



AGENDA

ORDINARY COUNCIL MEETING

25 February 2020

NOTICE OF ORDINARY MEETING OF COUNCIL

Dear Elected Member & Community Members

Pursuant to resolution 1219.010 of the meeting held 18 December 2019, an Ordinary Meeting of the Shire of Narrogin will be held on Tuesday, 25 February 2020, in the Shire of Narrogin Council Chambers, 89 Earl Street, Narrogin, commencing at 7:00 pm.

A handwritten signature in black ink, appearing to read 'Dale Stewart'.

Dale Stewart
Chief Executive Officer

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Acknowledgement of Noongar People

The Shire of Narrogin acknowledges the Noongar people as traditional custodians of this land and their continuing connection to land and community. We pay our respect to them, to their culture and to their Elders past and present.

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Shire of
Narrogin

Love the life

STRATEGIC COMMUNITY

SNAPSHOT

PLAN
2017-27

VISION

A leading regional economic driver and a socially interactive and inclusive community.

MISSION

Provide leadership, direction and opportunities for the community.

KEY PRINCIPLES

In achieving the Vision and Mission, we will set achievable goals and work with the community to maintain a reputation of openness, honesty and accountability. In doing so we will:

- Respect the points of view of individuals and groups;
- Build on existing community involvement;
- Encourage community leadership;
- Promote self-reliance and initiative;
- Recognise and celebrate achievement;
- Support the principles of social justice; and
- Acknowledge the value of staff and volunteers.

OUR VALUES

Care with Trust & Teamwork

Caring - We display kindness and concern for one another and our community

Accountability - We accept responsibility for our actions and outcomes

Respect - We treat everyone how we would like to be treated

Excellence - We go the extra mile to deliver outstanding services

Trust - We share without fear of consequences

Team Work - We work together for a common goal

ECONOMIC



Support growth and progress, locally and regionally...

Growth in revenue opportunities

- Attract new industry, business, investment and encourage diversity whilst encouraging growth of local business
- Promote Narrogin and the Region
- Promote Narrogin's health and aged services including aged housing

Increased Tourism

- Promote, develop tourism and maintain local attractions

An effective well maintained transport network

- Maintain and improve road network in line with resource capacity
- Review and implement the Airport Master Plan

Agriculture opportunities maintained and developed

- Support development of agricultural services

Shire of Narrogin

SOCIAL



Provide community facilities and promote social interaction...

Provision of youth services

- Develop and implement a youth strategy

Build a healthier and safer community

- Support the provision of community security services and facilities
- Advocate for mental health and social support services
- Continue and improve provision of in-home care services

Existing strong community spirit and pride is fostered, promoted and encouraged

- Develop and activate Sport and Recreation Master Plan
- Engage and support community groups and volunteers
- Facilitate and support community events
- Provide improved community facilities (eg library/recreation)
- Encourage and support continued development of arts and culture

Cultural and heritage diversity is recognised

- Maintain and enhance heritage assets
- Support our Narrogin cultural and indigenous community

A broad range of quality education services and facilities servicing the region

- Advocate for increased education facilities for the region
- Advocate for and support increased education services

Agenda Ordinary Council Meeting 25/02/2020

ENVIRONMENT



Conserve, protect and enhance our natural and built environment...

A preserved natural environment

- Conserve, enhance, promote and rehabilitate the natural environment

Effective waste services

- Support the provision of waste services

Efficient use of resources

- Increase resource usage efficiency

A well maintained built environment

- Improve and maintain built environment

CIVIC



Continually enhance the Shire's organisational capacity to service the needs of a growing community...

An efficient and effective organisation

- Continually improve operational efficiencies and provide effective services
- Continue to enhance communication and transparency

An employer of choice

- Provide a positive, desirable workplace

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Please note that meetings may be recorded for minute taking purposes.

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ORDINARY COUNCIL MEETING

25 FEBRUARY 2020

1. OFFICIAL OPENING/ANNOUNCEMENT OF VISITORS

The Presiding Member, President Ballard, declared the meeting open at 7:00 pm.

2. RECORD OF ATTENDANCE/APOLOGIES/APPROVED LEAVE OF ABSENCE

Elected Members (Voting)

Mr L Ballard – Shire President (Presiding Member)

Cr T Wiese – Deputy Shire President

Cr S Lushey

Cr M Fisher

Cr G Broad

Cr C Bartron

Cr J Early

Cr B Seale

Cr G Ballard

Staff

Mr D Stewart – Chief Executive Officer

Mr A Awang – Executive Manager Development & Regulatory Services

Mr T Evans – Executive Manager Technical & Rural Services

Mr F Ludovico – Executive Manager Corporate & Community Services

Ms C Thompson – Executive Assistant

Leave of Absence

Nil

Apologies

Absent

Visitors

3. DECLARATION OF INTEREST BY ELECTED MEMBERS AND COUNCIL EMPLOYEES IN MATTERS INCLUDED IN THE MEETING AGENDA

Name	Item No	Interest	Nature
F Ludovico	10.3.9	Financial	Employee to whom the report relates
D Stewart	10.3.9	Financial	Employee to whom the report relates
D Stewart	10.4.2	Financial	Employee to whom the policy relates

4. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil

5. PUBLIC QUESTION TIME

6. APPLICATIONS FOR LEAVE OF ABSENCE

The next meeting is scheduled for 24 March 2020.

7. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

7.1 Ordinary Council Meeting

OFFICER'S RECOMMENDATION

That the minutes of the Ordinary Council Meeting held on 18 December 2019 be confirmed as an accurate record of the proceedings.

8. ANNOUNCEMENTS BY THE PERSON PRESIDING WITHOUT DISCUSSION

9. PETITIONS, DEPUTATIONS, PRESENTATIONS OR SUBMISSIONS

Nil

10. MATTERS WHICH REQUIRE DECISIONS

10.1 DEVELOPMENT AND REGULATORY SERVICES

10.1.1 DRAFT NARROGIN TOURISM STRATEGY

File Reference	26.8.3
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Shire of Narrogin
Previous Item Numbers	Nil
Date	4 February 2020
Author	Susan Guy – Manager Community Leisure & Culture
Authorising Officer	Azhar Awang – Executive Manager Development and Regulatory Services
Attachments	1. Draft Narrogin Tourism Strategy 2019

Summary

Council is requested to consider the Draft Narrogin Tourism Strategy 2019 for the purpose of seeking public comment for a period of 30 days, with any submissions received being referred to Council for final consideration.

Background

The Shire appointed Brighthouse Consulting to undertake an extensive audit of the local/regional tourism sector and identify tourism opportunities, game changers, priorities and gaps which would inform the development of a tourism strategy for the Shire.

Comment

Government agencies across the world define 'tourism' as the activities of all people visiting an area, where a 'visitor' is someone who takes a trip:

- To a place outside their usual environment - the geographical area where a person lives;
- That lasts for less than a year; and
- For any purpose other than to be employed.

The Narrogin Tourism Strategy offers the Shire a comprehensive map to move forward in developing its tourism industry. It offers a strategic path for addressing issues associated with strengthening the tourism industry for Narrogin. In so doing, it implicitly discourages the Shire from initiating random or ad hoc projects or initiatives in an effort to boost tourism. Instead it encourages future initiatives to be considered in a holistic and evidence based context taking market trends and preferences into account.

The Draft Strategy contains an evaluation of the Shire's current tourism product, identifies tourism opportunities within the competitive environment of the Southern Wheatbelt region and considers the barriers to tourism business investment, development and growth.

In line with the broader Wheatbelt region, Brighthouse points to Narrogin's key advantages from a tourism perspective being people, nature and heritage. However, Brighthouse argues that the development of a sustainable tourism industry in the region is unlikely to occur organically without a strategic and coordinated approach to destination management.

The results of a SWOT analysis conducted by Brighthouse identifies the Shire's strengths, weaknesses, opportunities and threats in the tourism sector. These are summarised briefly below.

Strengths

The area's unique and fascinating history; close proximity to Perth; rich heritage; endorsed Shire plans: Walk Trails Master Plan; Gnarojin Park Masterplan; and Public Art Strategy & Masterplan, the CBD heritage walk trail nearing completion, colour palette and style guide being prepared for Council endorsement; detailed interpretive information compiled and available online (foxeslair.org); and active arts community- Arts Narrogin brings significant art and cultural experiences to the region.

Weaknesses

Limited availability of relevant tourism data; Narrogin is not located on a major tourist drive trail; Dryandra Woodland is a significant local attraction but located outside of Shire – means lack of control over visitor traffic; low awareness of Narrogin as a place to explore; lack of activities and no guided tours; limited tourism flair and appeal of hotel/motel accommodation; predominance of high-end visitors or short-stay holiday makers; mainly drive-through visitation limiting tourist interaction to day trips or single night stays; low visitor expenditure; local population's poor perception of the importance of tourism; Recreational Vehicle (RV) Dump Point managed by Dryandra Country Visitor Centre (DCVC) with facility often not available when required by RV tourists.

Opportunities

Potential for defining the "Big Idea" or "Narrogin Brand Promise" clearly differentiating Narrogin from anywhere else in the Australia's Golden Outback (AGO) region and the Wheatbelt, defining the key target visitor segments defined as "experience" and "adventure" seekers" and evaluating the potential of these two segments; enhancing access and wayfinding as part of the trails strategy; potential for Dome café to open up opportunities for inclusion in a regional Dome trail linking Northam, Narrogin, and Katanning; seeking inclusion in the Public Silo Art Trail; creating a budget for quality interpretative signage at sites that use stories of people and the places they helped to build; development of new experiences and attractions to increase length of stay and add to the appeal mix (guided walking tours -flora, fauna, culture, and history); improved service delivery at DCVC; develop DCVC website to provide current and interesting tourism information that excites potential tourist markets to the unique experiences available in the region; redeveloping the caravan park to a high standard and aim to add eco-accommodation experiences to accommodation inventory; and encouraging the development of Aboriginal cultural tours and/or interpretation.

Threats

A continued decline of tourism visitor numbers to the broader AGO region which will intensify competition for market share; continued low international airfares will reduce relative price competitiveness of regional Australia for both intra and interstate visitors; increased tourism marketing efforts from other regional destinations whose core industries are in decline; significant increases in

visitor numbers may impact environmental sustainability and the underlying character of Narrogin as a town; investors unable to source sufficient local area tourism information to facilitate informed private investment decisions; and reliance on volunteers for visitor servicing due to inadequate funds available for paid staff.

Key Proposed Strategies

With 89 percent of visitors to the Australia's Golden Outback (AGO) tourism region being from within the State and a further seven percent being Australian, Brighthouse has placed a strong focus on low cost strategies to increase the number of visitors to Narrogin and their duration of stay, and to boost the spend by the domestic nature-based experience seeker. Brighthouse advises the Shire to start with the basics by building awareness and interest in key natural assets – Dryandra Woodland on its border (flagged for national park status) and Foxes Lair. However the Shire is advised and encouraged to promote interests rather than locations, for instance, promote walk trails, wildflowers, unique flora and fauna rather than Foxes Lair and Dryandra Woodlands as actual locations.

Western Australia's 2020 Tourism Strategy focuses on branding using a catch phrase "Experience Extraordinary". It looks at infrastructure, business travel, Asian markets, events, regional travel and indigenous tourism. Initiatives to grow tourism across the State's regions includes a focus on caravan and camping, food and wine, Aboriginal tourism, Parks for People (national parks) and events. Where complementary, a number of these State themes have been captured in the Draft Tourism Strategy for the Shire. Many of the proposed strategies are also designed to improve appeal and visibility of Narrogin for the international market.

Brighthouse has proposed nine key strategies for tourism development in the Shire and present action plans to guide the implementation of these strategies. Some of the actions, such as adding value to natural locations, can be viewed as already embedded in Shire planning documents such as the Walk Trails Masterplan, Gnarojin Park Masterplan, the Public Arts Strategy & Masterplan and the Railway Dam Management Plan. Other actions will be supported by the Pump Track & Mountain Bike Trail Feasibility Study when settled.

One of the Draft Strategy's key recommendations is to consider alternative options to the Dryandra Country Visitor Centre's stand-alone 'shopfront' operation for providing off-line distribution of visitor information and tourist collateral. Brighthouse advises that tourists prefer to make well-informed decisions before choosing which attractions and activities to visit. It is argued decision making by tourists is assisted when previews of places via images, videos, and maps are available. It is further argued that, in situations where staff may not be knowledgeable about the tourism destination, trained in customer service, or overwhelmed with visitors, less than satisfactory direct communication with each tourist can occur. Easy-to-use touch screens and kiosks can therefore be the best solution to getting the right information to each tourist who walks through a visitor centre door.

Brighthouse argues it is critical to understand that visitor centre services are of decreasing relevance to visitor needs in Australia and there is a requirement to manage the transition from off-line to online services beyond the short term. Included in this recommended transition strategy is to shift the DCVC'S manager's role over to one of a Destination Marketing Manager with responsibility for the implementation of a marketing strategy.

Brighthouse advised that the DCVC, as with many regional visitor centres, is underfunded and under resourced to exercise the enormous task of marketing an emerging tourism region. It notes the DCVC has produced some excellent collateral on specific events and locations in the area. The content on

this collateral, (mostly developed by a Friends of Foxes Lair volunteer), is considered excellent, with the potential to be repackaged onto a newly developed DCVC website to serve “tech-savvy” travellers.

The nine strategies along with some of their associated actions are summarised below. Brighthouse points out that detailed action planning should occur once analysis of each of the proposed strategies has taken place. The tourism strategies are prioritised according to prospective visitors’ geographic, demographic, psychographic, and behavioural market segmentation criteria. And assessment of each proposed strategy included using the “low-hanging fruit” criterion, which recognises the current level of tourism destination development and the likelihood of achieving the desired outcomes over the short to medium term.

1. Conduct a Visitor Information Services Review

- Conduct a cost benefit analysis (CBA) of the current DCVC’s operation.
- CBA outcome may be to consider alternative options to the DCVC’s stand-alone “shopfront” and moving towards mostly online delivery of tourist information incorporating an outstanding, all-things encompassing tourism website, providing digitally based visitor information distribution and interaction, together with support through social media.

2. Enhance Narrogin’s natural experiences

- Compile and disseminate (as per the Strategy) detailed information on Narrogin’s soft-adventure, nature-based experiences, Dryandra Woodland, and the region’s unique flora, fauna, and geoscience features. Key attributes to be conveyed are the profusion and diversity of wildflowers and birdlife, the ease of access for self-guided tours, the hidden “stories” behind the area’s landscapes and vegetation and the ease of access for self-guided tours.

3. Farmer for a Day - Provide opportunities for visitors to immerse themselves in Narrogin life (love the country life)

- Compile and disseminate detailed information on opportunities for visitors to immerse themselves in Narrogin’s farming heritage.
- Encourage and facilitate regular weekend Farmers’ Produce Markets.
- Compile fact sheets outlining relevant policies and regulations to encourage rural properties to develop tours, small-scale cabin, glamping, and caravanning and camping facilities to attract city-dwellers to experience the country life.

4. Identify and cater for niche visitor interests

- Identify and develop tourist experiences which centre on hobbies/outdoor activities including wildflowers, bird spotting, nocturnal animal viewing and walk and mountain bike trails.
- Take ownership of activities and interests of prospective visitors to the area. Add them to Narrogin’s tourism portfolio.

5. Connect visitors with Narrogin’s heritage and Aboriginal culture

- Engage and consult with local Aboriginal elders to ascertain what information is appropriate for sharing with visitors and how they would like to see it shared.
- Upgrade existing parks and reserves, referencing the strong Aboriginal Culture and the town’s heritage.
- Develop an Aboriginal meeting place or story telling amphitheatre with seating, fire pit, etc. that is also able to also be used as a tour base and links in with Aboriginal cultural interpretative information at Gnarojin Park, Dryandra or Foxes Lair.

- Develop Aboriginal cultural interpretive materials for placement at popular visitor locations including Gnarrojin Park, Foxes Lair and Dryandra as well as where else it is appropriate as part of the trail development works.

6. Encourage development of experiential accommodation options

- Conduct and release information on investigations into regulatory considerations and top line feasibility to encourage development of niche accommodation products such as farm-stay, caravanning and camping (including glamping), and upgrade of historic hotels.
- Lay the foundations for future innovative experiential accommodation in Foxes Lair or Dryandra Woodland (long-term aspirational strategy for consideration once traction is achieved in tourism).

7. Develop and promote escorted and self-guided tours

- Compile information for special interest groups including walking or bus tours. Focus on Aboriginal culture, history and heritage, wildflowers, nature, daytime and nocturnal wildlife spotting, stargazing, art, photography, railway heritage, farm tours, gliding, competition cycling (Narrogin Velodrome), etc.
- The Shire to document and communicate a policy for regulatory and licencing requirements for the provision of tour services by residents, clearly outlining regulatory requirements and how to set up and deliver an approved tour service.

8. Strengthen linkages with industry networks and complementary destinations

- Distribute a news release regarding the new strategic direction for Narrogin's Tourism Industry to Tourism WA, Australia's Golden Outback, Tourism Council WA, DBCA, West Australian Indigenous Tourism Operators Council (WAITOC), Wheatbelt Tourism, and other industry organisations and agencies to seek their support in implementing key strategies.
- Send new collateral/website out to inspire networks with Narrogin's tourism potential.

9. Encourage and create new events to attract large groups of visitors

- Improved viability and tourism marketing of Narrogin's Farmer's Market and an artisan's market to encourage them to thrive and potentially grow in to a weekly event.
- Develop a listing of key events which are aligned with the Destination Narrogin Brand attributes.

Consultation

- Chief Executive Officer
- Executive Manager Development and Regulatory Services
- ARtS Narrogin Inc.
- Narrogin Chamber of Commerce
- Dryandra Country Visitor Centre
- Lions Dryandra Woodland Village
- Narrogin Gliding Club
- Cornwall Hotel
- Friends of Foxes Lair
- Department of Biodiversity, Conservation and Attractions
- Department of Agriculture and Food
- Wheatbelt Development Commission
- Regional Development Australia
- Tourism WA

- Astrotourism WA
- Australia's Golden Outback
- Kulbardi Hill Consulting
- Enlocus
- 360 Environmental

Statutory Environment

Nil

Policy Implications

Council Policy 1.14 - Community Engagement Policy

Financial Implications

Narrogin's existing tourism product has been assessed by Brighthouse as having considerable spread and natural appeal. Brighthouse has argued that by enhancing this existing product, the building of major, iconic, new tourism infrastructure would not be necessary or appropriate at this time, considering the current stage of Narrogin's tourism destination development. As such Brighthouse has recommended "low hanging fruit"/ low budget strategies.

Most of the proposed strategies outlined above, do not have associated estimated costs. However, following a presentation to Elected Members of the Draft Tourism Strategy, Brighthouse supplied the Shire with preliminary methodology for a proposed "Imagine Narrogin" destination website. Brighthouse argued that in common with many regional visitor centres, the financial support provided by the Shire of Narrogin (and Shire of Cuballing) to its visitor centre is substantial. Therefore, it is obligatory for the Narrogin Tourism Strategy to examine the priorities for the Shire's tourist destination information delivery. The tasks and overall costings are set out below. Total estimated costs for the destination website is just under \$40,000.

Preliminary Methodology for a Proposed "Imagine Narrogin" Destination Website

Task	Phase Description	Estimated Cost ex GST
1	<u>Milestone - Project Initiation</u> Project outline endorsed, Information gathering, collaboration with project team and key stakeholders.	
2	Content preparation phase and assembly of key data.	
3	Tourism destination website concept revision and redevelopment Overall design, framework and structure, Content Management System and database establishment, navigation, internal and external linkages.	
4	Graphic design, content writing (assuming access to existing Dryandra Visitor Centre and Doug Sawkin's content, images and vision (photography excluded) and technology development.	
5	Draft Concept for review by Shire of Narrogin.	
6	Content establishment, testing.	
7	Final Destination Website for Approval.	
8	Milestone – Completion of Destination Website	\$18,000

9	Training Website Administrator and Content Managers Prepare training video for content management	\$3,000
10	Stage 1 GO LIVE SUBTOTAL	\$21,000

11	OPTIONAL - Events Calendar Integration Tourism Operator Training Webinar	\$3,200
12	OPTIONAL - Accommodation Reservations and Management System Development and Implementation.	\$7,800
13	OPTIONAL - Payment Gateway Establishment and Implementation.	\$7,900
14	Milestone - Go-live and Project Completion.	
	TOTAL PROJECT COST	\$39,900

The estimated cost of a recommended touch screen kiosk, including software and training is approximately \$8,000.

These kiosks are designed for use in visitor centres, reception areas, and public spaces. A 42-inch (1.1 metre) commercial touchscreen kiosk can present dynamic information on attractions, trails, historic places, events, and activities and have an easy-to-use software interface, for keeping information up to date. Tourist collateral, including trail maps, can also be displayed and downloaded to visitors' mobile devices though scanning a QR Code with the mobile phone's camera. The carefully considered angle in a kiosk's design intuitively indicates to the users that it is an interactive touch screen and not just a passive display.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017- 2027		
Objective	1.	Economic Objective (Support growth and progress, locally and regionally)
Outcome:	1.1	Growth in revenue opportunities
Strategy:	1.1.1	Attract new industry, business, investment and encourage diversity whilst encouraging growth of local business
Strategy:	1.1.2	Promote Narrogin and the Region
Outcome:	1.2	Increased Tourism
Strategy:	1.2.1	Promote, develop tourism and maintain local attractions

Other strategic implications include:

- Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission (September 2017)
- "Wheatbelt Regional Investment Blueprint" (2015), Wheatbelt Development Commission. The Blueprint identifies the need for a 'whole of region tourism strategy to focus investment, build capability and product and market this' (p. 41). Lists as a priority action under "Valued Natural Amenity", developing a tourism strategy that includes nature based tourism and identifies infrastructure priorities. Specifically, the Blueprint recognises the unique Wheatbelt advantages of

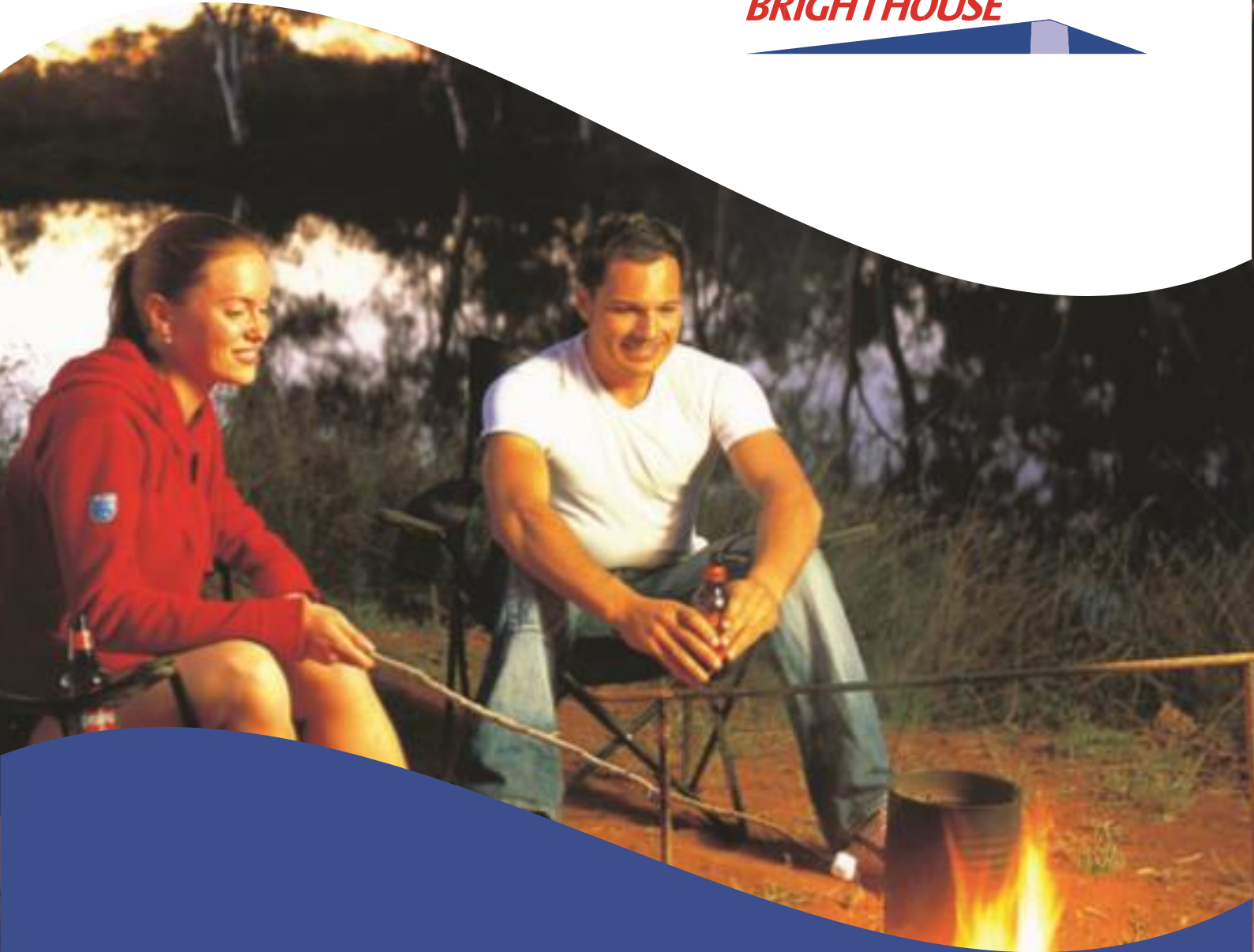
nature based and heritage tourism. It also recognises that tourism enhances the Region's amenity and liveability which addresses workforce attraction, a priority for the Wheatbelt.

Voting Requirements

Simple Majority

OFFICERS' RECOMMENDATION

That, with respect to the Draft Narrogin Tourism Strategy 2019, Council advertise the document for the purpose of seeking public comment for a minimum period of 30 days, with any submissions received being referred to Council for final consideration.



Narrogin Tourism Strategy

December 2019

Prepared for: Shire of Narrogin

Disclaimer

The Narrogin Tourism Strategy ("Report") is provided to Shire of Narrogin ("**Principal**") by Tiritiri Matangi Pty Ltd ACN 78528354767, trading as Brighthouse ("**Brighthouse**"). The Report and the information contained therein ("**Information**") are expressly for the use of the Principal. It is not intended for and should not be considered to be advice upon which any investment decisions or any action whatsoever should be undertaken. A condition for the disclosure of the Report to any other party ("**Recipient**") is that the Principal shall indemnify Brighthouse and its respective directors, officers, employees, advisers, or agents against any claim, which may follow the disclosure of the Report.

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Shire of Narrogin

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Executive Summary

This Narrogin Tourism Strategy maps out a pathway to meet expectations with sustainable tourism experiences that provide a compelling reason for people to visit and stay (longer) in Narrogin. Narrogin is heavily reliant on agriculture, like many other towns in the Wheatbelt. Diversification by way of development of tourism is beneficial not only to mitigate the risks of reliance on a single industry but also to enhance the sustainability of the agricultural industry through tourism add-ons such as farm-stays, farm gate sales, farm tours, and shearing demonstrations.

With 89% of visitors to the broader Australia's Golden Outback (AGO) tourism region being from within WA and a further 7% being Australian, it is unsurprising that the Narrogin Tourism Strategy focusses on low cost strategies to increase the number of visitors, duration of stay, and spend by the domestic nature-based experience seeker. Many of the proposed strategies will also improve appeal and visibility of Narrogin for the international market.

In line with the broader wheatbelt region, Narrogin's key advantages, from a tourism perspective, relate to people, nature, and heritage. It is one of the Wheatbelt's more easily accessible short drive destinations from Perth, offering an opportunity to leverage off this locational advantage. A short drive to experience country life!

An area steeped in history with significant biodiversity and natural surroundings, Narrogin offers tourists a unique opportunity to learn about unique flora and fauna as well as our important agricultural industry. As the rich offerings of the region were exposed during the research phase of this study, it became evident that there were fascinating and compelling stories just waiting to be told about the area and its people.

The smaller owner-operator accommodation options in Narrogin generally receive better reviews and ratings than the larger commercial establishments. An opportunity exists to highlight the region's character and stories to bring more of an experiential focus to some of the larger accommodation businesses to give them a better sense of place. Marketing should continue to actively promote the unique experiences at the smaller farm-stays and bed and breakfast style accommodation in the interim.

Growing Wheatbelt Tourism ¹reported the highest proportion of domestic visitor nights were spent in a caravan park, highlighting the need to ensure that caravan and camping facilities are in line with visitor expectations. The Narrogin caravan park receives mostly average ratings on review sites (TripAdvisor, Google reviews, and WikiCamps) and comments are made about ageing facilities and lack of shade. The development of appealing nature-based camping opportunities needs to be considered.

Local survey data collated by the Dryandra Country Visitor Centre (DCVC) showed that the top five activities visitors will or would do were (in order of ranking): shop, eat lunch at a café or restaurant, sightsee, camp, and hike/bushwalk.

With limited funding for employment of highly motivated visitor servicing staff at the DCVC to promote the tourism highlights of the region effectively, options for better harnessing new digital technology to send information may provide better marketing outcomes. Existing brochure collateral is excellent but needs to be expanded to include all destination attractions and experiences. The content could be easily digitised and offered online and via digital kiosks in the visitor centre. Information on the foxeslair.org website (and Facebook page) is comprehensive and showcases the unique diversity of flora and fauna of Narrogin. It is a great asset and content should be better utilised to encourage flora and fauna enthusiasts to visit Narrogin and stay longer through inclusion on the proposed new Dryandra Country Visitor Centre website.

Trails development (which is in various stages) will make a significant contribution, bringing together the towns' attractions, whilst adding more immersive depth to the Narrogin experience. An opportunity exists to focus more on the experience of visiting Narrogin, rather than just listing what to do. It is difficult for new tours and

¹ Wheatbelt Tourism Commission, September 2017

activities to prove viable in small country towns. This highlights the need to ensure existing activities and experiences can be fully leveraged to enhance the visitor experience. Currently no tours are listed, and options for providing interpretation and a “local perspective” are highly important.

The following tourism strategies are prioritised according to prospective visitors’ geographic, demographic, psychographic, and behavioural market segmentation criteria. Each proposed strategy was assessed by comparing the Total Potential Market and the Potential Serviceable Market (i.e., the market that could potentially be reached), with the Potentially Obtainable Market (i.e., the market most likely to be reached).

A further basis of assessment of the proposed strategies detailed below is the “low-hanging fruit” criterion, which recognises the current level of tourism destination development and the likelihood of achieving the desired outcomes over the short to medium term.

The building of major, iconic, new tourism infrastructure is not considered necessary or appropriate at this time, considering the current stage of Narrogin’s tourism destination development, due to the spread and natural appeal of its existing tourism product once enhanced.

1. Consider alternative options to the Dryandra Visitor Centre’s stand-alone “shopfront” operation for providing off-line distribution of visitor information and tourist collateral. Transition towards predominantly online delivery of tourist information, through an online tourism destination promotional strategy, which incorporates an outstanding, all-things encompassing tourism website, providing digitally based visitor information distribution and interaction, together with support through social media;
2. Leverage current tourist interest in the unique, natural landscapes and outdoor activities that are currently available in the area The Dryandra Woodlands, Foxes Lair and other local natural attractions including Yilminning Rock, the Barna Mia Nocturnal Sanctuary, Contine Hill, Toolibin Lake, Yornaning Dam, and Highbury Town have high appeal to the wider population demographic, especially those interested in connecting with nature to learn about the area’s natural landscape and fauna, or for healthy outdoor recreation. Improve wayfinding and interpretation at Narrogin Shire-controlled, natural landscape locations;
3. “Farmer for a Day” - Provide opportunities for visitors to immerse themselves in Narrogin (Country) life, including a Farmers’ market;
4. Identify and develop tourist experiences that cater to specific interests (e.g., wildflowers, bird spotting, nocturnal animal viewing, walk and mountain bike trails, including the proposed pump track at Gnarojin Park);
5. Connect visitors with Narrogin’s heritage and Aboriginal culture, through the proposed Gnarojin Park redevelopment and interpretive tours and cultural activities at appropriate locations and improve visitation and the visitor experience at identified community development project locations (e.g., Railway Dam, Archibald Park, and the Commonage);
6. Encourage development of niche accommodation product such as farm-stay, caravanning, and camping, including glamping (glamour camping) and upgrade of historic hotels;
7. Encourage the development of escorted and self-guided tours and periodic activities for special interest groups (e.g., art, photography, and/or astronomy groups; gliding; and competition cycling (Narrogin Velodrome));
8. Improve tourism network linkages with Tourism WA, Australia’s Golden Outback, and the towns and tourism attractions in the Southern Wheatbelt (e.g., Wave Rock and Kulin); and
9. Encourage and create new events to attract large groups of visitors.

Section I: Review of Current Situation

Overview

The Situation - Shire of Narrogin

Founded in 1892, the Shire of Narrogin is in the Wheatbelt and covers 1,619 square kilometres. The Shire has a population of approximately 5,160 people.²

Narrogin is the main town centre for the Shire and is home to the administration for the Shire of Narrogin as well as supporting infrastructure (hospital, aged care, etc.) for many of the surrounding towns.

At 190km from Perth, Narrogin is within the range for day visitors, but has potential to encourage visitors to extend their stay for a few days or more for a more immersive experience.



Source: Google Maps

Socio-Economic Profile of the Shire of Narrogin³

Demographic	Narrogin	Western Australia	Australia
People	5,162	2,474,410	23,401,892
Male	48.8%	50%	49.30%
Female	51.2%	50%	50.70%
Median age	40	36	38
Families	1,251	644,189	6,070,316
Average children per family for families with children	1.9	1.9	1.8
Average number of children for all families	0.7	0.8	0.8
All private dwellings	2,297	1,070,962	9,901,496
Average people per household	2.4	2.6	2.6
Median weekly household income	\$1,225	\$1,595	\$1,438
Median weekly income (personal)	\$635	\$724	\$662
Median monthly mortgage repayments	\$1,200	\$1,993	\$1,755
Median weekly rent	\$220	\$347	\$335
Unemployed	114	97,966	787,452
Unemployed %	2.21%	3.96%	3.36%
Aboriginal and/or Torres Strait Islander people	352	75,978	649,171
Aboriginal and/or Torres Strait Islander people (%)	6.82%	3.07%	2.77%

Narrogin has a similar distribution of males and females to the state and national averages, with a similar family composition. Small-scale tourism (working from home) is particularly suited to families who are usually able to fit cleaning, administration, and guest servicing in around family commitments.

² https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA56460

³ quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA56460

The median age of Narrogin residents is slightly higher than the state and national averages, though not significantly enough to have an impact on potential for engagement in tourism activities. Relatively low unemployment suggests that tourism growth may be best targeted at those looking for a second job or additional income rather than the limited pool of currently unemployed persons. With relatively low weekly household income of \$1,225 (as compared to WA \$1,595 and Australia at \$1,438), supplemental income sources can make a dramatic difference to discretionary spending and comfort.

The cost of housing is relatively low with median monthly rent and mortgage repayments both significantly below the state and national averages. This would allow short-term rentals (through Airbnb and similar platforms) to be very competitively priced relative to other destinations.

Narrogin has an Aboriginal population of over 350 people in the Shire, which is nearly 7% of the population (as compared to 3% for WA and under 3% nationally). This suggests there is a good opportunity to explore the potential for sharing Aboriginal culture with visitors to the region.

With a thriving (but increasingly automated) agricultural sector, tourism has the opportunity to deliver synergistic benefits with the existing predominant economic activities through associated micro enterprises such as farm-stays, Airbnb, horsemanship demonstrations, shearing demonstrations, etc.

Image supplied courtesy of Tourism Western Australia



Demand and Visitation

Visitation - Australia's Golden Outback (AGO)

The AGO Tourism Region is vast and diverse, covering over half of Western Australia's land mass! Unfortunately, visitation statistics, even for this entire region, have questionable reliability due to small sample sizes. No reliable counts of visitors are available for Narrogin or other such small country towns in Western Australia; thus, we are forced to gain what insights we can from the broader regional survey data.

The Dryandra Country Visitor Centre has recently carried out a survey of visitor behaviour which is analysed later in this section. The information collected is extremely useful in understanding what visitors do once they are in Narrogin and the demographics of visitors, but the visitor behaviour survey does not provide an indication of the overall number of visitors to Narrogin.

Summary of visitors to AGO^{4 5}

	YE Dec 2012	YE Dec 2016	YE Dec 2017	% Change YE Dec 2017 v 2016	3 Year AAGR*	% Change YE Dec 2017 v 2012
Intrastate Visitors	629,000	987,800	963,400	-2.50%	-0.10%	53.2%
Interstate Visitors	83,000	145,700	80,400	-44.80%	-21.40%	-3.1%
International Visitors	43,000	57,900	41,200	-28.90%	-5.90%	-4.2%
Total Visitors	755,000	1,191,400	1,085,000	-8.90%	-2.50%	43.7%
Intrastate Nights	2,131,000	3,996,000	3,946,000	-1.20%	-1.60%	85.2%
Interstate Nights	527,000	871,700	857,000	-1.70%	-9.00%	62.6%
International Nights	997,700	900,700	491,600	-45.40%	-22.60%	-50.7%
Total Visitor Nights	3,655,700	5,768,400	5,294,600	-8.20%	-5.50%	44.8%

* AAGR – Annual Average Growth Rate

The table above shows visitation to the AGO region declined by over 8% YE Dec 2017 compared to YE Dec 2016 for both number of visitors and visitor nights. The most significant decline was for interstate visitors with relatively little change for Interstate visitor nights, showing fewer visitors came, but stayed longer in the region.

Over the three years there has been a decline in visitors and visitor nights across all segments (intrastate, interstate and international), though over the five years from 2012 to 2017, intrastate visitors show an increase of over 53% over the five years and an increase of over 85% in intrastate visitor nights for the same period. Small sample size and survey methodology must be considered with fluctuations in visitor numbers and nights.

Average Length of Stay in AGO⁶

International visitors had the highest average length of stay, likely accounting for working holiday makers (backpackers) who stay in Australia for 1-2 years on average. Many work for 88 days in regional areas to allow an extension on their visa.

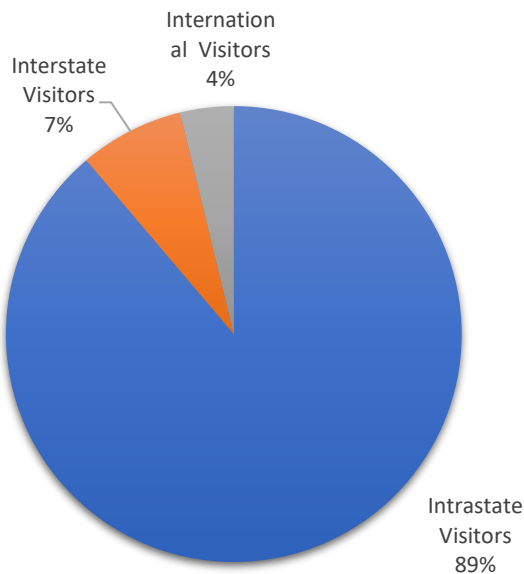
Average Length of Stay (Estimated nights)	YE Dec 2015/16/17
Intrastate	4.1
Interstate	7.8
International	15.2
All Visitors	5.0

⁴ Australia's Golden Outback 2017 Factsheet Produced Tourism WA - Strategy and Research April 2018

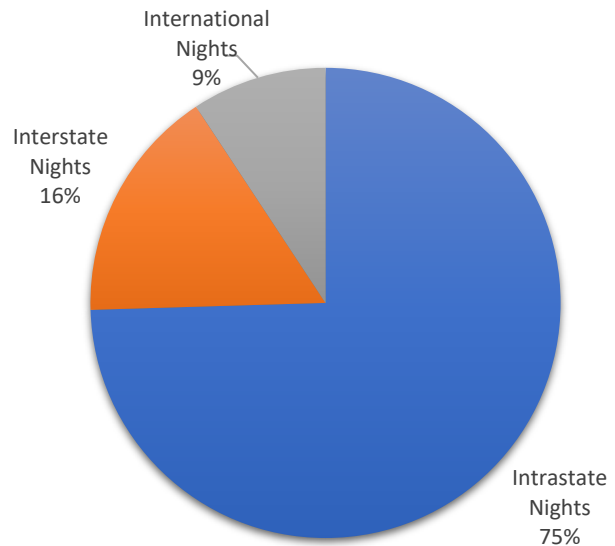
⁵ Australia's Golden Outback 2013 Factsheet Produced Tourism WA - Strategy and Research April 2014

⁶ Australia's Golden Outback 2017 Factsheet Produced Tourism WA - Strategy and Research April 2018

2017 Visitors to AGO



2017 Visitor Nights in AGO



89% of all visitors to the AGO region are intrastate visitors staying 75% of visitor nights.⁷

Top Five Local Government Areas (LGAs) Visited by Source Market⁸

	YE Dec 2015/16/17 Average Annual Visitors	YE Dec 2015/16/17
Estimated Intrastate Visitors		
Shire of Esperance	163,300	17%
City of Kalgoorlie/Boulder	137,400	14%
Shire of Leonora	91,100	9%
Shire of Ravensthorpe	56,300	6%
Shire of Coolgardie	50,400	5%
Estimated Interstate Visitors		
City of Kalgoorlie/Boulder	46,800	39%
Shire of Esperance	32,600	27%
Shire of Dundas	32,200	27%
Shire of Yilgarn	11,400	10%
Shire of Kondinin	10,200	9%
Estimated International Visitors		
Shire of Esperance	21,300	44%
City of Kalgoorlie/Boulder	12,100	25%
Shire of Kondinin	8,000	16%
Shire of Dundas	6,200	13%
Shire of Ravensthorpe	2,900	6%

The top two Local Government Areas visited for all source markets were Kalgoorlie and Esperance. Leonora was the third highest (for Intrastate) perhaps due to the high proportion of business travellers combined with opportunities for prospecting and fossicking.

⁷ Australia's Golden Outback 2017 Factsheet Produced Tourism WA - Strategy and Research April 2018

⁸ Australia's Golden Outback 2017 Factsheet Produced Tourism WA - Strategy and Research April 2018

Top Three Accommodation Choices in AGO YE Dec 2015/16/17⁹

Please note: Accommodation is a multiple response question. Totals may not add up to 100%. Base for % is from total estimated Intrastate, Interstate, and International visitor numbers to AGO

Estimated Intrastate Visitors	% Percent
Friend's or relative's property	24%
Hotel/resort/motel or motor inn	22%
Caravan or camping - non-commercial	19%
Estimated Interstate Visitors	
Hotel/resort/motel or motor inn	33%
Caravan park or commercial camping ground	16%
Friend's or relative's property	16%
Estimated International Visitors	
Hotel/resort/motel or motor inn	25%
Caravan park or commercial camping ground	23%
Friend's or relative's property	19%

Top Five Leisure Activities during Trip YE Dec 2015/16/17

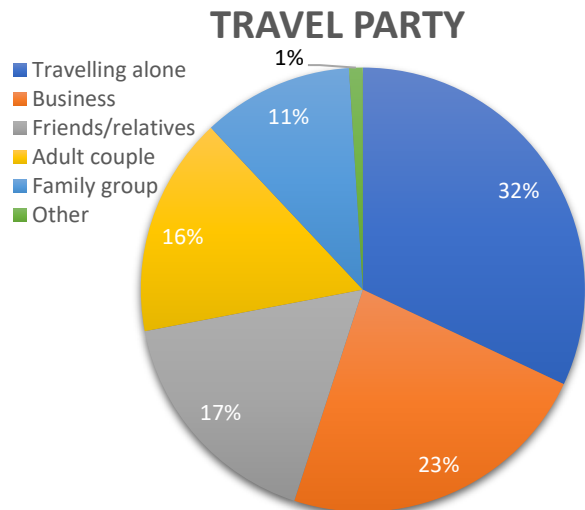
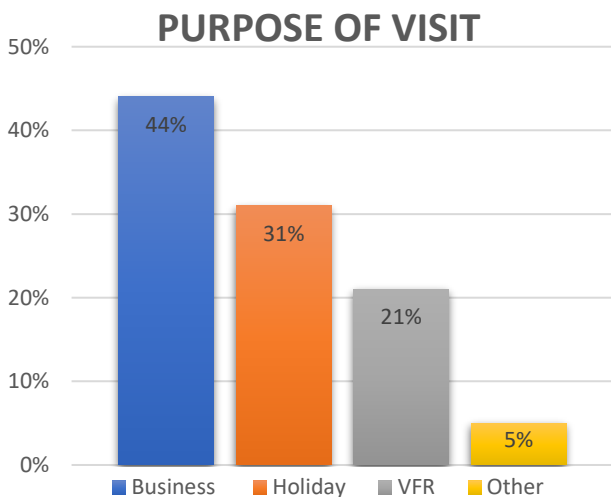
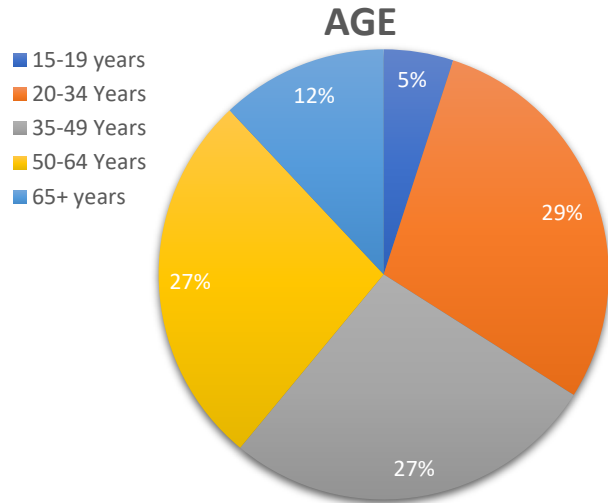
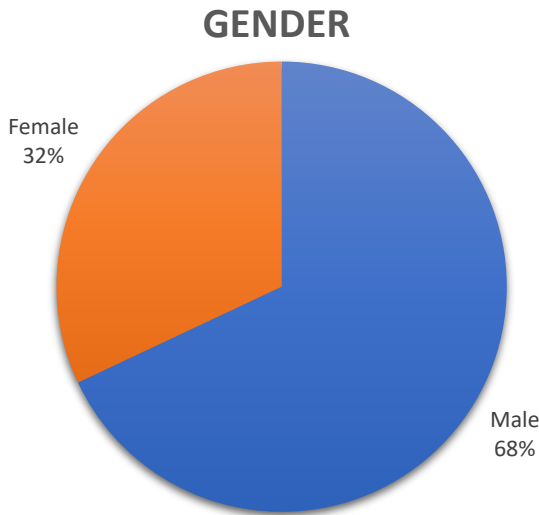
Estimated Intrastate Visitors	Average Ann. Visitors	%
Eat out / dine at a restaurant and/or cafe	363,300	37%
Visit friends & relatives	245,500	25%
Pubs, clubs, discos, etc.	188,000	19%
Sightseeing/looking around	171,200	18%
Go to the beach	135,600	14%
Estimated Interstate Visitors		
Eat out / dine at a restaurant and/or cafe	50,800	43%
Sightseeing/looking around	29,500	25%
Pubs, clubs, discos, etc.	20,700	17%
Go to the beach	17,300	15%
Bushwalking / rainforest walks	17,000	14%
Estimated International Visitors		
Eat out / dine at a restaurant and/or cafe	44,400	92%
Sightseeing/looking around	38,500	79%
Go to the beach	37,000	76%
Go shopping for pleasure	35,900	74%
Visit national parks / state parks	35,900	74%

Please note: Leisure Activities is a multiple response question. Totals may not add up to 100%. Base for % is from total estimated Intrastate, Interstate, and International visitor numbers to AGO. International visitors may have undertaken the activity in the region or elsewhere in Australia.

