE MOVEMENT - CORPORATE SERVICES					**0**		
		CORPORATE SERVICES - NET IMPACT (EXC. ORG.SAVINGS/EXPENSE)					**0**		
ECONOMIC & DEVELOPMENT									
DS1 - Director Development & Community - A Nugent									
53174		VBFB Buildings Renewal - Cap Ex - VBFB	-	5,580	5,580	5,580		Replacement of Roller door to Bushfire Brigade Shed in Blackman St	

Account	Job	Description	2017/18 Current Budget	2017/18 YTD Actuals	Proposed Budget Amendment	Proposed Budget	Reserve Movement	Amendment Description	Org. Savings / Expense
106038		Legal Expenses - Development Services	50,000	19,813	20,000	70,000		Need to finalise Dampier Peninsula NT Claim ($10,000), Geappen matter (approx. $15,000-$20,000) and also $3000 for Aviair MOU review. Recommended that this account be increased by $20,000.	20,000
		Accumulated Reserve Balance (excluding Restricted Cash Reserve, Refuse Reserve & RRRP Reserve)			**25,580**		**0**		**20,000**
BS1 - Acting Manager Planning & Building Services - A Mackenzie									
106420		Rezoning Fees (Incl GST) - Op Inc - Town Planning/Regional Devel	(5,000)	-	5,000	-		Fees under the Planning and Development Regulations are exempt from GST. Shift income to 106421 to properly account for GST	
106421		Rezoning Fees (Excl GST) - Op Inc - Town Planning	-	(2,500)	(5,000)	(5,000)		Fees under the Planning and Development Regulations are exempt from GST. Shift income 106420 to properly account for GST	
133480		Other Minor Charges Inc GST - Op Inc - Building Control	(12,000)	(11,053)	(11,000)	(23,000)		Shire of Broome provided building services to the Housing Authority and additional income that wasn't originally budgeted has been received.	
					(11,000)		**0**		**0**
HS1 - Manager Health & Ranger Services - T Matson									
51400		Fines - Op Inc - Fire Prevention	(1,000)	-	(5,000)	(6,000)		22 infringements written @$250 each	
51410		User Charges - Fire - Slashing Etc - Op Inc - Fire Prevention	(5,000)	-	(40,000)	(55,000)		Engaging contractors for an estimated 30 properties.	
508216		Bush Fire Mitigation - Op Exp - Fire Prevention	26,135	-	40,000	76,135		Estimated $40,000 required for contractors to conduct work on private properties. Matched with income a/c 51410	
53017		Fines Enforcement Registry Exp - Op Exp - Ranger Operations	5,000	2,471	4,000	9,000		The FER process has been fully implemented. During the process a number of fines from previous periods were processed thus increasing the costs this financial year. It is estimated that $800 per month will be required. A recent run has seen the Shire reach this budget amount.	
74490		Trading Licences - All Except Beach - Op Inc - Prevent - Inspection/Admin	(22,940)	(27,739)	(5,000)	(27,940)		Invoice process complete	
103480		Septic Tank Fees - Op Inc - Sewerage	(1,000)	(3,304)	(2,000)	(3,000)		Septic inspections on the Peninsula	
					(8,000)		**0**		**0**
BRAC1 - Acting Manager Sport & Recreation - M Doyle									
1181420	YBRA001	Youth Bike Recreation Area - New Construction - Cap Exp	159,870	-	40,130	200,000		As per Council resolution - item 9.1.1 - OMC 7 Sept 2017. Increasing MUNI component of project and reducing in-kind contributions from local business. MUNI Component increased from $25K to $65,130, Restricted cash component to remain at $9,870. Expenditure will commence after announcement of CSRFF funding.	
113403		Grants - Non Op - Cap Inc - Other Rec & Sport	(3,625,000)	-	5,000	(3,620,000)		**RO: ES7 - Special Project Coordinator:** As per Council resolution - item 9.1.1 - OMC 7 Sept 2017. Reducing in-kind contribution from local business for this project by $5K. Shortfall to be paid by MUNI. MUNI component of project and reducing in-kind contributions from local business. MUNI Component increased from $25K to $65,130, Restricted cash component to remain at $9,870. Expenditure will commence after announcement of CSRFF funding.	
117003		Relieving Staff Exp - Op Ex - BRAC Aquatic	-	-	6,200	6,200		BRAC Facility assistant labour hire. Extra staff required until 25 October	
					51,330		**0**		**0**
CMS2 - Manager Community & Economic Development - M Davis									
22172		Community Sponsorship Program - Op Exp - Other Governance	65,945	10,545	5,000	70,945		St Mary's College MOU 2016-17 payment	

