



VISION OF COUNCIL

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

AGENDA

BUSINESS OF AN URGENT NATURE

FOR THE

ORDINARY MEETING OF COUNCIL

27 AUGUST 2020

NOTICE OF MEETING

Dear Council Member,

The next Ordinary Meeting of the Shire of Broome will be held on Thursday, 27 August 2020 in the Council Chambers, Corner Weld and Haas Streets, Broome, commencing at 5:00 PM.

Regards,



S MASTROLEMBO
Chief Executive Officer

27/08/2020

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
Respect
Transparency**

**Integrity
Innovation
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 in section 5.25 of the *Local Government Act 1995* 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.

Should you require this document in an alternative format please contact us.

SHIRE OF BROOME
ORDINARY MEETING OF COUNCIL
THURSDAY 27 AUGUST 2020
INDEX – BUSINESS OF AN URGENT NATURE

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| 8. MATTERS FOR WHICH THE MEETING MAY BE CLOSED |
|---|

UNDER SECTION 5.23 (2)(D) OF THE LOCAL GOVERNMENT ACT 1995 COUNCIL MAY RESOLVE TO MOVE THE MEETING BEHIND CLOSED DOORS.

12. BUSINESS OF AN URGENT NATURE**12.1 BROOME VISITOR CENTRE - PROPOSED SECURITY UPGRADES**

| | |
|--------------------------------|-----------------------------------|
| LOCATION/ADDRESS: | RESERVE 38548, 1 HAMERSLEY STREET |
| APPLICANT: | Nil |
| FILE: | RES 38458, ENH42 |
| AUTHOR: | Director Infrastructure |
| CONTRIBUTOR/S: | Nil |
| RESPONSIBLE OFFICER: | Director Infrastructure |
| DISCLOSURE OF INTEREST: | Nil |

SUMMARY:

The Broome Visitor Centre Complex ("the Complex") comprises the building on Reserve 38548 otherwise known as 1 Hamersley Street, Broome.

Following a request from the Broome Visitor Centre (BVC) this report considers the installation of garrison fencing to reduce antisocial behaviour, improve Complex security and create a defined event space around the Complex.

BACKGROUND

Nil.

COMMENT

The Broome Visitor Centre Complex ("the Complex") comprises the building on Reserve 38548 otherwise known as 1 Hamersley Street, Broome. The Complex consists of 4 tenancies of which 3 are currently leased to the Broome Visitor Centre (BVC). The BVC is a non-government, not-for-profit organisation established to assist people plan, book and make the most out of their visit to Broome. With support from Council, the community and affiliated members the BVC has been in operation for over 40 years.

Issues with antisocial behaviour in and around the Complex have been reported as an ongoing concern for a number of years. Following a meeting with the BVC on 24 August 2020 it has become apparent that these issues have escalated in the past 6 months.

The maintenance of the Complex surrounds and broader reserve is defined in the Lease with the Shire of Broome as Landlord required to collect any rubbish within the grounds immediately surrounding the premises twice a week and maintain the gardens once a fortnight. It is further detailed that the BVC as the Tenant acknowledge that despite the Landlords obligations the Tenant is required to maintain and collect any accumulation of rubbish within the surrounding grounds so that they remain presentable at all times.

In Correspondence dated 26 August 2020 (Attachment 1) the BVC General Manager has highlighted serious concerns over antisocial behaviour in the area and a genuine concern for the health and safety of the centres staff and volunteers. This concern relates to threats of violence, verbal abuse and health related concerns regarding material disposed of

within the complex surrounds including human waste. These concerns have been echoed by Shire of Broome staff and Supervisors in their duties at and around the Complex.

The correspondence requests Council consider the installation of a perimeter fence for the Complex. The request proposes to maintain amenity and the outlook from the BVC which plays an important role in visitor servicing for Broome. The objective of this request is to improve security and safety whilst retaining and improving amenity.