⁹ Australia's Golden Outback 2017 Factsheet Produced Tourism WA - Strategy and Research April 2018

Western Australians Travelling To / Within AGO

Based on Visitor Numbers – Annual Average of 2015, 2016 & 2017



Most intrastate and interstate visitors to the AGO region were young (20-49-year-old) males travelling alone for business purposes. This differs from other tourism regions and source markets where holiday is more often the primary purpose.

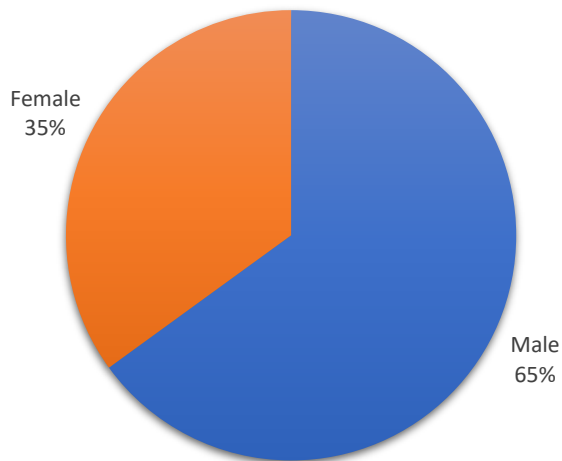
Business travellers often travel for a specific employment-related purpose and, thus, are not usually able to be persuaded to choose alternate destinations through targeted marketing or product development (other than more broadly through industry development). Thus, business travellers are not usually selected as a target market, unless they already have a “reason to visit” or one is likely to result from broader industry development strategies in a location.

Interstate Visitor Summary - Other Australians Travelling to AGO

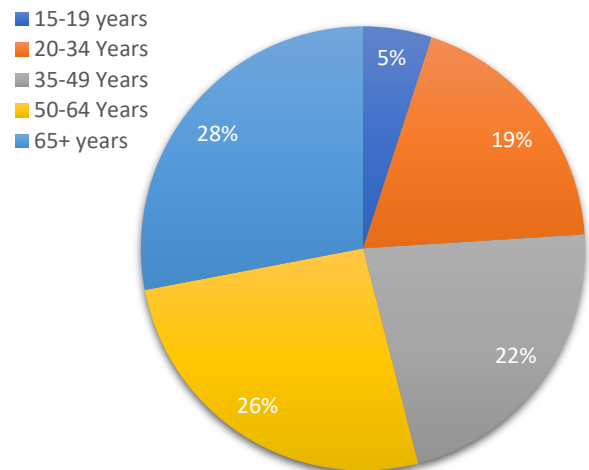
Based on Visitor Numbers – Annual Average of 2015, 2016, & 2017

Please note: Small sample size, caution should be used when reporting these estimates due to lower levels of reliability.

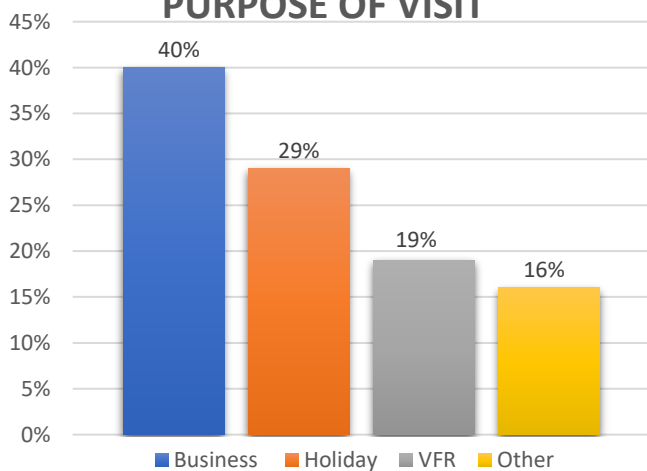
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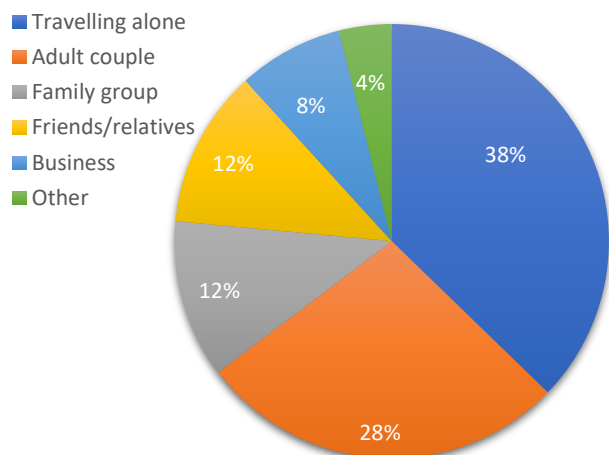
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PURPOSE OF VISIT

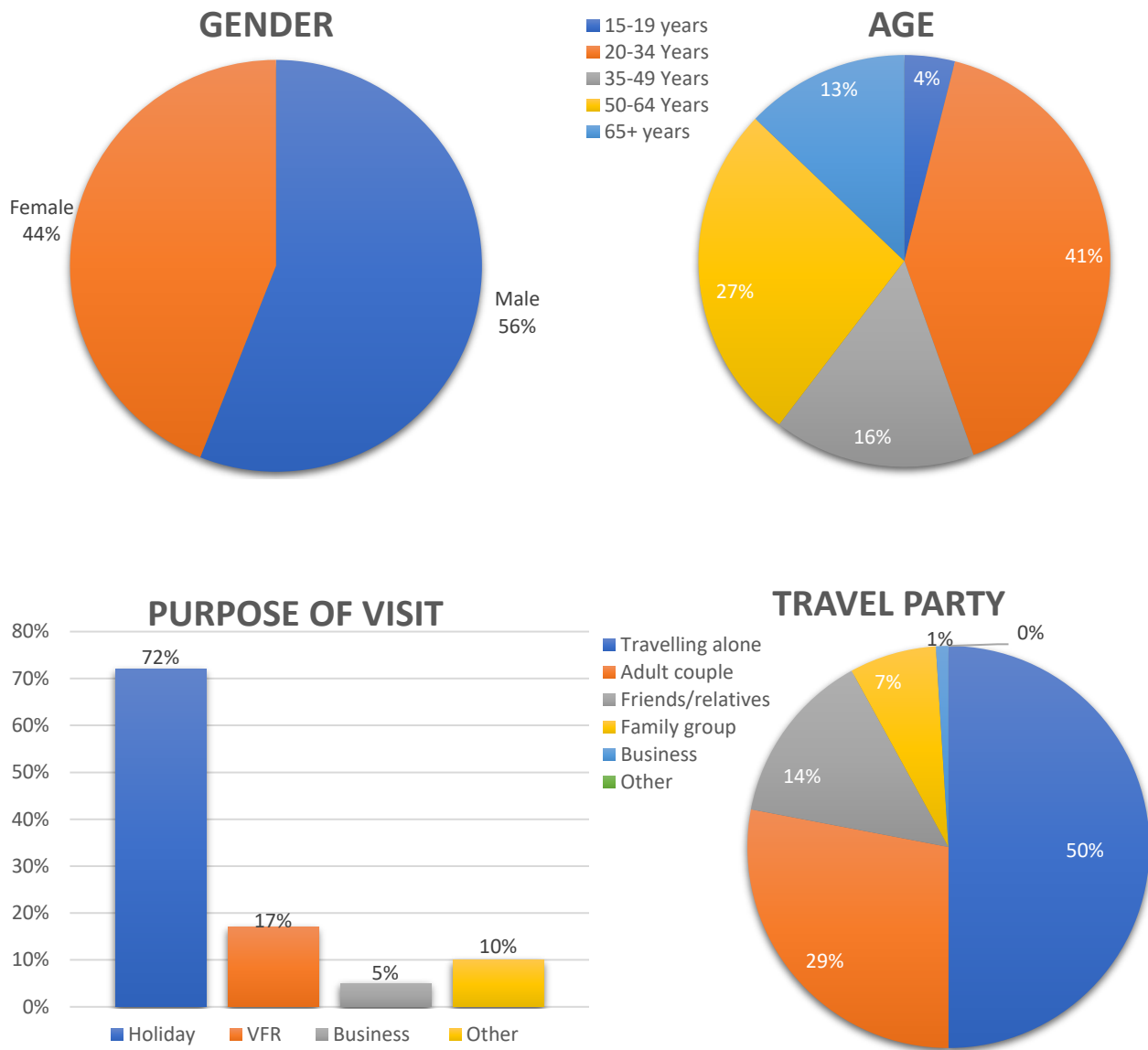


TRAVEL PARTY



International Visitor Summary - International Visitors Travelling to AGO

Based on Visitor Numbers – Annual Average of 2015, 2016 & 2017



Unlike intrastate and interstate visitors, the majority of international visitors to AGO came for a holiday and a significant majority were 20-34 years of age.

Top Five International Markets Overnight Visitors Travelling in/to AGO

Please note: Base for % is from total estimated international visitor numbers to AGO

Average Annual Visitors	YE Dec 2015/16/17	YE Dec 2015/16/17 Percent
United Kingdom	8,800	18%
New Zealand	6,700	14%
Germany	5,800	12%
France	3,000	6%
USA	2,400	5%

Regional Dispersal – AGO

Tourism WA produces profiles for each of WA's key international markets based on data in Tourism Research Australia's International Visitor Survey. The 2018 Market Profiles showed the following source markets spent at least one night in Regional WA.

Regional Dispersal by Source Market for WA's Key International Markets 2018¹⁰

Source Market	Australia's North West	Australia's Coral Coast	Experience Perth	Australia's Golden Outback	Australia's South West
Switzerland	28%	46%	94%	24%	34%
Germany	25%	34%	93%	22%	29%
New Zealand	7%	6%	89%	7%	20%
China	0%	13%	97%	7%	18%
UK	4%	10%	96%	6%	25%
Hong Kong	2%	11%	97%	5%	19%
USA	7%	12%	94%	4%	23%
Singapore	0%	5%	96%	2%	30%
Indonesia	1%	3%	97%	2%	13%
Japan	2%	8%	96%	1%	10%
Malaysia	0%	3%	99%	1%	16%
India	0%	1%	97%	1%	11%

The source markets with the highest dispersal to the AGO tourism region are Switzerland, Germany, New Zealand, and China. Although the Swiss and Germans do not make up the top two international source markets by the number of visitors to AGO, they certainly appear to have a passion for getting out to the regions and are a worthwhile market to target! New Zealand and UK have higher visitor numbers, though there is still significant potential to increase their dispersal to AGO. China is showing an increasing propensity to travel to regional WA, as they become more experienced travellers and seek new travel destinations, positioning them as a worthwhile market to target.

Visitation – The Wheatbelt Region¹¹

According to the Growing Wheatbelt Tourism Strategy, there were approximately 676,700 international and domestic visitors in the year 2014, increased from approximately 666,846 visitors in 2013 and 605,700 visitors in 2012.

Domestic travellers over this period made up approximately 94% of total visitors, dominating the Wheatbelt's tourism market.

¹⁰ International Market Profiles 2018, Tourism WA. Downloaded from <https://www.tourism.wa.gov.au/Research-Reports/Facts-Profiles/Pages/International-Visitor-Profiles.aspx?1=2#/3/7/19>

¹¹ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017. Their sources: ¹⁹ Unpublished 2013 visitation data from Tourism WA Tourism WA (2012), 'International and Domestic Visitor Number 2001 to 2012'

While domestic visitors continue to make up the majority of total visitors, these visitation rates continue to fluctuate according to global economic cycles such as the Global Financial Crisis of 2007-08, whereas international tourist numbers appear more stable.

Map of the Wheatbelt Region



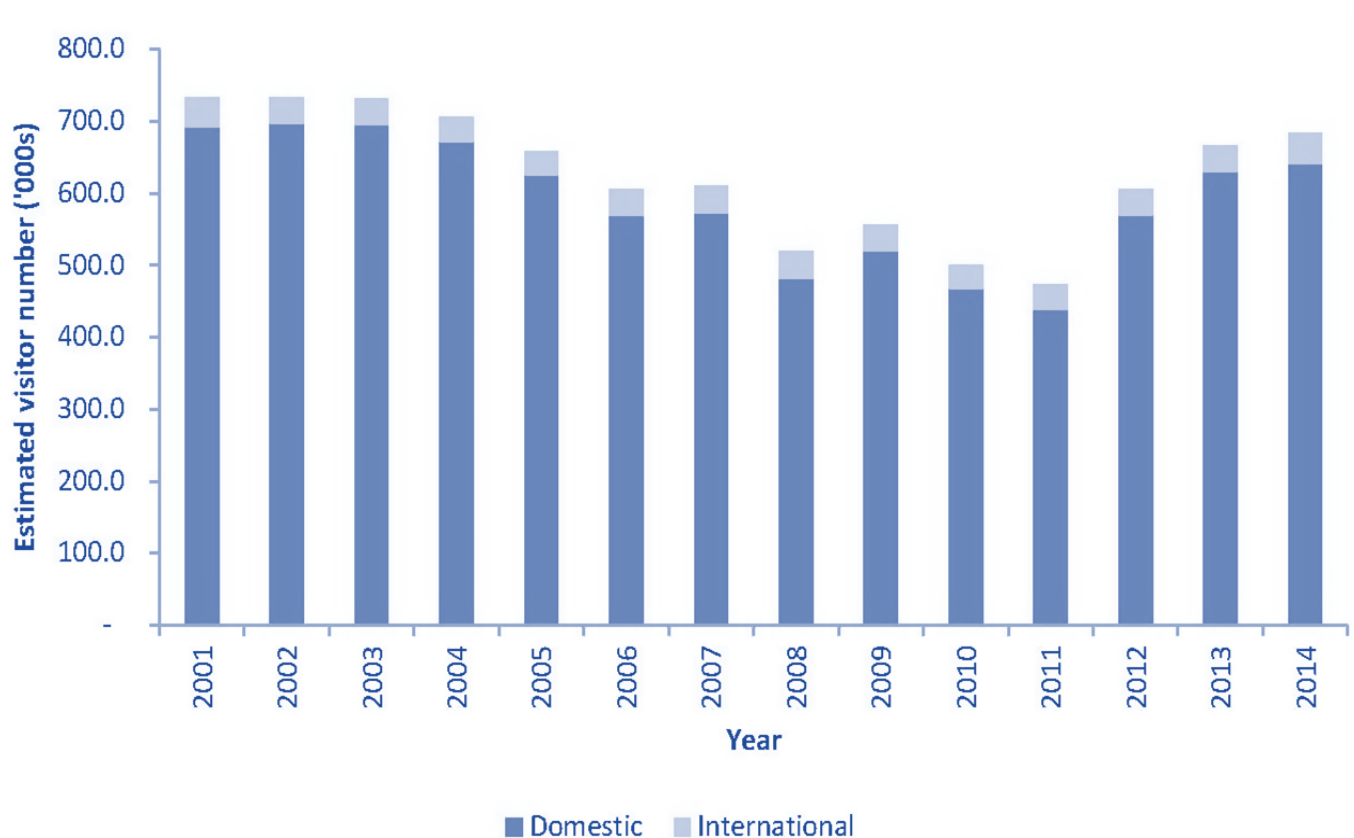
Source: Growing Wheatbelt Tourism Strategy¹²

Note: Within the Wheatbelt, three Regional Tourism Organisations (RTOs) operate:

- Experience Perth includes the Wheatbelt Shires of Beverley, Brookton, Chittering, Gingin, Goomalling, Northam, Toodyay, Victoria Plains (including New Norcia), Wandering, and York.
- Australia’s Coral Coast includes the one Wheatbelt Shire of Dandaragan.
- Australia’s Golden Outback includes all other 31 Wheatbelt LGAs outside of those in the Experience Perth and Australia’s Coral Coast regions.

¹² Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017. Their sources: ¹⁹ Unpublished 2013 visitation data from Tourism WA Tourism WA (2012), ‘International and Domestic Visitor Number 2001 to 2012’

Estimated visitors to the Wheatbelt (domestic and international)¹³



The Wheatbelt’s many natural and heritage icons, its proximity to Perth and access via key state and federal road networks delivers annual visitor numbers of nearly 700,000.¹⁴

For the year ending 2014, the Wheatbelt had a comparatively low proportion of domestic (interstate and intrastate) and international visitors compared to the South West.

Approximately 8% of the overnight visitors in WA stayed in the Wheatbelt, compared to 23% of overnight visitors in WA who stayed in the South West. The proportion of total overnight visitors in WA who stayed in the Wheatbelt can be further broken down into:

- 8.9% of the state’s **Intrastate** overnight visitors;
- 3.9% of the state’s **Interstate** overnight visitors; and
- 4.9% of the state’s **International** overnight visitors.

Of estimated visitor nights, less than 4% of total state nights are spent in the Wheatbelt; however, this is proportionate to:

- 4.6% of the state’s Domestic total visitor nights; and
- 1.9% of the state’s International total visitor nights.

¹³ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017. [Source: Tourism WA Visitation Data]

¹⁴ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

Estimated overnight visitor numbers and nights for the Wheatbelt, comparative to the South West and WA¹⁵

The table below shows the Wheatbelt had 2,265,700 visitor nights in the 2014/15 financial year and 75% of visitor nights were domestic visitors.

2014/2015	Wheatbelt	%	South West	%	WA	%
Estimated overnight visitors						
Intrastate	586,500	87%	1,739,500	88%	6,542,000	76%
Interstate	48,500	7%	113,000	6%	1,215,000	14%
International	41,200	6%	123,900	6%	827,000	10%
Total	676,700	100%	1,976,400	100%	8,584,000	100%
Estimated visitor nights						
Domestic	1,695,500	75%	5,708,000	78%	36,353,000	56%
International	570,200	25%	1,617,000	22%	28,593,000	44%
Total	2,265,700	100%	7,325,000	100%	64,946,000	100%

The highest proportion of domestic visitor nights were spent in a caravan park with 34% or 770,338 nights spent in commercial camping ground or non-commercial camping ground. As a result, this Growing Wheatbelt Tourism Strategy assumes the majority of visitors are self-drive and/or self-contained (caravans) with accommodation and meal preparation facilities.

The Strategy showed that while total overnight visitor numbers are comparatively lower than the South West, the Wheatbelt has experienced a comparatively higher increase in the total visitor number growth rate between 2011 and 2015.

A visitor number compound annual growth rate (CAGR) of 9.32% over the four-year period between 2011 and 2015 indicates a compound growth of approximately 9% per year; in comparison, the South West experienced a CAGR of 6.63% during the same timeframe. This indicates the Wheatbelt had a higher rate of visitor number growth than the South West, despite receiving fewer overnight visitors in total.¹⁶

Tourism Expenditure in the Wheatbelt

During the period of 2001-2012, the average tourism expenditure per year in the Wheatbelt was approximately \$202 million. During this period, total tourism expenditure was at its highest in 2012 at approximately \$239 million which was made up of:

- \$177.9 million from domestic visitors; and
- \$60.9 million from international visitors.

Tourism expenditure in the Wheatbelt for years 2011 and 2012¹⁷

	Total Visitors				Total Tourism Expenditure			
	2011		2012		2011		2012	
	Number	%	Number	%	\$m	%	\$m	%
Domestic	438,700	93	569,300	94	167.4	77	177.9	74
International	34,700	7	36,400	6	49.3	23	60.9	26
Total	473,400	100	605,700	100	216.7	100	238.8	100

Between 2001 and 2012, domestic visitor expenditure made up the majority of total expenditure; however, this continues to fluctuate according to global economic cycles. Meanwhile international visitor expenditure

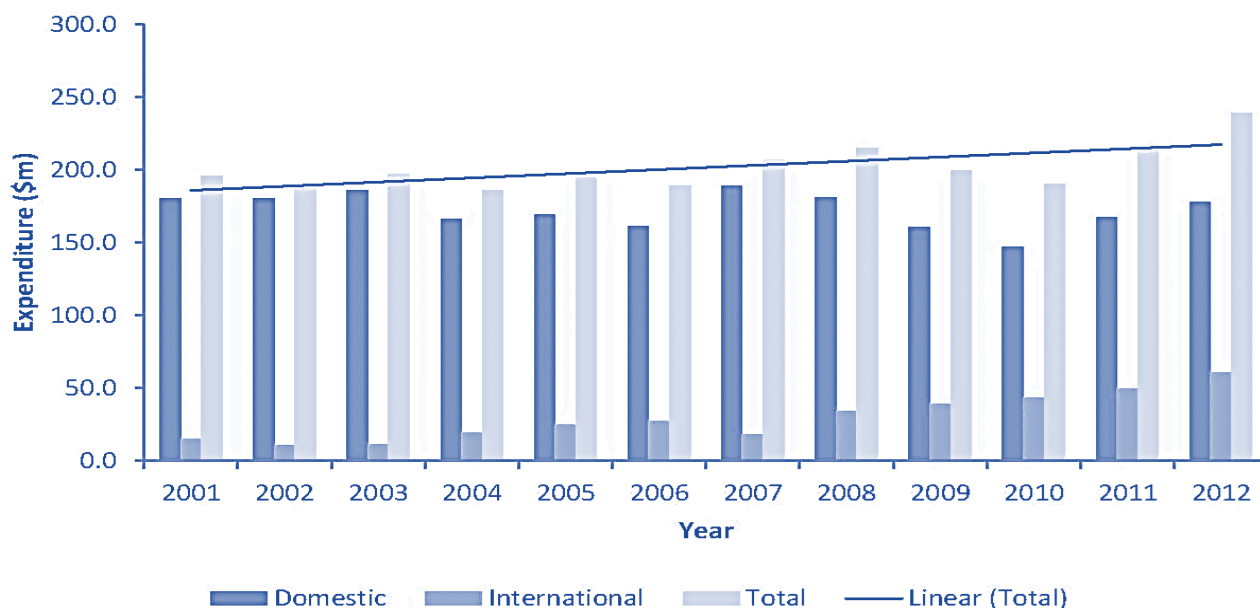
¹⁵ Growing Wheatbelt Tourism 2017-2020, their source: Tourism WA (2015) 'Wheatbelt Development Commission Area Overnight Visitor Fact Sheet YE 2014/15'

¹⁶ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

¹⁷ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017. Their source: Tourism WA and Department of Regional Development (2012)

quadrupled between 2001 and 2012, generating a greater proportion of the Region’s tourism income each year.¹⁸

*Estimated Wheatbelt tourism expenditure 2001 to 2012*¹⁹ [Source: Tourism WA and Department of Regional Development (2012)]²⁰



*Visitation Dryandra Woodland*²¹

Perhaps the most reliable visitation estimates for Narrogin currently could be based on the visitation data collected by DBCA for nearby Dryandra Woodland.

Count	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Congelin Campground	5,964	6,616	7,217	8,020	9,225	6,337	6,337	13,437	12,841	15,738	20,597
Congelin Dam	2,839	2,996	3,720	7,931	3,498	2,258	2,258	2,258	2,258	5,133	7,622
Contine Hill East			800	720	2,693	522	522	522	522	1,062	3,228
Gnaala Mia Camp										10,319	14,437
Gura Road	2,537	3,960	2,568	1,892	1,734	1,178	1,178	1,178	1,178	1,178	1,178
Kawana Road Nth			700	890	1,904	1,904	1,904	1,904	1,904	1,904	1,904
Lol Gray										3,852	3,852
Tomingley Road E	13,625	13,336	18,756	10,184	12,746	10,330	10,330	22,899	19,009	17,096	20,003
Tomingley Road W	7,471	7,437	10,340	9,819	7,443	9,040	9,040	16,148	14,723	13,246	18,811
Visitation total	32,436	34,345	44,101	39,456	39,243	31,569	31,569	58,346	52,435	69,528	91,632

Note: Changes in collection methodology are indicated by separators in table above

Though changes to data collection methodology impact how this data can be interpreted, and it is vehicle movement counts rather than actual visits or number of visitors, it is interesting to note there has been nearly a threefold increase in visitation over the 10-year period from 2007/08 to 2017/18.

The visitation seasonality chart below shows a relatively even seasonal distribution for visitation to Dryandra Woodland with summer showing the lowest visitation, and the peaks occurring in three out of the four school

¹⁸ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

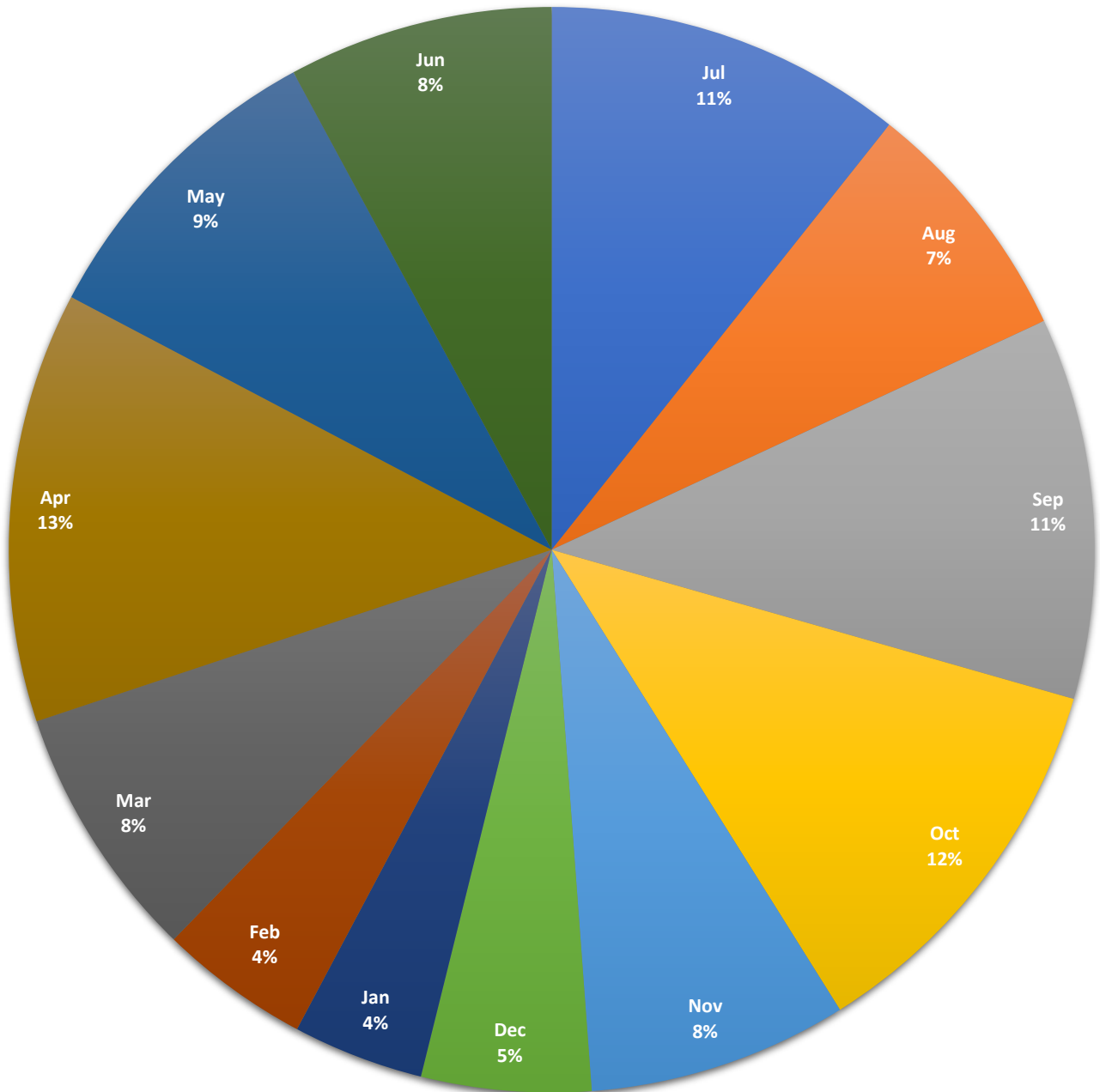
¹⁹ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017. Their source: Tourism WA and Department of Regional Development (2012)

²⁰ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

²¹ Data supplied via email 29/05/19 by Michael Tuffin - Department of Biodiversity, Conservation and Attractions

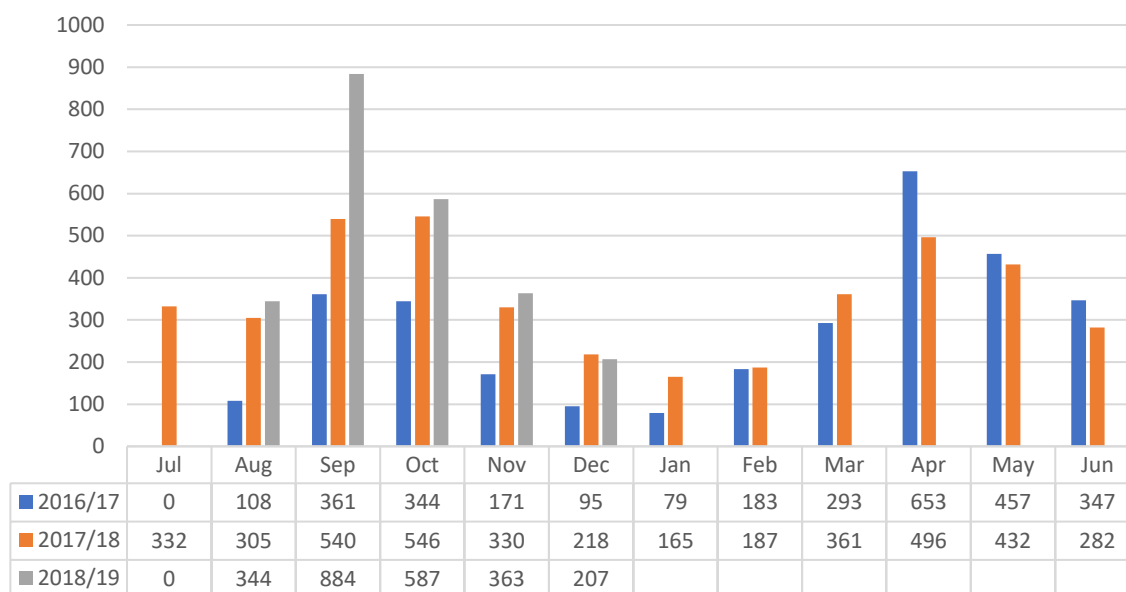
holiday periods (April, July, September/October). This contrasts with the South West where the peaks are more often found in the December/January school holidays.

Visitation Seasonality - Dryandra Woodland

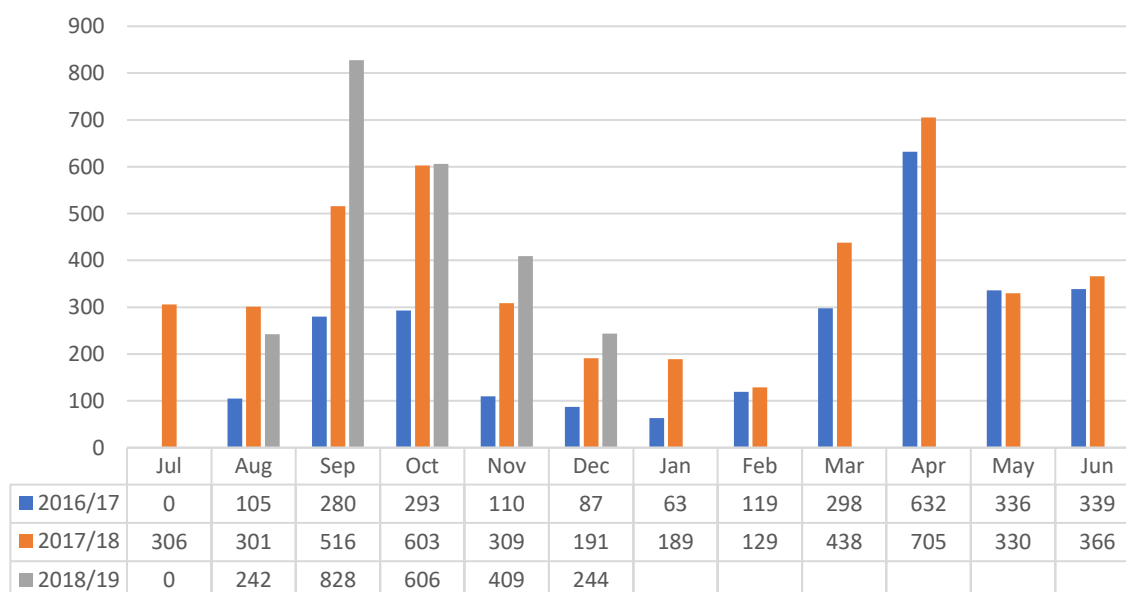


Similar trends are reflected in the vehicles entering the two campgrounds as show in the charts on the following page.

Vehicles Entering Congelin Campground



Vehicles Entering Gnaala Mia Campground

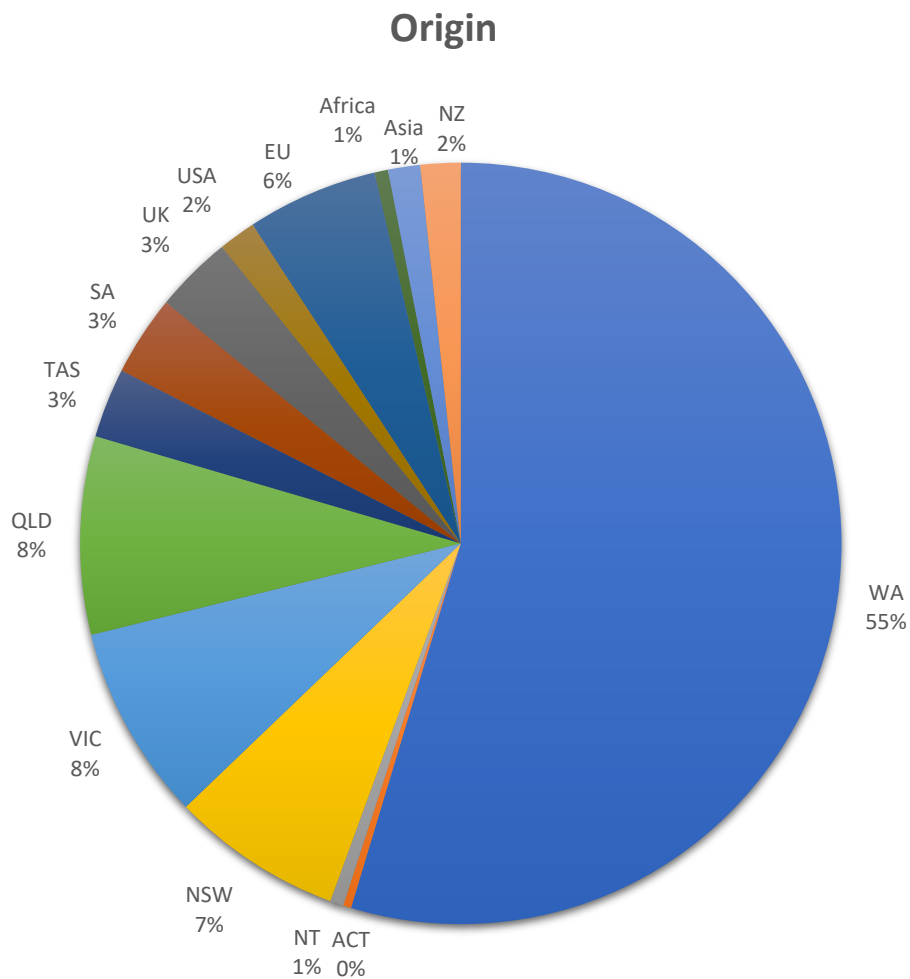


Seasonality trends for Dryandra Woodland will likely smooth out the overall seasonality of visitation to Narrogin, though collection of data for seasonality of visitation to Narrogin outside of Dryandra Woodland is not currently available. This information should be sought from tourism operators (even if just anecdotally) to assess what strategies are needed to improve the seasonal distribution of visitors.

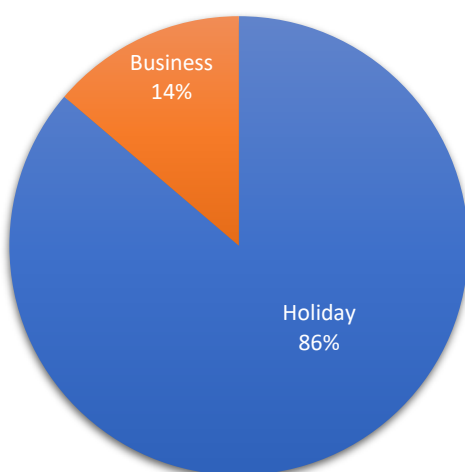
There is solid annual growth in vehicle entries into the two campgrounds. It is assumed collection methodology (or closure of the campgrounds) caused the zero entries for July in 2016 and 2018 for both campgrounds.

Visitor Behaviour Study²² – Dryandra Country

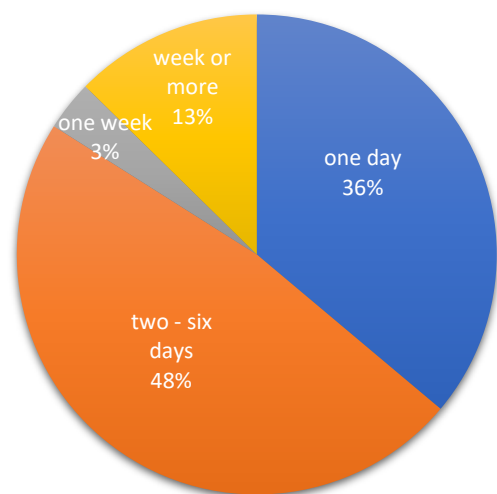
The Dryandra Country Visitor Centre collected data from visitors to identify demographics and visitor behaviour whilst in the region. The charts below represent the approximately 880 responses that had been input as at July 2019.



Purpose of Visit

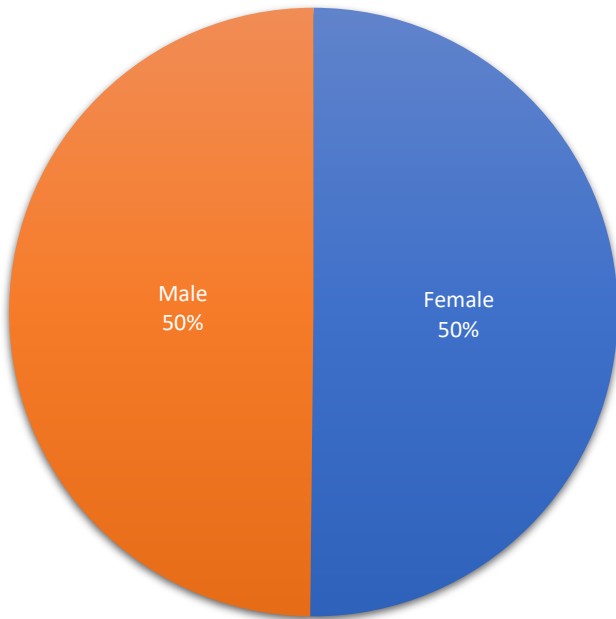


Length of Stay

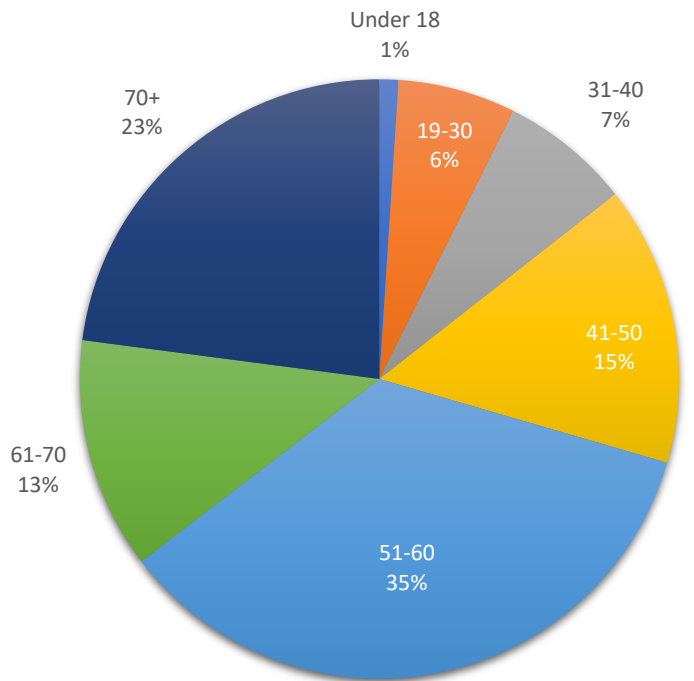


²² Dryandra country Visitor Centre Visitor Behaviour Study Data – analysed by Brighthouse

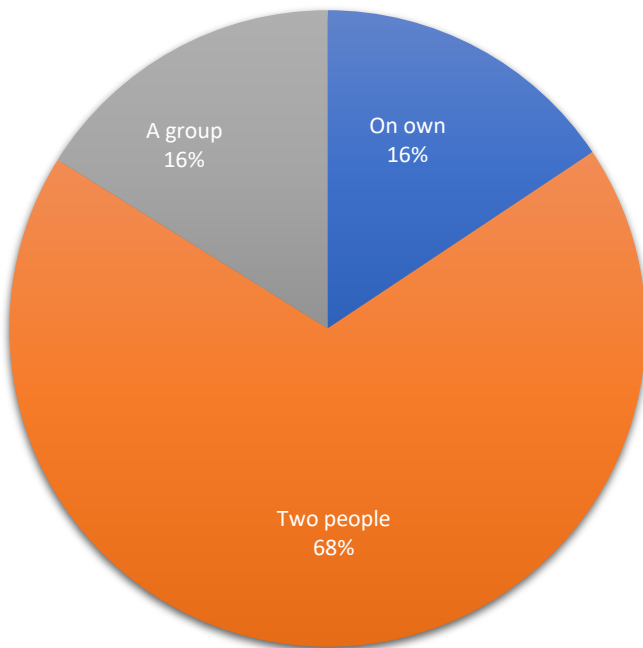
Gender



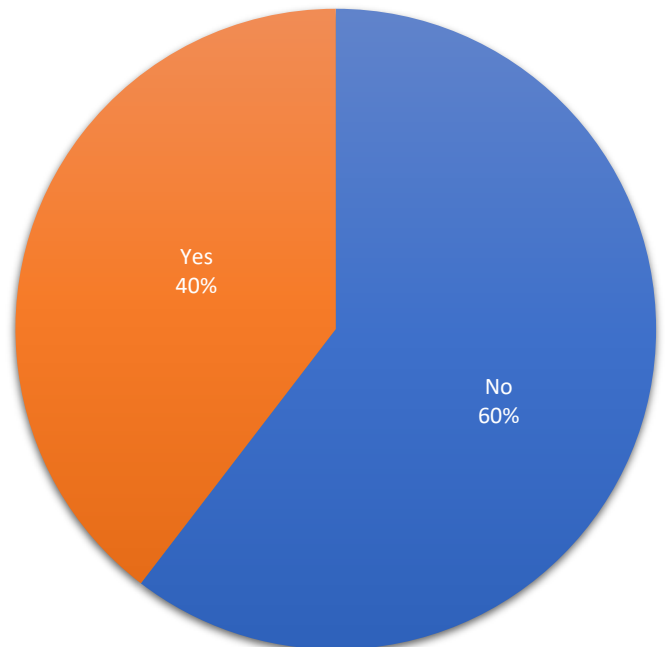
Age (years)



Group Size



Returning Visit



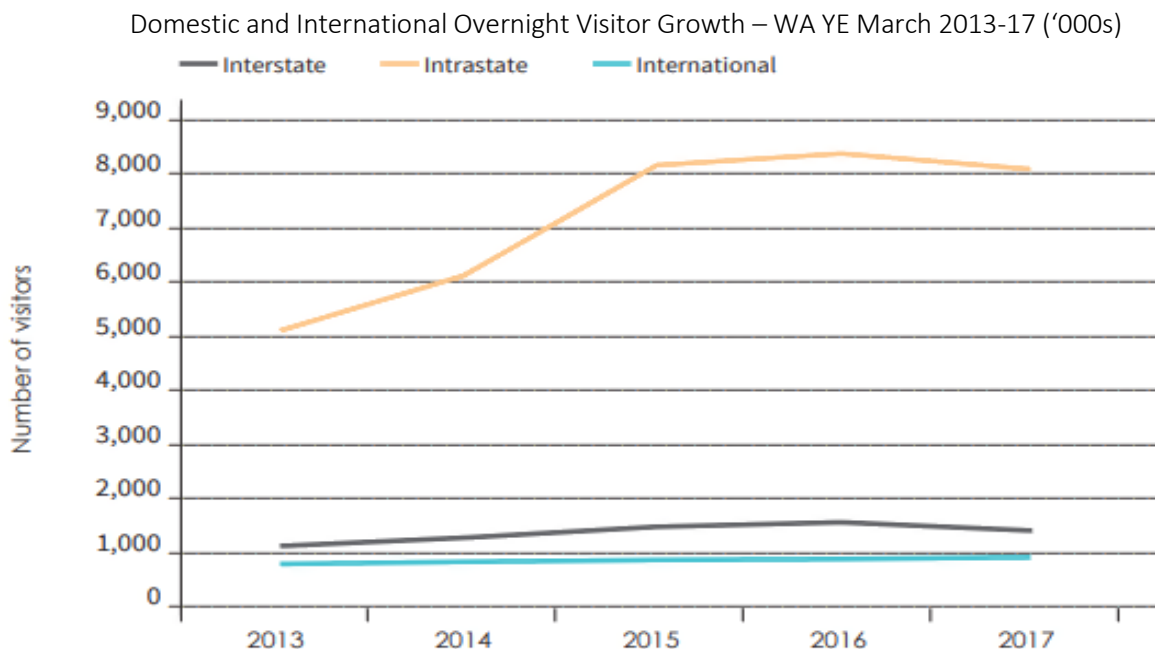
Target Markets

In line with the broader Wheatbelt region, Narrogin’s key advantages from a tourism perspective relate to people, nature, and heritage. It is one of the Wheatbelt’s more easily accessible short-drive destinations from Perth, offering an opportunity to leverage off this locational advantage.... A short drive to experience country life!