Account	Job	Description	2017/18 Current Budget	2017/18 YTD Actuals	Proposed Budget Amendment	Proposed Budget	Reserve Movement	Amendment Description	Org. Savings / Expense
23596		Transfer From Community Sponsorship Reserve Cap Inc - Other Gov	-	-	(5,000)	(5,000)		St Mary's College MOU 2016-17 payment	
82600		Salary - Op Exp - Community Services	368,033	60,461	(2,866)	365,167		Pindan labour hire to fill Executive Officer - Community Services	
82610		Relief Staff - Op Exp - Community Services)	-	2,866	2,866	2,866		Pindan labour hire to fill Executive Officer - Community Services	
1367210		Economic Development Program Expense - Op Exp - Other Economic Services	-	-	9,091	9,091		PO81931 - Cold Storage Logistics Hub Feasibility Study (DD&C) as per Council resolution	
					9,091		**0**		**0**
CMS3 - Events and Economic Development Coordinator - R Chappell									
113411		Venue Hire Inc - Amphitheatre & Oth Rec Areas (not Ovals) - Op Inc - Other Rec & Sport	(15,000)	(6,069)	6,500	(8,500)		Event applications has been split from venue hire to address GST application. Reallocating budget to 113417 & 113418	
113417		Event Application Fee (No GST) Male Oval & Concourse - Op Inc - Other Rec & Sport	-	(3,448)	(5,000)	(5,000)		Event applications has been split from venue hire to address GST application. Reallocating budget to 113417 & 113418	
113418		Event application Fee (No GST) Town Beach Hire - Op Inc - Other Rec & Sport	-	(1,042)	(1,500)	(1,500)		Event applications has been split from venue hire to address GST application. Reallocating budget to 113417 & 113418	
116184	116196	Staircase to the Moon Event Management Op Exp - Other Cult	35,533	10,530	(3,400)	32,133		Contractor service requirements have been reduced, move the budget to cover cost of vehicle for waste services Costs for vehicle for waste service not accounted for in Budget This will occur in February 2018 Timing of works being undertaken	
					(3,400)		**0**		**0**
		OVERALL ECONOMIC & DEVELOPMENT - DEPT. SAVINGS/EXPENSE			**63,601**			**ECONOMIC & DEVELOPMENT - ORG. SAVINGS/EXPENSE**	**20,000**
		RESERVE MOVEMENT - ECONOMIC & DEVELOPMENT					**0**		
		ECONOMIC & DEVELOPMENT - NET IMPACT (EXC. ORG.SAVINGS/EXPENSE)					**43,601**		
INFRASTRUCTURE SERVICES									
ES1 - Director Infrastructure - S Harding									
143010		Salary - Op Exp - Engineering Office	614,747	68,693	(15,610)	599,137		Pindan labour hire to fill Executive Officer - Infrastructure	(15,610)
143027		Relieving Staff - Op Exp - Engineering	-	14,267	15,610	15,610		Pindan labour hire to fill Executive Officer - Infrastructure	15,610
143508		Wages & Related Sick & Holiday - P & G Ops	449,280	123,436	(32,400)	416,880		**RO: PK3 - Parks Coordinator:** Reduction to cover LO-GO labour hire to fill vacancies in P&G. Positions now filled	(32,400)
143500		Salary - Op Exp - P & G (Management)	398,132	164,301	(35,000)	363,132		**RO: ES3 - Manager Infrastructure Operations:** Salary Savings to covery vacant position filled by LO-GO labour hire to fill Manager Infrastructure Operations	(35,000)
143523		Superannuation Employee Expense - P & G Management	49,972	6,275	(5,000)	44,972		**RO: PK3 - Parks Coordinator:** Super Savings to covery vacant position filled by LO-GO labour hire to fill Manager Infrastructure Operations	(5,000)
148010		Salary - Op Exp - Works (Management)	395,463	192,272	(55,000)	340,463		**RO: ES3 - Manager Infrastructure Operations:** Salary Savings to covery vacant position filled by LO-GO labour hire to fill Manager Infrastructure Operations	(55,000)
148015		Superannuation Employee Expense - Works Management	69,706	14,713	(12,000)	57,706		**RO: ES3 - Manager Infrastructure Operations:** Superannuation Savings to covery vacant position filled by LO-GO labour hire to fill Manager Infrastructure Operations	(12,000)
143049		Relieving Staff Exp - P&G - Gen Admin	-	60,904	100,000	100,000		**RO: ES3 - Manager Infrastructure Operations:** LO-GO labour hire to fill Manager Infrastructure Operations and other P&G vacancies.	100,000
143055		Relieving Staff Exp - Works - Gen Admin	-	19,088	60,000	60,000		LO-GO labour hire to fill Manager Infrastructure Operations	60,000
					20,600		**0**		**20,600**