Scope of Works

The scope of work is to create a secure perimeter for the Complex through the installation of 215 linear metres of 1800mm high “smooth cream” powder coated Garrison fencing (Attachment 2). Garrison fencing is manufactured from heavy-duty welded tubular panels which are bolted between fixed posts to create a strong barrier and prevent any unauthorised access. Garrison fencing is highly suitable for public areas where aesthetics are important and has been used with good effect to secure a number of Shire of Broome facilities. The proposed extent of fencing is detailed in the Diagram below. This scope would provide security to common areas and associated landscaped gardens and create a new passive recreation and event space to the South of the Complex.

Diagram 1. Extent of proposed fencing.



CONSULTATION

Broome Visitor Centre
Western Australia Police Force (WAPOL)

STATUTORY ENVIRONMENT

Local Government Act 1995.

POLICY IMPLICATIONS

Purchasing

Regional Price Preference

FINANCIAL IMPLICATIONS

Construction of 215m of 1800mm “smooth cream” powder coated garrison fencing is estimated at \$330 / linear metre. This estimate makes allowance for access gates including double access gates onto Male Oval to allow for future events and maintenance access. The financial implications for this project are detailed in the attached Project Brief (Attachment 3) and summarised below.

| | 2020/21 Financial Year Budget Ex GST |
|--------------------------------|---|
| Capital Expense (IE 34 only) | \$70,950 |
| Operating Expense (IE 34 only) | |
| Staff Hours (IE 62) | 10 hours |
| Plant Hours (IE 33) | |
| Total | \$70,950 |

Budget of \$28,500 EX GST is available in the 2020/21 financial year in expense account 101321290 - Visitor Centre Renewal (Inc Plant & Furn) - Cap Bldg Exp MUN and it is proposed that this be allocated towards the project and the balance be funded from account 100007900 - BUILDING RESERVE BANK MUN.

The Building Reserve currently has a balance of \$2,361,420 Ex GST. This figure comprises \$2,228,984 Ex GST of allocated funding for asset renewal which is detailed in the Shires Asset Management Plan. The Reserve currently has \$132,426 of unallocated funds and it is proposed that \$42,450 Ex GST of the unallocated portion of the reserve be allocated to fund the balance of the project.

The proposed funding sources to deliver this project are summarised in the table below.

| | Budget Ex GST |
|--|----------------------|
| 101321290 - Visitor Centre Renewal (Inc plant & Furn) - Cap Bldg Exp MUN | \$28,500 |
| 100007900 - BUILDING RESERVE BANK MUN | \$42,450 |
| | \$70,950 |

RISK

| Risk | Type | Rank | Mitigation |
|--|--|-------------|---|
| Risk of Injury to facility users, SoB Staff or BVC Staff | Occupational Health and Safety Reputational | High | Installation of Fencing reduces points of access to the complex and physical interaction with Antisocial behaviour. |
| OSH Risk to BVC staff or SOB staff maintaining | Occupational Health and Safety | Extreme | Installation of Fencing restricts access to |

| | | | |
|---|--|----------|---|
| Complex Surrounds (Contamination, Faecal matter & needles) | Business continuity | | garden beds and surrounds of the Complex. This will eliminate the instances of human waste and contamination of the Complex surrounds. |
| Risk of Antisocial Behaviour to Staff or Visitors | Occupational Health and Safety Reputational | High | Installation of Fencing reduces points of access to the complex whilst maintain aesthetics of the complex. If antisocial behaviour escalates the fencing would allow the Complex to be guarded with greater effect through targeted patrols by Security of WAPOL. |
| Reputational risk to Broome and Shire resulting from Antisocial behaviour and visual amenity at Visitor Centre. | Reputational | High | Installation of Fencing allows for an increase in amenity in the Complex surrounds and creates a barrier from antisocial behaviour. |
| Damage to Shire assets through vandalism and antisocial behaviour. | Financial Business continuity for BVC | Moderate | Installation of Fencing reduces ability for individuals and groups to interact with the Building and associated infrastructure. This mitigation will be particularly effective outside of hours. |