The self-drive touring market is one of Australia’s most lucrative tourism markets. In 2012, a total of 3.7 million domestic and international touring visitors spent 42.8 million nights travelling Australia.²³ On the whole, they enjoy nature-based, learning and education, and food and wine experiences and, as domestic markets go, have similar spend patterns to other domestic segments. This is a large group and includes two main sub-groups: 1) domestic and international self-drive holiday travellers with caravans, camper vans, and camping equipment; and 2) those without caravans, camper vans, or camping equipment, including budget-conscious travellers.

Research by the Caravan, RV, and Accommodation Industry of Australia (CRVA) found families comprise 58% of the total market. While senior travellers (mainly retirees and over 65 years of age) comprise 24%, 11% were young couples aged between 25 and 40 years and 7% were travellers between 41 and 65 years. The findings highlight the importance of the family segment to the industry.

With domestic visitation consistently comprising over 90% of visitors to the Wheatbelt, Australian’s are the most significant target market for Narrogin. The FACTBase Bulletin 55 (August 2017) identified that “In 2015–16 Australian residents made 88.9 million domestic overnight trips – the equivalent of more than 4.5 trips for each Australian resident aged 15 and over Most (69%) of these trips were intrastate, and, as a result, the economic contribution of intrastate travel was higher than that of interstate travel: \$31.9 billion compared to \$27.1 billion. However, growth in interstate travel, which increased 8.0%, exceeded growth in intrastate travel, up 6.4% over the 2015-16 period²⁴



Data Source: TWA, 2017; TWA, 2017a

In the coming five years, domestic overnight trips in Australia are predicted to increase 3.5% per annum to reach 105.7 million trips. Over the same period, nights are expected to grow 3.0% per annum to 380.5 million nights, while spend could increase 4.9% per annum to reach \$74.9 billion. It is predicted that growth in visitor

²³ 2013- TRA – Profiling Australia’s Tourism Visitor Segments

²⁴ Tourism Research Australia 2017

nights will be driven by business trips, which are anticipated to increase 5.0% per annum to 85.7 million nights, and holiday trips, which are projected to increase 2.7% per annum to 160.3 million nights²⁵.

Narrogin's Alignment with Key Target Markets

An area steeped in history with significant biodiversity and natural surroundings, Narrogin offers tourists a unique opportunity to learn about unique flora and fauna as well as our important agricultural industry. As the rich offerings of the region were exposed during the research phase of this study, it became evident that there were fascinating and compelling stories just waiting to be told about the area and its people.

The broad target market for tourism resides with "Experience Seekers," especially those whose interests are aligned with heritage and cultural learning, nature-based tourism, and educational-experiential travel.

In 2017, Tourism WA introduced a new domestic segmentation model,²⁶ which sought to identify personality traits of visitors as it considered existing audiences (e.g., Experience Seekers) had become too broad to effectively target consumers through some media channels.

The aim was to understand the Australian travelling population's holiday attitudes, behaviours, and current perceptions of WA. Latent class analysis was undertaken to divide the population into segments based on their holiday behaviour and needs and to build out a detailed and comprehensive profile of each segment covering psychographics, demographics, and, importantly, detailed technology usage, and media behaviours and attitudes. The new segments are identified as:

- Escape and Connect
- Bright Lights
- Off the Beaten Track
- Family Fun
- Relax and Unwind
- Culture Vultures

Three of the above visitor profiles were considered appropriate to Narrogin's Experience Seeker visitor segment definition – Escape and Connect, Off the Beaten Track, and Family Fun. The personality, demographics, key themes, holiday needs, and behaviour of these segments are consistent with the visitor audience this strategy proposes to target.

The broad Experience Seekers group also comprises several sub-groups, differentiated by their mode of travel.

Those who self-drive in private or hire vehicles are regarded as being primary targets. Other travellers utilising tour coaches are secondary target markets, but with limited resources available, it is proposed that the tourism strategy is initially focussed on self-drive experience seekers.

It is important that the individual components comprising this broad target market definition are identified and that specific actionable plans are attributed to each of the segments. Significant crossover exists between the individual components. For instance, the caravanning and camping market segment has been identified as an important sector for Narrogin. However, within that segment are various sub-segments, including families, grey nomads, and backpackers.

The self-drive (non-caravanning and camping) market segment may also include those three categories as well as others – business travellers for example. The non-caravanning self-drive segment will generally seek

²⁵ Davis, G. (2017) Sizing Tourism in Western Australia, FACTBase Bulletin 55, The University of Western Australia and the Committee for Perth, Perth.

²⁶

<https://www.tourism.wa.gov.au/Publications%20Library/Research%20and%20reports/CDP%202017%20reports/Tourism%20WA%20Domestic%20Segmentation%20COMPLETE.pdf>

accommodation in hotels, motels, bed and breakfast establishments, and farm-stays. However, some will choose cabin accommodation in caravan parks.

It is essential that the Narrogin tourism strategy and action plan address the similarities as well as the differences between the various sub-segments.

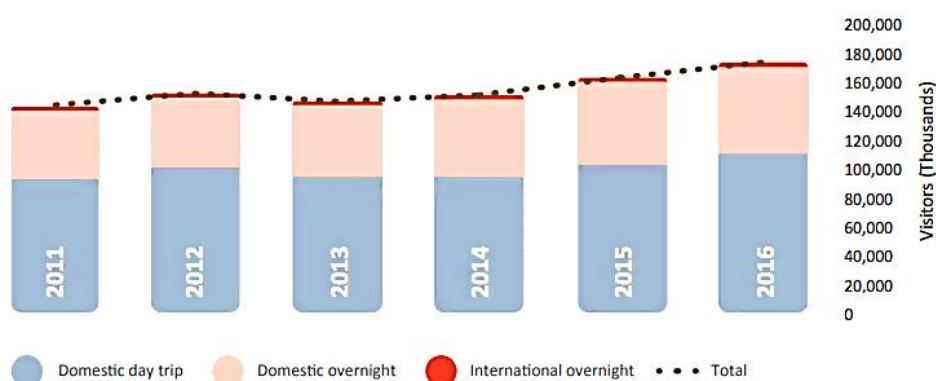
Events are an opportunity to raise awareness and interest amongst the target market segments and to incubate other secondary segment, such as coach travellers, provided an event is of such significance that it justifies the effort in reaching those market segments. Regional events, such as the annual Deniliquin Ute Muster, Nannup Flower and Garden Festival, and Boddington Rodeo, have proven to very successful and could be replicated in Narrogin, subject to identifying an appropriate theme.

Target Market Trends

The Renaissance of Rural/Regional Tourism and Experiential Travel^{27 28}

- The stresses of urban living and disconnection from the natural environment creates a desire for city residents to escape from the “pressure cooker” of city living. It is important to keep in mind that 70% of Australians live in cities with population greater than 500,000 people; this is the market seeking escape from the urban pressure.
- Rural locations offer an opportunity to re-engage with a simpler, quieter way of life that offers rest and relaxation. Demand has been fuelled by a media looking for the latest “new thing.”
- Green issues have also raised the attractiveness of rural experiences as ecologically sustainable tourism.
- A move toward short-break holidays is fuelling three-five-day getaways to country destinations
- Gen X and Y and even Baby Boomers have an increased interest in outdoor recreation, eco-tourism, and special interest tourism. Individualism drives a need for unique experiences, and rural tourism, with its diversity of offerings, can satisfy this need.
- Australians have an increased interest in history; rural areas are often caches of heritage left by settlers who moved outwards from the first settlements, be it buildings or “old railway towns” in the case of Narrogin.
- Rural and country areas are perceived as being “healthier,” offering fresher air, cleaner water, and the opportunity for outdoor recreation.
- There appears to be an increasing desire for authentic experiences, including interaction with local people. Rural tourism is REAL (Rewarding, Enriches the spirit, provides Adventure and Learning). Authenticity is believed to be found in genuine country experiences and lifestyles.

Visitors to Regional Australia, 2011 to 2016



²⁷ Sykes, K.W. 2011 – The Growing Rural Tourism Industry; a Survey in the UK, Canada, Australia and New Zealand

²⁸ 2014- Heritage Council of WA Presentation – Heritage Tourism Opportunities in WA

Australian Social and Generational Travel Trends

Visitors to AGO are strongly influenced by niche visitor interests such as history, nature, and culture. Older Western Australian's are one of the key target markets for Narrogin, and, according to the Australian Institute of Health and Welfare, "The Australian population is ageing, with older Australians a growing proportion of the total population. In 2017, 15% of Australians (3.8 million) were aged 65 and over; this proportion is projected to grow steadily over the coming decades."²⁹

Baby Boomers	Generation X	Generation Y	Generation Z
<ul style="list-style-type: none"> • Baby Boomers were the 'Hippies' and 'Yuppies', and were raised by the 'Builders' (born 1924-1945) • Born post war in an optimistic and stable world • Our broadest age cohort Aged between late 50 and late 60's • Many are retiring or are semi-retired. • Most have had stable jobs, have a comfortable "nest egg" and discretionary income from savings or super. • Among Australia's largest travelling group, especially on extended self-drive holidays • Many want to explore the country they've grown up in but have never travelled throughout extensively. • A significant proportion own caravans or RVs and stay in caravan parks on their trip • Many are indulging in costly international trips to places they've only dreamt of; cruises to Asia-Pacific, the Rhine, Caribbean, US, & Canada 	<ul style="list-style-type: none"> • They were raised by the early Baby Boomers • Born into a world witnessing a trend toward divorce and economic/job uncertainty • Born between 1965 and 1980. Aged from 35-49 • Characterised as individualists and skeptical of authority • Most are married or, have been and have children aged 10-17 • Love to travel and have travelled more extensively and frequently than their parents, but now are more cost conscious than the BBs, with a mortgage and all the attendant costs of a partner and children, even if separated. • Recent CVRA research actually identifies this group among the largest users of caravan park accommodation • At the same time they've fully leveraged the strong Aussie \$ and plethora of low-cost Asian airlines to the family on cheap package trips especially to South East Asia 	<ul style="list-style-type: none"> • Also called 'Millennials' they were raised by late Baby Boomers • Born between 1981 and 1994. Aged 20-33 • Grew up in a world of inter-regional conflicts • Witnessed 1st digital technologies; internet, email (SMS) • Optimistic, tech-comfortable, globally aware and style-conscious • Keen travel "Explorers" and seek experiences. • Many of the youngest have taken their first independent trip, often the Bali package with mates. Especially if they are West Australians. • Older Gen Y's, may have travelled extensively – for many they are yet to have children, so even if married dual incomes, allowing room to spend. • May have a mortgage but with rates in the last 5 years at their lowest in history they can still travel. • Their "Explorer" nature has led many lived and worked overseas for a period, especially post university. 	<ul style="list-style-type: none"> • Also known as 'Digital Natives', they are being raised by Generation X • Most commonly agreed to be born between 1995 and 2010. Placing them anywhere between 4 and 19. • Born into a world facing challenges such as terrorism and environmental concerns • Witnessed widespread use of electronic gadgets and digital technologies like the Internet and social networking sites • Characterised as tech-savvy, globally connected (in the virtual world), flexible and smarter, and tolerant of diverse culture. • The eldest are perhaps taking a gap year after school to travel and work taking at least an annual overseas (given current affordability) in South East Asia.

²⁹ <https://www.aihw.gov.au/reports/older-people/older-australia-at-a-glance/contents/demographics-of-older-australians>. Downloaded 1/7/2019

Australian travellers' preferences are changing

A changing social and economic environment is also responsible for a shift in the way tourists purchase travel products. An examination of key global trends is equally important to consider when looking at product distribution – both currently and what is required to maintain a competitive advantage in the future.³⁰

Demography - The number of healthy and active seniors with higher disposable incomes is growing; in turn, this group will demand quality, convenience, security, easy transportation, relaxing entertainment facilities, one-person products, and an emphasis on comfort when buying tourism products. They will also increase their demand for luxury, special products, and short-term breaks, and winter sun holidays.

Health - Likewise, the number of health-conscious travellers are demanding “healthy” destinations. For the tourism industry, the trends point to a decrease in the demand for sun-holidays and a rise in active/activity holidays coupled with an increased desire for wellness and a connection to nature.

Awareness and Education – The average level of education is increasing and with this, an increase in the demand for special products, such as arts, culture, and history components in package tours as well as self-organised holidays. Because travellers are better educated and more aware of their surroundings, the methods in which a potential tourism destination needs to communicate information to this segment of the population will need to be more creative.

Experiential Travel - More sophisticated consumers, with higher levels of education and awareness as discussed above, want their travel to deliver new and interesting “experiences,” rather than simply sights and facts. They want to explore the unique, the exotic, and the unexpected places and experiences that evoke emotion and inspire exploration and engagement.

Transportation – The advent of low-cost carriers means that destinations that are available for easy, short breaks will increase, along with “budget” cruises.

What is clear from the research above is that contemporary Australians, across all age groups, have become what Tourism Australia defines as “Experience Seekers.” They have similarities across many aspects of their lives, what they desire from their holidays, and across different age cohorts. However, the differences must be recognised to successfully reach the various groups that make up Experience Seekers. For example, Baby Boomers are relaxed, financially secure, comfortable, and keen to try new travel experiences, Generation Xers have already travelled far more than their parents ever did when they were in their 20/30s and, while families and mortgages motivate them to seek good value-for-money travel, they are avid travellers and seek new experiences when they travel.

Gen Y, many of whom have already spent a couple of years living and working overseas, are globally aware and technologically savvy. While the newcomers Generation Z, the eldest of whom (20), are just breaking out on that first or second free independent travel venture, are “digital natives.” For both this cohort and Gen Y:

A strong, consistent, omni-channel digital destination image and presence is the key to gaining interest, desire, and, finally, take action to visit a destination.

Travel Planning and Booking

The Internet is increasingly being utilised as a planning tool, but not so much as a source of inspiration. People often decide where they want to go and then use the power of online search engines to help plan and purchase products. Furthermore, the Internet has resulted in more independent information gathering by travellers. According to IBIS World’s Online Travel Bookings - Australia Market Research Report (February 2019), the Online Travel Bookings industry has grown strongly over the past five years with annual growth of 21.7% from 2014 to 2019. The rise of online purchasing channels has disrupted the tourism supply chain, increasing the choices available to consumers. Consumers are increasingly integrating Internet and mobile

³⁰ Tourism Trends in Australia, Tourism Research Australia, September 2012

connectivity into their everyday lives and are becoming more comfortable booking travel online. In addition, Australians have travelled more regularly over the past five years, both domestically and abroad.

The Online Travel Bookings industry is in the growth phase of its life cycle. Industry value added, a measure of the industry's contribution to the overall economy, is forecast to grow at an annualised 16.5% over the 10 years through 2023-24. The industry is expected to significantly outperform projected real GDP growth of 2.7% over the same period, which is characteristic of a growing industry.

Industry participation has also grown significantly over the past five years. Potential entrants have taken the opportunity to capture the emerging online segment of travel bookings, especially as Internet penetration rates have risen and online shopping has become increasingly integrated into consumers' lives.³¹

Due to the mobile nature of travel, smartphones and tablets have become the key tools used by travellers from the start (e.g., searching for a new destination to visit) to the finish of their journey (e.g., posting reviews and on social media sites).

The SaleCycle Blog collated trends in the digital travel space summarising the following points:

- Although mobile apps and bookings are increasing significantly, desktop remains the most popular option for making travel bookings in US and Europe, a report from EyeForTravel³² shows 77% of German travel bookings were made on a desktop, 72% for the US and 65% for UK.
- With more than 325 million monthly users, Tripadvisor can influence a lot of online travel purchases. Travel customers who visit Tripadvisor are also more likely to take time over research, with more than 80% taking more than four weeks to complete a purchase.
- Booking.com is now the most popular travel site worldwide, with more than 443 million monthly visitors in May 2018.³³

Already, many of the traditional Internet travel service providers have free mobile apps including TripAdvisor, Travelocity, Booking.com, Expedia, Lastminute.com, and many more. They have seen the move towards mobile Internet use increasing and away from desktop research and have been quick to establish their footprint in the new space.

*Peer-to-Peer Travel*³⁴

Recent developments in online commerce and social media have made sharing travel services easier, leading to new business models involving peer-to-peer options. Peer-to-peer property rental (also known as person-to-person home rental) is the process whereby an existing house owner makes their house or an empty room available for others to rent for short periods of time as an alternative form of accommodation.

Peer-to-peer property rental is a form of peer-to-peer renting, an aspect of the so-called “sharing economy” that has largely been facilitated on online and social media.

Older retiree travellers especially seek low cost travel options and the sharing economy offers opportunities at lower prices than ever before.

Online peer-to-peer rental accommodation offerings have become more numerous and diverse and include;

- Airbnb
- HomeAway
- 9flats
- HouseTrip
- Roomorama
- Wimdu

³¹ Online Travel Bookings - Australia Market Research Report, IBIS World 2019.

³² The SaleCycle Blog (blog.salecycle.com/stats/digital-trends-travel-industry-12-fascinating-stats/) downloaded 18/06/2019

³³ The SaleCycle Blog (blog.salecycle.com/stats/digital-trends-travel-industry-12-fascinating-stats/) downloaded 18/06/2019

³⁴ 2014-World Travel Organisation – Global Travel Trends Report and Grail Research 2013 Gen Y and Z Profiles

There are also tours, guide services, and unique travel experiences offered by sites such as Touristlink and Vayable where travellers can get in touch with local residents.

These sites offer particular benefits to operators of micro business and those looking for a supplemental income where demand will not support fully fledged tourism enterprises. Though the established tourism industry is not generally supportive due to the competitive threats, if done fairly, it can add great diversity and deliver additional business and benefits for the broader tourism, retail, and hospitality industry.

Image supplied courtesy of Tourism Western Australia



Tourism Audit

An audit of the existing supply of tourism infrastructure, experiences, and services lays the groundwork for the gap analysis and assessment of strengths, weaknesses, opportunities, and threats.

Accommodation Options in Narrogin

The following accommodation options were listed on Trip Advisor as of 17 May 2019:

Narrogin Motel

Trip Advisor Rating 3.5 Stars from 47 reviews

56 Williams Rd, Narrogin, Western Australia, Australia

Sample review “friendly staff at the Narrogin Motel. The rooms are large...”

Albert Facey Motel

Trip Advisor Rating 4 Stars from 65 reviews

78 Williams Rd, Narrogin, Western Australia, Australia

Sample review “... have never been disappointed.”

Bella's Country Place

Trip Advisor Rating 4.5 Stars from 34 reviews

46 Herald St, Narrogin, Western Australia, Australia

Sample review “...stay here again should we be in or near to Narrogin”

Duke of York Hotel

Trip Advisor Rating 3.5 Stars from 32 reviews

Federal Street, Narrogin, Western Australia, Australia

Sample review “... if we returned to Narrogin would definitely stay here rather than the...”

New Cornwall Hotel

Not yet rated on Trip Advisor

12 Doney St, Narrogin

Chuckem Farmstay and B&B

Trip Advisor Rating 5 Stars from 4 reviews

1481 Tarwonga Road, Narrogin, Western Australia, Australia

Sample review “Perched on a hill near Narrogin, this is a lovely place to stay.”

Eden Valley Farmstay

Trip Advisor Rating 4 Stars from 5 reviews

3733 Williams-Kondinin Road, Narrogin, Western Australia, Australia

Sample review “Very private with beautiful views of the farm already booked for our return trip.”

Narrogin Caravan Park

Trip Advisor Rating 3 Stars from 1 review

Narrogin Caravan Park 80 Williams Rd, Narrogin, Western Australia, Australia

Free Camping

Free camping is reportedly available at Dowederry Wines (for anyone who purchases their wine). There are also free 72-hour RV Camping Sites at Narrogin town centre and Highbury.

Dryandra Woodland

Though technically not located in the Shire of Narrogin, a range of accommodation and camping options are available inside the Dryandra Woodland. As these are particularly relevant to Narrogin, they are listed below:

Site	Number of Camp Sites	Status	Campground Category	Fees
Congelin Campground	12	Open	Standard	Camp Fee - Basic
Gnaala Mia Campground	18	Open	Standard	Camp Fee - Facility

Lions Dryandra Woodland Village

Leased land within the National Park with basic accommodation, including:

- Six large three-bedroom cottages – sleep 8 to 10 people in each
- Two small one-bedroom cottages – sleeps two people in each
- Currawong Complex – sleeps up to 56 people in four large dormitory rooms

Accommodation Options Rating/Competitive Edge

The smaller owner operator accommodation options generally receive better reviews and ratings than the larger commercial establishments.

The enjoyment of the “accommodation experience” is noted in many of the reviews of the smaller farm-stays. The larger establishments whilst receiving predominantly positive reviews appear to deliver more functional accommodation rather than the experiential accommodation provided by the smaller micro businesses.

Albert Facey Motel has better reviews than the other larger commercial hotels, with comments on comfort, cleanliness, and convenience.

There is an opportunity to highlight the regions character and stories to bring more of an experiential focus to some of the larger accommodation businesses to give them a better sense of place. Marketing should continue to actively promote the unique experiences at the smaller farm-stays and bed and breakfast style accommodation in the interim.

The caravan park receives mostly average ratings on review sites (TripAdvisor, Google reviews, and WikiCamps) and comments are made about ageing facilities and lack of shade. The service and cleanliness are generally rated high and there is a significant number of comments stating how pleased visitors were with the \$10 vouchers to spend in town. Currently plans are underway to construct two cottages with two bedrooms in each and wheelchair access.

Given the extreme importance of the self-drive market to Narrogin and the broader Wheatbelt region, upgrades to the existing caravan park, together with the development of appealing nature-based camping opportunities needs to be considered.

Visitor Information Sources - Information and Marketing

There are a range of sources for information about Narrogin, these are summarised below.

Tourism WA

The Narrogin listing on the Tourism WA website focusses on Dryandra Woodland (flora and fauna) and town heritage and architecture. It mentions Yilliminning Rock and provides a summary of accommodation types. It has one heritage image of the town hall.

www.westernaustralia.com/en/Destination/Narrogin

AGO

The AGO website listing for Narrogin focusses on Dryandra Woodland (flora and fauna). It also mentions Foxes Lair, Old Court House Museum, Wildflowers, the Visitor Centre and the town's gardens, parks, and buildings, and the leisure complex. It provides a summary of accommodation types and has a video and image of Dryandra Woodland wildlife.

www.australiasgoldenoutback.com/destination/narrogin

Shire of Narrogin Website

The Shire website links to www.dryandratourism.org.au, www.foxeslair.org and has a paragraph and image about Yilliminning Rock.

<https://www.narrogin.wa.gov.au/home.aspx>

Dryandra Tourism Website

Dryandra Woodland Tourism (see below under activities and attractions) has general information about things to do in Narrogin, together with information about Dryandra Woodland, Foxes Lair, and other local tourist attractions.

www.dryandratourism.org.au

Aussies Towns Website

The Aussie Towns website has a wealth of information about Narrogin's key attractions but does not include information on any commercial tourism operations. It is well laid out and comprehensive, especially with regards to the various nature-based and heritage attractions.

<http://www.aussietowns.com.au/town/narrogin-wa>

Foxes Lair Website

The Foxes Lair Website (and Facebook page) has a significant amount of detailed information about the flora and fauna of Foxes Lair and beyond. It also has a section on things to do and a wealth of educational content.

Though not written from a marketing point perspective, it is a highly valuable resource for nature-based tourism promotion of the region's attributes along with some very descriptive and high-quality images of flora and fauna.

The Facebook page is frequently updated with flora and fauna sightings by the moderator (page owner) and others from within the Narrogin community.

www.foxeslair.org

The information on the foxeslair.org website (and Facebook page) is comprehensive and showcases the unique diversity of flora and fauna of Narrogin. It is a great asset and could be utilised to encourage flora and fauna enthusiasts to visit Narrogin and stay for longer.

Department of Biodiversity Conservation and Attractions (DBCA) Website

The DBCA website has some information about the Dryandra Woodland including location, walk trails, opening hours, and key features as well as a few images and details of where to stay in the national park.

<https://parks.dpaw.wa.gov.au/park/dryandra-woodland>

Trip Advisor

Trip Advisor has user-generated images and content about Narrogin. The images are not particularly marketing focussed and could be improved. The Things to Do listed are: Dryandra Woodland, Dowederry Wines, Yilliminning Rock, Narrogin Old Court House Museum, Dryandra Country Visitor Centre, and Foxes Lair.

Mobile Apps

No mobile apps were evident for the DCVC, walk trails, wildflowers, or other tourism attractions in the region.

https://www.tripadvisor.com.au/Tourism-g495070-Narrogin_Western_Australia-Vacations.html



Tourism Marketing Tools and Collateral

The Shires of Narrogin, Cuballing, and Wickepin jointly established the Dryandra Country Visitor Centre (DCVC) to promote tourism attractions, and, in particular, the Dryandra Woodlands. A commendable joint initiative, the DCVC is the single “go-to” place for information about the Dryandra Woodland and other local tourist attractions. Wickepin has since withdrawn financial support for the DCVC to concentrate on its own separate tourism marketing.

Like many regional visitor centres, the DCVC competes with many other financial demands on its sponsors budget for funding. Consequently, it is underfunded and underresourced to undertake the enormous task of marketing an emerging tourism region.

The DCVC has a full-time manager who is responsible for the day-to-day operations of the DCVC, supervision of volunteers, networking with local tourism businesses and other tourism organisations and promotion of the region’s tourism attractions. Under the current manager, the DCVC has produced some excellent collateral on specific events and locations in the area.

A recently produced DL-size card, entitled “Narrogin in 2 Days” has proven very popular at the DCVC and at other AGO regional visitor centres, where it has been distributed.

A series of colour, A3, folded brochures have been produced by the DCVC, in conjunction with the local volunteer group, Friends of Foxes Lair. These brochures are part of a family of descriptive brochures, which concentrate on natural attractions, including Contine Hill, Barna Mia Nocturnal Animal Sanctuary, Yornaning Dam, and Foxes Lair, as well as Lol Gray Lookout and Railway Dam.



The content on this collateral is excellent and could be repackaged onto the DCVC website to serve “tech-savvy” travellers who will download digital versions or view on the website via their mobile devices. Inclusion of QR codes is highly desirable on all printed collateral, social media, websites, and interpretive signage, so that information-hungry tourists can save and view digital versions of the information.

It was noted upon visiting the DCVC on several occasions that the volunteers did not appear to be skilled at delivering tourist information, and visitors to the DCVC were, therefore, not provided with the information they sought. One option may be to install a flat, touchscreen, interactive kiosk, at the DCVC, which would provide current tourist information and wayfinding.

Visitor Information Sources Rating/Competitive Edge

The current Dryandra tourism website serves to promote the area and gives a brief overview of activities and accommodation in Narrogin. The website could be improved with better images and more information on the range of tourist experiences available in the region and more of a call to action. The inclusion of a blog with “insider” information about things to do and interesting “tourism-related stories” would enable the tourism highlights of Narrogin, Cuballing, and the Dryandra Woodlands to be described in a user-friendly format.

Activities, Attractions and Events

As identified in the section above, the main tourism marketing website for Narrogin is www.dryandratourism.org.au. The following things to do in Narrogin are listed on the website:

Nature-based Exploration and Wildlife

- Foxes Lair Nature Park (walking, flora, and fauna spotting)
- Barna Mia Nocturnal Animal Sanctuary (sanctuary for marsupials) – Dryandra Woodlands.
- Wowollong Pool, Highbury (no information on website about what to do there but birdwatching appears to be a highlight)

Trails

- Railway Dam (walking, flora, and fauna spotting)
- Yilliminning Rock (hike with a spectacular view and a geocache with a review published that comments on litter in the area)

History and Heritage

- Old Courthouse Museum (“an eclectic mix of historical memorabilia, photos, and locally produced object d’art”)

Indigenous Experiences

- Gnarojin Park (walk or ride the 1.5km Centenary Pathway, playground, artwork, the Noongar Dreaming Site, and the new skate park)

Attractions and Things to Do

- Dowerry Wines (cellar door, tastings, restaurant)
- Narrogin Regional Leisure Centre (indoor heated pool with an observation bridge, kid’s waterfalls, gymnasium, and sports courts)
- Narrogin Gliding Club (Air Experience Flight on weekends)

Key attraction in focus: Dryandra Woodland

Dryandra Woodland is one of the prime places in the AGO region for viewing native wildlife. Although the numbat is probably Dryandra's best-known inhabitant, woylies, tammar wallabies, brushtail possums, tawny frogmouths, kangaroos, and wallabies are regularly seen on night spotlighting tours of Dryandra. More than 100 species of birds live in the area, including the mound-building Mallee fowl.

Tours and Transport

- None listed

Events

- Narrogin Race and Pace (Thoroughbred and harness racing)
- The Narrogin Agricultural Show (fireworks, rides, animals, show bags in October)
- Revheads (car enthusiast event in November each year)

Rating/Competitive Edge – Activities, Attractions and Events

Trails tourism, which is in various stages of development, will make a significant contribution, bringing together the town's attractions whilst adding more immersive depth to the Narrogin experience. There is an opportunity to focus more on the experience of visiting Narrogin, rather than just listing what there is to do.

It is difficult for new tours and activities to prove viable in small country towns, this highlights the need to ensure existing activities and experience can be fully leveraged to enhance the visitor experience. There are currently no tours listed, and options for providing interpretation and a 'local perspective' are highly important.

Amenities

Narrogin is well serviced with ATM/banking, post office, medical facilities, public toilets, pubs, restaurants, sporting facilities, signage, a visitor centre, churches, and two supermarkets - Coles and Narrogin Fresh, the latter being more of a gourmet deli and quite a regional highlight (though not currently mentioned on the tourism websites).

Narrogin has adequate mobile phone coverage in the town centre and at most of the central amenities/attractions.

Restaurants such as the Narrogin Motel's Homestead licenced restaurant reportedly closes on most long weekends (for the entire weekend not just the public holiday). This may impact negatively on the visitor experience, as visitors have expectations of hospitality providers being open for business at peak holiday periods. Alternative restaurants including the Duke Hotel and the Cornwall Hotel have more reliable opening hours and serve Indian and European cuisine. The Cornwall Hotel has also recently renovated its rooms.

Rating/Competitive Edge - Amenities

Amenities do not usually add significantly to the visitor appeal, though they certainly result in bad reviews and low repeat visitation if they do not meet the needs of visitors. Apparently, the current amenities in Narrogin meet expectations with no reviews indicating otherwise.

Training in how to meet visitor expectations in terms of trading hours may be beneficial.

Retail

The Narrogin Chamber of Commerce lists the following retailers in Narrogin:

- Belvedere Nursery
- Best Office Systems & Supplies
- Betta Home Living – Narrogin
- Caltex Service Station Narrogin
- Coles Narrogin
- J & D Lifestyle Home and Gift
- Knightline Computers
- Liquor Barons Narrogin
- Narrogin Carpet Court
- Narrogin Fresh
- Narrogin Furnishings
- Narrogin GasworX
- Narrogin Newsagency
- Narrogin Nursery Cafe & Gallery
- Narrogin Petals and Blooms
- Narrogin Pumps Solar & Spraying
- Narrogin Toyworld
- Parrys Narrogin
- Patch N Paint for Pleasure
- RJ Smith Engineering
- Sportspower Narrogin
- Steelo’s Guns & Outdoors
- Thing A Me Bobs
- Three Farmers Foods

Rating/Competitive Edge – Retail

Most of the retailers listed are not focussed towards tourists. This is not surprising, given the relatively small number of visitors. Souvenirs are sold at the Dryandra Visitor Centre which is likely sufficient to meet demand. There may be an opportunity for some existing retailers to promote quintessentially Australian merchandise to visitors, and to retain and promote country style ambience and service.

Hospitality

Trip Advisor list the following hospitality venues in Narrogin:

- Duke of York Hotel - Trip Advisor Rating 4.5 Stars from 50 reviews, Bar/Pub. Sample review “A good ole pub” 12/05/2019.
- New Cornwell Hotel, Bar, Grill, Pub, Diner
- Narrogin Nursery, Cafe & Gallery - Trip Advisor Rating 4 Stars from 19 reviews. \$ Cafe Australian. Sample review “Coffee and cake delight” 11/01/2019.
- Narrogin Takeaway & Cafe Bar - Trip Advisor Rating 4.5 Stars from 7 reviews. Sample review “Good home cooking in pleasant surrounds” 02/12/2018.
- Narrogin Fruit & Veg - Trip Advisor Rating 4.5 Stars from 5 reviews. Deli. Sample review “Best Coffee in Town” 26/12/2018
- The Homestead Restaurant - Trip Advisor Rating 4 Stars from 3 reviews. Sample review “Lovely food at a reasonable cost” 22/03/2019
- Snack Shack - Trip Advisor Rating 4 Stars from 1 review
- Chicken Treat - Trip Advisor Rating 2.5 Stars from 10 reviews

Not listed on TripAdvisor:

- The Shire advises that there is a new Chinese restaurant opening in July 2019
- All Day Cafe
- Lazy Daze Cafe has closed, but a new café business is going into the site

Rating/Competitive Edge –Hospitality

As with retail, most of the hospitality providers listed are not focussed towards tourists. There may be an opportunity for some existing venues to promote quintessentially Australian food and theming to visitors, and to retain and promote country style ambience, food, and service.

Most reviews were positive, indicating a generally satisfactory level of quality, though there are some comments about the value for money which indicate pricing may need to be reviewed in line with other similar destinations (rather than based on other operators in the same town).

Access

Narrogin is a regional road transport hub with heavy haulage routes surrounding the town. Though not part of significant touring driver routes, it is well connected to Perth by sealed roads and highways. The Narrogin Airstrip is five kilometres from the town though there are no regular passenger aircraft flying into Narrogin.

Rating/Competitive Edge - Access

Originally set up as a railway town, Narrogin is not on a major drive route. This has several challenges from a tourism perspective due to not having a significant amount of passing traffic, and it highlights the need to have sufficient promotion and product appeal to encourage people to drive there as a destination or deviate from their route to specifically visit. It is a short drive from the popular Dryandra Woodland, which is an important tourism drawcard.

Awareness

Awareness of most Wheatbelt towns by tourists is relatively low, and Narrogin is no exception. Dryandra Woodland has some awareness amongst wildlife enthusiasts, though is not nationally or internationally well known.

Rating/Competitive Edge Awareness

Significant marketing spends (or attention from high-level social media influencers) is the most common way to quickly raise awareness. This can result in unsustainable peaks in demand.

Narrogin has an opportunity to take a more niche-focussed approach to building awareness by better communicating interesting aspects of Narrogin's nature, culture, and heritage to past and potential visitors with a demonstrated interest.

Administration, Skills and Labour

According to the Shire of Narrogin's Prospectus, health, education, and State and Federal Government agencies are the biggest employers in the town, attracting teaching and support staff in schools, nursing, and administrative staff in the regional hospital and public service work within the numerous government agencies that service Narrogin. Farming support industries also provide jobs for many of Narrogin's residents, while the agricultural industry offers employment opportunities in the wider region.

Of Narrogin residents aged 15 years and over, only 10.4% have achieved a bachelor's degree or above, as compared to 20.5% and 22% for Western Australia and Australia respectively; 12.8% reported having completed Year 12 as their highest level of educational attainment as compared to 16% of Western Australians; and 10.6% had completed only up to Year 9 or below as compared to 5.9% for WA. The most common occupations in Narrogin included Technicians and Trades Workers 17.7%, Professionals 17.0%, Labourers 14.0%, Community and Personal Service Workers 13.5%, and Managers 10.3%.³⁵ It is worth noting that the ABS Census Data is based on self-assessment of employment classification, thus some may categorise themselves as professionals for example, where they may be more appropriately classed as Managers if using a more consistent criteria or if based on educational status.

This is broadly in line with Western Australia and Australia, indicating a similarly skilled though slightly less educated population. The Shire appears highly proactive with administration, project management, and

³⁵ Census 2016 downloaded from https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC51083 downloaded 17/5/19

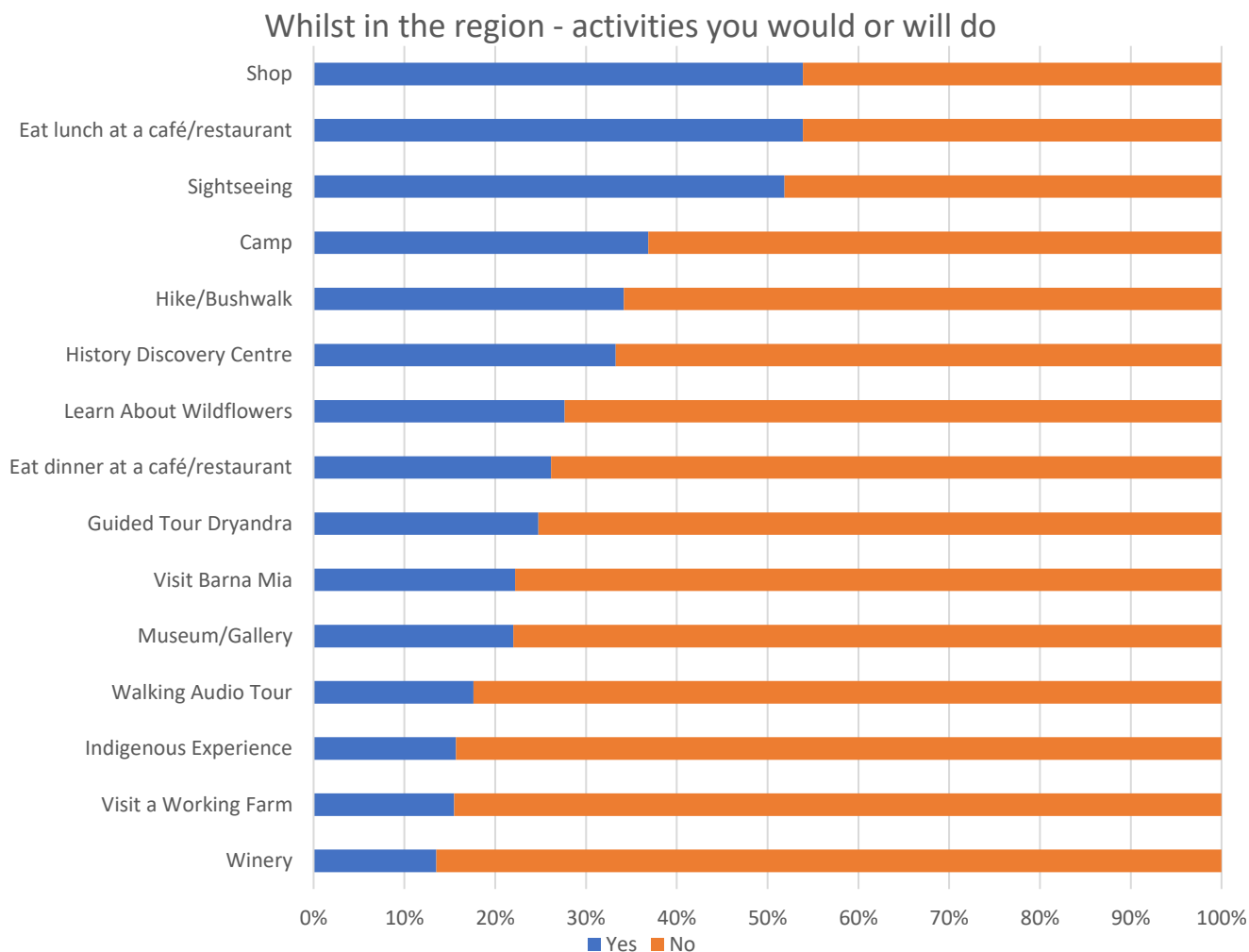
marketing with several projects underway or with funding committed. They have a very comprehensive website with resident businesses describing Narrogin as a “flourishing regional centre” (as quoted in the business profile published on the Shire website).

Rating/Competitive Edge Administration, Skills and Labour

Though the census reports over 25% of the population being in professional or managerial roles, the Shire is investing in a traineeship position to improve availability of trained administrative staff. Administrative skills, business acumen, and customer service skills are critical for the growth and development of a strong tourism industry, and Tourism Council WA and others could be engaged to assist with building business acumen and tourism administrative skills in the workforce.

Visitor Participation in the Regions Tourism Offerings³⁶

The Dryandra Country Visitor Centre collected survey data to identify what activities visitors proposed to participate in (or would participate in if available). The chart below represents the intentions of approximately 880 respondents as at July 2019:



³⁶ Dryandra country Visitor Centre Visitor Behaviour Study Data (information analysed by Brighthouse)

SWOT Analysis

Strengths (Current)

- Resident population of people with a passion for their town
- Unique and fascinating history, packed with stories waiting to be told
- A real Australian country town, only two hour's drive from Perth
- Rich heritage
- Walk Trails Master Plan recently endorsed by Council
- CBD Interpretative Signage (project underway)
- Shire of Narrogin Mountain Bike Trail and Pump Track Feasibility Study nearing completion
- Shire of Narrogin Gnarojin Park Masterplan recently endorsed by Council
- Colour Palette and Style Guide developed and to go to Council for endorsement soon
- Shire of Narrogin Public Art Strategy & Masterplan recently endorsed by Council
- Foxes Lair
- Proximity to Dryandra Woodland
- Easy get-away from city life for Perth residents (and visitors to Perth)
- Excellent road network
- RV friendly (with free camping options)
- Detailed interpretive information compiled and available online (foxeslair.org)
- Wildlife spotting and wildflowers
- Active art community and Arts Narrogin organisation, which brings significant art and cultural experiences to the region with an art gallery and regular exhibitions

Weaknesses (Current)

- Very limited availability of relevant tourism data to assist with planning, growth metrics, and feasibility assessments
- Not located on a major tourist drive trail
- Most significant nearby attraction – Dryandra Woodland is largely located outside the Shire, impacting on ability to direct visitors into Narrogin town centre
- Very low awareness of Narrogin as a place to explore
- Lack of activities (and no guided tours at all) in the Shire compared to some of the more tourism-focused Shires
- Limited tourism flair and appeal of hotel/motel accommodation (fit outdated and in need of refurbishments according to reviews online)
- Limited capacity in smaller accommodation businesses and unable to support growth in existing markets or new markets such as coach/bus tours, high-end visitors or short-stay holiday makers
- Mainly drive-through visitation limiting tourist interaction to day trips or single night stays
- Some licenced restaurants are closed on most long weekends (for the entire weekend not just the public holiday)
- Low visitor expenditure
- Local population's poor perception of the importance of tourism – main focus on agriculture
- Limited (not Thursdays) bus service from Perth
- RV Dump Point management by DCVC, and the facility is often not available when required by RV tourists. Watercorp Regulation is cited as the reason for the dump point being locked, However, RV tourist quote many other regional locations, which do not lock the dump points.

Opportunities (Future)

- Define the “Big Idea” or “Narrogin Brand Promise.” Everything must flow from this: the strategy/strategies, selected target visitor groups, the tactics, and executions with which we will reach these potential visitors. It must be something that clearly differentiates Narrogin from anywhere else in the AGO region and Wheatbelt. It must be easily understood, memorable, and enticing to the potential visitor.
- Define key target visitor segments, including evaluating the potential of the two segments Tourism Research Australia defines as “experience” and “adventure” seekers. Add to key segments - traditional self-drive segments such as families with children, active seniors, and grey nomads.
- Enhance access and wayfinding as part of the trail strategy.
- Develop enhanced cross-regional links and collaboration, for example, the potential development of a Dome café could open up opportunities for inclusion in a regional Dome trail linking Northam, Narrogin, and Katanning, seeking inclusion in the Public Silo Art Trail (<https://www.publicsilotrail.com/about/>).
- Budget for quality interpretative signage at sites, that use real (quirky, unusual, and interesting) stories of people and the places they helped to build. Consider utilising location-based mobile technology options.

The response we want from each site/attraction is that the visitor feels they have spent their time in a worthwhile way and connected with the culture and people of Narrogin and that this experience has been enjoyable, stimulating, interactive, and fun. If we get this right, their “word-of-mouth” stories back home will spread the same consistent, enticing, and unique impressions of the region among their peers.

- Develop new experiences and attractions to increase length of stay and add to the appeal mix, such as guided walking tours (flora, fauna, culture, and history), and work with existing farm-stay operations to help them brainstorm and consider how they could add more of their story and character to their offer.
- Improve service delivery at DCVC, by incorporation digital delivery of information (interactive wayfinding and tourist information delivery kiosk) and drive for recruitment of volunteers with acceptance of value of tourism and amenable to service delivery training.
- Develop DCVC website to provide current, interesting tourism information that excites potential tourist markets to the unique experiences available in the region.
- Redevelop the Caravan Park to a high standard and aim to add eco-accommodation experiences to accommodation inventory.
- Enhance and promote farm-stay tourism and other opportunities to “experience country life” in Narrogin.
- Encourage the development of Aboriginal cultural tours and/or interpretation.
- Leverage off “RV-Friendly Town” status [via CMCA].
- Encourage bloggers and social media influencers to get their Aussie Groove on in Narrogin and tell the story of this quintessentially Australian country town online!