Account	Job	Description	2017/18 Current Budget	2017/18 YTD Actuals	Proposed Budget Amendment	Proposed Budget	Reserve Movement	Amendment Description	Org. Savings / Expense
ES3 - Manager Infrastructure Operations - B Edwards									
113420		Sundry Contributions - Op Inc - Parks & Ovals	-	(21,567)	(21,567)	(21,567)		NRM grant provided from the Roebuck Bay working group. This is a scope that was worked through the nursery with Parks and Gardens Staff received	(21,567)
120306		Dep't Premier & Cabint Natural Disaster Grant - Cape Leveque Rd	(977,752)	-	(22,799)	(1,000,551)		Final approved funding Arrangement signed off 9.7.17	
123000	122197	WANDRRA Event - Works Maint	977,752	-	22,799	1,000,551		Final approved funding Arrangement signed off 9.7.17	
125960		Transfer From Footpath Reserve - Footpath Construction	(385,000)	-	(21,630)	(406,630)	(21,630)	**RO: BA - Coordinator Financial Services:** Allocate an extra $6,500 from the unallocated footpath reserve to complete the Frangipani Subdivision paths, account number 121597. (see attached email from Kylie for further info) 'Allocate an extra $15,130 from the Palmer Road footpath reserve (should be about $56,000 in there) to the Palmer Road footpath account number 125192."	
125140	125192	Palmer Road - Footpath Construction	20,000	-	15,130	35,130		Allocate an extra $15,130 from the Palmer Road footpath reserve (should be about $56,000 in there) to the Palmer Road footpath account number 125192.	
125140	121597	Frangiapani Subdivision Footpath Construction Expense - Cap Exp	14,800	-	6,500	21,300		Allocate an extra $6,500 from the unallocated footpath reserve to complete the Frangipani Subdivision paths, account number 121597. (see attached email from Kylie for further info)	
121762		State Direct MRWA/RRG Rd Maint Op Grant Rec'd	(180,000)	(120,486)	59,500	(120,500)		**RO: ES1 - Director Infrastructure:** State Govt. budget repair in response to disallowance of the discontinuation of vehicle licence concessions for Local Governments. Reduction in Direct Grants pool of the State Road Funds to Local Govt. Program. $88,723 required to be paid back by SoB	59,500
145104		Plant Insurance & Licences - Op Exp - Plant Operation	107,234	51,702	(54,000)	53,234		Disallowance of decision to discontinue vehicle licence concessions for Local Governments.	(54,000)