STRATEGIC IMPLICATIONS

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

Accessible and safe community spaces

Effective communication

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 tropical climate design principles and

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

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

Responsible resource allocation

Effective community engagement

VOTING REQUIREMENTS

Absolute Majority

RECOMMENDATION:

That Council:

- 1. Acknowledge the concerns raised by the Broome Visitor Centre and request the Chief Executive Officer continue to work with relevant agencies to address these concerns;*
- 2. Approve a budget amendment to Expense Account 101321290 - Visitor Centre Renewal (Inc plant & Furn) - Cap Bldg Exp MUN to reflect the required Budget of \$70,950 Ex GST to erect a 1800mm high 'Garrison' perimeter fence around the Broome Visitor Centre building on Reserve 38548 otherwise known as 1 Hamersley Street, Broome; and*
- 3. Approve a transfer from the Building Reserve - 100007900 to reflect the required budget of \$42,450 Ex GST.*

Attachments

1. Broome Visitor Centre Correspondence 26/08/2020
2. 1800mm 'Smooth Cream' Garrison Fencing
3. Project Brief Form 1 - Broome Visitor Centre Fence

26th August 2020

Mr Andrew Graffen
Director of Infrastructure,
Shire of Broome
PO Box 44
BROOME WA, 6725

Dear Andrew,

The BVC is an important and vital destination for tourists coming to Broome and at the moment, it is far from a welcoming destination as its surrounds often present Broome, as an unhealthy, unruly, threatening location with people engaged in public drinking, drunkenness, fighting, fornication, gambling, foul language, illegal camping, along with visitors and staff being racially abused on a daily basis.

The behaviour of out of town community members is creating a real Occupational Health and Safety problem for BVC staff, as well as an ongoing threat to Public Health and Safety.

The gardens surrounding the BVC are constantly used for bodily functions, with faecal matter and tissues being strewn throughout the garden beds.

There are some areas that the Council Parks and Gardens staff will not clean up and these areas must be cleared by BVC staff. This is not part of the job description requirement but must be done at unnecessary risk to staff health, in the interests of maintaining tourist and visitor expectations.

Given the safety and health issues that we have identified, and over the years have provided photographic evidence, we are formally requesting the Broome Shire Council to install a perimeter security fence surrounding the BVC building to the extent that a buffer zone is established at the front of the building.

Without a security fence, we believe that there is a real possibility that the Shire may be exposed to legal liability over any adverse health issues or violence resulting in injury if incurred in or around the building.

I would appreciate your urgent attention to this matter and request that we are kept informed of progress and included in the planning process to ensure the desired outcome.

Yours sincerely,



Melanie Virgo
General Manager
Broome Visitor Centre



08 9195 2200
1 Hamersley Street, Broome WA 6725
PO Box 352 Broome WA 6725

www.facebook.com/GoBroome
www.visitbroome.com.au
enquiries@visitbroome.com.au



Project Brief - Form 1



PROJECT BRIEF

(Form 1)

Project Brief - Form 1



PROJECT BRIEF – FORM 1

1. PROJECT DETAILS

Project Place Management Officer

Author: Asset Officer

Project Sponsor: Director Infrastructure

Department: Infrastructure

Date: 25/8/2020

Project Size (Use Project Sizing Template Appendix 1 to calculate and attach to this Project Brief)