Threats (Future)

- Continued decline of tourism visitor numbers to the broader AGO region will intensify competition for market share.
- Continued low international airfares will reduce relative price competitiveness of regional Australia for both intra and interstate visitors (Australians choosing to holiday overseas).
- Increased tourism marketing efforts from other regional destinations whose core industries are in decline places competitive pressures on all small towns.
- Significant increases in visitor numbers may impact environmental sustainability and the underlying character of Narrogin as a town.
- Investors are unable to source sufficient local area tourism information to enable them to make informed private investment decisions.
- Reliance on volunteers for visitor servicing due to inadequate funds available for paid staffing.

Competing Destinations

Though it could be argued that all destinations within a 2-3-hour drive are competing destinations, it is hard to compete with the highly tourism-focussed coastal destinations of the South West. Thus, for the purposes of profiling competing destinations, we will focus on those most likely to impact on Narrogin, namely, Williams and Cuballing, which also, to a greater or lesser degree, target visitors to Dryandra Woodland and the established iconic inland destination of Kalgoorlie.

Williams

Tourism Proposition

(based on information sourced from AGO website)

The Wheatbelt town of Williams is noted for its magnificent display of roses in the main street over the summer and well into the cooler months.

Visit the Jesse Martin Museum. This unique collection of memorabilia from the Williams district (and others) has been compiled by passionate local farmer, Jesse Martin. The project began in 1976, with the building of a replica inn, complete with original fittings, and has grown to encompass a general store and other replica buildings as well as farm machinery.

Follow the Williams Heritage Trail. Developed by the Williams Historical Society, Williams District High School and Williams Shire Council, the trail explores early settlement areas. It has two sections: a 1km walk around the townsite and a 35km scenic drive to Quindanning.

Check out the Williams Woolshed. This innovative, interactive, and interpretive tourism complex represents “a wool story.” The Williams Woolshed showcases sheep shearing; regional wines, food, and art educational programs; and wool products. The Williams Woolshed also houses the local visitor centre.

Located on the banks of the picturesque Williams River, Lions Park is a pleasant spot for a barbecue or picnic for travellers and locals. Take a relaxing walk or cycle on the cycleway that begins at the Shell Roadhouse and runs along the river.

Strengths (relative to Narrogin)

Williams has a range of accommodation options as well as a caravan park, which are all well rated. Williams is home to the very popular Wool Shed Café, art gallery, and shops as well as a heritage trail, museum, and river cycle way.

Williams also market itself in terms of its proximity to the Dryandra Woodland. It is well serviced by a range of cafes and restaurants which appear to have a dedicated following. Williams is closer to Perth (160km) than Narrogin (192km).

Weaknesses (relative to Narrogin)

It is further from Dryandra Woodland than Narrogin. Narrogin has more choice of accommodation and restaurants as well as a greater range of amenities due in part to having a progressive Shire and in part to having a larger population.

Both towns have similar heritage and agricultural focus in their marketing.

Cuballing

Tourism Proposition

(based on information sourced from AGO website)

Situated on the Great Southern Highway, Cuballing is a two-and-a-half-hours' drive southeast of Perth. The town has many lovely buildings dating from the early 1900s including the newly restored Cuballing Tavern, Post Office, and Agricultural Hall.

Take a picnic lunch to Yornaning Dam and watch for the waterbirds that inhabit the dam or take a stroll along the natural trails that meander through the bushland. Or take a day trip to Dryandra Woodland, the largest remaining woodland area in the Wheatbelt. Dryandra Woodland is a great place for walking, camping, and seeing wildlife.

Strengths (relative to Narrogin)

The majority of the Dryandra Woodland (including the Barna Mia Nocturnal Wildlife Experience) is located in the Shire of Cuballing giving them more opportunities to leverage this drawcard asset to encourage tourists into their town site. They do not yet appear to be strongly leveraging this, other than through their support of the Dryandra Country Visitor Centre.

Weaknesses (relative to Narrogin)

Cuballing has not yet developed any real tourism infrastructure.

Other than Dryandra Woodland, there are just two things to do listed for Cuballing on the Dryandra Country Visitor Centre website, being Yornaning Dam and the Equestrian Centre, which has an Olympic-standard arena.

There are two accommodation options listed (outside of the National Park), one being a rustic campsite and the other a house to rent. Neither have a website or any details.

The popular Cuballing Tavern is not listed on the Dryandra region website as a place to stay in Cuballing. No restaurants, hotels, or cafes are listed in Cuballing.



Kalgoorlie

Tourism Proposition

(based on information sourced from AGO website)

Kalgoorlie-Boulder, or Kalgoorlie as it is more commonly known, is the hub of the Western Australian Goldfields and the largest city in the Australian Outback. From wild beginnings as a gold rush town full of fortune-seekers, it has grown into a bustling cosmopolitan twin city with a distinctive character. And being just an hour's flight or a day's drive/train journey from Perth, it is a popular tourist destination.

As rich in history as it is in gold, the city has an impressive array of heritage buildings, including the magnificent Kalgoorlie Town Hall, Boulder Town Hall, and St Mary's Church, as well as grand hotels, outback pubs, shop fronts, and private homes. A visit to Hannans North Tourist Mine will also offer a fascinating insight into the area's colourful past. And beyond the city, eerie ghost towns tell the story of early gold prospecting dreams that have long been abandoned.

In contrast, Kalgoorlie has a thriving nightlife and a wide variety of modern tourist attractions, shops, and leisure facilities. In fact, the city has more restaurants and hotels per capita than any other regional centre in Western Australia and plays host to many of the region's biggest events.

Strengths (relative to Narrogin)

A wide range of tourism attractions and well-developed tourist infrastructure including a wide range of amenities, cafes, restaurants, bars, and an infamous red-light district.

Rich with history, surrounded by ghost towns and with iconic awareness, Kalgoorlie has a thriving tourism industry. It is also on the major east to west drive route and is a good stopover distance on the way to or from Perth.

It is well connected with flights and trains also.

Weaknesses (relative to Narrogin)

Kalgoorlie is a 6.5-hour drive from Perth making it too far for a weekend or day trip. Kalgoorlie is often visited as a stopover for people travelling from East to West (or vice versa) across Australia.

As a larger city, it lacks the small town feel of Narrogin.

The red-light district and dominant mining culture and presence may negatively impact on appeal for some visitor markets.

Kalgoorlie has suffered some negative press on the social issues which may compromise the perceived safety for visitors.

Competitive Environment Assessment

The above-listed locations present more of an opportunity for Narrogin's Tourism than a threat. There is already a significant amount of tourism cooperation between Narrogin, Cuballing, and, to a lesser extent, Williams, which is targeting a different market. Kalgoorlie is regarded as a potential tourist "feeder" to Narrogin as are other local towns and attractions such as Wagin and Hyden (Wave Rock).

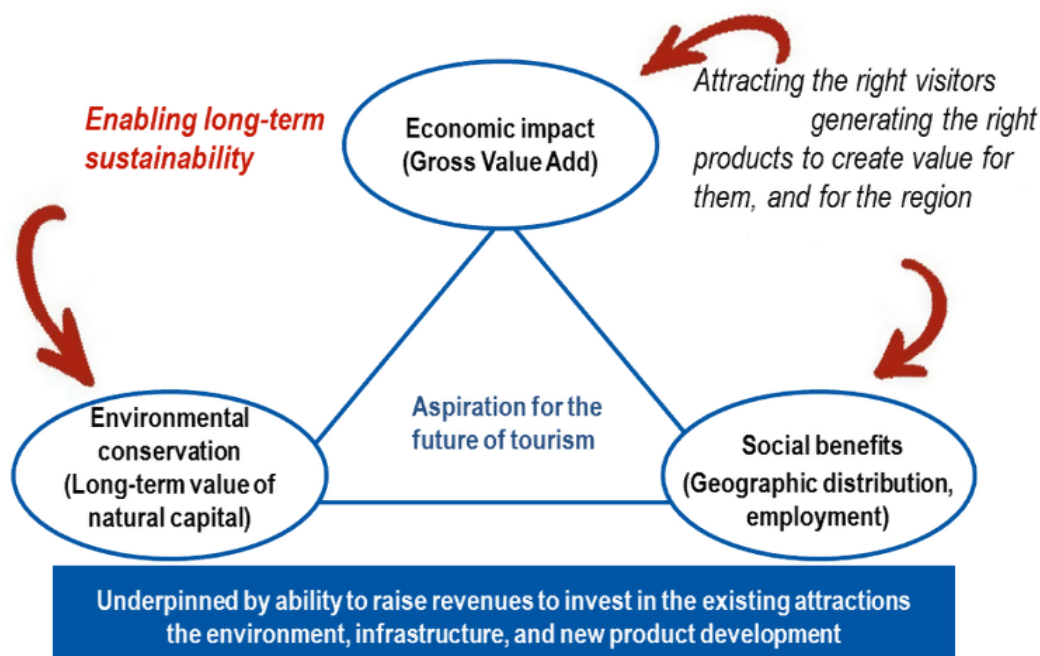
The main competition for Narrogin Tourism is from towns and tourism attraction locations outside the AGO region.

Section II: Strategic Tourism Planning & Alignment

Overview

The first step to developing an effective tourism strategy is to define the Shire of Narrogin's aspirations for tourism over the next decade and beyond, which are:

- Preserving the natural environment
- Ensuring visitors contribute to the Shire's economy
- Reducing impacts of seasonality on visitation to the town
- Improving duration of stay (and therefore, increasing spend) in the Shire
- Creating business and employment opportunities through tourism



A triple-bottom-line approach to destination planning and management is required, where economic, social, and environmental benefits for the Shire of Narrogin are considered equally in developing best-practice outcomes.

The Shire of Narrogin's Vision is to be "A leading regional economic driver and a socially interactive and inclusive community." The Strategic Shire Plan was recently published for public comment See: [https://www.narrogin.wa.gov.au/documents/642/minor-review-of-strategic-community-plan-2017-2027-\(closes-6-july-2019\)](https://www.narrogin.wa.gov.au/documents/642/minor-review-of-strategic-community-plan-2017-2027-(closes-6-july-2019).).³⁷

The vision is focussed on maximising value. As part of this process, the words of the vision statement need to be translated into specific objectives with measurable targets, so that the entity with overall responsibility for delivering the vision can drive action and assess progress against defined milestones.

Performance measurement is critical to testing the validity of agreed plans and actions. As measurement is the precursor to necessary change, it is important that the only measures that are reported are those that can lead to change.

³⁷ https://www.narrogin.wa.gov.au/Profiles/narrogin/Assets/ClientData/Document-Centre/General_Publications/FCE0027_Strategic_Plan_2017-27_Snapshot.pdf

Strategic Tourism Planning Outcomes

The strategic planning outcomes sought through the development of the Shire of Narrogin's Tourism Strategy are defined as follows:



Tourism in the Shire of Narrogin

Narrogin suffers from many of the key tourism development impediments, common to other Shires in the Wheatbelt region. These include:

- Lack of development of the sub-regional strategy for coordinated tourism development across other nearby Shires (i.e., Williams and Cuballing) to leverage off combined strengths and attraction bundling.
- Low population density – making the viability of amenities businesses (retail, cafes, etc.) challenging.
- Narrogin’s economic reliance on agriculture and community services with little further economic diversification.
- Wheatbelt towns typically have a very small number of existing tourism operators and a lack of understanding of the benefits of the tourism industry within the wider community.
- Due to the small numbers of tourism industry operators, local government has to step in and play a significant role in delivering visitor facilities and services. In areas with a more developed tourism industry, visitor servicing and destination promotions can be substantially funded through membership dues, partnership promotions and fees for participation.
- Shire resources are often stretched, leaving them unable to provide time, resources, and expertise to attract tourism investment; hence, like many Shires across WA, there has been limited development of new tourism business, corporate ventures, or commercial operations in Narrogin.

The Value and Benefit of Developing the Tourism Industry in Narrogin

The Wheatbelt has historically been heavily reliant on the agriculture and mining sectors and, as a result, the Region's commodity economy is highly influenced by seasonal variation and market prices and is susceptible to currency fluctuations. Tourism in the Wheatbelt has the potential to diversify economic growth and development and increase jobs in the Region.

Narrogin is heavily reliant on agriculture, as are many other towns in the Wheatbelt. Diversification by way of development of tourism is beneficial to not only mitigate the risks of reliance on a single industry but also enhance the sustainability of the agricultural industry through tourism add-on's such as farm-stays, farm gate sales, farm tours, shearing demonstrations, etc.

The need to diversify and the benefits of tourism is widely recognised in various local and regional strategies. The Wheatbelt Regional Investment Blueprint (2015) identifies:

*A diversified and adaptive economic base building on the Wheatbelt's assets and aligned to State, National and International opportunity.*³⁸

Whilst the Growing Wheatbelt Tourism Strategy reports that Narrogin was in the top four highest numbers of tourist-related jobs in the Wheatbelt region (behind Northam) with 110 people employed, it does caution that the data may not be an accurate representation of direct tourism employment due to source data limitations. In Appendix 4 of the same strategy, the following data is supplied for Tourism Related Employment Statistics³⁹:

	Average Total Employment	% Tourism Employment	No. Tourism Jobs	Average Total Employment	% Tourism Employment	No. Tourism Jobs
Region/LGA	2001	2001	2001	2014 / 2015	2014 / 2015	2014 / 2015
Wheatbelt	38,605	3.0	1,153	35,691	4.4	1,560
Narrogin (S)	558	1.3	7	2,368	4.6	110
Narrogin (T)	2,549	4.3	109	1,943	-	-

The Growing Wheatbelt Tourism Strategy identifies that the tourism industry is important to the Wheatbelt region for two reasons:

-
- 1. It presents an opportunity to diversify the economy and drive both revenue and job growth, particularly in high amenity areas; and*
 - 2. The underpinning infrastructure that supports tourism also enhances community amenity and liveability. The latter is critical in addressing workforce attraction, a priority for the Wheatbelt.*⁴⁰
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³⁸ Wheatbelt Regional Investment Blueprint (2015)

³⁹ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

⁴⁰ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

Strategic Alignment of Tourism in the Shire of Narrogin

The 2020 State Tourism Strategy

The Wheatbelt Development Commission's "Growing Wheatbelt Tourism 2017-2020" strategy provides a regional strategic response to the 2020 State Tourism Strategy and the seven outcome areas developed by Tourism Western Australia. It highlights where Regional Development can make the most effective contribution:

1. Brand
2. Infrastructure
3. Business travel
4. Asian markets
5. Events
6. Regional travel
7. Indigenous

Tourism WA Goals:

- Tourism enabling infrastructure in regional WA
- Australia's best regional events calendar
- Improved caravan, camping, and self-drive experiences
- Extraordinary regional experiences, including nature-based, adventure based, and food and wine
- Regional Goal: Increase average estimated visitor nights and maintain the number of overnight visitors ⁴¹

Role of Regional Development

According to "Growing Wheatbelt Tourism 2017-2020" strategy, the contribution of Regional Development will be in the areas of industry and infrastructure development; however, destination marketing will continue to be provided by Tourism WA and the regional tourism associations. The key elements of the regional development contribution in Western Australia will be:

- Infrastructure Development: Support of a network of iconic and core attractors to regional WA. This can link to a variety of nature-based experiences and build upon the strategic advantage of the Region regarding Aboriginal tourism, camping and caravanning, and nature-based and marine opportunities.
- Events Support: Development of a network of regional events that can leverage visitation and length of stay as a primary objective and related sector investment as a secondary objective, for example, food and wine events. This recognises the important link the 2020 State Tourism strategy makes to business visitation and the opportunity to link to regional trade delegations.
- Industry Development: Assist regional industry to collaborate and develop packaged holiday options, targeting national and international market sectors with an emphasis on wholesaling and web-based packaging at a regional and inter-regional level. Regional Development can assist industry to take up market ready programs, especially regarding Asian visitor market opportunities and better prepare for growth in overseas market visitation through improved tourism packaging.⁴²

The Shire of Narrogin's Strategic Community Plan 2017-2027

The Shire of Narrogin's Strategic Community Plan's vision is: A leading regional economic driver and a socially interactive and inclusive community.⁴³ The economic goals are identified as:

Economic Goals:

- Support growth and progress, locally and regionally...

Growth in revenue opportunities

- Attract new industry, business, investment and encourage diversity whilst encouraging growth of local business
- Promote Narrogin and the Region
- Promote Narrogin's health and aged services including aged housing

⁴¹ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

⁴² Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

⁴³ https://www.narrogin.wa.gov.au/Profiles/narrogin/Assets/ClientData/Document-Centre/General_Publications/FCEO027_Strategic_Plan_2017-27_Snapshot.pdf

Increased Tourism

- Promote and develop tourism and maintain local attractions

An effective well-maintained transport network

- Maintain and improve road network in line with resource capacity
- Review and implement the Airport Master Plan

Agriculture opportunities maintained and developed

- Support development of agricultural services

The strategies that underpin the tourism plan are highlighted above; these are:

- Attract new industry, business, investment and encourage diversity whilst encouraging growth of local business
- Promote Narrogin and the region
- Promote and develop tourism and maintain local attractions

Australia's Golden Outback Destination Development Strategy 2007-2017

The AGO's development strategy identifies the following priorities for the area:⁴⁴

- Access into Dryandra Woodland - Investigate upgrading the access road to Dryandra Woodland. Comment on status: Advice received from DEC is that it is not feasible to seal the access road as this would have a detrimental effect on wildlife. Complete sealing of Congelin Road is, however, viewed as necessary.
- Improved accommodation - Develop appropriate accommodation that caters to self-drive and coach tours within in Williams and Narrogin, including 4-star, self-contained accommodation.
- Dryandra Wilderness Lodge - Investigate the opportunity to further enhance the accommodation at the Lion's Dryandra Village and Pumphrey's Homestead. Comment on status: DEC have included in the revised Dryandra Management Plan a strategy to an area for powered caravan bays. Tourism WA also made a submission to DEC to include under section 12.2 the development of further cabins.
- Dryandra Woodland activities - Examine the establishment of regional and Indigenous tours and daytime activities.
- Dryandra Woodland - Determine the development/further improvement of signage and entry facilities statements.
- Section 3, Williams - Darkin & Williams to Narrogin Rail Trail – with the initiative of developing a world class rail trail from Darkin to Williams that walkers, cyclists and riders can enjoy with a view to also creating a loop to link the Williams section through to Narrogin. Advice at time of this report preparation is that the proposed rail line is highly aspirational and considered to be a very long-term goal.

Growing Wheatbelt Tourism 2017 – 2020 Strategy

The Wheatbelt Development Commissions "Growing Wheatbelt Tourism 2017 – 2020 Strategy" identified several initiatives to drive industry growth and jobs over the short and long term. The aim of their strategy is to focus on those initiatives that will:

- Enhance access, amenity, and activity around four Wheatbelt tourism first-tier icons:
 1. New Norcia
 2. The Pinnacles
 3. Wave Rock
 4. Wildflowers
- Connect and enhance the numerous second-tier tourist attractions such as:
 - o Self-drive trails
 - o Events of international and national significance (aviation, motorsports, equestrian, water-based, etc.)
 - o Heritage locations (Avon Valley, Aboriginal heritage experiences, museums, etc.)
- Utilise digital capacity to access and grow markets and enhance visitor experience to increase the length of stay
- Drive collaboration, training, and cultural and environmental awareness across industry to achieve economies of scale and targeted market penetration.⁴⁵

⁴⁴ AGO Destination Development Strategy 2007 – 2017 Downloaded from www.parliament.wa.gov.au

⁴⁵ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

From the above list, the initiatives that have relevance to the Narrogin Tourism Strategy are:

- Wildflowers (a first-tier icon)
- Self-drive trails
- Events – foster further development of Narrogin Gliding Club aviation event, cycling event at the Narrogin Velodrome and Narrogin College of Agriculture Open Day
- Heritage locations (Aboriginal (Gnarojin Park), heritage experiences (historic CBD Walk), railway history (including railway buildings and yard, railway dam), museums, etc.)
- Utilise digital capacity to access and grow markets and enhance visitor experience to increase the length of stay.
- Drive collaboration, training, and cultural and environmental awareness across industry to achieve economies of scale and targeted market penetration.⁴⁶

The Growing Wheatbelt Tourism Strategy made the following recommendations relevant to Narrogin’s tourism product and infrastructure gaps⁴⁷:

Recommendation	Outcome	Priority	Timeframe	Responsibility
Wheatbelt South Icon Development	Dryandra signage, access road, camping amenity including glamping, interpretation, nature playground	High	Long-term	DPAW Shire of Narrogin AGO Australia’s South West SWDC PDC
Exploring Country and Sharing Culture	Identify reserves in need of improved amenity and Aboriginal culture interpretation	Med	Short-term	WAITOC DPAW Local Operators
Digital Streamlining	Overarching digital platform promotes destinations, experiences, and events, potentially utilising the new Wheatbelt Way app when launched - Digital platform promoted on regional entry statement signage	High	Short-term	NewTravel NEWROC Central Wheatbelt Visitor Centre Heartlands WA
Heritage Storytelling	Aboriginal cultural stories digitised - Wheatbelt light show	Med	Short-term	WAITOC DPAW Local Operators
Tourism Investment Prospectus	- Wheatbelt tourism investment prospectus developed	Med	Short-term	WA Open for Business Tourism WA
Glamping Operator Identification	- Glamping operator matched to a DPAW site through the DPAW-Tourism WA Nature Bank Program - Private investment	High	Short-term	DPIRD DPAW Tourism WA
High in Nature Trail Link	- Identified Wheatbelt South icon linked to DPAW’s High in Nature Trail	High	Long-term	DPAW Shire of Narrogin AGO Australia’s South West SWDC Peel DC
Events Trail	- Coordinated events keep visitors for longer - Event promotion digitised via Heartlands WA online portal	High	Short-term	Heartlands WA NewTravel
Regional Trail Links	- Wheatbelt linked to other regions (Peel, South West, Great Southern, Goldfields Esperance, Midwest) via trails	High	Short-term	DPAW Mandurah and Peel Tourism Organisation

⁴⁶ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

⁴⁷ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

Recommendation	Outcome	Priority	Timeframe	Responsibility
				Australia's South West AGO
Bike Trails	- Recreational mountain bike trails identified and developed - Mountain bike trail links Wheatbelt with Peel (i.e., Wandering to Dwellingup)	High	Short-term	DPAW Australia's South West AGO
Map and Gap Analysis	- All Wheatbelt trails are identified, mapped, and analysed - Trails set out according to stopping needs of visitors	High	Short-term	Heartlands WA DPAW Relevant ROCs
Adventure Trails Art Trails	- Adventure sports trail identified (e.g., sky diving, gliding, ballooning) - Geopark and geocache trails developed - Wheatbelt Science Trail completed - Artbelt Trail implemented (originated by Dalwallinu Visitor Centre)	High	Short-term	Various
Wheatbelt Wildflowers Trails	- Seasonality creates a sense of urgency, scarcity, and uniqueness to the product - Coordinated showcasing of wildflowers in Wheatbelt towns - Granite Loop Wildflower Trail	High	Short-term	DPAW Wheatbelt LGAs
Wheatbelt Way	- Wheatbelt Way app launched - Pilot project (that could be rolled out to other sub-regional tourism destinations) identified to upskill industry operators in customer service, quality standards and tourism offerings	High	Short-term	NewTravel
Holistic Approach for Wheatbelt Tourism	- Sub-regions work together with the RTOs to deliver a whole of region approach to tourism development, bring stakeholders together and market Wheatbelt tourism destinations in keeping with state tourism boundaries.	High	Med-term	NewTravel Merredin VC RoeROC Avon Tourism RTOs Heartlands WA Thought Leaders' Network
Governance Restructure	- Critical mass and sub-regional focus achieved around key tourism zones	High	Long-term	Tourism WA RTOs Wheatbelt Tourism Groups LGAs
LGA Visitor Services	- State tourism industry delivers workshops to upskill	Med	Med-term	Wheatbelt LGAs Tourism WA RTOs
Thought Leaders' Network	- Network of leading industry operators in the Wheatbelt support and grow tourism	Med	Med-term	RAC Dome WBN Heartlands WA
Mentorships	- Tourism mentors for Aboriginal tourism product providers and new tourism businesses.	Med	Med-term	SBDC WAITOC
Stronger Stakeholder Relationships	- Networks and communication between local tourism organisations, RTOs, Tourism WA, DPAW and LGAs developed and strengthened by a Wheatbelt-wide regional leadership organisation - Tourism WA, Tourism Council and RTOs educated on Wheatbelt tourism	Med	Short-term	Tourism WA Tourism Council RTOs DPAW LGAs

Recommendation	Outcome	Priority	Timeframe	Responsibility
Local Tourism Buy-In	<ul style="list-style-type: none"> - Pilot project identified to enable both non-tourism and tourism businesses to actively promote local product and understand the value the tourism industry brings to the Region - Natural marketing system developed through advocacy - Cross promotion between sub-regions and between local tourism products, services, and events providers 	Med	Med-term	WBN Heartlands WA Wheatbelt Tourism Organisations
Tourism Friendly Toolkit	<ul style="list-style-type: none"> - Audit tool created for tourism friendly communities and rolled out in sub-regions in need 	Med	Med-term	Heartlands WA Wheatbelt LGAs Wheatbelt Tourism Organisations
Statistics	<ul style="list-style-type: none"> - Consistent and quality data at a regional level that accurately reflects overnight and day tripper numbers, visitor expenditure, and visitor social and economic demographics 	High	Short-term	Tourism WA ABS Wheatbelt Tourism Organisations
Upskilling for new markets	<ul style="list-style-type: none"> - Industry operators are supported and upskilled to supply products and services at the required levels for different markets - Training in cultural awareness for businesses aiming to attract Asian (especially Chinese and Japanese) visitors to ensure a good reputation with wholesalers and Asian travel agents 	Med	Med-term	Industry Operators Tourism WA RTOs



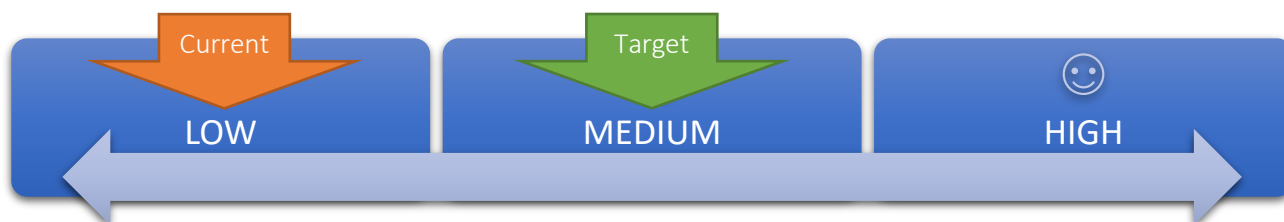
Image supplied courtesy of Tourism Western Australia

Gap Analysis

Narrogin’s identified tourism gaps are analysed below:

Consumer Awareness

Statistical data and anecdotal evidence suggest that there is low awareness of Narrogin's tourism attractions. It is unrealistic, given budget considerations, to target high consumer awareness (relative to other iconic Western Australian tourism towns such as Margaret River and Broome), though there is scope to increase awareness especially amongst niche markets.

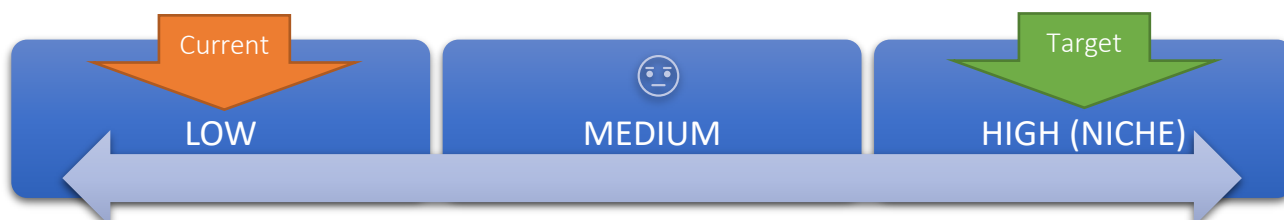


Perceptions of Narrogin as a Tourism Destination

General perception of Narrogin is that of a large agricultural service centre in the Central South Wheatbelt region, which hosts many government departments and agencies.

Awareness of Narrogin as a tourist destination is low and an image of the destination is most likely unformed.

In many ways, the lack of pre-conception is positive as it presents a blank canvas to develop the destination brand.



Competitive Set and Stay Duration

AGO covers a wide variety of destinations, from Esperance’s beaches, to the Wheatbelt with its agricultural heritage and the iconic Wave Rock, to Mount Augustus in the North, and, of course, Kalgoorlie/Boulder, names synonymous with gold. Our objective is to entice people to stay longer in Narrogin and tour for a minimum of 1-3 days.

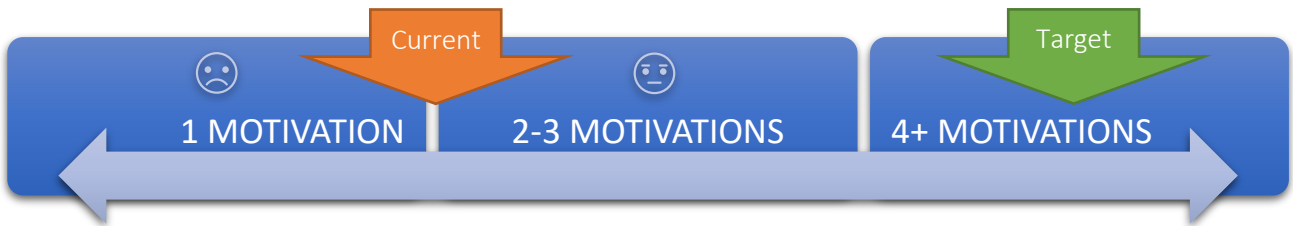
Wheatbelt towns like Northam, Toodyay, or even York largely attract Perth day-trippers/weekenders and they are perhaps considered the closest competitors with the larger of these towns perhaps giving the impression there is more to see, with a greater variety of accommodation types.



Key Motivations to Visit

Rural/regional holidays are broadly segmented according to key motivations that put the destination on travel itineraries and wish lists, including Food and/or Wine, Village/Historic Charm, Beachy/Carefree, Hiking/Active Nature, Indulgence, Special Interest/Activity, etc.

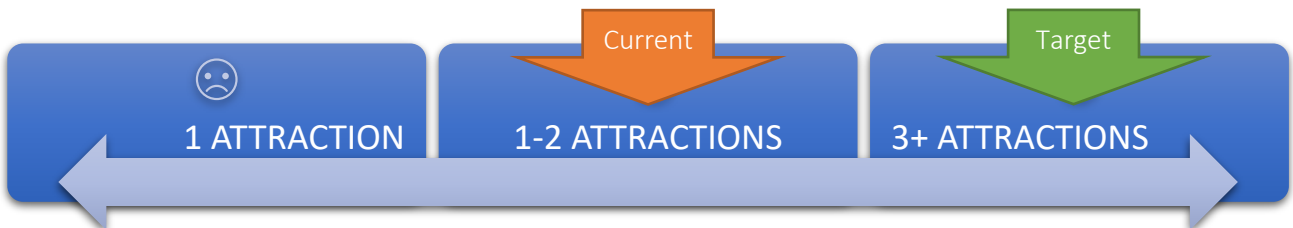
These are not mutually exclusive, and a destination can excel in one motivation while successfully appealing to a variety of other target groups. To encourage an increased number of visitors and duration of stay, multiple motivations are desirable.



Consumer Value Drivers

The value drivers are what makes a destination uniquely appealing.

Type and choice of accommodation, prevalence and range of food and drink, convenient amenities, evidence of civic pride/care and maintenance, a choice of activities, and a unique experience or attraction are all important markers of a rural/regional destination’s desirability.



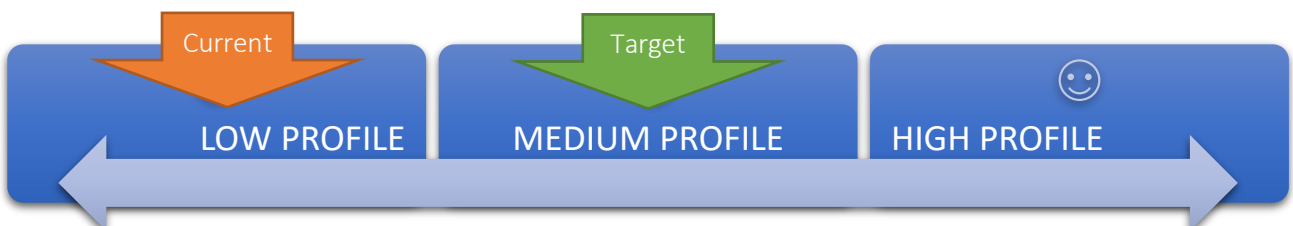
Reputation and Profile

The Shire of Narrogin’s greatest barrier to attracting tourism is its “invisibility.” Even the Dryandra Woodland as the area’s most prominent feature, does not register on the tourist’s destination map.

Thus, building awareness of the Shire’s unique point of difference is the first step.

Without awareness, there can be no visitor interest/desire to visit, or ultimately action (i.e., commitment to visit and explore).

Historically, large marketing budgets were required to improve visibility via mass marketing; with the increased influence of social media and user-generated content, reputation is now just as important as big marketing budgets.



Addressing the Gaps

- Start with the basics; build awareness and interest in the Shire's key natural assets - Dryandra Woodland and Foxes Lair, then expand the tourism product over time.
- Target the two key market segments of Experience Seekers and Adventure Seekers by identifying how the predominant interests of each segment can be served by the Tourism product available in the Shire of Narrogin and surrounds.
- Promote interests that can be served and experiences to be delivered, instead of locations (e.g., promote walk trails, wildflowers, unique flora and fauna, nocturnal animals, and birdlife, rather than the actual Foxes Lair and Dryandra Woodlands locations).
- Upgrade the delivery of tourist information through better digital delivery focus.
- Build awareness of the region's tourism attributes through selective marketing of Narrogin's natural attractions, culture, and heritage to visitors who have a demonstrated interest in these experiential aspects.
- Leverage established events, tourist drive trails, towns, and attractions within close proximity.
- Identify and promote the unique natural environment of the Dryandra Woodland, Foxes Lair, and other key landscape features.
- Highlight the uniqueness and diversity of the area's flora and fauna, including the nocturnal animals, birdlife, and wildflowers.
- Develop walk and leisure bike trails through the natural landscapes, enabling tourists to access and enjoy.
- Improve the range and frequency of events.
- Identify opportunities for new and existing accommodation providers to develop appropriate tourist accommodation close to high-potential tourist attractions (e.g., eco-chalets, glamping).
- Improve facilities and accommodation supply for the caravan and camping, budget drive-stay market, and backpackers.
- Establish additional farm experiences and farm-stay options.
- Create an awareness in the community of the importance of tourism to the local economy (jobs, skills, small business incubation). That is, an overarching tourism culture.
- Facilitate and fast-track approvals for tourism businesses (cut red tape).



Enablers of success

Destination Management	Product Development	Infrastructure Development	Build Awareness of the Region	Industry Development and Support
<p>The development of a sustainable tourism industry in the region is unlikely to happen organically without a strategic and coordinated approach to destination management.</p> <p>A destination management approach will provide a platform for managing and implementing the key tourism strategy whilst bringing together the public art, trails, and parks strategies. Such an approach integrates the Shire of Narrogin with key stakeholders, the community and partner organisations.</p> <p>Destination management needs to be driven by an appropriate resource with the responsibility to implement the tourism strategy and support local industry. In the short term, leadership is required by the Shire of Narrogin to provide this resource.</p>	<p>Tourism development must be product led. A long-term increase in visitation is not achievable without significant cohesive product development.</p> <p>In the short term, the development of micro enterprises adding to the diversity and appeal of the destination will build awareness.</p> <p>In the longer term one or more, state-significant or “signature experiences” that leverage off the strengths and unique attributes of the locality should be considered.</p> <p>These signature experiences need to have sufficient pulling power to attract overnight visitors from Perth. The Shire can play a lead role in developing the signature experience. It will be a catalyst for additional product development and overall vibrancy.</p>	<p>Infrastructure Improvements are required to enhance the visitor experience and support the demand created by product development and the signature attraction.</p> <p>Signage, streetscaping, accommodation, visitor information, amenities and services, such as food and beverage, and events are also critical.</p> <p>Investment is required from both the private and public sector to ensure sufficient awareness of the services that are available for visitors.</p> <p>Incentives and support should be provided to help generate private sector investment.</p>	<p>Except for Dryandra Woodlands, awareness of Narrogin as a tourism destination is low.</p> <p>Promotion of the region is required as products are developed to give an impression that the products will provide a quality visitor experience. In the first instance a marketing strategy is required.</p> <p>This must outline how resources dedicated to marketing will be used to promote the district. It is envisaged that this promotion should focus on the visitor experience and use partnerships with other organisations, such as Tourism WA, AGO, Wheatbelt Development Commission, etc. to assist with the promotion.</p> <p>Facilitation and support by the Shire to potential tourism product developers is essential. Given the likely limitations for financial resources to be allocated to marketing, a focus on partnerships, public relations, and online marketing is likely to be central.</p>	<p>In the medium to long term the success of the Narrogin tourism destination is dependent on the participation of the local community and business.</p> <p>Without private industry support tourism will not reach its full potential. However, training and other support is required to increase private industry participating in tourism.</p> <p>Industry development will empower private industry to undertake investment and innovative product development to provide an enhanced visitor experience.</p> <p>The community must embrace and support this direction and be united in its drive to develop a sustainable tourism industry.</p>

The Five A's of Tourism

The following diagrams demonstrate a) the current tourism destination situation under the 5 A's of Tourism Assessment and b) the proposed actions to achieve improvement:

CURRENT SITUATION



ASPIRATIONS FOR TOURISM GROWTH



Section III – Narrogin Tourism Strategy

Goals and Aspirations

Tourism goals, objectives, and measurement

Goal	Objective	Key Performance Indicators (KPIs)
Maximise tourism’s contribution to the whole of the Shire of Narrogin.”	Maximise benefits of tourism to the Narrogin economy	Gross Value Add (GVA) of tourism sector (Average daily spends x length of stay + multiplier factor) Increase in employment in tourism sector
	Increase total spend (by increasing visitation and duration of stay) of travellers	Percentage growth in visitor numbers and visitor spend in the region
“...with managed and sustainable, year-round growth of visitors...”	Reduce seasonality of tourist arrivals. Aim to continuously improve visitor experience at key sites. Ensure sustainability of natural attractions.	Increased visitation in off-peak months Short self-completion satisfaction surveys handed out to guests checking out of their accommodation indicate satisfaction (or better) with their experience. Questions need to relate back to the strategy. Reports indicate site sustainability maintained
“Inspired by the Shire’s unique Natural heritage and cultural attractions and warm-hearted welcome.”	Grow share of target segments in total visitor population (refine segmentation strategy if consistent results from non-target segments are higher than target segments)	% growth of visitors from target segments Average visitor satisfaction comparison of target and non-target segments
	Improve mix of visitors towards those who contribute most	Average spend per visitor in target segments vs non-target segments Average stay length per visitor in target segments vs non-target segments Consistent refining of segmentation to include more profitable (yield) segments Questionnaire to local business (bi-annual) indicates improvement in traffic and revenue generation

The mid- and long-term scenario for the Shire of Narrogin’s commercial tourism operations will be dependent on achieving the short-term goals. There are insufficient visitor numbers currently to justify the risks associated with large-scale infrastructure investment in the short term, and the returns would likely be insufficient to prove viable.

A staged approach to implementation will see the delivery of low-cost high return on investment strategies in the short term. The higher capital cost initiatives are planned for the longer term, once traction has been gained in tourism growth following successful implementation of the smaller-scale investments and actions.

Short-term goals and aspirations

- Determine the Strategic Tourism Vision for Narrogin.
- Identify a clear communications objective.
- Develop a brand (theme) reflective of a consistent unique sales proposition which can be sustainably delivered, both now and in the future.
- Set and prioritise tourism goals (low hanging fruit).
- Radically improve and integrate communication of existing tourism attractions (via website, social media and offline) to generate better awareness of Narrogin’s unique tourism offering.
- Consider options for raising funds for tourism initiatives, including tourism and community development grants to public funding of activities by organisations such as Friends of Foxes Lair via Go-Fund-Me or similar platforms.

- Install a touch screen, landscape, interactive tourist information kiosk at the Dryandra Visitor Centre to deliver high-quality, branded digital experiences of Narrogin’s tourism product and wayfinding using interactive map applications.
- Incrementally improve wayfinding and interpretation of tourism attractions at the sites.
- Capture the stories and character of the “people and place” and integrate into the tourism offering.
- Utilise existing near- and wider-located tourism attractions to present to a broader section of interests. For example, promote Narrogin’s proximity to other towns with recognised and successful events (e.g., Wagin). Also, take “ownership” of surrounding tourism attractions such as Yilminning Rock, Barna Mia, Contine Hill, Toolibin Lake, Yornaning Dam, and Highbury Town in terms of promoting Narrogin’s tourism assets, as these are low- or no-cost attractions (to the Shire).
- Engage the local community by highlighting the benefits of tourism.
- Engage local experts and advocates in the development of the tourism industry (Shire-sponsored Tourism Committee).
- Collate enhanced interpretive materials on Narrogin’s trails, nature, culture, and heritage
- Encourage the development of new micro- and small-scale businesses, tourism accommodation, attractions, and experiences (volunteer services or as an add-on to an existing business).
- Incorporate into the range of Narrogin tourism product those community-building projects, such as the extended CBD walk, upgrade of Gnarojin Park, street art, etc.
- Look to engage WAITOC and Tourism Council WA to deliver tourism workshops in the region for small businesses and individuals who are interested in participating in the tourism industry.

Medium-term goals and aspirations

- Deliver incremental growth in visitor nights (and total expenditure).
- Improve awareness of the tourism potential of Narrogin.
- Attract new events.
- Transition the Dryandra Visitor Centre into a more sustainable operation, with a critical analysis of how to affect the delivery of tourist information from a physical shop-front presence to mainly online. Consider incorporating off-line service delivery to tourist-dependant local businesses (e.g., the caravan park, a fuel station, or the prospective Dome Hotel).
- Improve tourism product that appeals to drive-stay market (e.g., existing caravan park, new campground, and glamping facility at a suitable near-location such as in an enhanced Foxes Lair/Archibald Park/Railway Dam integrated precinct or at the Yilminning Rock location).
- Encourage private sector to develop other tourism product,

Long-term goals and aspirations

- Develop an iconic tourism attraction in Narrogin (e.g., 2- or 3-day festival event, with multiple key themes – produce markets, accompanied walk tours, cycle events (Velodrome endurance competition, mountain bike time trial).
- Develop a nature-based low-cost (low facility) campground at Foxes Lair or Railway Dam/Archibald Park.

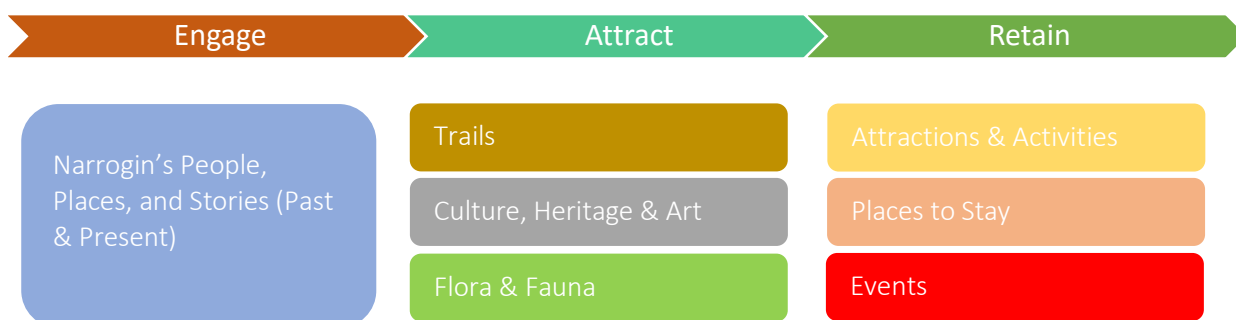
An increase to the length of visitor stay in the Wheatbelt will add value to existing tourism product, increase expenditure in the region and drive jobs growth for an emerging industry.

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⁴⁸ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

Key Themes

The following key themes will underpin the strategy for engaging, attracting, and retaining visitors:



Tourism Development Scenarios

The future mid-term and long-term scenarios for the Shire of Narrogin commercial tourism operations, are outlined below with consideration given to potential growth visitor markets, infrastructure and product development, and industry skills requirements and development.

Scenario	Growth visitor markets	Infrastructure and product development	Industry skills requirements and development
Short-Term	Awareness of Narrogin as an appealing overnight destination for 1+ nights for intrastate self-drive visitors – predominantly families and older Western Australians.	Enhancement and consistent branding/theming of existing infrastructure and amenities. Improve tourism information services delivery (Visitor Centre).	Understanding of the value and benefits of tourism and tourism expectations. Social media and digital.
Mid-Term	Awareness of Narrogin as an appealing overnight destination for 2+ nights for Intrastate and Interstate self-drive visitors, including families, young adults, and older Australians.	Further enhancement of interpretation, wayfinding, trails, and art. Development of new micro and small tourist businesses and infrastructure. Shire to transition from online-offline tourism information services delivery to fully online, with backup from private sector bricks and mortar tourist businesses for distribution of collateral.	Tourism business skills (planning, start up, operations, and ongoing management). Customer service and meeting expectations.
Long Term	Awareness of Narrogin as an appealing overnight destination for 2+ nights for intrastate, Interstate, and International (including Asia) self-drive and package tours/tour groups.	Development of new iconic experiences including tourism retail/food and beverage and nature-based camping in the Shire boundary. Development of themed events, in conjunction with clubs, organisations and private sector.	Understanding of the tourism supply chain and integration with Tourism WA and Tourism Australia. Medium- to large-scale project feasibility assessments.

Strategic Tourism Vision – Destination Narrogin

A strategic tourism vision that clearly articulates what can be achieved for Narrogin is:

Meet expectations with sustainable tourism experiences that provide a compelling reason to visit and stay (longer) in Narrogin.