					(16,067)		**(21,630)**		**(16,067)**
ES5 - Works Coordinator - D Greaves									
121501	121540	Cape Leveque Rd Upgrade Const - Cap Exp (See 121507 for Reforms & Drainage)	142,000	9,201	93,667	235,667		'RTR Cape Leveque Access Road project - $93,667 unspent funding from 2015. Allocation as per agreement with Allan Chisolm.	
121770		Rds to Recovery Grant for Rural Rds - Non Op Inc - Rd Const	(365,007)	(7,217)	122,123	(242,884)		**RO: ES9 - Manager Engineering:** RTR Cape Leveque Access Road project - $93,667 unspent funding from 2015. Allocation as per agreement with Allan Chisolm. ***PROJECT Indigenous Access Roads Programme - Improve formation and drainage $142k RTR Grant (Exp Acct 121540) moved from 121778 to 121770 . PROJECT DIS180205***Hunter St Reconstruction $357,790 RTR (Exp Acct 121552) moved to 121776 - budgeted against incorrect account	
121776		Rds To Recovery Non Op Grant for Urban Rds - Non Op Inc	-	-	(390,470)	(390,470)		**RO: ES9 - Manager Engineering:** PROJECT DIS180205***Hunter St Reconstruction $357,790 RTR (Exp Acct 121552) moved from 121770 + Additional RTR allocation of $32,680 as per request from Allan Chisholm, brought forward from 18-19 allocation to Hunter St Stage 2	
121778		Regional Rd Group (RRG) Rural Rd Const Funding -Non Op Inc-Rd Const	(823,011)	(272,404)	295,000	(528,011)		**RO: ES9 - Manager Engineering:** ***PROJECT Indigenous Access Roads Programme - Improve formation and drainage $142k RTR Grant (Exp Acct 121540) moved to 121770, PROJECT DIS180205***Hunter St Reconstruction $153,000 (Exp Acct 121552) moved to 121779 - budgeted against incorrect account	
121779		Regional Rd Group (RRG) Urban Rd Const Funding - Non Op Inc - Rd Const	-	-	(153,000)	(153,000)		**RO: ES9 - Manager Engineering:** PROJECT DIS180205***Hunter St Reconstruction $153,000 (Exp Acct 121552) moved from 121778	
121101	121552	Hunter St Renewal Rd Infra Const - Capex (was Herbert st)	786,000	480	32,680	818,680		**RO: ES6 - Senior Project Engineer:** Additional RTR allocation as per request from Allan Chisholm, brought forward from 18-19 allocation to Hunter St Stage 2 Timing. Site works due to commence May 2018. Phasing amended	