Major

☐

Minor

☒

2. BACKGROUND & RECOMMENDATION

Specific Reference to Council's adopted Strategic Community Plan and Corporate Business Plan:

| OUTCOME | STRATEGY | ACTION |
|---|---|--|
| Outcome 2.6 Core asset management to optimise the Shires' infrastructure whilst minimising life cycle costs | 2.6.1 Continue to review and improve asset management plan to manage and maintain all classes of Shire assets | 2.6.1.1 Continue to review and update infrastructure asset management plan |
| Outcome 2.6 Core asset management to optimise the Shires' infrastructure whilst minimising life cycle costs | 2.6.2 Deliver defined levels of service to maintain all assets in the most cost-effective way | 2.6.2.3 Maintain relevant asset data to optimise the management of Shire assets |
| Outcome 2.6 Core asset management to optimise the Shires' infrastructure whilst minimising life cycle costs | 2.6.3 Implement asset management plan within financial capabilities | 2.6.3.1 Manage Shire building asset renewals, in accordance with asset management plan |
| Social | 1.5 A healthy and safe environment | 1.5.1 Maximise community safety through safe urban design |

3. SCOPE

Description of Activity

Install approximately 215 m of 1.8m "smooth cream" powder coated garrison fencing around the Broome Visitor Centre to restrict access by itinerants to the perimeter of the building, improving visitors' experiences, safety for the public and lessee. Overall reducing the rubbish and faecal matter from the perimeter of the building.

Project Brief - Form 1



Reason for the Initiative

Ongoing issues with antisocial behaviour in and around the Broome Visitor Centre have been reported to have escalated in the past 6 months. The objective of this project is to improve security and amenity at the Broome Visitor Centre whilst protecting the asset in the long term.

Objective/s: *(What is the aim of the project?)*

- Reduce the antisocial behaviour in and around the BVC
- Improve the safety and overall experience for visitors
- Improve security and amenity of the area
- Reduce ongoing reactive maintenance costs
- Increase the longevity of the asset

Outcomes/s: *(Benefits of the project?)*

Ultimately, the BVC will be a secure site with designated points of entry to the building and gardens, resulting in improved security and amenity for the lessee and visitors. The longevity of the building will be improved and a reduction in reactive maintenance costs.

Timeframe: *(Timing of Planning, Execution, Closure, estimated duration, etc)*

Procurement – August/September 2020
 Construction – September 2020
 Estimated construction duration is 3 weeks (includes delivery and powder coating if required)

**Assumptions
 Constraints:**

&

Assumptions:

- Available budget
- Contractor availability
- Powder Coated "Smooth Cream" finish

Constraints

- Access to site maybe limited due to anti social behaviour

Project Brief - Form 1

4. BUSINESS ASSESSMENT

Situation Assessment and Problem Statement: *(Clearly establish the benefit to the organisation of proceeding including environmental conditions, how the business needs are currently met, analysis of the gap between the current situation and the stated objective)*

Options Considered: *(Do nothing, other options with similar outcomes and the preferred option)*

Option One – Do Nothing

Delay this project and assess if the Community Safety Working Group initiatives can reduce antisocial behaviour in the Chinatown area.

Option Two – Fully Fund

Fully fund the installation of the proposed fencing to improve the public safety, reduce rubbish and faecal matter from the perimeter of the building. Improving the overall amenity of the area and tie neatly into the Chinatown Revitalisation project.

5. COST

Costs of planning & implementation: *Estimating & forecasting, budget breakdown parameters, annual whole of life estimate, value for money analysis, procurement of goods & services needed for project.*

Estimated Cost \$: 70,950

| | Budget Year | | | | | |
|--|-------------|-------|-------|-------|-------|-------|
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | TOTAL |
| Capital Expense (IE 34 only) | \$70,950 | \$ | \$ | \$ | \$ | \$ |
| Operating Expense (IE 34 only) | \$ | \$ | \$ | \$ | \$ | \$ |
| Staff Hours (IE 62) | Hours | Hours | Hours | Hours | Hours | Hours |
| Engineering/Internal Design Hours (IE 755) | 10 Hours | Hours | Hours | Hours | Hours | Hours |
| Plant Hours (IE 33) | Hours | Hours | Hours | Hours | Hours | Hours |
| Annual Operating and Maintenance Costs | | | | | | |
| Annual Renewal Cost | | | | | | |
| Any additional budget comments: | | | | | | |
| A reduction in reactive and adhoc maintenance due to reduced vandalism | | | | | | |