Communications Objective

Capture and communicate the opportunity to experience the unique natural attractions and a taste of “real” country life in Narrogin, embracing the character of the people, discovering the fascinating history, and exploring the wonders of nature.

The ‘Feelings’ Evoked

The Wheatbelt Development Commission developed a diagram as a compilation of words, feelings and descriptions elicited from Wheatbelt tourism industry stakeholders during meetings held for the drafting of their Growing Wheatbelt Tourism 2017-2020 Strategy.⁴⁹

This has distinct alignment to the ideal “feelings” associated with the Experience Narrogin brand:



Branding

There are benefits of creating a consistent brand across the Shire and its tourism experiences. The existing Shire branding is highly appealing and well suited to translating across all the tourism branding and signage with minimal positioning alterations as per the following:

Tag line: Experience Narrogin: Love the (country) life



⁴⁹ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.



Strategic Tourism Framework

The priority tourism strategies proposed are centred around leveraging Narrogin’s competitive strengths. Each is prioritised, according to potential contribution to destination development, resource intensity, viability, and risk. In recognition of Narrogin’s current level of tourism destination development, the proposed strategies are directed towards the “low hanging fruit,” those that can be reasonably achieved in the short to medium term, within the Shire’s budget.

The strategies below are designed to provide Narrogin with a framework for development as a highly desirable, regional tourism destination. The five priority strategies described in detail below have been proposed primarily because they have the potential to attract large numbers of high-value tourists.

Some of the projects considered were deemed to be principally community projects, with tourism appeal, such as the CBD heritage walk trail or the proposed upgrade of Gnarojin Park, which does not diminish their value in any respect. However, under the assessment criteria of high visitor attraction, they do not rate as highly, as stand-alone projects, as the ten primary tourism attraction projects identified.

Potential tourism infrastructure projects, such as the proposed mountain bike trail network pump track, are highly desirable, provided they appeal to the identified tourism market segments and not specialised groups.

Other opportunities for tourism infrastructure development were considered, including the potential repurposing of Archibald Park as a water playground and tourism accommodation facility. However, it is unlikely that such a development would be commercially viable in the short to medium term, or until other initiatives ensure that Narrogin is recognised as a tourism destination.

The following tourism strategies are prioritised under the “low-hanging fruit” and market segmentation assessment measures:

1. Consider alternative options to the Dryandra Visitor Centre’s stand-alone “shopfront” operation for providing off-line distribution of visitor information and tourist collateral. Transition towards predominantly online delivery of tourist information through an online tourism destination promotional strategy, incorporating an outstanding, all-things tourism encompassing website, providing digitally based visitor information distribution and interaction, together with support through social media.
2. Leverage current tourist interest in the unique, natural landscapes and outdoor activities that are currently available in the area The Dryandra Woodlands, Foxes Lair, and other local natural attractions including Yilminning Rock, the Barna Mia Nocturnal Sanctuary, Contine Hill, Toolibin Lake, Yornaning Dam, and Highbury Town have high appeal to the wider population demographic, especially those interested in

connecting with nature to learn about the area's natural landscape and fauna or for healthy outdoor recreation. Improve wayfinding and interpretation at Narrogin Shire-controlled, natural landscape locations.

3. "Farmer for a Day" - Provide opportunities for visitors to immerse themselves in Narrogin (country) life, including a farmers' market.
4. Identify and develop tourist experiences that cater to specific interests (e.g., wildflowers, bird spotting, nocturnal animal viewing, and walk and mountain bike trails, including the proposed pump track at Gnarojin Park).
5. Connect visitors with Narrogin's heritage and Aboriginal culture through the proposed Gnarojin Park redevelopment, interpretive tours and cultural activities at appropriate locations, and improved visitor experience at identified community development project locations (e.g., Railway Dam, Archibald Park, and the Commonage).
6. Encourage development of niche accommodation product such as farm-stay, caravanning, and camping (including glamping) and upgrade of historic hotels.
7. Encourage the development of escorted and self-guided tours and periodic activities for special interest groups (e.g., art, photography, and/or astronomy groups, gliding and competition cycling (Narrogin Velodrome)).
8. Improve tourism network linkages with Tourism WA, Australia's Golden Outback, and the towns and tourism attractions in the Southern Wheatbelt (e.g., Wave Rock and Kulin).
9. Encourage and create new events to attract large groups of visitors.

These strategies are detailed in the following strategy sections:



Strategy 1 – Conduct a Visitor Information Services Review

- Undertake a cost benefit analysis of the current visitor centre operation, to ascertain whether the physical distribution of tourist information can be achieved more sustainably through alternative options.
- Develop an exceptional tourism destination promotional package, incorporating an outstanding, all-encompassing website, digital visitor information distribution, social media, and visitor-interest and activity-based collateral.
- Call for Expressions of Interest from local tourism-related businesses, for the provision of off-line visitor services and delivery of tourist information.

Dryandra Country Visitor Centre

The Shire of Narrogin operates the Dryandra Country Visitor Centre (DCVC), which is partially supported by a financial contribution from the Shire of Cuballing. The DCVC is well located in a high-traffic site on the corner of Park and Fairway Streets near the centre of Narrogin.

Observation of the centre's operation during opening hours over three separate occasions in September 2019 indicated that the visitation to the visitor centre is low, which is of particular note considering the time of observation was during the peak wildflower season.

The DCVC premises are attractive, and the layout includes racking for tourist collateral and shelving containing gift items and souvenirs. At the time of each of the consultant visits, the public area was staffed by a sole volunteer. Quality of the interaction (as a visitor) with the visitor servicing volunteer varied on each occasion, from helpful and obliging (1) to a general lack of tourist product knowledge (2) and total disinterest (1).

The manager of DCVC is generally located in an office in the rear of the building, which is separated from the main visitor area. This is not ideal, considering the inconsistency of knowledge and customer service skills demonstrated by the public-facing visitor servicing personnel. The manager appears to be knowledgeable about the area's tourism potential, passionate about building Narrogin's profile as a tourism destination, and has strong graphic design skills, based on recent collateral produced and the described activities undertaken.

The impression gained from the few visits to the DCVC is that it is under-resourced and not delivering the necessary tourist information and visitor experience to meet or exceed expectations under the current model. In common with many regional visitor centres, the financial support provided by the Shire of Narrogin (and Shire of Cuballing) to its visitor centre is substantial. Therefore, it is obligatory for this strategy to examine the priorities for the Shire's tourist destination information delivery. The many options for both off-line and online tourist destination information delivery include:

Face-to-face interaction

- Dedicated visitor centres
- Co-located facilities, such as CRC offices
- Outsourced - contracted private sector, tourism-associated businesses
- Outreach kiosks - may or may not involve operating from a building. The information service is "roving" and moves to areas of high traffic according to demand.

Contact centre services

- Phone and email communication

Internet-based

- Website
- Mobile Apps
- Live chat

- Automated information kiosks, with QR code accessed tourism collateral

A recent report for the Victoria Tourism Industry Council (Visitor Information Centre Summit 2016) provided a model for the provision and distribution of visitor information.⁵⁰ The report referenced research and case studies for visitor information delivery, which generally supported the Tourism WA publication - The Future of Visitor Centres in WA, Haeberlin Consulting 2014.

The key findings from the assessment of the DCVC and visitor information distribution research relevant to the DCVC are:

- The top three features that visitors look for in a visitor centre (VC) are:
 - a. knowledgeable, professional staff, skilled in customer service;
 - b. unbiased and authoritative information; and
 - c. regional displays and stories.
- There is widespread variance among stakeholders regarding the importance of visitor centres and their current performance.
- Potential to partner with relevant local tourism businesses, to deliver face-to-face visitor services, in place of the present DCVC.
- The current resources and skills of the DCVC personnel may be more effectively engaged in production of online content and collateral, event promotion, and networking with tourism organisations and local tourism businesses. The role would be more akin to a tourism development manager than a visitor centre manager.
- The impact of technology on visitor centres is unlikely to be terminal in the short term but is critical to understand that VC services are of decreasing relevance to visitor needs and to manage the transition from off-line to online.
- The current volume of online access for tourist information and transactions confirms the critical importance of an effective and user-friendly web presence that incorporates contemporary design, adaptable layout, programmable aspirational content, and state-of-art digital infrastructure.
- Strong on-line & on-site transaction trend suggests there may be potential for a viable commercial model to underpin service delivery; however, much competition comes from the commercial sector.
- Create a beacon to the region – natural resources, regional produce, culture, events, and hospitality.
- Focus on maintaining currency and relevance – what is on, today, tonight, right now.
- Maintain clear and consistent branding across all channels.
- Traditional maps & brochures to be integrated with digital technology.

All research indicates the financial necessity for visitor information services to transition from traditions face-to-face, stand-alone visitor centres to a more online-centric visitor information servicing model.

The current website for the DCVC provides a considerable amount of information about the area. However, the grouping of information is based around locations rather than visitor interests and activities. Therefore, finding information is less intuitive than it could be and requires more navigation. Links to other websites contain local information, including the Parks and Wildlife's Dryandra Woodland website and the extensive, privately maintained Foxes Lair website.

It is generally accepted that for authenticity, a tourism destination website must display all local attractions and tourism businesses. However, many visitor centres operate on a paid subscription basis and do not display information for non-member businesses. It is important that visitor centre websites, directories, and other collateral describing tourist product for their area are totally inclusive, or they risk losing integrity.

The "Friends of Foxes Lair" organisation is operated by a group of knowledgeable and passionate volunteers, led by local resident, Doug Sawkins, who are active in maintaining the site and, on many occasions, interacting

⁵⁰ A model for the provision and distribution of visitor information, Sandwalk Partners 2016

with visitors. Considering its limited resources, the organisation provides a good service to the Shire of Narrogin's tourism.

The Foxes Lair website has a wealth of information about the locality, including its geology and history, things to do, and what to see as well as an excellent blog. It contains an enormous photo library and is supported by Instagram and Facebook pages. The Foxes Lair online promotion is managed by Doug Sawkins, an extremely passionate advocate for Foxes Lair and Narrogin Tourism. It is understood that Doug has also provided images and content for much of the tourist collateral distributed by the DCVC.

There is a concern that if the existing Friends of Foxes Lair group is disbanded or Doug Sawkins retires from his role as the primary organiser and no longer maintains the Foxes Lair website, this important resource and much local tourist information may no longer be available to visitors.

Develop New Narrogin Tourism Website

As a matter of high priority, the Dryandra Visitor Centre should develop a new, high-quality website for the promotion of the tourism destination. The website will become the single go-to tourism destination information source for Narrogin and the surrounding area.

The new website will need to incorporate, with the approval of the current owners, all relevant content from Park's and Wildlife's Dryandra Woodland website, Australia's Golden Outback (regarding Southern Wheatbelt tourism attractions), tourism content from the Shire's of Narrogin and Cuballing's websites and, most importantly, the Foxes Lair website.

It is not intended that the new DCVC website replace any of the above-mentioned websites, but to supplement them as the primary tourist destination website.

The proposed website must maintain up-to-date content for everything about tourism in Narrogin, including (seasonal) what to do, what to see, tourist accommodation, events, and more. Therefore, it is essential that it is constructed on a robust, reputable, and easy-to-operate platform. The website must be designed for mobile application as well as computer access.

The key to retaining high search engine rankings is fresh content that aligns with the intent of the website. This is often partially achieved by maintaining a blog, to which news items are frequently posted. The blog posts can include historical or current "stories" of people and places, upcoming events, or any other items of interest. Quality images for posts and throughout the website are important, and a photo gallery is good for website visitor retention.

To help maintain currency, the website may also draw from pages operated by the DCVC on social media platforms, such as Instagram and Facebook, or even from the relevant social media pages of third parties (e.g., the Foxes Lair Instagram pages).

The DCVC would also maintain social media pages to support and promote the tourist destination and point to the website. Blog posts on the proposed new DCVC can be automatically posted on the DCVC's social media pages, preventing time-consuming reposting.

To illustrate the style and content of the proposed website, Bighthouse Consultants has developed an example site, <https://dryandratourism.squarespace.com> (Password vip), which demonstrates the clean appealing features and a portion of the proposed website Home (Welcome) page. The demonstration website is supported by three separate blog databases that feed content into the News, Events, and the What to See and Do sections.

The following images display a portion of the proposed website Home (Welcome) page.



FOXES LAIR NATURE PARK

Foxes Lair is a bushland reserve in the town of Narrogin WA that has walking tracks, picnic areas, and a wide array of winter wildflowers, landscapes, birds and wildlife.

[Explore Foxes Lair](#)

What to see & do

From sensational seasonal wildflowers to Dryandra's wild woodlands and the flora & fauna of Foxes Lair, there is plenty on offer.

[More to see](#)



UNIQUE WILDFLOWERS



BIRDWATCH PARADISE



SELF-DRIVE TRAILS

DRYANDRA WOODLANDS

Dryandra National Park, soon to be declared, is situated in the Shires of Cuballing and Narrogin and is a valuable nature conservation area featuring the largest remnant of original vegetation in the western Wheatbelt.

Enter Dryandra Woodlands [➔](#)

24 mammal, 98 bird and 41 reptile species are all known to call Dryandra home, including Western Australia's state mammal emblem, the numbat (*Myrmecobius fasciatus*).

NEWS & EVENTS

From our blog...



Sep 17, 2019

Mosquito trapping orchids of Foxes Lair



Sep 17, 2019

Fire breaks built by trees

From our calendar...



Narrogin Speedway

Narrogin Speedway



Narrogin Community Garden

Farmers Market

Get the latest news and events notifications first!

Custom Information Directory, Touch Screen Kiosks

Tourists like to make well-informed decisions before choosing which attractions and activities to visit. Seeing previews of places with a lot of images, videos, and maps really helps this decision making.

In situations where staff may not be knowledgeable about the tourism destination, trained in customer service, or overwhelmed with visitors, less than satisfactory direct communication with each tourist can occur. Easy-to-use touch screens and kiosks can be the best solution to getting the right information to each tourist who walks through the door of the visitor centre.

Designed for use in visitor centres, reception areas, and public spaces, 42-inch (1.1 metre) commercial touchscreen kiosks clearly present a directory, advertising, and wayfinding information. The carefully considered angle in a kiosk's design intuitively indicates to the users that it is an interactive touch screen and not just a passive display.



The kiosks present dynamic information on attractions, trails, historic places, events, and activities and have an easy-to-use software interface, for keeping information up to date. Tourist collateral including trail maps can also be displayed and downloaded to visitors' mobile devices through scanning a QR Code with the mobile phone's camera.

The cost of a touch screen kiosk, including software and training is approximately \$8,000.00.

Mobile Apps

Mobile apps are an extension of a destination website and can also provide users with several additional features.

The built-in GPS on mobile devices allows users to unlock different tours and information at each point of the tour using location services.

Augmented Reality (AR) connects physical spaces and locations to digital media loaded to the App's database.

The purpose is to interconnect real places with digital media through engaging means. The app educates, entertains, and informs while being fun and engaging to use.

For instance, on a displayed trail map (e.g., Foxes Lair), various points of interest may be designated by a marker. By hovering over the marker, a full description of the location will be displayed, including images. This would be especially useful for identifying wildflowers, significant trees, birds, and animals.

Mobile Apps provide the ability for a destination to “push” notification messages about the destination to travellers driving within a predetermined distance of the location.

Mobile Apps provide tourism destinations with a wealth of knowledge about their markets and tourist profiles. Over time, they can provide tourism managers with important data on traveller's movements and expenditure, which can aid planning and destination marketing.

Stand-alone mobile apps can be costly to develop. However, there are several travel app platforms, such as Everythere, which allows tourist destinations to present visitor information specific to the area, including what-to-do, what-to-see, and where-to-stay. Subscribing to a travel app may be a good alternative to the DCVC producing a stand-alone tourism app.

Producing a mobile app should not be the highest priority; however, it should be considered as a means of capturing, retaining, and distributing important information, such as flora and fauna at Foxes Lair, that, otherwise, may be lost over time.

Online Engagement Platform

Online engagement platforms create a dedicated online space for community and visitor engagement. Local, state, and federal governments around the world are getting more people involved in planning projects, strategic development, and community consultations through online engagement. Bringing the conversation online, government organisations can broaden their audience for a more complete sampling of public opinion.



By empowering stakeholders with an easy and secure way to participate online, organisations build community capacity and improve planning outcomes as a whole.

Online engagement platforms enable local government to:

Listen

Use a combination of forums, polls, surveys, maps, and other tools to host and encourage conversations and interaction.

Inform

Communicate project updates and key perspectives through newsletters, blogs, social, and rich media content.

Measure

Advanced analytics and reporting deliver actionable insights and data-driven evidence for better decisions.

Build Community

Capture participant information and develop user profiles and target communications for more meaningful interaction.

While local government may approach a set of issues in a certain way, they may not always be able to see the related issues that may be less visible but equally, if not more, important to the local community and visitors. Opening the conversation up can allow these underlying priorities and experiences to come to the forefront and inform better decisions for all involved. This can mean looking beyond the survey.

Engaging online allows for a wider, more diverse range of views, which provides new, relevant knowledge to contribute to decision making. Unpacking issues in greater detail, it paints a clearer picture of what the community wants and pertinent local issues. With tools and opportunities for a more collaborative, deeper dialogue, digital engagement fosters trust and unearths underlying tensions around issues and competing priorities for stakeholders.

Where traditional, face-to-face engagement has limited participants, online community engagement enables more people to have their say at their convenience. A dedicated digital engagement space beyond the limitations of social media – with strident measures of data security that combat increasing community mistrust of social media – ensures everyone has safe access to make meaningful contributions to issues impacting their everyday life.

Online engagement in the planning stages of a project can facilitate more focussed outcomes. It can also minimise budgets that confront geographical confines particular to face-to-face engagement. And, unlike traditional engagement methods, it provides unparalleled opportunities to dive deeper into conversations beyond the immediate issue at hand. It also brings diverse groups together, including hard-to-reach communities, providing access to often neglected perspectives and bringing marginalised voices into the conversation.

An example of the use of an online engagement platform for stakeholder collaboration is the City of Launceston's Tomorrow Together engagement campaign: <https://www.bangthetable.com/blog/staff-pick-city-of-launceston-tomorrow-together/>

get involved with...



Tomorrow Together



Strategy 2 – Enhance Narrogin’s Natural Experiences

- Promote Narrogin’s abundance of soft-adventure, nature-based experiences as its key tourism destination features by utilising the high tourist recognition of Dryandra Woodland and the region’s unique flora, fauna, and geoscience features. Key attributes to be conveyed are the profusion and diversity of wildflowers and birdlife, the ease of access for self-guided tours, the hidden “stories” behind the area’s landscapes and vegetation (e.g., the trees that that create the gravelly, lateritic soils), and the ease of access for self-guided tours.
- Develop Foxes Lair as a centrepiece of Narrogin’s Natural Experiences by improving and upgrading facilities, amenities, wayfinding, and interpretation at the site; and targeting the appropriate, large traveller segments identified in the three WA Tourism Domestic Market Segmentation – Escape and Connect, Off the Beaten Track, and Family Fun.
- Develop a viewing area at Foxes Lair for Astrotourists.
- Plan to add other natural locations, such as Railway Dam and Yilminning Rock, which are located on Narrogin Shire-controlled land, by gradually improving access, wayfinding, and amenities to make them more accessible and interesting.
- Leverage the proximity of the Dryandra Woodlands nature conservation area (currently 92,000 annual visitors), which features the largest remnant of original vegetation in the Western Wheatbelt, an amazing collection of mammal, bird, and reptile species, and Barna Mia, a predator-proof animal sanctuary in the heart of Dryandra, where Western Australia’s state mammal emblem, the numbat, and other nocturnal animals can be seen.

Interpretive Shelter at Dryandra Reserve



The Natural Attractions of Narrogin and the Dryandra Country

Natural Landscapes

Narrogin is blessed with several nearby, unique natural landscapes, which include the Dryandra Woodland, Foxes Lair, and Yilminning Rock.

While some of these locations are on Shire of Narrogin controlled land, the greater area of the region's natural estate is administered by DBCA (Parks and Wildlife). This provides Narrogin with a natural tourism asset, for which it has no commitment to ongoing maintenance cost.

The DBCA's Two-Year Action Plan for Nature-Based Tourism in Western Australia 2019 and 2020, provides an ambitious framework to improve nature-based tourism in regional and remote WA. It does not mention the Dryandra Country amongst those destinations where it hopes to increase tourist visitation. Nevertheless, visitation to the Dryandra Reserve for 2018 totalled 96,000, according to the DBCA statistics.

Pointing the Way to Narrogin's Unique Natural Assets

More and more tourists are attracted to experiential travel within environmental landscapes, learning about the purity of nature, culture, and history. Geo-tourism, a multi-interest form of nature-based tourism, incorporates ecotourism and interesting geoscience features in a didactic and entertaining way. Geo-tourism goes beyond flora and fauna and explores the temporal and spatial dimensions of the landscape and skies.

Promoting the geoscience features of natural landscapes, rather than just the scenic beauty, will generate inquisitiveness amongst target markets and provide a clear position to the tourism destination, which distinguishes it from similar competitive destinations.

Example -The Woylie's Significance to Sandalwood Regeneration

The role a small marsupial, the Woylie *Bettongia Penicillata*, might play in the recruitment and regeneration of Western Australian sandalwood *Santalum spicatum* through its seed caching behaviour was investigated. To determine the fate of the seeds, cotton thread was attached to the seeds and the trail followed. A total of 25 seed caches were located. All the seeds were found in separate caches, which was consistent with scatter-hoarding behaviour.

Significantly more seedlings and saplings grew away from sandalwood trees at sites where woylies were present than at sites with no woylies.

These findings strongly suggest that **little seed dispersal or regeneration of sandalwood occurs in the absence of woylies**. Through scatter-hoarding, woylies have the potential to disperse and cache sandalwood seeds away from the source and significantly alter the subsequent regeneration of sandalwood. Furthermore, by caching seeds large distances away from a source, woylies could modify the distribution of sandalwood in an area.



Furthermore, the more interpretive information provided online and at the sites, the more time will be spent by tourists enjoying the learning experience. Ultimately, this will result in return visitation or overnight stays.

Developing a geo-tourism strategy, that incorporates, placemaking (a multifaceted approach to the planning, design, and management of public spaces) and wayfinding (branding promotion, interpretation, signage, maps, and directional devices) to point tourists to the existing locations and experiences that many visitors already enjoy.

It requires the team to examine Narrogin from a visitor's perspective, understanding why people currently travel there, and using this data to design information and clues to help guide new visitors to the tourist destination and improve their experience once they arrive. The key to visitor satisfaction is access to information, which enhances understanding and improves enjoyment of the experience.

Improve visitation and visitor experience at Gnarojin Park, Railway Dam, and Dryandra Reserve

Enhancing visitor amenities to facilitate longer stays and maximising the enjoyment of existing tourism assets including Gnarojin Park, Railway Dam, and Dryandra Reserve is a priority.

The Railway Dam Management Plan (2018) was compiled primarily to protect and enhance the conservation values of the Railway Dam Reserve by encouraging sustainable use of the reserve for recreation, education, and eco-tourism purposes. The plan identifies the following existing infrastructure at the site:

- A small carpark area;
- Historical interpretive signage;
- Railway Immigrant Camp memorial;
- Two picnic benches with non-gas barbeque facilities;
- Signs stating no swimming;
- A bridge across the two dams, a small access bridge off Mokine Road and a small bridge at Archibald Park;
- A network of historical drains and weirs leading into the dam;
- Archibald Park - a historical jet boat park;
- A geocache;
- Vehicle tracks created by 4WD; and
- Two walking trails created by a community member.⁵¹



The plan states that local community members have created trails within the reserve and that these trails are currently used by locals for the purposes of dog walking, cycling, trail biking, and 4WD use. It recommends a range conservation actions to protect the environmental sustainability of the reserve as well as of measures to improve the use and amenity of the reserve.

The main recommendation with an impact on the reserve's tourism potential is for signage to be erected "with maps of the designated walking trails at the carpark area and in various locations along the walking trail. This signage should encourage visitors to stick to the designated paths. It is also recommended to have educational signage along the path for the purposes of identifying native plant species and native fauna. The historical drainage network at Railway Dam is illustrated on the sign at the carpark entry; however, a new sign at the location of the old weir/separator area may be of interest to visitors and pedestrians and explain the wider function and history of the reserve"⁵²

The tourism-related actions recommended by the plan include:

⁵¹ Railway Dam Reserve 20939 Management Plan Prepared for the Shire of Narrogin, December 2018 by 360 Environmental Pty Ltd

⁵² Railway Dam Reserve 20939 Management Plan Prepared for the Shire of Narrogin, December 2018 by 360 Environmental Pty Ltd

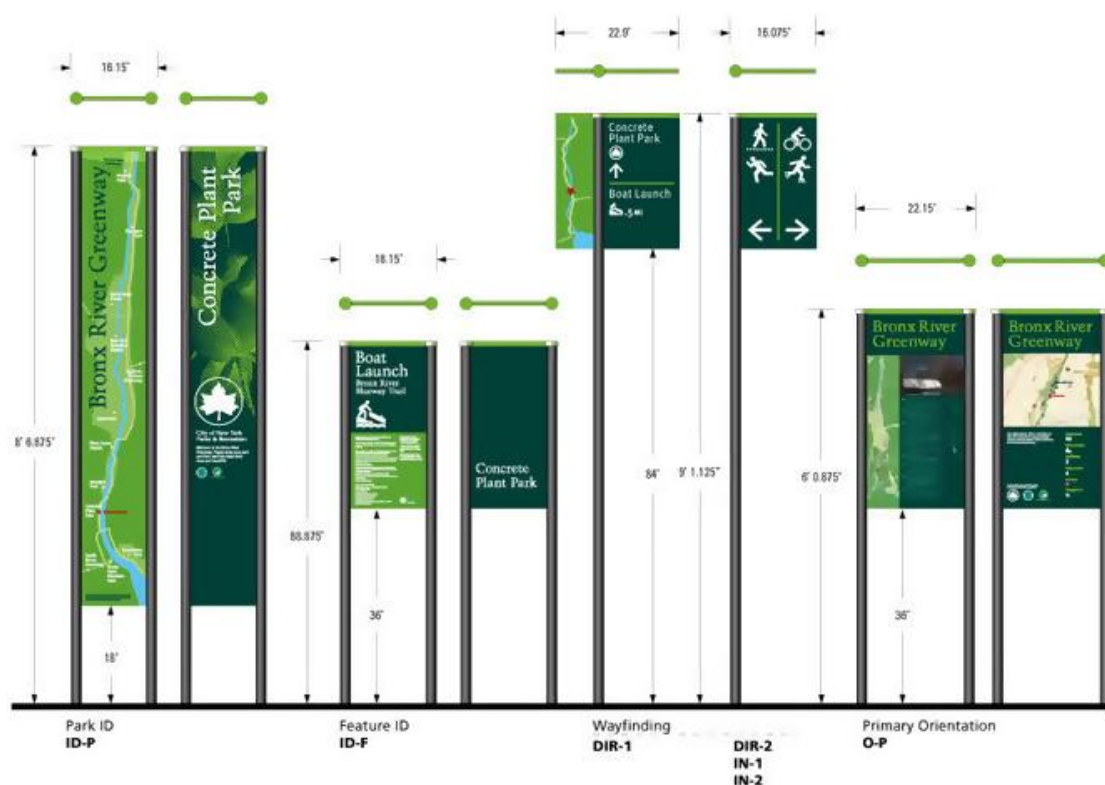
- Formalise the two existing walking trails (Archibald Park Walk and Dam Walk) by installing maps and signage prohibiting visitors to walk off the tracks.
- Develop a design for parking/picnic area.
- Apply for funding for parking/picnic area/walk trail upgrade and rehabilitation of bare areas.
- Provide more bins around carpark and picnic area and a dog waste bag dispenser.
- Expand carpark area to allow for more cars.
- Install interpretive signage identifying native flora and fauna (e.g., turtles) for visitors.
- Install interpretive signage at the location of the historical weir/seperator drainage area.
- The plan also notes that there is opportunity to rehabilitate Archibald Park (a secondary dam/water feature) to provide a more diverse wetland-type habitat.

The actions identified will all help to conserve and better utilise an appealing asset with natural and heritage values that is well located in the Narrogin Town Centre. This has the potential to add to the visitor experience and is, thus, included in the Tourism Strategy recommendations.

The signage and trail development recommendations and development of Gnarojin Park for an improved visitor experience is covered in Transplan’s Shire of Narrogin Draft Walk Trails Master Plan and explored in more detail from a tourism perspective under the Aboriginal Culture and Walk Trails section in this strategy. Although not investigated in Transplan’s Shire of Narrogin Draft Walk Trails Master Plan, it is recommended to investigate the feasibility of a transient or pop-up cafe at Gnarojin Park, Railway Dam, and/or Dryandra Reserve to draw and hold visitors and provide an enhanced visitor experience. This would encourage visitors to stay longer inside these locations while providing for an enhanced visitor experience. A café van could be a good start to test the market, with more permanent infrastructure being planned once demand has been determined. This would ideally be located near existing or proposed toilets and picnic facilities.

Wayfinding

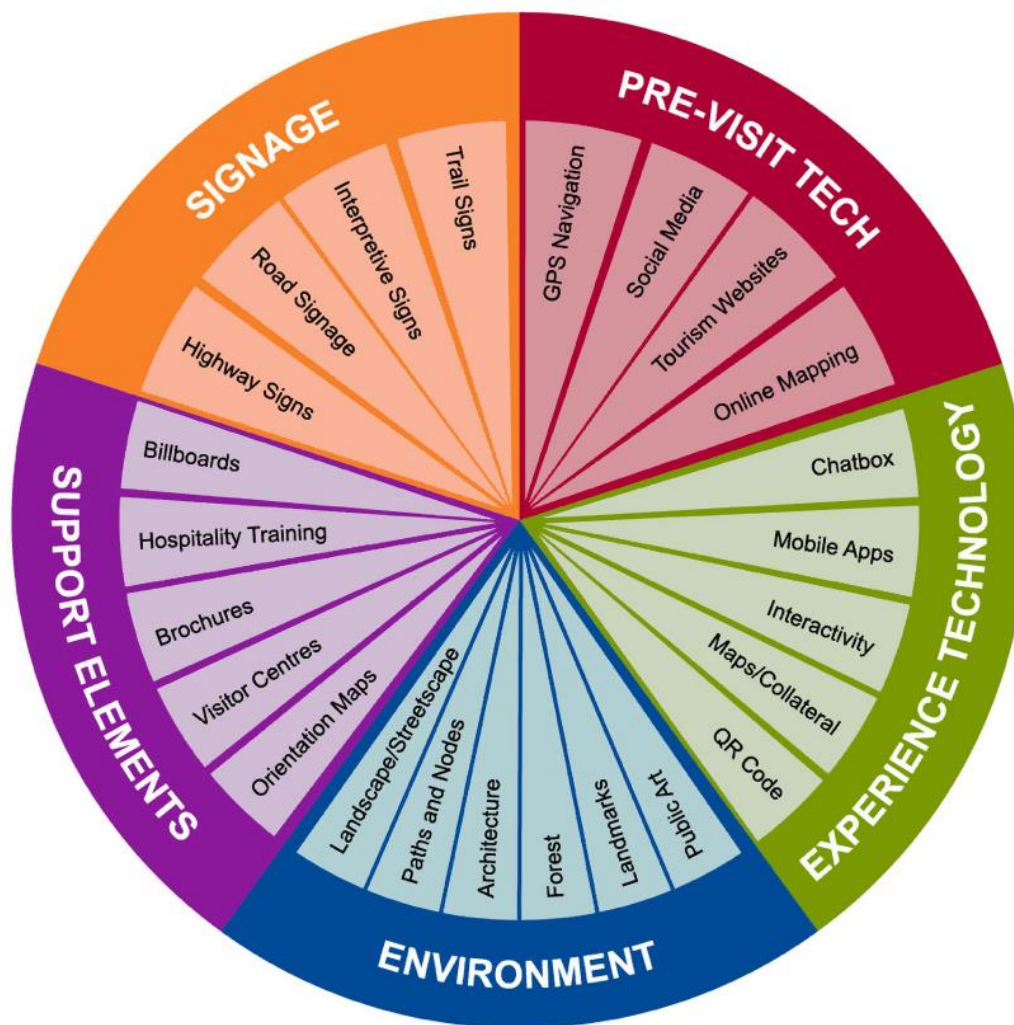
Tourism wayfinding, in this strategy, refers to the information system that guides people around and through Narrogin and enhances their ability to navigate and understand the environment. It is much more than interpretive signs. It is understanding traveller’s needs during their visit, “the consumer journey,” as part of strategy to help visitors navigate their way easily around the Shire to the attractions, accommodation, amenities, events, and all else the location has to offer.



It is a way of looking at an environment and organising the visual and verbal cues within the local environment to help people access the areas they need, and it incorporates:

- Branding
- Signage
- Maps
- Printed collateral, including brochures
- Interpretation kiosks
- Video and virtual reality
- GPS navigational devices
- Smartphone messaging
- QR codes
- Websites and Mobile apps

Elements of Wayfinding



Symbols can contribute simplicity, clarity, distinguishability, memorability, and personality to a wayfinding system.

Car hire companies, government agencies (Department of Sport and Recreation, Parks and Wildlife), and membership organisations, such as RAC, are also distributors of wayfinding material. It is important for the Shire to foster relationships with potential partners and maintain the supply of wayfinding material to them (paper-based collateral or electronic).

Its purpose is to provide a systematic network of directional signs to guide the traveling public from major highway gateways to key civic, cultural, regional, and commercial destinations using the minimum number of signs.

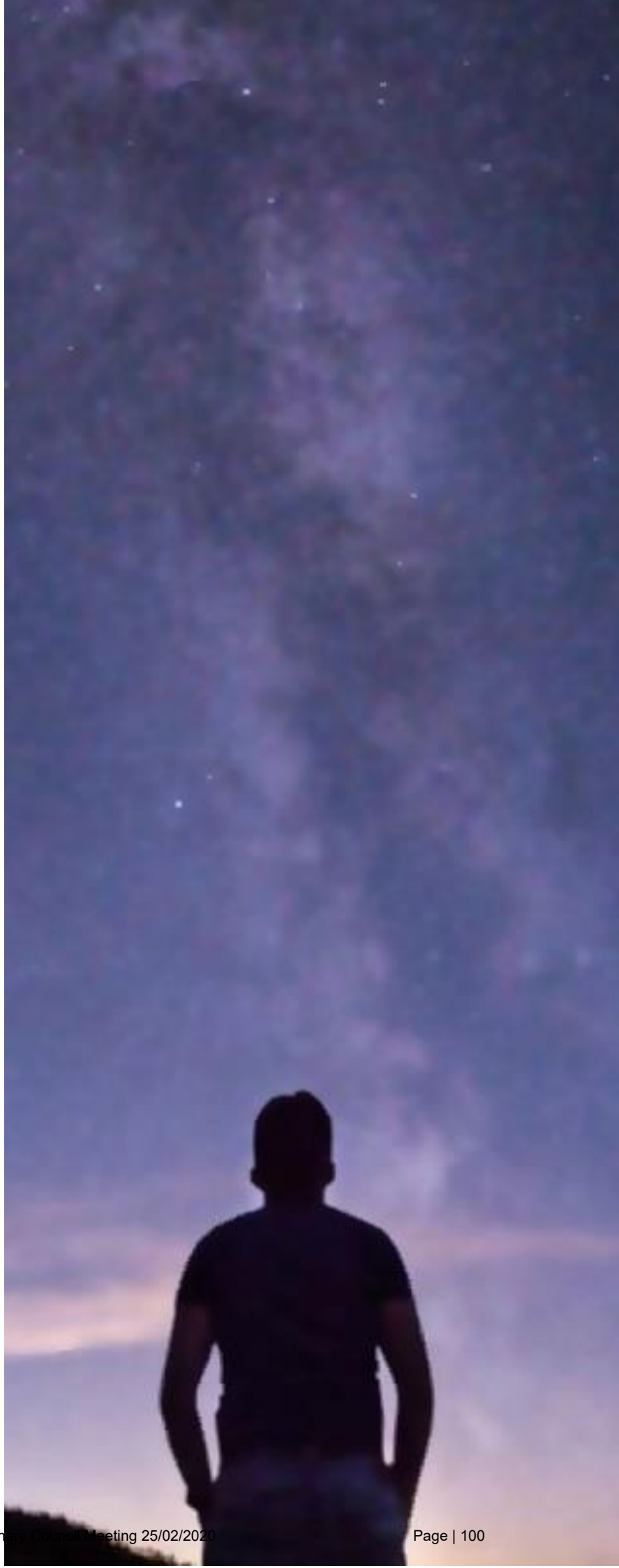
Astrotourism

Potentially complementing the geo-tourism opportunities described above is the Astrotourism phenomenon, which is gaining impetus throughout regional Western Australia. Western Australia is perfectly placed to become the stargazing capital of the world and grow an Astrotourism economy across the State.

WA has many comparative advantages that make it an ideal destination to access a pristine dark night sky where the Milky Way Galaxy can be seen in its true and original form. People now travel to see a dark night sky just as they travel to see other icons such as the Great Barrier Reef, the Amazon Rainforest, or Antarctica. A dark night sky has become a rarity and cannot be seen everywhere.

Crucially, from an economic standpoint, the single most important thing about dark-sky tourism is that it necessitates one or more overnight stays. Astrotourism is an all-year-round activity that will increase visitor numbers at traditionally off-peak tourism times. Although peak seasons, such as wildflowers, will always see a spike in visitor numbers for regional WA, Astrotourism can generate a more regular flow of visitors throughout the year. As such, Astrotourism will provide a longer and more sustained period of tourism activity that, consequently, will generate a more consistent cash flow for regional businesses and service providers.⁵³

⁵³ Astrotourism Western Australia, Strategic Plan 2019-2023.



Strategy 3 – Farmer for a Day

- Provide opportunities for visitors to immerse themselves in Narrogin’s farming heritage - Love the (Country) Life.
- Encourage and facilitate regular weekend Farmers’ Produce Markets.
- Allow rural properties to develop small-scale cabin, glamping, and caravanning and camping facilities to attract city-dwellers to experience the country life.

Narrogin a Town Rich in Agricultural Heritage

The first settlers in the area were sheep herders who had followed water courses and selected property suitable for grazing. The area was settled in the 1860s and 1870s when pastoralists moved and settled in isolated outposts. The population was so scattered that they had no incentive to establish a town.

Narrogin was officially declared a town in June 1897 and was gazetted as a municipality on 13 April 1906. The early years of settlement were hard, with farmers relying on sandalwood cutting and the bark from Mallee trees (used as a tanning agent) to compensate for poor returns from wheat and sheep.

The arrival of the Great Southern Railway in July 1889 initiated the first hint of a town. Narrogin was connected to six separate railway destinations – York, Wagin, Collie, Wickepin, Kulin, and Boddington. Narrogin remained a major rail centre until the late 1970s when competition from road transport saw a reduction in the railway’s workforce.

Narrogin’s previous role as a major railway junction has acted as an attractor for agricultural service industries as well as government departments and agencies. The town has accumulated significant public infrastructure – mainly in the health and education areas. This infrastructure serves as the base for the modern regional centre and diverse agricultural and horticultural economy that Narrogin has become today.

Giving City Dwellers a Taste of Country Life

An overarching theme of experiencing country life, albeit short term, will resonate with Narrogin’s target market and provide an enhanced visitor experience, meeting the visitor expectation of the “Narrogin Brand” and highlighting the unique character of the town and its people.

Urban dwellers seek holiday experiences that allow them to slow down and immerse themselves in alternate lifestyles to recharge and rejuvenate. Narrogin is well placed to provide an easily accessible option to “try out” the lifestyle of regional country townspeople which could be summarised in the communications as “Farmer for a day.”

There are several aspects of daily life that people living in the countryside take for granted but offer a unique and enjoyable visitor experience for people who have spent little time in regional Australia.



The Shire of Narrogin's Business Prospectus identifies that "there are many opportunities for diversification within the agricultural industry, particularly in niche product markets. This could include deer, alpaca, or goat farms and olive groves. High intensity agriculture such as feed lots and chicken farms are also new business options. Viticulture presents a potential growth industry in the region with the climate suited to grape vines."⁵⁴ Tourism would complement many of the aforementioned niche products with farm gate/cellar door and other related experiences adding to the viability of these enterprises.

Country farmers' markets are also a big drawcard and have been instrumental in activating other rural and regional towns. Supporting efforts in expanding the existing farmers' market, attracting new stall holders, expanding the scope with a well-managed strategic focus, and working towards a viable weekly event, heavily supported by Shire marketing, could draw visitors to Narrogin and encourage them to stay longer to secure some fresh produce and unique gifts to take home.

In the longer term, a private investor could be encouraged to investigate the feasibility of a unique mixed retail and hospitality venue similar to the Williams Woolshed, but uniquely Narrogin (for example, Railway or farming themed). This could incorporate market stalls or pop-up shops or similar to support the development of tourism retail through micro enterprise and cottage industry.

A future option may be the development of the historic Railway Storage Shed into a Farmers' market venue, which could be opened according to demand, initially weekly but hopefully extended to 3-4 days a week over time. The benefit of indoor markets extends well beyond weatherproofing, with the ability to host more permanent facilities (e.g., food and beverage area and shared container chillers for the farm produce sellers).

Opportunities to stay on farms either in purpose-built cabins, bed and breakfast style, or simply through letting out a spare room on Airbnb is a low-risk way to increase the variety of appealing accommodation experiences. Offering supplemental tours and rural experiences, such as tractor rides, shearing demonstrations, fruit picking, animal feeding, etc., would further enhance the visitor experience. Although many of these experiences would not generate sufficient income to be viable as standalone tourism enterprises, they do offer opportunities for existing tourism businesses to value add, or for people employed in other industries to generate a supplemental income.

⁵⁴ Business Prospectus, The Shire of Narrogin. Downloaded from https://www.narrogin.wa.gov.au/profiles/narrogin/assets/clientdata/document-centre/general_publications/narrogin_prospectus.pdf 19/6/19

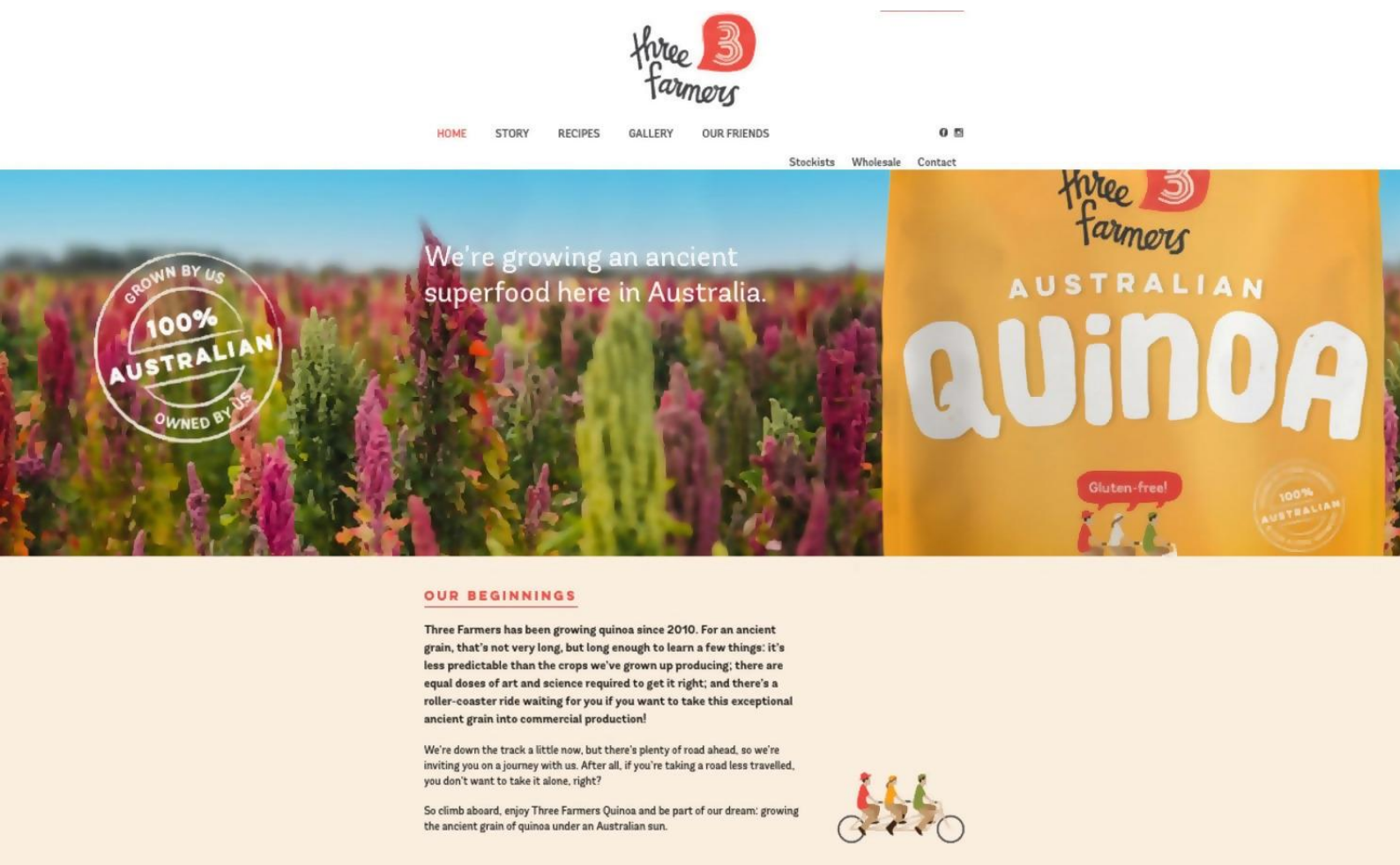
The Shire's role is primarily to highlight the opportunities and facilitate a clear regulatory path to ensure that barriers to providing enhanced tourism experiences in the Shire are not prohibitive.

The visitor centre will initially remain as a critical marketing channel for local produce. It is vitally important to ensure marketing costs for micro-tourism enterprises are in line with potential tourism revenues (to make sure it is worthwhile for businesses to venture into tourism). Offering farm businesses the opportunity to display and market their products and services for short periods in rotation via the visitor centre free of charge or at a subsidised cost, will help to highlight a broader array of attractions and experiences on offer in Narrogin.