Account	Job	Description	2017/18 Current Budget	2017/18 YTD Actuals	Proposed Budget Amendment	Proposed Budget	Reserve Movement	Amendment Description	Org. Savings / Expense
122000	121011	Sector 1 Chinatown - Works Maint	209,126	52,341	(9,000)	200,126		Savings adjusted to assit in covering emergency expenditure to clear Cape Leveque road vegetation at 200KM in Rural Road Maintenance account 123000	
122000	121025	Sector 2 Cable Beach - Works Maint	249,080	63,269	(10,000)	239,080		Savings adjusted to assit in covering emergency expenditure to clear Cape Leveque road vegetation at 200KM in Rural Road Maintenance account 123000	
122000	121026	Sector 3 Old Broome - Works Maint	354,641	104,348	(10,000)	344,641		Savings adjusted to assit in covering emergency expenditure to clear Cape Leveque road vegetation at 200KM in Rural Road Maintenance account 123000	
122000	121029	Sector 6 Broome North / Blue Haze - Works Maint	171,508	51,358	(9,000)	162,508		Savings adjusted to assit in covering emergency expenditure to clear Cape Leveque road vegetation at 200KM in Rural Road Maintenance account 123000	
122000	121027	Sector 4 Sunset Park - Works Maint	172,745	56,919	(6,000)	166,745		Savings adjusted to assit in covering emergency expenditure to clear Cape Leveque road vegetation at 200KM in Rural Road Maintenance account 123000	
123000	123000	Mtce Strees, Rds - Rural Summary Budget Only -No Post-Op Exp	962,448	-	44,000	1,006,448		Additional slashing required on Cape Leveque road top end sealed section approx 200KM due to higher rain fall. vegetation is encroaching on the road. Highlighted by acting MIO	
					0		**0**		**0**
ES9 - Manager Engineering - W Liau									
143038		Consultants Engineering Office	195,800	18,380	(39,166)	156,634		**RO: ES1 - Director Infrastructure:** Reduce budget to be used on design and GEO technical works for new Town Beach Jetty plus $18K savings no longer required	(39,166)
1181201		Jetty to Jetty Town Beach - Design/Plans/Feasibility - Op Exp - Other Recreation & Sport	233,571	-	21,166	254,737		Design and GEO technical works for new Town Beach Jetty. Quotes received were greater than budgeted, as approved by Council at the October OMC	21,166
102210		Drainage Consultant/Strategy - op Exp - Urban Stormwater Drainage	50,000	-	(22,000)	28,000		Agreed budget reduction with W. Liau on 4 Dec 2017. Detailed investigations have been advanced after cameras have been put into and total cost could be less.	(22,000)
					(40,000)		**0**		**(40,000)**
PM2 - Asset and Building Coordinator - S Clark									
95810		Building Staff Housing - Cap Exp - New	550,000	729,026	179,000	729,000		Purchase of 69 Robinson St as per SMC 7 June 2017 resolution	
95910		Transfer From Building Reserve - Staff Housing - Cap Inc	(550,000)	-	(179,000)	(729,000)	(179,000)	**RO: BA - Coordinator Financial Services:** Purchase of 69 Robinson St as per SMC 7 June 2017 resolution. Reserve funds to be reallocated from KRO3	
117000	117052	BRAC - Operating Expense, Security & Insurance - Op Exp	215,095	62,288	(4,844)	210,251		Expenses allocated to 117048 Half of insurance paid Outstanding orders.	
117000	117048	BRAC Cleaning Materials & Contractor expenses	-	4,844	4,844	4,844		Should have been allocated to 117052	
117010	117012	BRAC Wet - Planned Maint & Minor Works - Op Exp	7,000	104	(5,670)	1,330		Minorworks to be delayed due to urgent requirement at Medland Pavillion. Transferring painting budget to Medland	
117218	117221	Medland Pavilion - Planned Maint & Minor Works - Op Exp	3,000	2,324	5,670	8,670		Painting Required at pavillion, Funds transferred from savings in BRAC wet - Planned works	
					0		**(179,000)**		**0**

OVERALL INFRASTRUCTURE SERVICES - DEPT. SAVINGS/EXPENSE	**(35,467)**
INFRASTRUCTURE SERVICES - ORG. SAVINGS/EXPENSE	**(35,467)**
RESERVE MOVEMENT - INFRASTRUCTURE SERVICES	**(200,630)**
INFRASTRUCTURE SERVICES - NET IMPACT (EXC. ORG.SAVINGS/EXPENSE)	**0**

6. MATTERS BEHIND CLOSED DOORS

Nil

7. MEETING CLOSURE

There being no further business the Chairperson declared the meeting closed at 3.29pm.

11. NOTICES OF MOTION

12. BUSINESS OF AN URGENT NATURE

13. QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

14. MATTERS BEHIND CLOSED DOORS

15. MEETING CLOSURE