Funding Source:

| \$ | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 |
|----------|----------|------|------|------|------|
| Grant | | | | | |
| Muni | \$28,500 | | | | |
| Reserves | \$42,450 | | | | |

Project Brief - Form 1

| | | | | | |
|-------------------------|--|--|--|--|--|
| Loan | | | | | |
| Developer Contributions | | | | | |
| Other | | | | | |

Asset management: Any asset related projects must have a capital evaluation modelling attached.

6. RISK ASSESSMENT

PART A - Risks to processes or achievement or objective(s) if we do not proceed with new initiative: Identify Critical Risks and rate risks.

| Consequence | | Likelihood of Consequence | | Overall Risk Rating | |
|---------------|---|---------------------------|---|---------------------|---|
| Catastrophic | 5 | Almost Certain | 5 | Extreme | 4 |
| Major | 4 | Likely | 4 | High | 3 |
| Moderate | 3 | Possible | 3 | Moderate | 2 |
| Minor | 2 | Unlikely | 2 | Low | 1 |
| Insignificant | 1 | Rare | 1 | | |

Determine the Risk Rating of each by assessing the Consequence Measure and Likelihood Measure of each risk (refer to tables at Appendix 1)

| Identify Critical Risks of not proceeding with the new initiative | | Risk Rating: Extreme |
|---|--|----------------------|
| 1 | Injury to facility users | Major |
| 2 | OSH Risk to BVC Staff (Contamination, Faecal matter & needles) | Moderate |
| 3 | OSH Risk to BVC SOB (Contamination, Faecal matter & needles) | Moderate |
| 4 | Risk of Antisocial Behaviour to Staff or Visitors | High/Extreme |
| 5 | Reputational risk to Broome and Shire | Extreme |
| 6 | Damage to Shire assets | High |
| Overall Risk Rating: (use highest Rating of risks above) | | Extreme |

PART B – Risk analysis of project implementation should the project proceed. Identify Critical Risks and rate risks.

| Identify Critical Risks of implementation process | | Risk Rating: Major |
|---|--|--------------------|
| 1 | Service Interruption | Minor |
| 2 | Cost overruns / Inaccurate Cost Assumptions | Minor |
| 3 | Building/construction time delays | Minor |
| 4 | Contractor subjected to antisocial behaviour | Major |
| Overall Risk Rating: (use highest Rating of risks above) | | Major |

Project Brief - Form 1

Evaluation Score:

(Use PM Ranking Criteria template)

| | |
|---|--|
| <input type="checkbox"/> Defer Project | <input type="checkbox"/> Add to long term financial plan |
| <input type="checkbox"/> Advance Project to shortlist | <input type="checkbox"/> Allocate Project Manager |
| <input type="checkbox"/> Authorise preparation of Business Case | |

Directorate: CEO _____ DCS _____ DCD _____ DIS X _____

Project Sponsor

_____**Director Of Infrastructure**_____ **26/08/2020**

EMG viewed Project Brief _____/_____/_____

Appendix 1 – Risk Assessment and Acceptance Criteria

| 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 |

Project Brief - Form 1

| 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 | Catastrophic |
| Likelihood | | 1 | 2 | 3 | 4 | 5 |
| Almost Certain | 5 | Moderate (5) | High (10) | High (15) | Extreme (20) | Extreme (25) |
| Likely | 4 | Low (4) | Moderate (8) | High (12) | High (16) | Extreme (20) |
| Possible | 3 | Low (3) | Moderate (6) | Moderate (9) | High (12) | High (15) |
| Unlikely | 2 | Low (2) | Low (4) | Moderate (6) | Moderate (8) | High (10) |
| Rare | 1 | Low (1) | Low (2) | Low (3) | Low (4) | Moderate (5) |

Project Brief - Form 1

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