The visitor centre's website could also play a role in helping incubate fledgling farm businesses, including produce offerings (through a Narrogin Marketplace extension to the proposed new website), farm experiences and farm accommodation. The website could also facilitate online bookings for the micro tourist accommodation businesses, together with the other more established accommodations in the town.

The aim is to ensure visibility of all the region's tourism products, including farm-based contributions, is maximised and presented in a consistent and compelling way via detailed information, videos, and attractive images showcasing the region on the website and ideally shared across social media.

A Best-Practice Example of Narrogin's Entrepreneurial Farming Community



Strategy 4 – Identify and Cater for Niche Visitor Interests

- Identify and develop tourist experiences that cater to specific niche interests (e.g., wildflowers, bird spotting, and nocturnal animal viewing, walk and mountain bike trails, (including the proposed pump track at Gnarojin Park).
- Take ownership of activities and interests of prospective visitors to the area and add them to Narrogin’s tourism portfolio. Add each activity to the What-to-do and What-to-see pages of the new website and distribute via social media.
- Create online and printed collateral for each major interest and activity (e.g., nocturnal animals, trails, wildflowers, farm-stay, camping, etc., rather than locations, other than for Narrogin’s iconic attractions such as Foxes Lair and Yilminning Rock.
- Encourage viewers to download and print trail maps and other collateral from the website and social media, requiring registration as a prerequisite - name, email address, or mobile phone number; postcode (for future marketing and statistical purposes); and provide a voucher pack for goods and services discounts (provided by participating local businesses).

Narrogin’s Tourism Destination Development Relies on Visitors’ Interests and Experiences

At a time when many other regional centres are following a trails strategy that appeals to high-end and competitive trail users, an opportunity exists for Narrogin to develop trails more suited to the larger market identified earlier here in Narrogin’s Experience Seeker profile. Such trails are less demanding for users and are sought for the features found along the trails with interpretation and enjoyment of the natural environment being the primary focus for the trail walker or leisure cyclist.

Thus, trails defined around interests and experiences such as wildflowers and birdlife, will have a following of their own and reduce the need to compete with adventure single-use trails in other locations. Steering away from competitive and adventure cycling trails provides opportunities for multi-use trails to be available for walkers, cyclists, families, and nature enthusiasts without the increased pressures of conflicting needs and safety concerns.

Develop “Soft” Walk and Bike Trails and Add Enjoyable Experiences to Enhance Narrogin’s Unique Flora and Fauna.

The concept is to cluster experiences together with engaging trails, appropriate amenities, and enlightening information. Trails are areas that pass through or have a strong connection to the natural or cultural landscape. Trails are areas that provide an opportunity for the community to experience recreational, health & wellbeing, environmental, economic, and/or cultural enrichment through the interaction with the environment. This includes:

- Areas used for active and passive pursuits;
- Land trails (e.g., walking, off-road/rail trails, cycling, mountain biking, equestrian);
- Trails within urban and rural settings;
- Defined (or formally recognised) and undefined (social) trails;
- Areas used for motorised and non-motorised activities; and
- Areas managed on behalf of the community by local government and/or Department of Biodiversity, Conservation and Attractions. In some situations, trails may also pass through areas of privately owned land.

Impact of a Successful Trail Town Program⁵⁵

- **CREATES** economic growth;
- **GROWS** local business and creates jobs;

⁵⁵ The Trail Town Program - The Progress Fund, Pennsylvania, USA

- **COMPOUNDS** the trail’s economic potential as it turns a simple day excursion into a short- to long-term overnight stay destination;
- **IMPROVES** infrastructure in regional areas opening doors to new ventures and opportunities for businesses and the community; and
- **PROTECTS** the trails and surrounding nature through dedicated maintenance and conservation efforts... built right, it is enduring.

Implementation of the Shire of Narrogin Draft Walk Trails Master Plan (2019) is a key component of the Narrogin Tourism Strategy, and it is important that the two strategies align to give a clear direction to trail development, providing for community health and wellbeing whilst also deriving maximum benefit for the fledgling tourism industry.

Trails Planning and Development by the Shire of Narrogin will also be informed by the following key publications and strategies:

Western Australian Strategic Trails Blueprint 2017-2021

Developed by: Department of Sport and Recreation

Key points: Full strategy dedicated to trails development in Western Australia

Two Year Action Plan for Tourism Western Australia - 2018 and 2019

Developed by: Tourism Western Australia

Key points:

Point #1: “We will attract more people, more often to regional Western Australia”

Point #2: We will facilitate new tourism experiences in regional Western Australia by: *Focusing on trails*. We will assist with the development and marketing of mountain bike trails, food and wine trails, and others identified for niche audiences across Western Australia.

The State Government Strategy for Tourism in Western Australia 2020

Developed by: Tourism Western Australia

Key points: “Regional Travel” Section 4.6: Increase regional visitors through government strategies to:

- a) Tourism support infrastructure in regional WA
- b) Australia’s best regional events calendar
- c) Improved caravan, camping, and self-drive experiences
- d) Extraordinary regional experiences, including nature-based, culinary, and cruise shipping

The Narrogin Draft Walk Trails Master Plan notes that “it is crucial that the suite of trails reflect the quintessential character of the area – its natural assets, its Aboriginal history, its pioneers, its heritage and culture, the traditional farming practices and new agricultural enterprises.”⁵⁶ This is aligned with the strategic tourism direction for Narrogin and will be a critical component of the successful implementation of the tourism strategy.

The existing nature trails identified in the Narrogin Draft Walk Trails Master Plan (2019) are as follows:

Nature Trails

⁵⁶ The Shire of Narrogin Draft Walk Trails Master Plan, Transplan Pty Ltd. 2019.

- Breakaway Walk Trail (Foxes Lair)
- Banksia Walk Trail (Foxes Lair)
- Valley Walk Trail (Foxes Lair)
- Clay Pit Walk Trail (Foxes Lair)
- Granite Walk Trail including Arboretum Walk (Foxes Lair)
- Archibald Park Walk Trail (Railway Dam)
- Railway Dam Walk Trail (Railway Dam)
- Narrogin Recreation Trail (Gnarojin Park)
- Centenary Pathway (Gnarojin Park)

Trail Development Priorities

The Master Plan identifies three key trail projects that will each result in creating improved tourism assets for the Shire of Narrogin. These projects, especially Project 1, Foxes Lair, will deliver the most immediate and strategically significant tourism benefits and is, thus, considered one of the higher priorities for implementation of the Narrogin Tourism Strategy. The three projects are described in the Narrogin Draft Walk Trails Master Plan as follows:

Project 1: Foxes Lair Trails Upgrade Project

Foxes Lair is a remarkable piece of bushland, situated on Narrogin’s doorstep. Considerable effort by the Friends of Foxes Lair (often with very limited financial resources) has seen a range of walk trails developed within the area. Most of the existing trails are well formed, with only minor trail surfacing improvements required (erosion control and refurbishment of steps).



The overall intention is to make the trails more easily navigable. This will be achieved by removing all existing trail directional markers and replacing them with Australian Standard and uniformly designed signs on steel posts.

The installation of interpretive panels along each trail will provide an educational experience for all users, be they local residents, day trippers, tourists, or people holidaying longer in Narrogin.

Project 2: Railway Dam Trails Upgrade Project

Two short walk trails exist within the Railway Dam reserve and appear well used by local people. However, to increase usage and enjoyment several improvements and upgrading of the trail surface are recommended.

The range of improvements include the replacement of informal directional signage with Australian Standard and uniformly designed signs on steel posts; the installation of interpretive signage and filling of parts of the trails to raise them above a typical flood level. Realignment of the Archibald Park Trail is also proposed.

Project 3: Gnarojin Park Trail Upgrade Project

Gnarojin Park has several existing trails, as indicated throughout this report. No new trails are proposed. However, the existing trails could be “amalgamated” into one single trail route, with the installation of trail directional markers, designating the circuit trail, bringing users past all the important elements of the park (Dreaming Sites, Centenary Pathway). Improvements will be subject to the findings and conclusions of the (current) Gnarojin Park Masterplan before Council at the time of writing.⁵⁷ Aboriginal interpretation should form an important component of the Trail upgrades (as detailed in the section on Aboriginal experiences).

History and Heritage Trails

The Trails Master Plan “also seeks to capitalise on the outstanding built history of the town. The Shire is supporting work on a revamped CBD heritage trail that will, when implemented, take users past a range of interesting and historic sites throughout the town, each with an interesting story.”⁵⁸ Once completed, an app-based audio tour and/or guided tour could be offered to share stories and more detail historical information for history buffs and other visitors. The image below shows the Narrogin Town Centre Heritage Trail Concept which is due for completion in 2019:



A significant opportunity also exists to develop (or integrate in the proposed trails), an enriching Aboriginal cultural experience. This would involve working closely with the Aboriginal elders to document and communicate appropriate Aboriginal stories and perspectives on the landscapes, nature, history, and contemporary life.

⁵⁷ The Shire of Narrogin Draft Walk Trails Master Plan, Transplan Pty Ltd. 2019.

⁵⁸ The Shire of Narrogin Draft Walk Trails Master Plan, Transplan Pty Ltd. 2019.

Self-Guided Interpretive Flora and Fauna Tours

The Shire of Narrogin Draft Walk Trails Master Plan (2019) identifies that “In terms of local reserves, Foxes Lair is without doubt Narrogin’s greatest natural attraction. There are five walk trails through this bushland area and already well used, however there is room for improvement of these popular attractions. This Walk Trails Master Plan promotes their upgrading and a range of safety improvements to the existing trails. Upgrading of these trails will be beneficial to residents of Narrogin, holidaymakers, and tourists passing through or visiting Narrogin.”⁵⁹ Encouraging active geocaching enthusiasts to set up geocaches in the area will also increase visitor use, awareness, and enjoyment of the trails.

Mountain Bike Trails

Common Ground Trails were engaged by the Shire of Narrogin to undertake a detailed feasibility study for the development of a pump track facility within Narrogin and a network of mountain bike trails within the vicinity of the town site. Their draft Pump Track and Mountain Bike Trail Feasibility Study suggested that:

“Foxes Lair, the Commonage and Railway Dam are recommended as the most appropriate sites for development of purpose designed mountain bike trails. Proximity to town and scale of the sites together with existing use of the reserves by mountain bikers suggest formal development of mountain bike trails would provide a valuable recreation resource. The scale of the site could comfortably accommodate up to 20km of purpose-built mountain bike single track.”⁶⁰

The appendix of the report defines a range of different mountain bike trail types, which note their suitability to competitive riders and events. Initial stakeholder feedback identifies that this is perhaps not well aligned with the Foxes Lair Management Plan or current and potential visitor demographics who are more focussed on exploring the natural and environmental values of the region as opposed to competitive mountain bike racers and hard-core adventurers.

Brighthouse reviewed the draft report, and while generally in agreement with the proposals, we noted comments, with which we concur, from local community member Doug Sawkins, who is actively involved in the management, conservation, and promotion of Foxes Lair:

- “The integrated network of access roads, picnic areas and passive recreation trails in Foxes Lair have been developed for a range of users, and to minimise dangers posed by trail bike and fast cars and 4WD incursions. Cyclists presently use the trails and access roads, compatibly with walkers and although random speeding motorists and trail bike riders still pose a risk on the roads.
- I do not support the creation of a dedicated mountain bike trail, as I do not think that there is sufficient social or economic benefit to justify the very high construction and maintenance cost and the likelihood that there will be ongoing problems with trail bike incursion. If council decides to create a trail, The Commonage is the best location. Foxes Lair is not suitable
- I propose amending the Foxes Lair management plan to increase safety for all passive recreation users, and to create an integrated network of family cycle/walk trails from existing walking trails and fire access tracks that would complement the five walk trails. The purpose is low speed cycling to enjoy the environment, not high-speed technical racing. As the greater part of these trails will be on existing fire access tracks, construction cost for these low-speed/low-impact trails should be relatively low, but careful planning and signage is essential. Implementation could be staged.
- “A 5 to 10km family cycle trail planned for Dryandra Woodland further reduces the viability of a similar circuit for tourists in Narrogin”⁶¹

⁵⁹ The Shire of Narrogin Draft Walk Trails Master Plan, Transplan Pty Ltd. 2019.

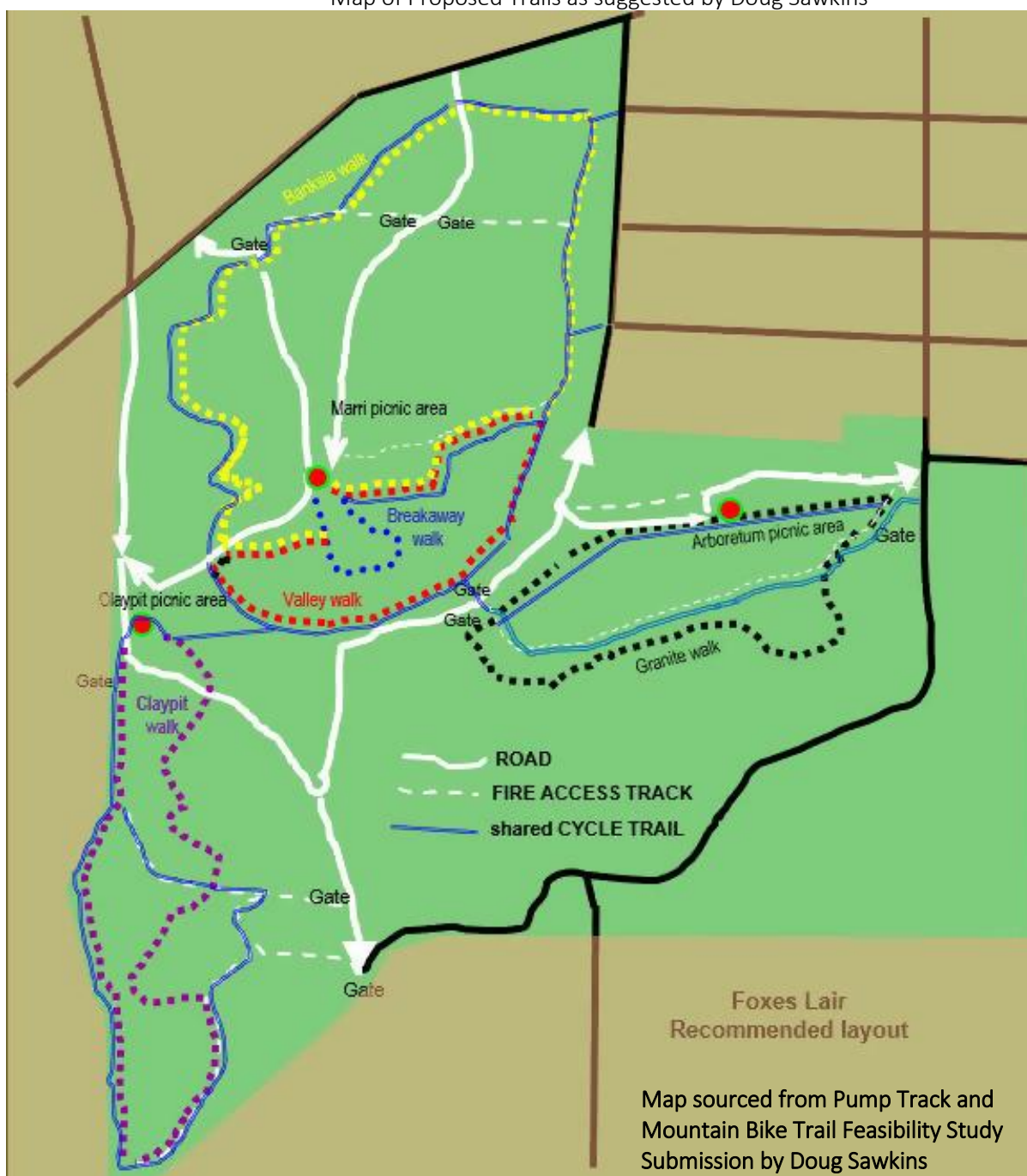
⁶⁰ Pump Track and Mountain Bike Trail Feasibility Study – Common Ground Trails (2019) – Draft currently out for consultation

⁶¹ Pump Track And Mountain Bike Trail Feasibility Study Submission by Doug Sawkins

Doug Sawkins proposes an alternate network of shared use cycle trails which consists of three circuits (one around each picnic area) that are interconnected to allow access to each other the town, and all three picnic areas. His submission details these as per the following description and map:

- Circuit 1 (1.2km) based on the Arboretum picnic area is ideal for beginner cyclists and well suited to the child-friendly picnic area requiring minimal construction, cost, and environmental disturbance.
- Circuit 2 (1.8km) based on the Claypit picnic area requires no construction as it follows existing fire access tracks. This circuit only requires clear signage to be installed. I suggest the same map as at the Granite carpark be placed at all three picnic areas. This circuit is mainly low slope with two steep slopes.
- Circuit 3 (3km) based on the Marri picnic area is mostly sloping ground with four steep sections. Most of the circuit is wide enough for a shared use trail but more construction work is required than the other two.⁶²

Map of Proposed Trails as suggested by Doug Sawkins



⁶² Pump Track And Mountain Bike Trail Feasibility Study Submission by Doug Sawkins

Linked Multi Use Trails

From a strategic tourism perspective, it could be considered that a network of linked multi-use trails has the potential to attract a broader visitor market, including seniors, families, and nature enthusiasts. These visitor markets are well aligned with Narrogin's existing and proposed target markets.

The softer adventure cyclists (families, seniors, nature enthusiasts, and non-competitive riders) are more likely able to safely share trails with existing users, avoiding potential conflicts between user groups. This is a growing issue in regions such as Margaret River, which has grown in prominence as a mountain bike tourism destination with a well-developed mix of enduro and cross-country trails attracting competitive mountain biking enthusiasts from across Australia and beyond. The success of the Margaret River trails has caused some division in the local community with mountain bike riders, walkers, horse riders, trail bike riders, and environmental groups often taking to social media to vent opposing views over each other's rights to use the trails and the associated safety risks.

Improving existing trails, with adjustments to realign and make them more conducive to multi-users along with improved provision of interpretive information, trail marketing, and facilities is likely to deliver a lower risk, better return on investment, and improved engagement of the local stakeholders and volunteers who provide invaluable support to the maintenance, education, interpretation, and marketing of the trails.

Once successful management strategies are proven effective in ensuring the safety of a range of trail users, the potential for linking the Foxes Lair, Commonage, and Railway Dam trails could be investigated. This would deliver a wider selection of highly attractive extended walk and cycle trails and support the potential viability of a nature-based camp in the area to accommodate overnight hikers, cyclists, and nature enthusiasts. The blue lines on the above map, show an indicative option for linking the trails, which would need to be subject to significant further investigation as part of the overall trail strategy.

Drive Trails

Only one existing drive trail was identified in the Narrogin Draft Walk Trails Master Plan (2019) which is the Narrogin Heritage Trail (Town Drive Trail and District Drive Trail).

A significant opportunity exists to form a critical mass of tourist attractions by linking in with the tourism highlights in other towns along a longer distance drive trail. These are popular with car enthusiast groups (as well as motorbikes and road biking groups) as well as independent travellers looking for something new and interesting to do.

Branding

In today's oversaturated world of too much choice and too little time, the competition for a customer's attention is fierce. Many tourism destinations are similar in features and quality, making it hard to convince consumers to travel and try novel places.

A tourism brand is the personality that a destination projects to connect with its customers. It is one of the most critical marketing weapons at the disposal of any organisation. It represents a destination's values, beliefs, and culture and helps it align with the customers it most wants to connect with. A brand is much more than a logo, which is the visual representation of the organisation and a means of brand recall. A brand is a collection of things that includes reputation, personality, and the promises made to customers about the quality of the experience they will have when visiting.

A brand is evident at every touch point where customers experience visiting Narrogin, whether it be directly with one of the tourism products or indirectly through the visitor website, social media, or other marketing collateral. Therefore, it is important to ensure that it is communicated in a clear and consistent way in a tone of voice that begets trust of the values, beliefs, and culture that are promoted. The strategic application of destination branding is growing with tourism places, as they realise they compete with other places for people, resources, and business. Destination brand management is the coordinated management of all elements that make up a destination, including the attractions, amenities, access, marketing, and pricing. It is important

to take a strategic approach to linking these sometimes very separate entities for the better management of a destination.

Destination branding is about combining all things associated with the “place” (i.e., its products and services from various industries – agriculture, tourism, sports, arts, investment, technology, education, etc.) that collaborate under one brand. Its aim is to capture the essence of the destination, in a unified manner, and can be consumed simultaneously at a symbolic and experiential level. It is then used to market those unique added values to consumer needs and sustaining its success in the face of competition.⁶³

Implementing a tourism strategy is about successfully managing the following aspects of a destination:

- Experience Development – tourism product development, packaging, and wayfinding;
- Tourism Branding – marketing and design services, social media, tour operator, and press familiarisation trips;
- Market Access – visitor centres, website reservation systems, social media, public relations, accessing existing networks;
- Ensuring Brand Integrity – establishing standards, tourism product and service accreditation, certification and training Customer Relationship Management – Maintaining life-long customer interaction; and
- Representation – giving stakeholders a unified and more powerful voice.

Destination brand management is not to be confused with destination marketing, although the two are intricately linked. The basis of any successful marketing strategy is an inspiring brand that identifies the specific key drivers of the target market. With all the diversity of niche and source markets, knowing and understanding who to target and how to target them is vital to success. Tourism brands, whether related to a single business or entire destinations, communicate an important message to potential visitors.

The Narrogin Draft Walk Trails Master Plan (2019) includes a Marketing and Promotion Plan on page 55. Although printed materials are still relevant for some of the older demographics (grey nomads), it is a relatively expensive option with a limited return on investment. It is recommended that mapping could be recorded and published by a volunteer via app-based mapping programs such as MapMyHike or AllTrails. These could then be produced immediately under the auspices of a volunteer group such as foxeslair.org.

Screenshots of the maps could then be printed and either sold on a cost recovery basis (or sponsored by advertisers) for those visitors who are not confident using apps.

Online maps and trail information could also be promoted through other specialist apps and websites such as geocaching.com, and the mobile App, Birdsong Id Australia, etc.

Existing Shire branding could be modified to give a consistent brand across all tourism marketing including trails and public art as per the following:



Its purpose is to provide a systematic network of directional signs to guide the traveling public from major highway gateways to key civic, cultural, regional, and commercial destinations using the minimum number of signs.

⁶³ Tourism WA

Extensions to Trails Development

The following additional actions are recommended for trails development:

- Develop a library of walk and bike trail maps with interpretation of key trail features. Provide in downloadable PDF format on the website (and on mobile app, if developed).
- Utilise Shire's high-quality printer resources to produce small quantities of the specialised collateral, on quality 200gsm+ stock, according to demand, to avoid cost of printing minimum print runs.
- Extend the development of the library of trail maps to include collateral for other key interests and activities (e.g., wildflowers, native birds, and animals).
- Develop a Scavenger Hunt similar to those found at scavengerhunt.com for a unique, memorable, and highly engaging way to bring to life a walking tour of Narrogin. This could then be used as a basis for attracting team building groups and families to visit and stay.
- Explore the development of longer drive trails & itineraries (i.e., Perth-Wandering-Williams-Dryandra-Narrogin and Narrogin-Wagin (Wave Rock)-Perth) to leverage other regional attractions and events.



Strategy 5 – Connect Visitors with Narrogin’s Heritage and Aboriginal Culture

- Upgrade existing parks and reserves, referencing the strong Aboriginal Culture and the Town’s heritage.
- Encourage Aboriginal residents to investigate opportunities for appropriately sharing their culture with visitors.

Aboriginal Tourism

The Shire of Narrogin’s recently commissioned Public Art Strategy identifies that “Narrogin is situated in Wiilmen Country and is a special place to many Noongar people today. Noongar occupation of the Dryandra Woodland – Wilgadiny, 22 kilometres north-west of Narrogin, dates to pre-European contact. Several Noongar sites have been recorded in the area, including an ochre quarry, a scar tree, stone arrangements, rock art, and artefact scatters.”⁶⁴

Opportunities for guided or self-guided tours exploring the ochre quarry, scar tree, stone arrangements, rock art, and artefact scatters should be investigated to ascertain potential visitor appeal, safety, accessibility, sensitivities, sustainability, and viability. When assessing potential Aboriginal cultural experiences, the Wheatbelt Development Commission cautions that:

“many iconic nature-based attractions in the Region have fragile environments and/or are Aboriginal sacred sites with cultural sensitivities”⁶⁵

By sharing the stories of culturally significant sites, their importance would be more universally recognised, and if information is communicated to visitors in a respectful and appropriate way, it can improve reconciliation outcomes, whilst also enhancing the visitor experience.

It is important that the cultural implications are thoroughly assessed, and full consultation is undertaken with the broader Aboriginal community to ensure that any potential tours and/or interpretive information proposed is appropriate to be shared and will not negatively impact on country or culture.

Opportunities for economic development and employment for the regions Aboriginal people should be a key consideration in the development of culturally appropriate interpretative materials and tours. Walking tours, vehicle tours, storytelling, and bush food sampling are just a few options for aspiring Aboriginal tourism operators to investigate.

Organisations such as the Western Australian Indigenous Tourism Operators Council (WAITOC) and Indigenous Business Australia (IBA) have support programs and assistance for Aboriginal owned tourism businesses and aspiring business operators and can assist with investigating the feasibility of potential tourism businesses.

One existing cultural trail identified in the Narrogin Draft Walk Trails Master Plan (2019) is the Noongar Dreaming Pathway (Gnarojin Park). This could be enhanced with infrastructure, facilities, and interpretative materials to support the development of a guided or self-guided walking tour to be offered by local Aboriginal cultural specialists.

⁶⁴ Draft Public Art Strategy Shire of Narrogin (2019). artsource.net.au.

⁶⁵ Growing Wheatbelt Tourism 2017-2020, Wheatbelt Development Commission. 2017.

Cultural enhancements to other trails and attractions should also be investigated in close consultation with the Aboriginal custodians to determine suitability for sharing information and the most beneficial ways to approach the development of Aboriginal cultural experiences in Narrogin.

Connecting Visitors with Narrogin's Aboriginal Culture and Heritage

- Develop Aboriginal cultural interpretive materials for placement at popular visitor locations, including Gnarojin Park, Foxes Lair, and Dryandra as well as where appropriate as part of the trail development works.
- Develop an Aboriginal meeting place or story telling amphitheatre with seating, fire pit, etc., which is also able to be used as a tour base and links in with Aboriginal cultural interpretive information at Gnarojin Park, Dryandra, or Foxes Lair.
- Engage and consult with local Aboriginal elders to ascertain what information is appropriate for sharing with visitors and how they would like to see it shared.
- Develop "Aboriginal Characters & Dreaming Stories" Trail (self-guided or guided) which brings to life the Aboriginal culture and history of the area. Publish interpretive materials online and on signage.
- Enhance Aboriginal Cultural interpretive materials at Gnarojin Park, Dryandra, and Foxes Lair to include (but not limited to) Aboriginal place names (and cultural significance where appropriate) on all signage.
- Make contact with local Aboriginal Groups and Elders to see if they can suggest any Aboriginal residents who would be interested in sharing culture with visitors and link them in with the support services such as Indigenous Business Australia, WAITOC, etc. who can help them to investigate the viability of setting up a tourism business.
- Liaise with Wheatbelt Development Commission and WAITOC to seek their support and to facilitate the development of Aboriginal tourism businesses.
- Identify any potential support through The Noongar Natural Resource Management Pathways project (see <https://www.mediastatements.wa.gov.au/Pages/McGowan/2019/06/McGowan-Government-partners-with-Lotterywest-to-boost-Aboriginal-capacity-in-the-South-West.aspx>)
- Seek funding and develop infrastructure for a Meeting Place/Story Place and Tours base.



Strategy 6 – Encourage the Development of Experiential Accommodation Options

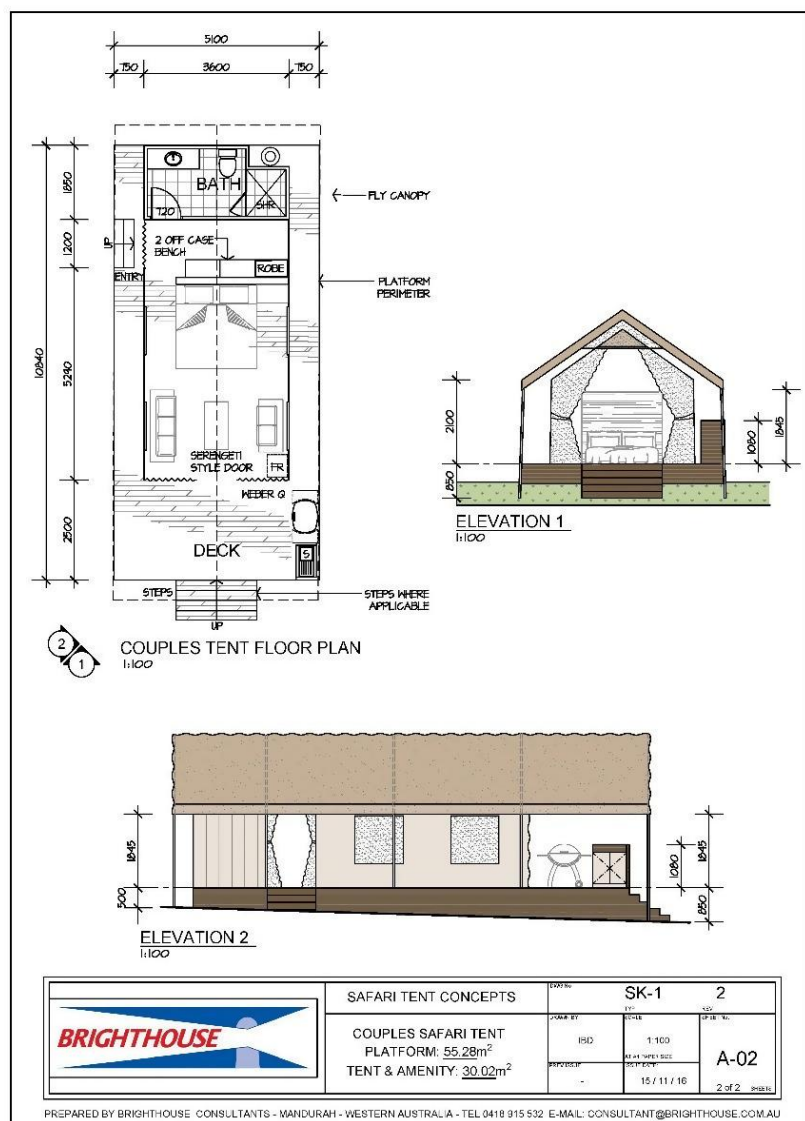
- Encourage development of niche accommodation product such as farm-stay, caravanning and camping (including glamping), and upgrade of historic hotels.
- Lay the foundations for future innovative experiential accommodation inside Foxes Lair, Railway Dam, Archibald Park, The Commonage, or Dryandra Woodland (long-term aspirational strategy for consideration once traction is achieved in tourism)

Experiential Accommodation

Reviews indicate that the niche accommodation and farm-stays are now better placed to meet visitor expectations than the larger more commercial hotels.

The establishment of more experientially focussed overnight accommodation in the Shire of Narrogin would present opportunities for domestic and international tourists to experience the diversity of activities and attractions that cannot be enjoyed on a short-day trip, adding significantly to the social and economic benefits from tourism. Visitor accommodation often acts as a conduit for other tourism development, encouraging operators to develop tourism product, servicing, attractions, and events.

The Caravan and Camping Regulations 1997 allows a variety of accommodation in tourist caravan parks, including powered and unpowered caravan and camping sites, tourist cabins, and “glamping” tents. Alternatively, these could be encouraged on private land under a Nature Based Campground Licence.



Foxes Lair, Railway Dam, Archibald Park, or Dryandra Woodland present opportunities for low-key nature-based tourist accommodation development at the sites, and it is proposed that a concept, which contains a variety of complimentary accommodation development options by separate individual developer/operators, would be the most practical way forward. To ensure that the Shire retains conceptual control over the site and achieves its desired outcomes, it may be preferable to prepare concept drawings for the development of the site, prior to seeking expressions of interest from developer/operators.

Inspiration for future possibilities – A new concept in accommodation

For a pristine environment such as Dryandra Woodland or Foxes Lair, the potential visual impact, environmental degradation, and access requirements during construction and subsequent occupancy of the tourist accommodation is confronting. However, new innovative construction techniques exist in final stages of development that have potential to overcome such issues, whilst providing built form tourist accommodation that is self-sustaining from an energy perspective, (the 50 panels on each accommodation unit being capable of producing 30kWh per day from the 56 square metre cabin footprint).

The developers of the robotically manufactured wall and roof panels that comprise the building structure realised that in recent years, the cost of producing a square metre of solar panel is now less costly than the cost of a square metre of structural plywood and the unique building system was born.

The building system allows buildings to be constructed on sites with minimal access. The floors are elevated on screw piles and can therefore be set above understory vegetation and easily service by boardwalks. The energy efficiency of the buildings allows for electrical appliances and lighting to be operated off-grid, especially when grouped around a single storage battery. Floor plans for Energy Cubes can be provided in single-bedroom, two-bedroom and three-bedroom configurations.



It is considered that the primary focus for Narrogin's future nature-based accommodation should be toward low-impact, low cost developments that are consistent with the identified target markets. Therefore, accommodation such as low-cost campsites, safari tents, and wildlife viewing cabins could be developed for people who visit Narrogin to experience the nature, history, and culture of the area. Additional experiential farm-stay accommodation (including energy cubes, chalets, camping and safari tents) should also be investigated and encouraged within Shire planning policies where possible.

Strategy 7 – Develop and promote escorted and self-guided tours

- Encourage the development of escorted and self-guided tours and periodic activities for special interest groups including either walking or bus tours, focussing on Aboriginal culture, history and heritage, wildflowers, nature, daytime and nocturnal wildlife spotting, stargazing, art, photography, railway heritage, farm tours, gliding, and competition cycling (Narrogin Velodrome), etc.

Leveraging Local Expertise

Currently, no tours are listed on the DCVC website. It is difficult for new tours and activities to prove viable in small country towns, though options for guided interpretation and a “local perspective” are important to visitors.

New and emerging channels exist for smaller businesses and individuals to share their local knowledge and passion for their region with low-key guided tour services communicated via websites such as Touristlink and Vayable. These websites link visitors with local residents interested in providing personalised tourism services, experiences, or tours. These sites offer benefits to individuals and operators of micro business and those looking for a supplemental income where demand will not support full-fledged tourism enterprises. Though the established tourism industry is not generally supportive of these new channels due to the competitive threats, if done fairly and within an approved regulatory framework, it can add great diversity and deliver additional business and benefits for the broader tourism, retail, and hospitality industry.

There are also options for existing businesses and organisations to offer tours as supplemental experiences to add value to their core product or purpose (e.g., farm-stays offering farm tours, tractor rides, and shearing demonstrations and the Art centre offering art tours, etc.).

In addition to the actions listed under the Aboriginal Cultural Tourism Strategies and the Trails Strategies, the following actions are recommended to encourage the development of local tours in Narrogin:

- Shire of Narrogin to document and communicate a policy for regulatory and licencing requirements for the provision of tour services by residents, clearly outlining regulatory requirements and how to set up and deliver an approved tour service;
- Offer free listing and promotion via the DCVC for micro tours to support the growth and development of fledgling tour enterprises;
- Consider the development of a mobile app, which can provide listing of tours as well as other tourism attractions and destination information;
- Contact Tourism WA, Tourism Council WA, Wheatbelt Tourism and WAITOC to encourage them to run a workshop in Narrogin for aspiring tourism businesses and individuals on how to get started in the tourism industry; and
- Advise local prospective tourism operators about tourism grants when they become available.

Strategy 8 – Strengthen Linkages with Industry Networks and Complementary Destinations

- Improve tourism network linkages with Tourism WA, Australia's Golden Outback and the towns and tourism attractions in the Southern Wheatbelt such as Wave Rock and Kulin.

Tourism Industry Linkages

There are significant benefits to active participation and engagement in the tourism industry supply chain and support channels, including:

- Ability to leverage off marketing opportunities and participation in familiarisations, regional marketing initiatives, funding opportunities, and industry initiatives
- Improved visibility and agency support for new initiatives
- Potential of support for tourism funding applications
- Access to industry insights as well as training and development opportunities
- Collateral distribution
- Identification of opportunities for local tourism industry and operators to connect them into tourism industry support networks

In addition to industry linkages, significant benefits can be leveraged through linking in with complementary tourism destinations to cluster attractions and develop self-drive itineraries. In addition to the existing collaborative relationships Narrogin has with surrounding shires for the promotion of Dryandra Woodland, reaching further afield to towns such as Kulin and Hyden to leverage off their appeal to a similar target market for a drive trail and attraction clustering could prove mutually beneficial.

Development of drive trails and collaboration on cooperative marketing activities would benefit tourists and industry with increased visitation and improved visitor satisfaction.

The following actions would help to strengthen linkages with industry networks and complementary destinations:

- Distribute a news release regarding the new strategic direction for Narrogin's Tourism Industry to Tourism WA, AGO, Tourism Council WA, DBCA, WAITOC, Wheatbelt Tourism, and other industry organisations and agencies to seek their support in implementing key strategies;
- Get on mailing lists for all the above-mentioned organisations and agencies to ensure opportunities can be leveraged where relevant;
- Send new collateral/website out to inspire networks with Narrogin's tourism potential;
- Encourage participation in familiarisations for social media influencers to experience (and blog about) country life and link in with "Farmer for a Day" strategies;
- Highlight opportunities to key agencies for product development and proposed tourism development direction to increase recognition of tourism potential and encourage support;
- Investigate the use of dynamic, live, interactive online engagement platforms as a means of seeking ideas, gathering feedback, and collaborating on decision making; and
- Attend tourism industry networking events to build relationships with key tourism industry influencers and build profile of Narrogin as a tourism destination.

Strategy 9 – Leverage Events to Attract New Visitors

- Encourage and create new events to attract large groups of visitors.

Enticing the Staging of Events

A handful of carefully selected events have the potential to draw a new mix of international, interstate, and intrastate visitors to the region, whilst also communicating key branding messages. When events are closely aligned with the regions distinctive difference or unique “sales” proposition, they serve to position Narrogin as a destination of choice for targeted special interest groups, giving these people a reason to come back repeatedly to enjoy the produce, nature, culture, and heritage of the region.

Events, such as the recently held Australian Championship Orienteering event, bring in new visitors who have a good fit with what Narrogin has to offer. It is important that events such as this are encouraged through ensuring needs of the organisers are well catered for as well as the businesses in town have appropriate stock and staffing on hand to meet the needs of visitors.

“Some pics of the starting line for the Australian championship orienteering event in Foxes Lair. Fabulous family sport. The white boxes contain maps for each of the 18 different race circuits.

There was a huge crowd of entrants waiting for their start, with each group leaving at 10-minute intervals. The members in each group each took a different circuit according to their class which ranged from 10-year-olds, (with many other categories male and female) to seniors...

The visitor centre and cafes were completely overwhelmed. There were orienteering brochures given to these venues by the association and an Observer article, but businesses didn't realise that hundreds of people were coming. Still a great event for Narrogin “
<https://www.facebook.com/groups/1486933428191882/>

Attracting events is always a challenge, and it is important that a proactive approach is taken with identifying prospective events and contacting event organisers to encourage them to consider Narrogin for their event.

Work with local enthusiasts to engage with their networks and encourage them to bring events to Narrogin. Local birdwatchers are often well connected with bird-watching groups, for example, and could encourage these groups to hold a meet-up or event in Narrogin. Whilst, ideally, a full events strategy and database should be developed, in the meantime, there is an opportunity to focus on a few key past and current events and look to ensure they are welcomed back to Narrogin in the future.

Ensuring events are well attended and supported by the local residents and businesses is critical to ongoing attraction of events. Communication is key in getting the locals involved and, as a priority, an events database should be compiled and communicated via the Shire website, the tourism website, and via direct email communications to retail and hospitality businesses in the Shire.

Implementation

Though detailed action planning should be done once analysis of each of the proposed strategies has been carried out, some top-level actions, along with their recommended priority for implementation are provided in the following table. This is to assist the Shire of Narrogin to pick the low hanging fruit and implement some of the key strategies in the short term to enable the foundations to be set for the longer term and more aspirational strategies.

Strategy	Priority	Actions
Strategy 1 – Conduct a Visitor Information Services Review	1	Undertake a cost benefit analysis of the current visitor centre operation, to ascertain whether the physical distribution of tourist information can be achieved more sustainably through alternative options.
	1	Depending on outcome of the cost benefit analysis, seek expressions of interest from local businesses (or aspiring businesses) to lease the current visitor centre building and provide visitor information in return for subsidised (or peppercorn) rent (with or without the support of volunteers).
	1	Transition the Visitor Centre Manager role over to a Destination Marketing Manager role with responsibility for the implementation of the marketing strategy.
	1	Collate detailed information and gain permission to publish it including all Foxes Lair Information, Dryandra Woodland information and listings of both small and large tourism operators, hospitality providers and other tourism related businesses, amenities, organisations, etc. Offer a free listing option for all, and an enhanced paid listing for those who want increased exposure.
	1	Develop an exceptional tourism destination promotional package, incorporating an outstanding, all-encompassing website, digital visitor information distribution, social media and visitor-interest and activity-based collateral.
	1	Put all visitor servicing information online and on touch screen kiosks to encourage self-service where possible.
	1	Activate an online engagement platform, either on the Shire website or the proposed new DCVC website for collaborating with the community and visitors and inviting stakeholders to work with the Shire of developing Narrogin as a tourism destination.
Strategy 2 – Enhance Narrogin’s Natural Experiences	1	Compile and disseminate (as per the strategy) detailed information on Narrogin’s soft-adventure, nature-based experiences, Dryandra Woodland, and the region’s unique flora, fauna, and geoscience features. Key attributes to be conveyed are the profusion and diversity of wildflowers and birdlife, the ease of access for self-guided tours, the hidden “stories” behind the area’s landscapes and vegetation (e.g., the trees that that create the gravelly, lateritic soils), and the ease of access for self-guided tours;
	2	Devise wayfinding strategy and design and implement signage as appropriate.
	1	Develop Foxes Lair as a centrepiece of Narrogin’s Natural Experiences by improving and upgrading facilities, amenities, wayfinding, and interpretation at the site, targeting the appropriate large traveller segments identified in the three WA Tourism Domestic Market Segmentation – Escape and Connect, Off the Beaten Track, and Family Fun.

Strategy	Priority	Actions
	2	Develop a viewing area at Foxes Lair for Astrotourists and develop relevant marketing collateral to support the new infrastructure.
	3	Plan to value add to other natural locations, such as Railway Dam, Gnarogin Park and Yilminning Rock, which are located on Narrogin Shire-controlled land, by gradually improving access, wayfinding, and amenities to make them more accessible and interesting;
Strategy 3 – Farmer for a Day	1	Compile and disseminate detailed information on opportunities for visitors to immerse themselves in Narrogin’s farming heritage - Love the (Country) Life, and mentor famers and aspiring tourism operators in how to leverage tourism opportunities to build new income streams.
	1	Encourage and facilitate regular weekend Farmers’ Produce Markets.
	1	Compile fact sheets clearly outlining relevant policies and regulations to encourage rural properties to develop tours, small-scale cabin, glamping, and caravanning and camping facilities to attract city-dwellers to experience the country life.
Strategy 4 – Identify and Cater for Niche Visitor Interests	1	Identify and develop tourist experiences that cater to specific niche interests (e.g., wildflowers, bird spotting, nocturnal animal viewing, and walk and mountain bike trails, (including the proposed pump track at Gnarojin Park).
	1	Take ownership of activities and interests of prospective visitors to the area and add them to Narrogin’s tourism portfolio. Add each activity to the What-to-do and What-to-see pages of the new website and distribute via social media.
	1	Create online and printed collateral for each major interest and activity (e.g., nocturnal animals, trails, wildflowers, farm-stay, camping, etc.) rather than locations, other than for Narrogin’s iconic attractions such as Foxes Lair and Yilminning Rock.
	1	Encourage viewers to download and print trail maps and other collateral from the website and social media, requiring registration as a prerequisite - name, email address, or mobile phone number; postcode (for future marketing and statistical purposes); and provide a voucher pack for goods and services discounts (provided by participating local businesses).
Strategy 5 – Connect Visitors with Narrogin’s Heritage and Aboriginal Culture	1	Engage and consult with local Aboriginal elders to ascertain what information is appropriate for sharing with visitors and how they would like to see it shared.
	2	Upgrade existing parks and reserves, referencing the strong Aboriginal Culture and the Town’s heritage. Develop Aboriginal cultural interpretive materials for placement at popular visitor locations including Gnarojin Park, Foxes Lair, and Dryandra as well as where appropriate as part of the trail development works.
	2	Develop an Aboriginal meeting place or story telling amphitheatre with seating, fire pit, etc. that is also able to also be used as a tour base and links in with Aboriginal cultural interpretative information at Gnarojin Park, Dryandra, or Foxes Lair.
	2	Develop “Aboriginal Characters & Dreaming Stories” Trail (self-guided or escorted) which brings to life the Aboriginal culture and history of the area. Publish interpretative materials online and on signage.

Strategy	Priority	Actions
	2	Encourage Aboriginal residents to investigate opportunities for appropriately sharing their culture with visitors by linking them in with organisations, such as WAITOC (https://www.waitoc.com/) and Indigenous Business Australia, to seek mentor support and funding or loans.
Strategy 6 – Encourage the Development of Experiential Accommodation Options	1	Conduct and release investigations into regulatory considerations and top line feasibility to encourage development of niche accommodation product such as farm-stay, caravanning and camping (including glamping), and upgrade of historic hotels.
	3	Lay the foundations for future innovative experiential accommodation inside Foxes Lair or Dryandra Woodland (long-term aspirational strategy for consideration once traction is achieved in tourism).
Strategy 7 – Develop and promote escorted and self-guided tours	1	Compile information on Encourage the development of escorted and self-guided tours and periodic activities for special interest groups including either walking or bus tours, focussing on Aboriginal culture, history and heritage, wildflowers, nature, daytime and nocturnal wildlife spotting, stargazing, art, photography, railway heritage, farm tours , gliding, competition cycling (Narrogin Velodrome), etc.
	1	Shire of Narrogin to document and communicate a policy for regulatory and licencing requirements for the provision of tour services by residents, clearly outlining regulatory requirements and how to set up and deliver an approved tour service.
	1	Offer free listing and promotion via the DCVC for micro tours to support the growth and development of fledgling tour enterprises.
	1	Contact Tourism WA, Tourism Council WA, Wheatbelt Tourism and WAITOC to encourage them to run a workshop in Narrogin for aspiring tourism businesses and individuals on how to get started in the tourism industry.
	1	Advise residents about tourism grants when they become available.
Strategy 8 – Strengthen linkages with Industry Networks and Complementary Destinations	1	Distribute a news release regarding the new strategic direction for Narrogin’s Tourism Industry to Tourism WA, AGO, Tourism Council WA, DBCA, WAITOC, Wheatbelt Tourism, and other industry organisations and agencies to seek their support in implementing key strategies.
	1	Get on mailing lists for all the above-mentioned organisations and agencies to ensure opportunities can be leveraged where relevant.
	2	Send new collateral/website out to inspire networks with Narrogin’s tourism potential.
	2	Encourage participation in familiarisations for social media influencers to experience (and blog about) country life and link in with “Farmer for a Day” strategies.
	2	Highlight opportunities to key agencies for product development and proposed tourism development direction to increase recognition of tourism potential and encourage support.
	1	Attend tourism industry networking events to build relationships with key tourism industry influencers and build profile of Narrogin as a tourism destination.

Strategy	Priority	Actions
Strategy 9 – Leverage Events to Attract New Visitors	1	Instigate an automated system (new website) for allowing residents and local businesses to upload events to a central database which is published online and emailed out to subscribers (and/or shared on the Shire Facebook page).
	1	Develop a listing of key events that could be developed for Narrogin that are aligned with the Destination Narrogin Brand attributes. Possibilities might include a bush polo competition, culture & heritage events – step back in time, antiques & trinkets markets/garage sales, shearing events, country music event/festival, sport events, hobby farm expo, etc.
	1	Seek feedback from organisers of previous events and encourage them to consider Narrogin as a location for future events. Explore options and potential partners/organisers for Trail Events - Car Rallies, Wildflower Events, Orienteering, Geocaching, Treasure Hunts, Cycle Race, History Mystery Events, etc.
	1	Collate an events attraction database with details of organiser contacts for past and potential events. Include in the database contact details for organisers of (past, present, and future) events being held in similar locations. Contact the organisers to see if they would consider Narrogin for future events and look for feedback on what would encourage them to hold future events in Narrogin.
	1	Build an annual events schedule for regularity and continuity and set key selection criteria such as: <ul style="list-style-type: none"> • Alignment with the “Narrogin Experience” • Creating a high profile for the region • Generating economic value and a return on investment • Level of support from the community • Explore options and potential partners/organisers for Trail Events - Car Rallies, Wildflower Events, Orienteering, Geocaching, Treasure Hunts, Cycle Race, History Mystery Events, etc.
	1	Do up a calendar of events and capture all (arts, theatre, group walks, wildlife, community, markets, wildflowers in bloom, geocaching, etc.) publish on visitor centre website and submit to other websites for publication.
	1	Ensure events are fully leveraged with appropriate marketing, communications with local residents and businesses, etc.
	1	Improve visibility and tourism marketing of Narrogin Farmers’ Market and Artisans’ Market to encourage it to thrive and potentially grow into a weekly event.

**10.1.2 CONSULTING ROOM (REMEDIAL MASSAGE AND SALT THERAPY)
(RETROSPECTIVE) – LOT 3 (NO. 3/31) FORTUNE STREET, NARROGIN**

File Reference	A165714, IPA1919207
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Maria Knott
Previous Item Numbers	Nil
Date	14 February 2020
Author	David Johnston – Planning Officer
Authorising Officer	Azhar Awang – Executive Manager Development & Regulatory Services
Attachments	
<ol style="list-style-type: none"> 1. Application for Planning Consent 2. Locality Plan 3. Narrogin Natural Therapies Opening Hours 	

Summary

Recently, Planning staff observed commencement of a new business in town that had not sought planning approval. Staff approached the operator and requested a retrospective Planning Application which is herewith submitted.

Council’s consideration is requested in regards to this retrospective Planning Application for a proposed Consulting Room (Remedial Massage and Salt Therapy) at Lot 3 (No. 3/31) Fortune Street, Narrogin.

Background

On 20 December 2019, the Shire received a Planning Application from Maria Knott to use the premise for Consulting Rooms (Remedial Massage and Salt Therapy) at Lot 3 (No. 3/31) Fortune Street, Narrogin. The business is named Narrogin Natural Therapies.

The purpose of the business is to provide natural treatments for the residents in and surrounding Narrogin. The current staffing of Narrogin Natural Therapies consists of a Remedial Massage Therapist, Receptionist/Salt Therapist and potentially a Beauty Therapist in the future. Salt Therapy sessions will have a maximum of six adults in the adult sessions whereas children sessions will have a maximum of four adults and eight children.

Narrogin Natural Therapies will be open from Monday to Saturday by appointment. Sessions outside normal hours may be available upon request. The full opening hours are provided at Attachment 3.

The total area of the office is approximately 47m².

Comment

Zoning

Lot 3 (No. 3/31) Fortune Street, Narrogin is zoned “Central Business Zone” under the former Town of Narrogin Town Planning Scheme No. 2. The Policy Statement for the zoning states:

“To provide for the function and development of the town centre primarily for retail shops and offices, Council will control the development of other uses and co-ordinate such uses to ensure that compatible development occurs in like areas.”

The proposed Consulting Room (Remedial Massage and Salt Therapy) falls under the definition of ‘Consulting Rooms’, which:

“means a building (other than a hospital or medical centre) used by no more than two practitioners who are legally qualified medical practitioners or dentists, physiotherapists, chiropractors, and person(s) ordinarily associated with the treatment of physical or mental injuries or ailments, and the two practitioners may be of the one profession or any combination of professions or practices.”

Such use is listed as a PS use under the ‘Central Business Zone’, which means:

“Use not permitted unless special approval given by Council and conditions complied with.”

The subject lot has a total area of 1,380m². The proposed consulting room is one of nine tenancies. The proposed consulting room has a total area of 47m².

Clause 6.3 – Application for Special Approval of the former Town Planning Scheme No. 2 states as follows:

“6.3.1 The Council shall in the case of an application for permission to carry on a use marked AP in the Development Table and may in the case of an application for permission to carry on a use marked PS in the Development Table or in any other case in which application is made for its approval give notice of the application in accordance with the provisions of this Clause.

6.3.2 Where the Council is required or decides to give notice of an application the Council shall cause:

a) notice of the proposed use and development to be sent by post or delivered to the owners and occupiers of land within an area determined by the Council as likely to be affected by the granting of the application;

b) notice of the proposed use and development to be published in a newspaper circulating in the Scheme Area and in the State of Western Australia stating that submissions may be made to the Council within 21 days from the publication thereof; and

c) a sign displaying notice of the proposed use and development to be erected in a conspicuous position on the land for a period of 21 days from the date of publication of the notice referred to in paragraph (b) hereof.”

Given that there have been a number of Consulting Rooms already established in the ‘Central Business Zone’ with no negative submissions received during those previous public advertising periods, it is

recommended that Council waive the requirement for public advertising as the proposal will be unlikely to attract negative feedback based on previous applications.

Clause 6.3.5 further states:

“6.3.5 A resolution to grant special approval must be passed by an absolute majority of the Council.”

Car Parking

The minimum permitted parking within the ‘Central Business Zone’ for a Consulting Room is four (4) bays per consultant and therefore will require a total of eight (8) car parking bays.

Narrogin Natural Therapies does not have private car parking bays. Given Narrogin Natural Therapies will usually attend to one customer at a time, the close proximity of the Church Square carpark and on-street parking on Fortune Street, it is recommended for the dispensation of the car parking requirement.

Clause 6.2.1 of Former Town Planning Scheme No. 2 allows Council to dispense of the car parking requirements where it would be consistent with the orderly and proper planning of the locality.

“6.2.1 If a development is the subject of an application for planning consent and does not comply with a standard or requirement prescribed by the Scheme, the Council may approve the application unconditionally or subject to such conditions as the Council thinks fit, always provided that the Council is satisfied that:

- a) Approval of the proposed development would be consistent with the orderly and proper planning of the locality, the preservation of the amenity of the area and be consistent with the objectives of the Scheme;*
- b) The non-compliance will not have any adverse effect upon the occupiers or users of the development or inhabitants of the locality or upon the likely future development of the locality; and*
- c) The spirit and purpose of the requirements or standards will not be unreasonably departed from thereby.”*

Consultation

A site visit was undertaken on 12 February 2020 by the Planning Officer.

It is requested that the Council waive the requirement for public advertising as per clause 6.3 on the basis that similar approvals for Consulting Rooms did not attract any negative feedback.

Statutory Environment

Former Town of Narrogin Town Planning Scheme No. 2

- Clause 6.3 – Special Approval
- Clause 6.2 – Relaxation of Standards

Policy Implications

Nil

Financial Implications

An application for Planning Consent (Retrospective) Fee of \$441 has been paid to the Shire of Narrogin.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027		
Objective	1.	Economic Objective (Support growth and progress, locally and regionally)
Outcome:	1.1	Growth in revenue opportunities
Strategy:	1.1.1	Attract new industry, business, investment and encourage diversity whilst encouraging growth of local business

Voting Requirements

Part 1 of 3 – Simple Majority

Part 2 of 3 – Simple Majority

Part 3 of 3 – Absolute Majority

OFFICERS' RECOMMENDATION 1 OF 3

That, with respect to Consulting Room (Remedial Massage and Salt Therapy) (Retrospective) – Lot 3 (No. 3/31) Fortune Street, Narrogin, Council waive the requirement to advertise the planning application in accordance with Clause 6.3 of the Former Town of Narrogin Town Planning Scheme No. 2.

OFFICERS' RECOMMENDATION 2 OF 3

That, with respect to Consulting Room (Remedial Massage and Salt Therapy) (Retrospective) – Lot 3 (No. 3/31) Fortune Street, Narrogin, Council approve the dispensation of the minimum car parking requirements in accordance with Clause 6.2.1 of the Former Town of Narrogin Town Planning Scheme No. 2 due to the provision of existing public car parking within close proximity to the subject property.

OFFICERS' RECOMMENDATION 3 OF 3

That, with respect to Consulting Room (Remedial Massage and Salt Therapy) (Retrospective) – Lot 3 (No. 3/31) Fortune Street, Narrogin, Council grant planning approval, subject to the following:

1. The approval shall expire if the development permitted is not completed within two years of approval, or within any extension of that time which, upon written application (made before or within 21 days after the expiry of the approval) to the Shire is granted by it in writing.
2. The development approved shall be in accordance with the plans and specifications submitted with the application and these shall not be altered or modified without the prior written approval of Council.
3. Any use, additions to and further intensification of any part of the development or land which is not in accordance with the original application or conditions of approval shall be subject to a further development application and consent for that use.
4. All signage is to be in accordance with the Shire of Narrogin's local laws, unless further approval is granted by the Shire of Narrogin.
5. Finishes to the external building shall be sympathetic to existing buildings on site and the surrounding area to the satisfaction of the Chief Executive Officer.
6. Bins and storage areas shall be screened from public view to the satisfaction of the Chief Executive Officer.
7. A signage application is required to be submitted to the Shire of Narrogin should the applicant seek to erect signage on the above mentioned property.
8. Landscaping areas are to be maintained at all times to the satisfaction of the Chief Executive Officer.
9. Any outside lighting to comply with Australian Standard AS4282-1997 for the control of obstructive effects of outdoor lighting and not spill into any adjacent residential premises.

Advice Notes:

1. If the applicant is aggrieved by this decision as a result of the conditions of approval or by a determination of refusal, there may be a right of review under the provisions of Part 14 of the Planning and Development Act 2005. A review must be lodged with the State Administrative Tribunal and must be lodged within 28 days of the decision.
2. The applicant is to notify the Shire's Environmental Health Officer, regarding conducting the business from the premises.

APPLICATION FOR PLANNING CONSENT



(FDRS005)

89 Earl Street
PO Box 1145
Narrogin WA 6312

(08) 9890 0900

www.narrogin.wa.gov.au
enquiries@narrogin.wa.gov.au

CASHIER HOURS:
8:30am - 4:30pm
MONDAY - FRIDAY

TOWN PLANNING SCHEME NO.2
DISTRICT SCHEME

Shire of Narrogin
RECEIVED
20 DEC 2019

A165714 / IPA1919207

Name of Applicant	MARIA CATHARINA KNOTT
Correspondence Address	PO BOX 154 NARROGIN
Applicant Phone Number	[REDACTED]
Applicant email	[REDACTED]

I hereby apply for planning consent to:

- Use the land described hereunder for the purpose of Remedial Massage & Salt Therapy
And/or
- Erect, alter or carry out development on land described hereunder in accordance with the accompanying plans (3 copies attached)

Existing use of land	
Approximate cost of proposed development	\$
Estimated time of completion	
No of persons to be housed / employed after completion	

TITLES OFFICE DESCRIPTION OF LAND

LOCALITY PLAN

Lot No		House No	3/31	Street Name	Fortune Street Narrogin
Location No		Plan or Diag		Certificate of Title	Volume: Folio:

LOT DIMENSIONS

Site area	47 m ²	Square metres
Frontage	7.4 m	Metres
Depth	6.4 m	metres

AUTHORITY

Applicant's Signature [Signature] Date 19 Dec 2019

NOTE: WHERE THE APPLICANT IS NOT THE OWNER, THE OWNER'S SIGNATURE IS REQUIRED.

NOTE: ALL OWNERS OF THE PROPERTY MUST SIGN THIS APPLICATION FORM. WHERE PROPERTY IS OWNED BY A COMPANY, AT LEAST TWO DIRECTORS OF THE COMPANY MUST SIGN THE APPLICATION.

Owner's Signature [Signature] Date 19/12/2019

NOTE: THIS FORM IS TO BE SUBMITTED IN DUPLICATE, TOGETHER WITH THREE COPIES OF PLANS, COMPRISING THE INFORMATION SPECIFIED IN THE PARTICULARS REQUIRED WITH THE APPLICATION OUTLINED OVER.

w:\9 shared\9 all shared\forms and templates\3 drs\cdrs005 appn for planning consent.docx



Locality Plan – 3/31 Fortune Street

Narrogin Natural Therapies

Opening Hours

Remedial Massage

Monday Morning

9:00 – 10:00
10:05 – 11:05
11:10 – 12:10

Monday Afternoon

2:00 – 3:00
3:05 – 4:05
4:10 – 5:10
5:15 – 6:15

Tuesday Morning

9:00 – 10:00
10:05 – 11:05
11:10 – 12:10

Tuesday Afternoon

2:00 – 3:00
3:05 – 4:05
4:10 – 5:10
5:15 – 6:15

Wednesday Evening

6:00 – 7:00
7:00 – 8:00

Thursday Evening

6:00 – 7:00
7:00 – 8:00

Friday Morning

9:00 – 10:00
10:05 – 11:05
11:10 – 12:10

Friday Afternoon

2:00 – 3:00
3:05 – 4:05
4:10 – 5:10
5:15 – 6:15

Saturday Morning

8:00 – 9:00
9:05 – 10:05
10:10 – 11:10

Saturday Afternoon

With Danlize
12:00 – 5:00

Prices:

30 min - \$60
60 min - \$100
90 min - \$150

Salt Therapy

Monday Afternoon

12:15 – 12:45
1:00 – 1:30
6:15 – 6:45
7:00 – 7:30

Tuesday Afternoon

12:15 – 12:45
1:00 – 1:30
6:15 – 6:45
7:00 – 7:30

Wednesday Morning

9:00 – 9:30
9:45 – 10:15

Wednesday Afternoon

5:00 – 5:30
5:45 – 6:15

Thursday Morning

9:00 – 9:30
9:45 – 10:15

Thursday Afternoon

5:00 – 5:30
5:45 – 6:15

Friday Afternoon

12:15 – 12:45
1:00 – 1:30

Saturday Afternoon

5:00 – 5:30
5:45 – 6:15

Sunday Morning

8:00 – 8:30
8:45 – 9:15

Sunday Afternoon

2:00 – 2:30
2:45 – 3:15

Prices (sessions are 30 minutes each):
Adults (individual) - \$15
Children - \$15 (must be supervised by an adult free of charge)

10.1.3 FINAL ADOPTION SCHEME AMENDMENT NO. 36 – LOT 51 (NO. 1) GRANT STREET, NARROGIN

File Reference	A213400
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Edge Planning & Property
Previous Item Numbers	Item 10.1.2, 27 February 2019 Res. 0219.004 Item 10.1.3, 25 September 2019 Res. 0919.005
Date	10 January 2020
Author	Azhar Awang – Executive Manager Development and Regulatory Services
Authorising Officer	Dale Stewart – Chief Executive Officer
Attachments	1. Locality Plan 2. Schedule of Submissions 3. Scheme Amendment Documentation – Scheme Amendment No. 36

Summary

Council is requested to consider the final adoption after the public advertising period for the proposed Standard Scheme Amendment No. 36 to the Former Town of Narrogin’s Town Planning Scheme (FT-TPS) No. 2 at Lot 51 (No. 1) Grant Street, Narrogin.

Background

The matter was previously considered by Council at its meeting held on 25 September 2019, whereby Council resolved as follow:

“That, with respect to the proposed Scheme Amendment No.36 at Lot 51 (No. 1) Grant Street, Narrogin, to add an Additional Use (No. A34) to facilitate a Motor Vehicle Repair Station, Council:

1. *Pursuant to Section 75 of the Planning and Development Act 2005, adopt the Standard Scheme Amendment to the Town of Narrogin’s Town Planning Scheme No. 2 by:

 - a) *adding and Additional Use (No.A34) at Lot 51 (No. 1) Grant Street, Narrogin for a ‘Motor Vehicle Repair Station’; and*
 - b) *Amend the Table in section 2.3 of the scheme text.**
2. *Prepare a notice to the Western Australian Planning Commission of the proposed Standard Scheme Amendment No. 36 to the Former Town of Narrogin Town Planning Scheme No.2.*
3. *Pursuant to Section 81 of the Planning and Development Act 2005, give written notice to the Environmental Protection Authority for the determination of their assessment.*

4. *Adopt the proposed scheme amendment for the purpose of advertising in accordance to the Planning and Development (Local Planning Schemes) Regulations 2015, Section 47 (2) for a period of 42 days, subject to the determination of the Environmental Protection Authorities assessment outcome. The applicant has complied with condition 1 and has provided and undertaking to appoint a qualified Planning Consultant to prepare a Scheme Amendment to add an Additional Use Class in order to accommodate a Motor Vehicle Repair Station on the subject property.”*

In satisfying the Council's resolution the following comments are provided:

Part 1 - The applicant has appointed Planning Consultant, Edge Planning & Property to prepare the scheme amendment documentation in support of the proposed Motor Vehicle Repair Station as an Additional Use (No. A34) to be included in the FT-TPS No.2.

Part 2 - A letter was sent to the Western Australian Planning Commission advising of Council's decision to advertise a scheme amendment to facilitate an Additional Use.

Part 3 - The Environmental Protection Authority (EPA) was forwarded the scheme amendment documentation for assessment of the potential environmental impact in accordance with Section 81 of the Planning and Development Act 2005. On 25 October 2019, Shire of Narrogin officers received a response from the EPA that no formal assessment of the scheme amendment was required under Part IV Division 3 of the Environmental Protection Act 1986, this advice is provided in Attachment 2.

Part 4 - The proposed scheme amendment was advertised in the Narrogin Observer, a notice sent to public authorities (Department of Planning, Lands and Heritage, Department of Fire and Emergency Services, Department of Water and Environmental Regulation, Department of Mines, Industry Regulation and Safety and Western Power), a notice placed on the Shire's Website, a notice sent to adjoining landowners with submissions closing on 3 January 2020.

The Department of Water and Environmental Regulation requested an extension to 10 January 2020 to allow them time to make a submission. On 8 January 2020, a submission was received from the Department of Water and Environmental Regulation stating that it has no objection and no further comments to provide regarding the scheme amendment.

At the conclusion of the public submission period, a total of nine (9) submissions were received with no objection raised. A detailed of the submissions received is included in Attachment 2 of this report.

The scheme amendment is therefore presented for Council's final consideration and endorsement.

Council, in its decision, has also supported the Planning Approval for the use of the property as a Mechanical Workshop a temporary approval for a period of 12 months to allow the Scheme Amendment to be approved, after which time the approval for the use will be reconsidered by Council for further extension pending the outcome of the Scheme Amendment.

Comment

Submissions

There were nine (9) submissions received with no objections raised. All the surrounding businesses were in support of the proposed scheme amendment and for new business to be established in the area.

The submissions received can be summarised as follows:

- As a small mechanical business owner myself, I am 100% in favour of the Lot once again becoming rightfully a mechanical business.
- I think that any changes that add to the town's business district could only bring benefit long term. I don't think that any surrounding businesses or facilities would be adversely affected by this change.
- As A local business owner for 30+ years I believe it is essential that the shire provides support for any initiative to build up businesses in Narrogin. Services such mechanical repair stations are always part of the building blocks of a small town, and also provides jobs for our young people.
- Think is a great chance for another business in Town.
- Any additional function of land would be only beneficial for a town like Narrogin which needs any help in promoting small businesses.
- The area is already used for this type of businesses and would help them with people movement. Previous usages for the land have been machinery repairer/boilermaker without detriment to surrounding land and residents.
- After consideration of the information provided by you, the EPA considers that the proposed scheme should not be assessed under Part IV Division 3 of the Environmental Protection Act 1986 (EP Act) and that it is not necessary to provide any advice or recommendations.
- Given the proposal seeks to rationalise additional uses within the existing zoning as per your correspondence, which may not be considered an intensification of land use, the application of State of Planning Policy 3.7 Planning in Bushfire Prone Areas (SPP 3.7) may not be required, in this instance.
- The Department does not object to the proposed amendment and has no comments as the impact on water resources and the environment is negligible.

Current Zoning

Currently, Lot 51 (No. 1) Grant Street, Narrogin under the FT-TPS No.2 is zoned as 'Other Commercial.' The policy statement for 'Other Commercial' zoning states: *"Primarily for showroom and warehouses uses. Where such uses do not involve direct sales to the public, e.g., uses other than motor vehicles and marine sales premises, carparks, storage of bulky furniture and the like, the parking standard may be reduced at the discretion of the Council."*

The surrounding land uses are comprised of a mix of uses including, commercial, light industrial, residential and commercial activities.

Proposed Re-Zoning

The current zoning of the property as 'Other Commercial' does not permit a 'Motor Vehicle Repair Station'. The proposed rezoning is to add an Additional Use (A34) in the table under section 2.3, to allow the use of the land as a Motor Vehicle Repair Station on top of the existing zoning 'Other

Commercial'. The proposed scheme amendment will formalise the proposed use, consistent with the surrounding land uses in the area. Furthermore, the Shire of Narrogin Draft Local Planning Scheme No. 3 is proposed to rezone this property to 'Service Commercial', which would allow the use of the land as 'Motor Vehicle Repair Station'.

The condition imposed in regards to the development, is that any changes or extension of use will require the special approval of Council. This will be assessed at the development application stage.

The re-zoning of the subject property is consistent with the orderly and proper Planning within the current and proposed former Town of Narrogin Town Planning Scheme No.2.

It is therefore recommended that Council support the proposed Scheme Amendment No. 36 to add an Additional Use (A34) to permit 'Motor Vehicle Repair Station'.

Consultation

Pursuant to section 81 of the Planning and Development Act 2005, the scheme amendment has been referred to the EPA for consideration as to whether an environmental assessment is necessary under the Environmental Protection Act. Confirmation from the EPA received stating that environmental assessment is not required.

The proposed scheme amendment was advertised for public submission in accordance with the Planning and Development (Local Planning Schemes) Regulations 2015, Section 47 (2) Regulation 47 of the Regulations requires the local government to arrange advertising for a period of at least 42 days.

This was advertised in the Narrogin Observer, a notice sent to public authorities (Department of Planning, Lands and Heritage, Department of Fire and Emergency Services, Department of Water and Environmental Regulation, Department of Mines, Industry Regulation and Safety and Western Power), a notice placed on the Shire's Website and written notice sent to adjoining landowners.

Statutory Environment

- Planning and Development (Local Planning Schemes) Regulations 2015 – Division 3 – Process for standard amendments to local planning scheme.
- Planning and Development Act 2005 – Section 75 – Amending Scheme
- Planning and Development Act 2005 – Section 81– Proposed scheme or amendment to be referred to EPA
- Former Town of Narrogin Town Planning Scheme No.2.

Policy Implications

Nil.

Financial Implications

The costs associated with the costs of advertisement and notices are to be borne by the applicant as per the Planning and Development (Local Planning Schemes) Regulations 2015 – Section 48. The cost for a Standard Scheme Amendment is \$4,200.00 in accordance with the Shire's schedule of fees and charges. The full amount has been paid by the applicant.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027		
Objective	1.	Economic Objective (Support growth and progress, locally and regionally)
Strategy:	1.1.1	Attract new industry, business, investment and encourage diversity whilst encouraging growth of local business
Objective	3.	Environment Objective (Conserve, protect and enhance our natural and built environment)
Outcome:	3.4	A well maintained built environment
Strategy:	3.4.1	Improve and maintain built environment

Voting Requirements

Simple Majority

OFFICERS' RECOMMENDATION

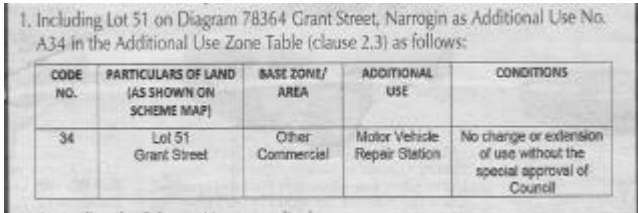
That, with respect to the proposed Scheme Amendment No.36 at Lot 51 (No. 1) Grant Street, Narrogin, to add an Additional Use (No. A34) to facilitate a Motor Vehicle Repair Station, Council:

1. Pursuant to Section 50(3)(a) of the Planning and Development (Local Planning Schemes) Regulations 2015, adopt the Standard Scheme Amendment No.36 without modifications to the former Town of Narrogin Town Planning Scheme No 2 for final approval by:
 - a. Adding an Additional Use (No.A34) at Lot 51 (No. 1) Grant Street, Narrogin for a 'Motor Vehicle Repair Station'; and
 - b. Amend the table in section 2.3 of the scheme text.
2. Authorise the Chief Executive Officer and President to endorse the amendment documentation for final approval and affix the Shire of Narrogin common seal.
3. Advise those persons who lodged submissions of the outcome.
4. Forward the endorsed scheme amendment documentation to the Western Australian Planning Commission for its determination.



Locality Plan – 1 Grant Street

Submissions	Comment	Comment	Officer's Recommendation
<p>1.</p>	<p>This letter is in regards to Lot 51 of Grant street becoming a mechanical business. Historically, the Lot was purposely built for machinery originally called Houghton Tractors and thereafter Ian Edwards Agricultural Repairs with additional upgrades. These businesses that had occupied the Lot were all run by local small business owners.</p> <p>As a small mechanical business owner myself, I am 100% in favour of the Lot once again becoming rightfully a mechanical business. As previously mentioned, the building was purposely built for a mechanical business premises and having worked in this building myself as a Machinery and Truck Repairer, it completes the neighbourhood with similar businesses next door and across the road. The building is in an ideal location being within walking distance from the town centre.</p> <p>In regards to the previous rumours that youths without road sense were frequent in the area, it was an amazing excuse. Bringing another business to town is progress for Narrogin and should be a main priority to benefit our town. We should be bringing people to Narrogin not sending people away from Narrogin.</p>	<p>Noted. However, as the Non-conforming use right would have been extinguished, the proposed Motor Vehicle Repair Station will require a scheme amendment to allow an additional use.</p> <p>Noted. Refer to above comment.</p> <p>Noted.</p>	<p>Scheme amendment undertaken to include an additional use for the purpose of - Motor Vehicle Repair Station.</p> <p>No Change.</p> <p>No Change.</p>
<p>2.</p>	<p>In reply to add [advertisement] of amendment number 36 for Lot 51 Grant Street Narrogin,</p> <p>I do not have any objections to the amendment of town planning scheme No 2 to change the above premises to Additional Use on the town planning scheme.</p>	<p>Noted.</p>	

	<p>I think that any changes that add to the town's business district could only bring benefit long term.</p> <p>I don't think that any surrounding businesses or facilities would be adversely affected by this change.</p>	<p>Noted.</p> <p>Noted.</p>											
3.	<p>On behalf of myself and RJ Smith Engineering I would formally like to show my support for the following amendment of the Town Zoning Scheme No.2</p>  <p>1. Including Lot 51 on Diagram 78364 Grant Street, Narrogin as Additional Use No. A34 in the Additional Use Zone Table (clause 2.3) as follows:</p> <table border="1"> <thead> <tr> <th>CODE NO.</th> <th>PARTICULARS OF LAND (AS SHOWN ON SCHEME MAP)</th> <th>BASE ZONE/ AREA</th> <th>ADDITIONAL USE</th> <th>CONDITIONS</th> </tr> </thead> <tbody> <tr> <td>34</td> <td>Lot 51 Grant Street</td> <td>Other Commercial</td> <td>Motor Vehicle Repair Station</td> <td>No change or extension of use without the special approval of Council</td> </tr> </tbody> </table> <p>As A local business owner for 30+ years I believe it is essential that the shire provides support for any initiative to build up businesses in Narrogin. Services such mechanical repair stations are always part of the building blocks of a small town, and also provides jobs for our young people.</p> <p>Also I would like to point out that many of the surrounding businesses in the immediate area are of a similar nature, I am sure that one more won't make too much difference from a public point of view.</p>	CODE NO.	PARTICULARS OF LAND (AS SHOWN ON SCHEME MAP)	BASE ZONE/ AREA	ADDITIONAL USE	CONDITIONS	34	Lot 51 Grant Street	Other Commercial	Motor Vehicle Repair Station	No change or extension of use without the special approval of Council	<p>Noted.</p> <p>Noted.</p> <p>Noted. Existing adjoining land uses had previous planning approval and continue to utilise the same type of business without extinguishing the Non-conforming use right.</p>	<p>Scheme Amendments undertaken to add an Additional use for the purpose of allowing a Motor Vehicle Repair Station.</p>
CODE NO.	PARTICULARS OF LAND (AS SHOWN ON SCHEME MAP)	BASE ZONE/ AREA	ADDITIONAL USE	CONDITIONS									
34	Lot 51 Grant Street	Other Commercial	Motor Vehicle Repair Station	No change or extension of use without the special approval of Council									
4.	Think is a great chance for another business in Town	Noted.											
5.	In reply to add of amendment number 36 for Lot 51 Grant Street, Narrogin, I would like to put my positive comment to this please.	Noted.											

	<p>Any additional function of land would be only beneficial for a town like Narrogin which needs any help in promoting small businesses.</p> <p>The area is already used for this type of businesses and would help them with people movement. Previous usages for the land have been machinery repairer/boilermaker without detriment to surrounding land and residents.</p> <p>I don't think it would have any negative impact on surrounding park and skate park area, only attracting more people to this area instead.</p>	<p>Noted.</p> <p>As the Non-conforming use right would have been extinguished, the proposed Motor Vehicle Repair Station will require a scheme amendment to allow an additional use.</p> <p>Noted.</p>	<p>As per comment in public Submission no.3</p>
<p>6. EPA</p>	<p>Thank you for referring the above scheme to the Environmental Protection Authority (EPA).</p> <p>After consideration of the information provided by you, the EPA considers that the proposed scheme should not be assessed under Part IV Division 3 of the Environmental Protection Act 1986 (EP Act) and that it is not necessary to provide any advice or recommendations. I have attached a copy of the Chairman's determination of the scheme.</p> <p>Please note the following:</p> <ul style="list-style-type: none"> For the purposes of Part IV of the EP Act, the scheme is defined as an assessed scheme. In relation to the implementation of the scheme, please note the requirements of Part IV Division 4 of the EP Act. <p>There is no appeal right in respect of the EPA's decision to not assess the scheme.</p>	<p>.</p> <p>Noted</p>	<p>Public Advertising undertaken on confirmation of the EPA's response that the proposed scheme amendment is defines as an assessed scheme.</p>

7. DFES	I refer to your letter dated 14 November 2019 regarding the advertising of Scheme Amendment No. 36.	Noted	
	<p>Given the proposal seeks to rationalise additional uses within the existing zoning as per your correspondence, which may not be considered an intensification of land use, the application of State of Planning Policy 3.7 Planning in Bushfire Prone Areas (SPP 3.7) may not be required, in this instance.</p> <p>Please note that the application of SPP 3.7 is ultimately at the discretion of the decision maker.</p> <p>Thank you for providing us with the opportunity to make a submission, DFES has no further comments.</p>		
8.	Please note that I am in favour of the amendment to the town planning scheme No 2 amendment 36, lot 51 Grant Street.	Noted	
9.	<p>Thank you for providing the proposed Scheme Amendment for the Department of Water and Environmental Regulation (Department) to consider.</p> <p>The Department does not object to the proposed amendment and has no comments as the impact on water resources and the environment is negligible.</p>	Noted	



Shire of Narrogin Town Planning Scheme No. 2 Scheme Amendment No. 36

Lot 51 (No. 1) Grant Street, Narrogin

Prepared by Edge Planning & Property for Mark Staporek

www.edgeplanning.com.au

August 2019

**PLANNING AND DEVELOPMENT ACT 2005
RESOLUTION DECIDING TO AMEND A LOCAL PLANNING SCHEME**

SHIRE OF NARROGIN TOWN PLANNING SCHEME No. 2

AMENDMENT No. 36

RESOLVED that the local government in pursuance of Section 75 of the *Planning and Development Act 2005*, amend the above Town Planning Scheme by:

1. Including Lot 51 on Diagram 78364 Grant Street, Narrogin as Additional Use No. A34 in the Additional Use Zone Table (clause 2.3) as follows:

CODE NO.	PARTICULARS OF LAND (AS SHOWN ON SCHEME MAP)	BASE ZONE/ AREA	ADDITIONAL USE	CONDITIONS
34	Lot 51 Grant Street	Other Commercial	Motor Vehicle Repair Station	No change or extension of use without the special approval of Council

2. Amending the Scheme Map accordingly.

The Amendment is standard under the provisions of the *Planning and Development (Local Planning Schemes) Regulations 2015* for the following reasons:

1. The amendment is consistent with the Local Planning Strategy (draft) which allocates the site as 'Commercial/Business'.
2. The amendment would have minimal impact on land in the scheme area that is not the subject of the amendment.
3. The amendment does not result in any significant environmental, social, economic or governance impacts on land in the scheme area.

Dated this day of20.....

.....
CHIEF EXECUTIVE OFFICER

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1	Amendment Site Plan	
2	Location Plan	
3	Context Plan	
4	Certificate of Title	
5	Extract of Council Minutes of Ordinary Meeting on 27 February 2019	
6	Draft Shire of Narrogin Local Planning Strategy – Strategic Land Use Plan (Narrogin Town and Surrounds)	

PROPOSAL TO AMEND A TOWN PLANNING SCHEME

- | | |
|---|---|
| 1. LOCAL GOVERNMENT: | Shire of Narrogin |
| 2. DESCRIPTION OF LOCAL PLANING SCHEME: | Town Planning Scheme No. 2 |
| 3. TYPE OF SCHEME: | District Scheme (Narrogin townsite) |
| 4. SERIAL NUMBER OF AMENDMENT: | 36 |
| 5. PROPOSAL: | <ol style="list-style-type: none"> 1. Including Lot 51 on Diagram 78364 Grant Street, Narrogin within Additional Use No. A34. 2. Amending the Scheme Map accordingly. |

REPORT BY THE SHIRE OF NARROGIN

1. INTRODUCTION

The Shire of Narrogin seeks the support of the Western Australian Planning Commission (WAPC) and the approval of the Hon. Minister for Planning to add Lot 51 Grant Street, Narrogin (the 'site') within Additional Use No. A34 to facilitate a motor vehicle repair station.

The purpose of this report and associated plans are to explain and set out the planning merits of the Amendment. More detailed planning and investigations will occur at the Development Application stage and as required at the Building Permit stage.

The site is shown in Attachment 1. The site is suitable for commercial, business and light industrial uses given its current zoning, former uses and that it is adjacent to commercial development (see Attachments 2 and 3). Amending the site's zoning will reflect former uses that have operated from the site.

2. BACKGROUND

2.1 Property Address and Cadastral Details

A copy of the Certificate of Title is provided in Attachment 4. Cadastral details for the site are summarised below in Table 1:

Lot	Diagram	Volume	Folio	Area	Owner
51 Grant Street, Narrogin	78364	1888	443	1519m ²	Mark Staporek & Dominique Buemi

2.2 Regional Context

The site is situated in the Shire of Narrogin. The Narrogin townsite is located 192 kilometres south-east of Perth. Narrogin is a sub-regional centre in the southern Wheatbelt Region and it provides a range of services and facilities to residents and visitors.

2.3 Local Context

The site is located approximately 300 metres from the Narrogin town centre (see Attachment 2). Attachment 3 shows the Context Plan which outlines the site's context. The site adjoins and is generally surrounded by commercial, light industrial, residential and public open space. The mix of uses in the area is reflected in the Existing Scheme map which shows a range of zones. This includes nearby Additional Use A15 for a service station.

The site has been used for various commercial and light industrial uses and has gained various local government approvals. For instance, the site has previously been a workshop, boiler maker, sale and service of agricultural machinery, and a warehouse, showroom and steel supplies retailer.

2.4 Physical Characteristics

The Amendment site is outlined in Attachment 1 and has the following characteristics and features:

- it contains a large hip and ridge tin roof and brick building constructed in the 1980s;
- it contains generous gravel parking areas;
- it has a gentle gradient, having an elevation of approximately 342 – 346 metres AHD (Australian Height Datum);
- there are no natural surface water or drainage features; and
- it is not on the Department of Water and Environmental Regulation's Contaminated Site Database.

The site's physical features present no constraints to the Amendment.



Photo 1: Lot 51, Grant Street, Narrogin

2.5 Services

The site is provided with standard 'hard' infrastructure including reticulated (scheme) water, reticulated sewerage, power, telecommunications, drainage and sealed roads. The site has two road frontages in Grant Street and Gordon Street, and also backs onto a Right of Way.

2.6 Heritage

There is no registered Aboriginal heritage site on the subject land area as set out on the Department of Planning, Lands and Heritage Affairs heritage inquiry system. While noting this, land developers have an obligation under the *Aboriginal Heritage Act 1972* to protect places and objects in Western Australia that are important to Aboriginal people because of the connections to their culture.

Additionally, the site does not contain any structure or place of non-indigenous heritage significance on the *Shire of Narrogin Municipal Inventory* or on the Shire's Heritage List.

2.7 Council Resolution

The Council at its Ordinary Council Meeting held on 27 February 2019 in part resolved the following at Resolution 0219:004:

'That, with respect to the Application for Planning Consent – Heavy Diesel Mechanic at Lot 51 (No.1) Grant Street, Narrogin, Council support the application subject to:

1. The applicant submitting a written undertaking within 10 working days stating that a Scheme Amendment will be prepared by a qualified Planning Consultant.
2. Within three (3) months of the letter of approval, the applicant is to submit the Scheme Amendment to the Council to support an Additional Use class – Motor Vehicle Repair Station on the subject property.
3. Advertising the proposal in accordance with clause 6.3 of the Former Town of Narrogin Town Planning Scheme No.2.
4. In the event that no negative submissions are received during the advertising period, Council authorise the Chief Executive Officer to issue planning approval for the proposed Heavy Diesel Mechanic Workshop at Lot 51 (No.1) Grant Street, Narrogin subject to the following conditions'.

The full Council resolution is provided in Attachment 5.

This Amendment documentation has been prepared in response to the Council resolution.

3. PLANNING FRAMEWORK

3.1 Overview

The following section will outline how the proposed Amendment suitably addresses relevant planning policies, strategies, plans and the *Shire of Narrogin Town Planning Scheme No. 2*. In summary, the Amendment is consistent with the State, regional and local planning framework.

3.2 State Planning Framework

The following strategies and policies are of relevance to the Amendment:

- *State Planning Strategy 2050* - sets a broad strategic plan for Western Australia built on sustained growth and prosperity. The Strategy highlights the importance of job creation and supports developing strong and resilient regions. The Strategy also supports the availability of project-ready industrial land which is a key component for economic development. Table 2 - A strategic approach to economic development - outlines the aspiration that 'Suitable land is allocated and zoned for enterprises, business and industry, including project ready industrial lands, buffer and infrastructure'. The Amendment is consistent with the Strategy given it promotes commercial and light industrial development, centrally located, in an established sub-regional centre.
- *State Planning Policy 1 State Planning Framework Policy (2006)* - identifies that the primary aim of planning is to provide for the sustainable use and development of land.
- *State Planning Policy No. 2.9 Water Resources (2006)* - development is required to adopt water sensitive urban design principles.
- *State Planning Policy No. 3 (2006)* - the Policy sets out the principles and considerations which apply for urban growth and settlement in Western Australia. The Policy promotes a sustainable settlement pattern, promoting development on 'brownfield' (previously developed) land, supports building on existing communities and seeks convenient access to employment and services. The Amendment is consistent with SPP 3 given it provides opportunities for employment and business activity.
- *State Planning Policy 3.7 Planning in Bushfire Prone Areas (2015)* - the site is not a Bushfire Prone Area as shown at <https://maps.slip.wa.gov.au/landgate/bushfireprone/>.
- *State Planning Policy 4.1 State Industrial Buffer Policy (1997)* – the Policy seeks to provide a consistent state-wide approach for the protection and long-term security of industrial zones, other utilities and special uses. It also seeks to provide for the safety and amenity of surrounding land uses. As outlined in this report, it is expected that impacts of the motor vehicle repair station can be effectively contained on the site and as reflected in the Council's resolution on 27 February 2019 (see Attachment 5). This is consistent with the intent of the Policy.
- *EPA Guidance Statement 3 – Separation Distances between Industrial and Sensitive Land Uses*. Motor vehicle repair station is not included in Guidance Statement 3. The closest use is 'service station' which has an indicative buffer of 50 metres. Guidance Statement 3 notes that gaseous, noise, and odour risk impacts can occur from a service station.

3.3 Regional Planning Framework

3.3.1 Wheatbelt Regional Planning and Infrastructure Framework (2015)

The Framework identifies Narrogin as a sub-regional centre and a focus for growth, services and facilities. The Framework supports a diverse economic base and supports commercial and industrial development in appropriate locations.

3.3.2 Wheatbelt Regional Investment Blueprint (2015)

The Blueprint establishes priorities for economic development and growth of the Wheatbelt region and provides an analysis of local, regional, national and global factors

influencing the region. A strategic economic growth plan and proposed transformational projects are set out. The Blueprint also supports growing the region's population, promoting development in regional centres and a vibrant economy.

Complementing the Blueprint is the *Wheatbelt South Sub-Regional Economic Strategy* (2014).

3.3.3 *Greater Narrogin Region Growing Our Community: An Economic Development and Implementation Strategy* (2015)

The Strategy's vision is 'To see prosperity and growth for the Greater Narrogin Region by encouraging workforce relocation, business growth, attracting new residents and providing attractive community amenities' (page 9). The Strategy supports improving the range of local employment opportunities and adopting a flexible approach to facilitating development.

3.4 Local Planning Framework

3.4.1 *Local Planning Strategy for the Narrogin, Pingelly and Wickepin Area* (2007)

The Local Planning Strategy (LPS) was prepared for the Shire of Wickepin and it covers the local government areas of Narrogin, Pingelly and Wickepin. The LPS was endorsed by the WAPC on 27 March 2007.

Of relevance to the Amendment is the LPS classifies Narrogin as a regional centre and a focus for development and economic activity is promoted.

3.4.2 *Draft Shire of Narrogin Local Planning Strategy* (2019)

The draft LPS, while not endorsed by the WAPC, provides a holistic approach to planning for the Shire of Narrogin.

Attachment 6 shows the Strategic Land Use Plan (Narrogin Town and Surrounds). The Strategic Land Use Plan allocates the site as 'Commercial/Business' and is located within a Dog Kennel Buffer. Accordingly, the Amendment is consistent with the draft LPS and consistent with the Dog Kennel Buffer.

The draft LPS notes the importance of the commercial/business sector to employment. The draft LPS supports growing and diversifying the economy and encouraging commercial and industrial development in appropriate locations. An action (page 23) includes 'Ensure that the permissibility of land usage in Local Planning Scheme No.3 is sufficiently flexible and applied accordingly to facilitate diversification of the Shire's economy.'

3.4.3 *(Former) Town of Narrogin Town Planning Scheme No.2 (FT-TPS) No.2*

The *Shire of Narrogin Town Planning Scheme No. 2* (TPS2) was gazetted on 17 June 1994 and has been subject to several amendments. It is the principal statutory tool for achieving the Shire's aims and objectives, with respect to the development in the former Town of Narrogin, mainly from a land use, development control and infrastructure coordination perspective.

The site is currently zoned 'Other Commercial'. As outlined on the Existing Scheme Map, there are a wide range of nearby zones including other Additional Use zones. The land immediately adjoining the Amendment site is zoned 'Other Commercial'.

There are various commercial and associated uses that are permissible in the 'Other Commercial' zone including motor vehicle and marine sales premises and warehouse.

Clause 1.8 Interpretation defines Motor Vehicle Repair Station as 'means land and buildings used for the mechanical repair and overhaul of motor vehicles including tyre recapping, retreading, panel beating, spray painting and chassis reshaping.'

Motor vehicle repair station is not listed in the Development Table for the Other Commercial zone and therefore, under clause 2.2.4 of TPS2, it is a prohibited use. A Scheme Amendment is required to formalise the land use on the site which is proposed via adding Additional Use (A34).

The Amendment is consistent with TPS2 objects of the Scheme in sub-clause 1.3.4 which in part states 'To enable the Town of Narrogin to continue its role as a regional centre providing shopping, commercial, industrial...services to the surrounding region.'

Adding the additional use of motor vehicle repair station to the 'Other Commercial' zone on Lot 51 Grant Street is consistent with the approach adopted for nearby Additional Use zone (A15) which is for a service station.

3.4.4 Draft Shire of Narrogin Local Planning Scheme No. 3

The Town of Narrogin together with the Shire of Narrogin initiated a review of their respective town planning schemes as a joint Town Planning Scheme No. 3. The draft Scheme was advertised for public comment in 2012. Following WAPC endorsement of the LPS, it is expected the draft Scheme will be progressed.

The draft Scheme proposes to rezone the site to 'Service Commercial' and classifies 'Motor Vehicle Repair' as a 'D' use where discretionary approval is required from the Shire. On this basis, the proposed Motor Vehicle Repair Station use is consistent with the draft Scheme.

3.4.5 Local Planning Policies

The Council has endorsed several Local Planning Policies. Various policies are of relevance to the future use and development of the site including advertising signage.

3.4.6 Shire of Narrogin Strategic Community Plan 2017 – 2027

The Strategic Community Plan sets the community's vision for the future and it is the principal strategic guide for the Council's future planning and activities. The plan supports growth and progress locally and regionally. The Council seeks to promote Narrogin as a prosperous community, to support existing businesses and to attract new businesses.

3.5 Planning Framework Implications for the Amendment

Common themes of the planning framework and their implications for the Amendment include:

- supporting sustained growth, job creation and economic development including in Narrogin which is a designated sub-regional centre;
- addressing land use compatibility; and
- various strategies allocate the site for commercial/business or related uses.

Based on the above, the requested additional use of motor vehicle repair station is consistent with the planning framework and consistent with the principles of orderly and proper planning.

4. AMENDMENT PROPOSAL

The intent of the Amendment is to add Additional Use (A34), for the use of Motor Vehicle Repair Station, to the existing zoning of 'Other Commercial' for Lot 51 Grant Street.

Amending the site's zoning will formalise previous related uses on the site including sale and service of agricultural machinery and boiler making.

Future development and uses will be subject to gaining necessary approvals from the local government including development approval.



Photo 2: Front facade

5. PLANNING CONSIDERATIONS AND PLANNING JUSTIFICATION

5.1 Overview

This section brings together an assessment of the site's attributes, the site's context and the planning framework in considering key planning matters and justifying the Amendment.

5.2 Appropriate Location for a Motor Vehicle Repair Station

The site is appropriate for a motor vehicle repair station for reasons including:

- it is consistent with the planning framework including that the draft Scheme proposes that 'Motor Vehicle Repair' is a 'D' use in the Service Commercial zone;
- the area contains a mix of land uses including other Additional Use sites;
- adjoining lots are commercial uses and not residential properties;
- the site has been previously used for a wide range of uses including sale and service of agricultural machinery;
- it is an ideal location to establish a business given it is centrally located, it is near the regional road network and is a corner lot;
- the site has generous on-site car parking;
- traffic impacts will be low and can readily be accommodated on local roads;
- it is appropriately serviced;
- the site has no environmental assets and future development will not create any adverse environmental impacts; and
- the site is not located in a bushfire prone area.

Accordingly, the Amendment raises limited planning issues. As noted in the Council's decision on 27 February 2019, condition 4, Planning approval was issued for the proposed temporary development for a period of 12 months pending the outcome of the proposed scheme amendment.

5.3 Compatibility with Adjoining and Nearby Land Uses

The proposed motor vehicle repair station use will be compatible with adjoining and nearby land uses/development which are predominately commercial/business in nature (see Attachments 2 and 3). The site is well setback from residential properties noting the proposed use is considered to be light industry. Light industrial uses, if effectively managed, can be located adjoining residential properties. The site's compatibility with adjoining and nearby uses was reflected in the Council's decision on 27 February 2019 to issue planning approval for a Heavy Diesel Mechanic Workshop (see Attachment 5).

Accordingly, the zoning will complement and not conflict with adjoining and nearby land uses. The proposed Additional Use (A34) represents a logical and sound planning outcome for the site which reflects former usage and the proposed planning direction as set out by the draft Scheme.

5.4 Environmental Impact

The Amendment will create manageable environmental impacts. For instance, the site has been previously cleared of native vegetation, the site is connected to the reticulated sewerage system and the site is connected to the Shire's stormwater system. Additionally, the site is near the town centre which facilitates some journeys to be made

by cycling and walking. Other impacts such as noise and light-spill can be effectively controlled through Shire planning conditions.

5.5 Managing Bushfire Risks

The site is not classified as a Bushfire Prone Area as outlined at <https://maps.slip.wa.gov.au/landgate/bushfireprone>. While noting this, a range of measures will assist to lower bushfire risks including provision of appropriate water supplies, nearby fire hydrants, low-fuel areas around buildings and multiple access/escape routes.

5.6 Vehicular Access and Car Parking

The site has frontage to Grant Street and Gordon Street. Vehicular access is appropriate and complies with sight distance standards which will facilitate safety for road users.

Traffic impacts from the existing commercial operation along with the proposed motor vehicle repair station will be modest and can readily be accommodated on local roads. The existing road network and intersections have sufficient capacity to address traffic generation from existing and proposed uses on the site.

It is likely that the traffic generation from the proposed motor vehicle repair station may be lower than the traffic generated by various previous uses.

The site has generous on-site car parking.

The site is centrally located and is highly accessible. There are accordingly various opportunities to promote walking and cycling to/from the site given it is near the town centre.



Photo 3: Generous on-site parking

5.7 Servicing

The site is already appropriately serviced. It is not envisaged that upgrading of services is required to facilitate the Amendment.

5.8 Supporting the Local Economy

As previously outlined, the proposed Additional Use (A34) zoning is consistent with the planning framework. Approval and implementation of the Amendment will assist to encourage additional commercial activity on the site, assist with job creation and have various economic benefits. This includes it will support local employment, assist in a more sustainable local economy and it will add to Narrogin's overall viability, vitality and prosperity as a sub-regional centre.

5.9 Planning Justification

The planning justification for the Amendment is summarised below in Table 2:

Strategic	Land Use Planning	Environment, Landscape and Heritage	Transport and Servicing	Economic and Community
<p>The Amendment is consistent with the State, regional and local planning framework including that it promotes job creation and development in a proposed 'Service Commercial' zone.</p> <p>Future development will reinforce Narrogin as a sub-regional centre.</p>	<p>The site is well located for commercial/light industrial development including it is compatible with adjoining and nearby uses.</p> <p>It is a 'brownfield' (already developed) site.</p> <p>The site is suitable and capable for commercial, business and light industrial uses.</p> <p>Development will be effectively controlled through TPS2 provisions.</p>	<p>The site contains no environmental assets and will not create adverse environmental impacts.</p> <p>The site is not classified as bushfire prone.</p> <p>There are no landscape impacts and there are opportunities to upgrade the landscaping.</p>	<p>Traffic impacts can be readily accommodated on local roads.</p> <p>Car parking can be contained on-site.</p> <p>The site is appropriately serviced.</p>	<p>It will promote job creation by supporting development near the Narrogin town centre and assist to diversify and grow the local economy.</p> <p>The proposal will assist in enhancing Narrogin as a regional centre and assist in creating jobs in a highly accessible location.</p> <p>The proposal will assist to enhance Narrogin through adding to its overall viability, vitality and prosperity and adding to the range of services that can be provided.</p>

In view of the above, the Amendment is consistent with the planning framework and the principles of orderly and proper planning.

6. CONCLUSION

This report confirms that the Amendment is consistent with the planning framework, it respects the local context and the site is suitable to accommodate the Additional Use (A34) of motor vehicle repair station.

The support of the WAPC and the Hon. Minister for Planning is requested to approve the Amendment adding the Additional Use (A34) of motor vehicle repair station to Lot 51 Grant Street, Narrogin.

PLANNING AND DEVELOPMENT ACT 2005

SHIRE OF NARROGIN

TOWN PLANNING SCHEME No. 2

AMENDMENT No. 36

The Shire of Narrogin under and by virtue of the powers conferred upon it in that behalf by the *Planning and Development Act 2005* hereby amends the above town planning scheme by:









1. Including Lot 51 on Diagram 78364 Grant Street, Narrogin as Additional Use No. A34 in the Additional Use Zone Table (clause 2.3) as follows:


CODE NO.	PARTICULARS OF LAND (AS SHOWN ON SCHEME MAP)	BASE ZONE/ AREA	ADDITIONAL USE	CONDITIONS
34	Lot 51 Grant Street	Other Commercial	Motor Vehicle Repair Station	No change or extension of use without the special approval of Council

2. Amending the Scheme Map accordingly.



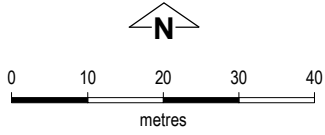
EXISTING SCHEME MAP

- Legend**
-  Cadastre with Lot number
 -  R Codes
 -  Additional uses **A15**
- LPS Zones**
-  Car park
 -  Other commercial
 -  Recreation
 -  Shops and offices
 -  Single residential

 **Department of Planning,
Lands and Heritage**

Produced by Geospatial Research and Modelling,
Department of Planning, Lands and Heritage, Perth WA
Base Information supplied by Western Australian
Land Information Authority SLIP 1096-2018-1




Town of Narrogin
Town Planning Scheme No. 2
Amendment No. 36





PROPOSED SCHEME AMENDMENT MAP

Legend

-  Cadastre with Lot number
-  Additional uses **A34**
- LPS Zones and Reserves Amendments
-  Other commercial

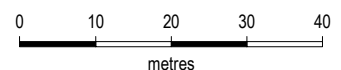


Department of Planning,
Lands and Heritage

Town of Narrogin

Town Planning Scheme No. 2

Amendment No. 36



Produced by Geospatial Research and Modelling,
Department of Planning, Lands and Heritage, Perth WA
Base Information supplied by Western Australian
Land Information Authority SLIP 1096-2018-1

COUNCIL ADOPTION FOR ADVERTISING

Adopted for advertising by resolution of the Council of the Shire of Narrogin at the Ordinary Meeting of the Council held on the

.....

.....

SHIRE PRESIDENT

.....

CHIEF EXECUTIVE OFFICER

COUNCIL RECOMMENDED/SUBMITTED FOR APPROVAL

This Standard Amendment was supported for submission to the Minister for Planning for approval by resolution of the Shire of Narrogin at the Ordinary Meeting of the Council held on the and the Common Seal of the Shire of Narrogin was hereunto affixed by the authority of a resolution of the Council in the presence of:

.....

SHIRE PRESIDENT

.....

CHIEF EXECUTIVE OFFICER

WAPC RECOMMENDED/SUBMITTED FOR APPROVAL

.....

DELEGATED UNDER S.16 OF THE
PLANNING AND DEVELOPMENT ACT 2005

DATE.....

APPROVAL GRANTED

.....

MINISTER FOR PLANNING
S.87 OF THE PLANNING AND DEVELOPMENT ACT 2005










DATE.....

ATTACHMENT 1

AMENDMENT SITE PLAN

Lot 51 (No. 1)
Grant Street
Narrogin
Shire of Narrogin

Legend

-  Amendment Site
-  Contours (5m)
-  Western Power Powerpole
-  Western Power Distribution Overhead Powerline High Voltage 1kV - 33kV
-  Western Power Distribution Overhead Powerline Low Voltage <1kV
-  Western Power Distribution Underground Cable
-  Western Power Pillar
-  Underground Water Pipe
-  Underground Sewer Pipe



REV	DESCRIPTION	DATE	APPROVED
A	AMENDMENT SITE	190317	YMMDD



Edge Planning & Property
134 Hale Street, Mount Clarence
Albany, WA 6330
P: 0899 422222
E: shire@edgeplanning.com.au
M: 0899 107 326

DRAWING NUMBER
EP 190317 01

REV A
Issued for design intent only. All areas and dimensions are subject to detail design & survey.



ATTACHMENT 2



LOCATION PLAN

Lot 51 (No.1) Grant Street
Narrogin
SHIRE OF NARROGIN



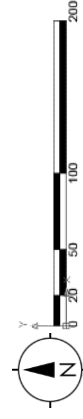
Edge Planning & Property
134 Hare Street, Mount Clarence
ALBANY WA 6330
W: www.edgeplanning.com.au
E: steve.thompson@edgeplanning.com.au
M: 0409 107 336

ATTACHMENT 3

CONTEXT PLAN

Lot 51 (No. 1)
Grant Street
Shire of Narrogin

- Legend**
- Amendment Site
 - Contours



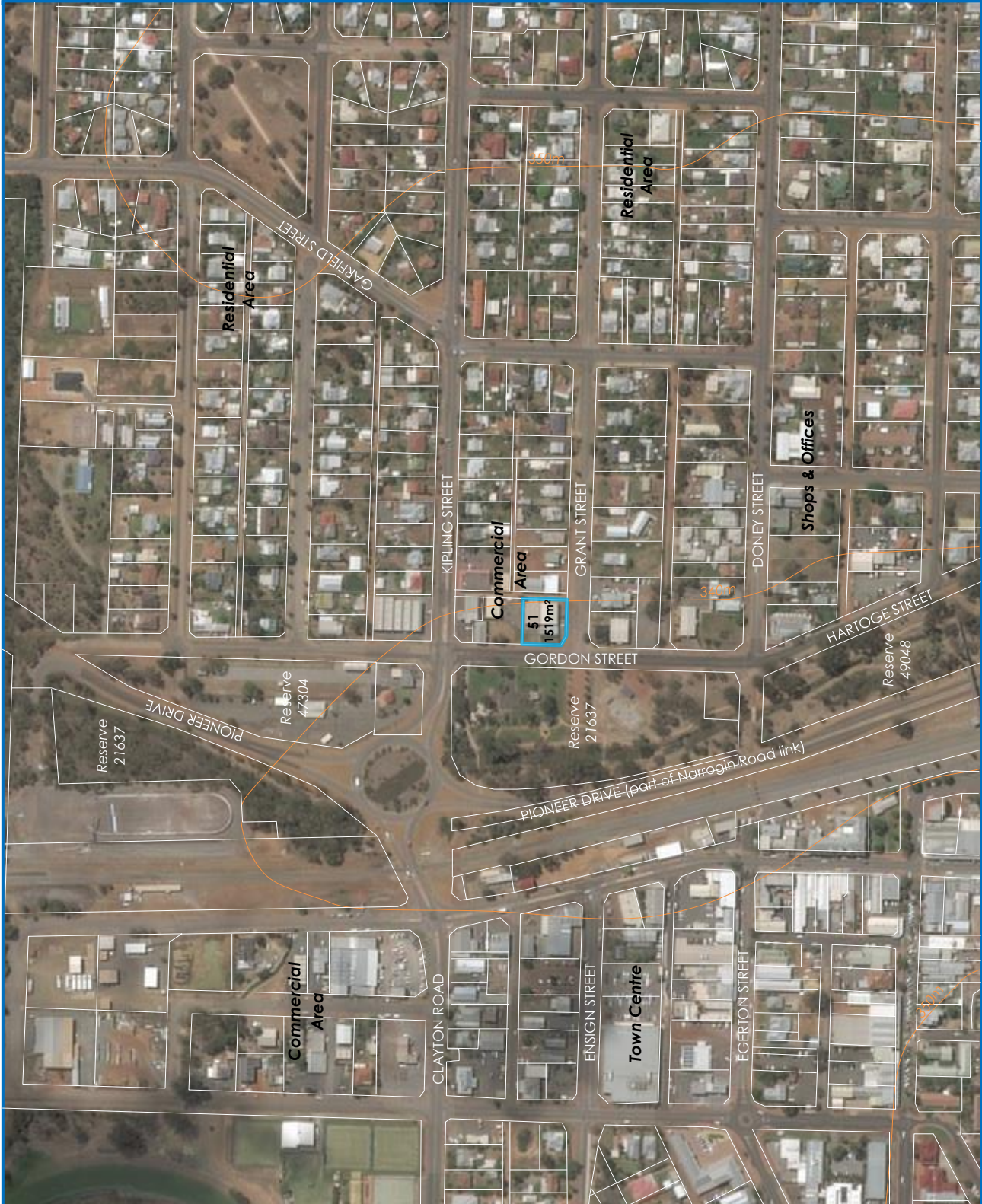
REV	CONTEXT PLAN DESCRIPTION	190317 YTM/DD	APPROVED
A			



DRAWING NUMBER
EP 190317 02

REV **A**

Issued for design intent only. All areas and dimensions are subject to detail design & survey.



ATTACHMENT 4

WESTERN



AUSTRALIA

REGISTER NUMBER 51/D78364	
DUPLICATE EDITION 2	DATE DUPLICATE ISSUED 2/11/2005

RECORD OF CERTIFICATE OF TITLE
UNDER THE TRANSFER OF LAND ACT 1893

VOLUME **1888** FOLIO **443**

The person described in the first schedule is the registered proprietor of an estate in fee simple in the land described below subject to the reservations, conditions and depth limit contained in the original grant (if a grant issued) and to the limitations, interests, encumbrances and notifications shown in the second schedule.



REGISTRAR OF TITLES

LAND DESCRIPTION:

LOT 51 ON DIAGRAM 78364

REGISTERED PROPRIETOR:
(FIRST SCHEDULE)

MARK EDWARD STAPOREK
DOMINIQUE MAREE BUEMI
BOTH OF 99 FORREST STREET, NARROGIN
AS JOINT TENANTS

(T M699546) REGISTERED 9/7/2014

LIMITATIONS, INTERESTS, ENCUMBRANCES AND NOTIFICATIONS:
(SECOND SCHEDULE)

- EASEMENT BENEFIT - SEE PLAN 3771 AND SECTION 167A OF TLA.
- *M699547 MORTGAGE TO NATIONAL AUSTRALIA BANK LTD REGISTERED 9/7/2014.

Warning: A current search of the sketch of the land should be obtained where detail of position, dimensions or area of the lot is required.
* Any entries preceded by an asterisk may not appear on the current edition of the duplicate certificate of title.
Lot as described in the land description may be a lot or location.

-----END OF CERTIFICATE OF TITLE-----

STATEMENTS:

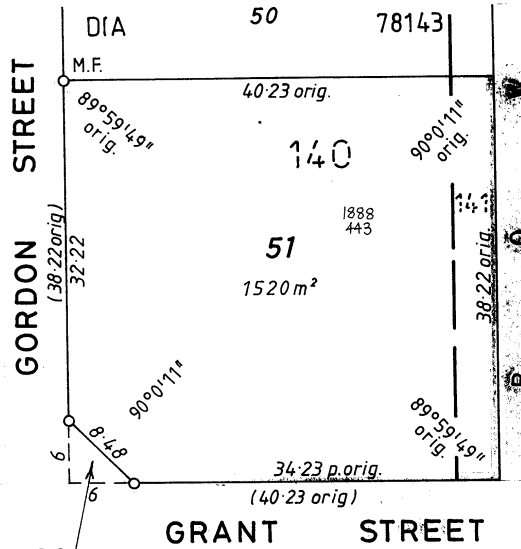
The statements set out below are not intended to be nor should they be relied on as substitutes for inspection of the land and the relevant documents or for local government, legal, surveying or other professional advice.

SKETCH OF LAND: 1888-443 (51/D78364)
PREVIOUS TITLE: 141-155A
PROPERTY STREET ADDRESS: 1 GRANT ST, NARROGIN.
LOCAL GOVERNMENT AUTHORITY: SHIRE OF NARROGIN

NOTE 1: DUPLICATE CERTIFICATE OF TITLE NOT ISSUED AS REQUESTED BY DEALING M699547

Town or District.	Number of Lot or Location.	Field Book.	Scale.	Certificates in which Land is Vested.	Area
NARROGIN	LOTS 12 & 13 OF PTN. TOWN LOTS 140 & 141	59727	1:500	Vol. 141.. Fol. 155A	1538 m ² TOTAL

LIMITED IN DEPTH TO 609.6 METRES



DEDICATED TOWN PLANNING & DEVELOPMENT ACT SEC 28 (2)

IN ORDER FOR DEALINGS
 Subject to sec. 28(2) T.P. & D. act.
 Done 7/8/90
 for INSPECTOR OF PLANS AND SURVEYS

DIA 78364



<p align="center">CERTIFICATE</p> <p>I hereby certify that this survey was performed by me personally (or under my own personal supervision, inspection and field check) in strict accordance with the Licensed Surveyors (Guidance of Surveyors) Regulations, 1961.</p> <p>Date <u>3/7/1990</u> <u>Brian S. Echnaly</u> Licensed Surveyor 0626/90</p>		<p align="center">Approved by State Planning Commission</p> <p align="center">PLANNING 81824 URBAN DEVELOPMENT</p> <p align="center">10 JUL 1990</p> <p align="center">81824 Date <u>11-7-90</u> For Chairman <u>[Signature]</u></p>	
<p>Approved</p> <p align="center">APPROVED Inspector of Plans and Surveys</p> <p>Examined <u>[Signature]</u> 6.8.90 Date <u>30.10.90</u></p>	<p>On</p> <p>Plan <u>3771</u></p> <p>Diagram</p> <p>Index Plan <u>BUCHANAN, B.J. 31. 11.37.</u></p>	<p>Registered</p> <p>\$90.00</p> <p>4038, 4039</p> <p>16-7-90</p>	<p>Diagram No</p> <p align="center">78364</p>

CP 31057/2/89-2m R.A.F. DKT DIA 75171

ORIGINAL

ATTACHMENT 5

10.1.2 APPLICATION FOR PLANNING CONSENT - HEAVY DIESEL MECHANIC AT LOT 51 (NO. 1) GRANT STREET, NARROGIN

File Reference	A213400
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Brett Rowe
Previous Item Numbers	Nil
Date	14 February 2019
Author	Eric Anderson – Planning Officer
Authorising Officer	Azhar Awang – Executive Manager Development & Regulatory Services
<p>Attachments</p> <ol style="list-style-type: none"> 1. Location Plan 2. Email advising of Town Planning requirements 3. Application for Planning Consent and Plans 	

Summary

Council is requested to consider the application for planning consent for a proposed Heavy Diesel Mechanic at Lot 51 (No. 1) Grant Street, Narrogin.

Background

In early January 2019 the Shire of Narrogin received a customer enquiry from a potential applicant seeking advice to establish a ‘Heavy Diesel Mechanic’ workshop at the subject property. The subject property is zoned ‘Other Commercial’ and measures 1,520m² with a dual frontage onto Gordon and Grant Street. Following a review of the Former Town of Narrogin – Town Planning Scheme (FT-TPS) No. 2 and a review of the assessment file records to determine if any non-conforming use right existed, it was considered that there was insufficient evidence of the existence of a non-conforming use right on site. The applicant and current owner were subsequently advised on 9 January 2019, that the proposal for a Heavy Diesel Mechanic workshop under the current zoning is a prohibited use and therefore would not be supported (Attachment 2). A follow up meeting on 17 January 2019 was held with the current owner of the premises at the Shire office in the presence of, the Shire’s Planning Officer and the Executive Manager Development and Regulatory Services.

History of Use

To understand the history of the site and to demonstrate that no non-conforming use right exists, the following overview is provided.

On 17 June 1994 the FT-TPS No. 2 (current scheme) was published in the Government Gazette, coming into effect thereafter.

The Shire of Narrogin records show that the last sale of the property prior to the implementation of the FT-TPS NO. 2 was on 10 October 1990. The following year an application was lodged for the upgrading and addition to the workshop with a new Colorbond shed replacing the existing workshop. The zoning of the property at the time was 'Commercial'.

The proposed and subsequent approved use of the premises was for the sale and service of agricultural machinery. In the minutes of the Health, Building and Town Planning Committee held on 19 March 1991 it was noted that the workshop aspect of the premises would be operating as a non-conforming use as it was in a 'Commercial' zoned area. The new shed was located in the same location as the previous shed with a rear setback from Gordon Street (East Side) reduction from 7.5m to 4.8m being granted on 35 March 1991 (building permit).

On 22 February 1996 planning approval was granted for a wash bay cover extending to the North of the existing workshop. A rear Setback reduction (taken from Grant Street) was granted on the North side reducing it to 1.53m. The conditions of that approval were;

- “1. The cover may be constructed with a setback to the rear (northern boundary) of approximately 1.53m.*
- 2. A brick parapet wall is to be constructed to adjoin the covered bay in the rear (northern) aspect to maintain a setback of approximately 1.53m.*
- 3. Landscaping to be applied to the existing parts of the lot both front and rear to enhance the appearance of the lot and premises.*
- 4. The brick parapet wall is to be constructed in accordance with the relevant codes and approvals and is to meet the required Fire Rating Level.*
- 5. Plans and specification for the project are to be amended accordingly and to be re-submitted to Council for approval.”*

The property was sold on 22 May 2003 (after the gazettal of FT-TPS No. 2) for the purpose of establishing an employment enterprise. It was then on sold on 1 September 2005 and on 23 November 2007 planning approval (DA32/07-08) was issued for the use of a 'Warehouse, showroom and steel supplies retailer' subject to compliance with the following conditions:

1. “The premises shall be kept neat and tidy condition at all times to the satisfaction of the Town of Narrogin;
2. Storage of equipment, machinery and materials to the satisfaction of the Director Technical and Environmental Services;
3. No “General Industry” activities to be undertaken on the property;
4. Commercial activities thereon the property to comply with the requirements of the Environmental Protection (Noise) Regulations 1997.
5. All signage shall be subject to a separate planning application being submitted and approved prior to the erection of such signage;
6. Fencing to comply with the requirements of the relevant Town of Narrogin local laws;
7. No street trees shall be removed, cut back, pruned or interfered with in any way, without the prior approval of the Director Technical and Environmental Services;

8. Parking bays and ground treatment to be installed satisfaction of the Director Technical and Environmental Services within six months of the date of planning approval;
9. All vehicles to be parked in an orderly manner within the identified parking area, as per the approved plans to the satisfaction of the Director Technical and Environmental Services”.

The aforementioned approval is the most recent planning approval that has been granted by the Shire of Narrogin. It would be considered that the non-conforming use that existed from the Gazettal date of TPS-NO. 2 upon the issuing of planning approval on 23 November 2007 would have been extinguished with the latter mentioned approval.

Comment

Zoning

Lot 51 (No.1) Grant Street, Narrogin is zoned “Other Commercial” under FT-TPS No. 2. The proposed use Heavy Diesel Mechanic Workshop falls within the definition of Motor Vehicle Repair Station which is defined as:

“Means land and buildings used for the mechanical repair and overhaul of motor vehicles including tyre recapping, retreading, panel beating, spray painting and chassis reshaping”.

Such use is not listed in the Development Table and therefore under clause 2.2.4 of the FT-TPS No.2 is a prohibited use.

Non-Conforming Use

Non-conforming use is defined as:

“Means a use of land which, through lawful immediately prior to the coming into operation of this Scheme, is not in conformity with the Scheme”.

The question at hand is whether the Shire has the ability to consider the proposal as falling within the definition of non-conforming use after the non-conforming has been changed to another use.

Part IV of the FT-TPS No. 2 on Non-Conforming Uses of Land, the following clause relating to the discontinuance of a non-conforming use.

Clause 4.2 states:

“Subject to clause 4.3, if a non-conforming use is discontinued or changed after the gazettal date, a person shall not thereafter use the land or any building or structure thereon or in which the nonconforming use was carried on for a purpose not permitted by the Scheme”.

Clause 4.3 states:

“The Council may upon such conditions as it thinks fit permit the change of a non-conforming use to another non-conforming use if in its opinion the latter use is less prejudicial to the amenity of the area”.

Clause 4.6 states:

“When a non-conforming use of any land or building has been discontinued for a period of six months or more such land or building shall not thereafter be used otherwise than in conformity with the provisions of the Scheme”.

Based on the above clauses and the change of land uses that have occurred prior to and after the gazettal of FT – TPS No. 2, the non-conforming use is considered to be extinguished and no longer applicable. Any changes to permit land uses that are not permitted will require a Scheme Amendment to rezone the land.

Draft Town Planning Scheme No 3

The Draft Town Planning Scheme No. 3 which is the joint document of the former Town and Shire of Narrogin Local Planning Schemes has been approved by the Shire of Narrogin for consent to the Western Australian Planning Commission to readvertise the Draft Local Planning Scheme due to the significant changes during the public submission period.

The Draft Scheme proposed to rezone the land to “Service Commercial” and classified “Motor Vehicle Repair” as a “D” use where discretionary approval is required from the Council. On this basis it is considered that the proposed Heavy Diesel Mechanic would be consistent with the Draft Scheme. However, the joint Town Planning Scheme No. 3 is still in a draft form and therefore cannot be applied to the proposal. In order to allow the proposal to be established on the subject property, a Scheme Amendment will be required to rezone the land to allow an additional use class ‘Motor Vehicle Repair’ to be permitted on the site.

As the non-conforming use has been extinguished, Council does not have the power to approve any prohibited use which is contrary to the FT-TPS No.2, unless a Scheme Amendment is undertaken to allow an additional use to be permitted on the subject property.

Based on the above assessment, it is recommended that Council refuse the planning application for a Heavy Diesel Mechanic workshop on the subject property as this is contrary to FT – TPS No. 2.

In all of the above assessment, the emphasis of the development to be approved is subject to a Scheme Amendment.

Should Council wish to support the proposed development, it is suggested that the following actions and conditions be applied:

1. The applicant / owner submit a written undertaking within 10 working days stating that a Scheme Amendment be prepared by a qualified Planning Consultant.
2. Within three (3) months of the letter of approval, the applicant/owner is to submit the Scheme Amendment to the Council to support the initiation to permit an Additional Use class – Motor Vehicle Repair Station on the subject property.
3. Advertise the proposal in accordance with clause 6.3 of the Former Town of Narrogin Town Planning Scheme No. 2.
4. In the event that no negative submissions are received during the advertising period, Council authorise the Chief Executive Officer to issue planning approval for the proposed Heavy Diesel Mechanic Workshop at Lot 51 (No. 1) Grant Street, Narrogin subject to the following conditions:
 - a. The proposal is temporary for a period of 12 months to allow the Scheme Amendment to be approved by the WAPC, after which time the approval will be reconsidered by Council for further extensions pending on the outcome of the Scheme Amendment.
 - b. This approval shall expire if the development hereby permitted is not completed within two years of the date hereof, or within any extension of that time which, upon written application

(made before or within 21 days after the expiry of the approval) to the Shire, is granted by it in writing.

- c. The development hereby approved shall occur generally in accordance with the submitted plans in support of the application and these shall not be altered or modified without the prior written approval of the Shire of Narrogin.
- d. All drainage run-off associated with the development shall be contained on site or connected to the Shire's stormwater drainage system to the satisfaction of the Shire of Narrogin.
- e. Any use, additions to and further intensification of any part of the development or land which is not in accordance with the original application or conditions of approval shall be subject to a further development application and consent for that use.
- f. The existing landscaping shall be upgraded and reticulated to the satisfaction of the Chief Executive Officer.
- g. Landscaping areas are to be maintained at all times to the satisfaction of the Chief Executive Officer.
- h. Bins and storage areas shall be screened from public view to the satisfaction of the Chief Executive Officer.
- i. Any outside lighting to comply with Australian Standard AS4282-1997 for the control of obstructive effects of outdoor lighting and not spill into any adjacent residential premises.
- j. All parking associated with the activity approved shall be wholly contained on site to the satisfaction of the Chief Executive Officer.
- k. All car parking dimensions are to comply with Appendix IV of the Town of Narrogin Town Planning Scheme No. 2.
- l. A signage application is required to be submitted to the Shire of Narrogin should the applicant seek to erect signage on the abovementioned property.
- m. Areas for the loading and unloading of goods are to be clearly marked and clear of all streets.

Consultation

A meeting was held at the Shire of Narrogin on 17 January 2019 between the current owner of the premises and the Shire's Planning Officer and the Executive Manager Development and Regulatory Services.

Statutory Environment

Former Town of Narrogin Town Planning Scheme No. 2.

Policy Implications

Nil

Financial Implications

An application for Planning Consent fee to the value of \$147 has been paid to the Shire of Narrogin.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027	
Objective	3. Environment Objective (Conserve, protect and enhance our natural and built environment)
Outcome:	3.4 A well maintained built environment
Strategy:	3.4.1 Improve and maintain built environment

Voting Requirements

Simple Majority

OFFICERS' RECOMMENDATION AND COUNCIL RESOLUTION 0219.003

Moved: Cr Ward Seconded: Cr Wiese

That, with respect to the Application for Planning Consent – Heavy Diesel Mechanic at Lot 51 (No. 1) Grant Street, Narrogin, Council refuse the proposed development for the following reasons:

1. The proposed use which is defined as “Motor Vehicle Repair Station” is a prohibited use under the current zoning “Other Commercial”; and
2. The proposed use is contrary to the Former Town of Narrogin Town Planning Scheme No. 2.

FORESHADOWED MOTION

Cr Seale foreshadowed that if the motion was lost he would be moving an alternate motion to accept the proposed development.

The Presiding Person put the original motion which was

LOST 0/7

FORESHADOWED MOTION AND COUNCIL RESOLUTION 0219.004

Moved: Cr Seale Seconded: Cr Bartron

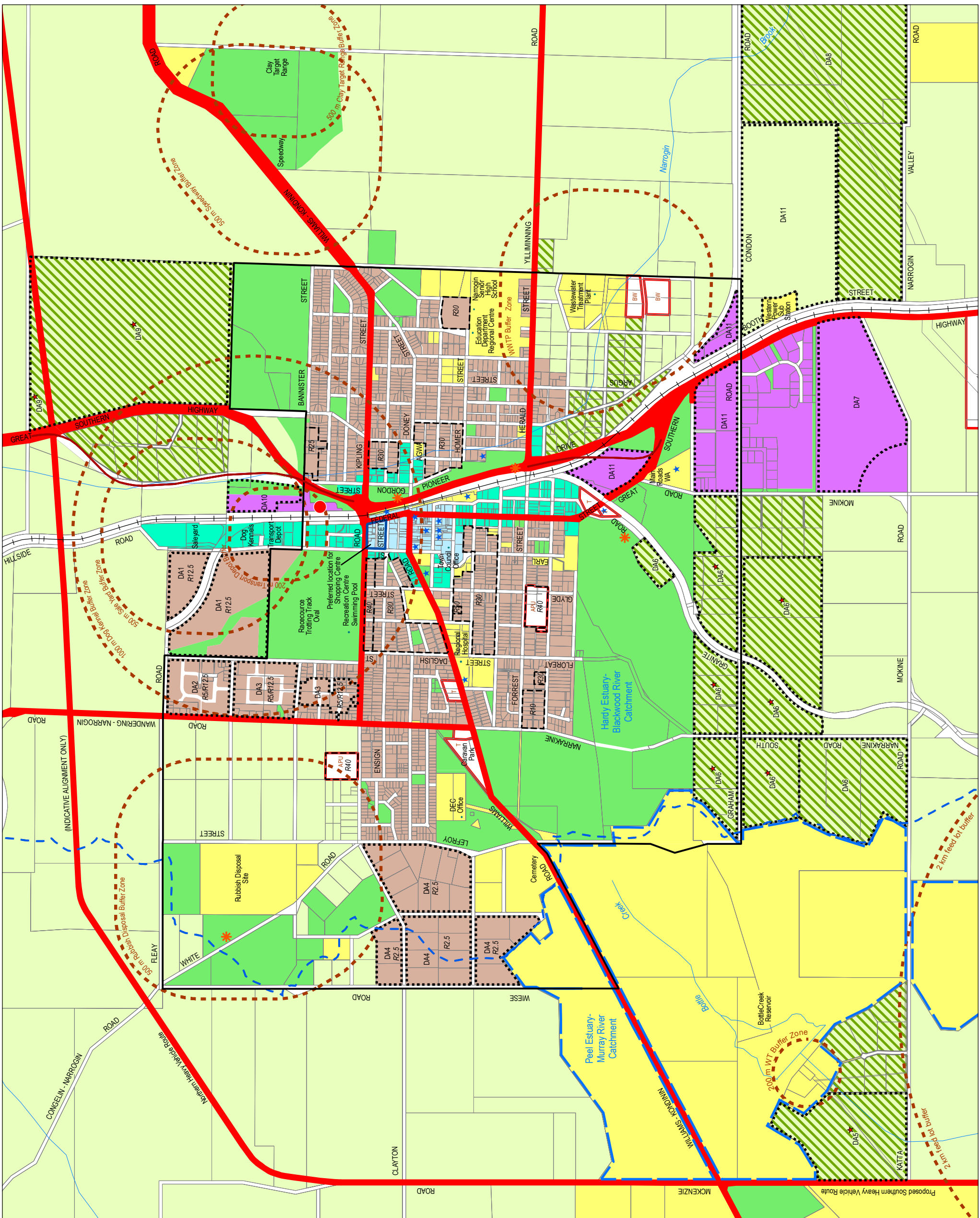
That, with respect to the Application for Planning Consent – Heavy Diesel Mechanic at Lot 51 (No. 1) Grant Street, Narrogin, Council support the application subject to:

1. The applicant submitting a written undertaking within 10 working days stating that a Scheme Amendment will be prepared by a qualified Planning Consultant.
2. Within three (3) months of the letter of approval, the applicant is to submit the Scheme Amendment to the Council to supporting an Additional Use class – Motor Vehicle Repair Station on the subject property.

3. Advertising the proposal in accordance with clause 6.3 of the Former Town of Narrogin Town Planning Scheme No. 2.
4. In the event that no negative submissions are received during the advertising period, Council authorise the Chief Executive Officer to issue planning approval for the proposed Heavy Diesel Mechanic Workshop at Lot 51 (No. 1) Grant Street, Narrogin subject to the following conditions:
 - a. The proposal is temporary for a period of 12 months to allow the Scheme Amendment to be approved by the WAPC, after which time the approval will be reconsidered by Council for further extensions pending on the outcome of the Scheme Amendment.
 - b. This approval shall expire if the development hereby permitted is not completed within two years of the date hereof, or within any extension of that time which, upon written application (made before or within 21 days after the expiry of the approval) to the Shire, is granted by it in writing.
 - c. The development hereby approved shall occur generally in accordance with the submitted plans in support of the application and these shall not be altered or modified without the prior written approval of the Shire of Narrogin.
 - d. All drainage run-off associated with the development shall be contained on site or connected to the Shire's stormwater drainage system to the satisfaction of the Shire of Narrogin.
 - e. Any use, additions to and further intensification of any part of the development or land which is not in accordance with the original application or conditions of approval shall be subject to a further development application and consent for that use.
 - f. The existing landscaping shall be upgraded and reticulated to the satisfaction of the Chief Executive Officer.
 - g. Landscaping areas are to be maintained at all times to the satisfaction of the Chief Executive Officer.
 - h. Bins and storage areas shall be screened from public view to the satisfaction of the Chief Executive Officer.
 - i. Any outside lighting to comply with Australian Standard AS4282-1997 for the control of obstructive effects of outdoor lighting and not spill into any adjacent residential premises.
 - j. All parking associated with the activity approved shall be wholly contained on site to the satisfaction of the Chief Executive Officer.
 - k. All car parking dimensions are to comply with Appendix IV of the Town of Narrogin Town Planning Scheme No. 2.
 - l. A signage application is required to be submitted to the Shire of Narrogin should the applicant seek to erect signage on the abovementioned property.
 - m. Areas for the loading and unloading of goods are to be clearly marked and clear of all streets.

CARRIED 8/0

ATTACHMENT 6



0 0.2 0.4 0.6 0.8 kilometres

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 Base information supplied by Western Australian Land Information Authority SLUP-1096-2018-1

Legend

Landuse

- Residential
- Rural Living
- Possible long term rural residential - subject to further detailed planning
- Town Centre
- Commercial/Business
- Industrial
- Infrastructure/Public Uses
- Recreation/Conservation
- Rural
- Special Zone
- Tourism
- APU
- MU
- BW
- Star
- Asterisk
- Red dot
- T-bar
- Thick red line
- Dashed brown line
- Blue dashed line
- Blue solid line
- Dashed blue line
- Dotted black line
- Solid black line

10.1.4 APPLICATION FOR PLANNING CONSENT – RESIDENTIAL DWELLING TWO STOREYS (RETROSPECTIVE) – LOT 1096 (NO. 18) LEWIS STREET, NARROGIN

File Reference	A263800, IPA1917168
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Steven Angwin
Previous Item Numbers	Nil
Date	14 February 2020
Author	David Johnston – Planning Officer
Authorising Officer	Robert Powell – Acting/Executive Manager Development and Regulatory Services
Attachments 1. Application for Planning Consent 2. Locality Plan 3. Residential Development Compliance Checklist 4. Schedule of Submissions	

Summary

Recently, Planning staff observed commencement of a two storey dwelling in town that was a departure from the planning approval, in that it was two storeys and substantially larger than the original dwelling approved. Staff approached the owner and requested a retrospective Planning Application which is herewith submitted.

Council is requested to consider the retrospective planning application for a two storey residential dwelling at Lot 1096 (No. 18) Lewis Street, Narrogin.

Background

The applicant submitted an application for planning consent for retrospective approval of a two storey residential dwelling on 26 April 2019. At the time the cost was estimated at \$200,000.

After submission of the planning consent form, the plans changed and inconsistencies with cost forced the application to be put on hold.

The application was advertised to adjoining land owners from 21 May 2019 to 4 June 2019. It received two submissions.

The application was assessed again in December 2019 following a change in estimated cost from \$200,000 to \$400,000.

Comment

Under the Former Town Planning Scheme No. 2 (FTPS) a Single House (2 or more storeys) is a PS use in the Single Residential Zoning. This means:

“Use not permitted unless special approval given by Council and conditions complied with.”

Clause 6.3 – Application for Special Approval of the former Town Planning Scheme No. 2 states as follows:

“6.3.1 The Council shall in the case of an application for permission to carry on a use marked AP in the Development Table and may in the case of an application for permission to carry on a use marked PS in the Development Table or in any other case in which application is made for its approval give notice of the application in accordance with the provisions of this Clause.

6.3.2 Where the Council is required or decides to give notice of an application the Council shall cause:

a) notice of the proposed use and development to be sent by post or delivered to the owners and occupiers of land within an area determined by the Council as likely to be affected by the granting of the application;

b) notice of the proposed use and development to be published in a newspaper circulating in the Scheme Area and in the State of Western Australia stating that submissions may be made to the Council within 21 days from the publication thereof; and

c) a sign displaying notice of the proposed use and development to be erected in a conspicuous position on the land for a period of 21 days from the date of publication of the notice referred to in paragraph (b) hereof.”

Clause 6.3.5 also states that:

“A resolution to grant special approval must be passed by an absolute majority of the Council.”

It is also noted that the property falls within the Bush Fire Prone Areas and therefore a Bushfire Attack Level Assessment needs to be provided with the Building Application.

The planning application has been assessed against State Planning Policy 7.3 Residential Design Codes Volume 1. The assessment is provided as Attachment 3.

Consultation

The application was advertised to adjoining residents from 21 May 2019 to 4 June 2019. Two submissions were received. See Schedule of Submissions (Attachment 4).

A site visit was undertaken on 12 February 2020 by the Planning Officer.

Statutory Environment

- State Planning Policy 7.3 Residential Design Codes Volume 1
- Shire of Narrogin Former Town Planning Scheme No. 2, Clause 6.3 – Special Approval

It is noted that a Building Permit has been issued to the applicant comprising of a two storey Residential Dwelling and registered under the Registered Builder, Michael Almenara. The Building Application was submitted as a Certified Building Application (BA1) and the permit was issued with conditions in accordance with the National Construction Code 2016.

Policy Implications

Nil

Financial Implications

An application for Planning Consent (Retrospective) Fee of \$1,280 has been paid to the Shire of Narrogin.

The applicant has also been advised to submit an amended building application reflecting the revised estimate of cost of construction.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027	
Objective:	3. Environment Objective (Conserve, protect and enhance our natural and built environment)
Outcome:	3.4 A well maintained built environment
Strategy:	3.4.1 Improve and maintain built environment

Voting Requirements

Absolute Majority

(See over for Officers' Recommendation)

OFFICERS' RECOMMENDATION

That, with respect to the application for planning consent for residential dwelling two storeys (Retrospective) – Lot 1096 (No. 18) Lewis Street, Narrogin, Council grant planning approval, subject to:

1. The approval shall expire if the development permitted is not completed within two years of approval, or within any extension of that time which, upon written application (made before or within 21 days after the expiry of the approval) to the Shire is granted by it in writing.
2. The development approved shall be in accordance with the plans and specifications submitted with the application and these shall not be altered or modified without the prior written approval of Council.
3. Any use, additions to and further intensification of any part of the development or land which is not in accordance with the original application or conditions of approval shall be subject to a further development application and consent for that use.
4. All drainage run-off associated with the development shall be contained on site or approval obtained to connect to the Shire's storm water drainage system subject to any conditions the Chief Executive Officer may impose.
5. A Bushfire Attack Level assessment, is required to be submitted prior to the issuing of a building permit.

Advice Notes

1. If the applicant and/or owner are aggrieved by this decision as a result of the conditions of approval or by a determination of refusal, there may be right of review under the provisions of Part 14 of the Planning and Development Act 2005. A review must be lodged with the State Administrative Tribunal within 28 days of this decision.
2. The applicant is advised of the requirement to submit an amended Building Application

APPLICATION FOR PLANNING CONSENT



Shire of
Narrogin
Love the life

(FDRS005)

89 Earl Street
PO Box 1145
Narrogin WA 6312

(08) 9890 0900

www.narrogin.wa.gov.au
enquiries@narrogin.wa.gov.au

CASHIER HOURS:
8:30am – 4:30pm
MONDAY- FRIDAY

Shire of Narrogin
RECEIVED

26 APR 2019

A263800 IPA1917168

TOWN PLANNING SCHEME NO.2
DISTRICT SCHEME

Name of Applicant	STEVEN ANGIN
Correspondence Address	18 LEWIS ST NARROGIN.
Applicant Phone Number	[REDACTED]
Applicant email	[REDACTED]

I hereby apply for planning consent to:

- Use the land described hereunder for the purpose of RESIDENTIAL.
And/or
- Erect, alter or carry out development on land described hereunder in accordance with the accompanying plans (3 copies attached)

Existing use of land	RESIDENTIAL. - 2 ND STOREY.
Approximate cost of proposed development	\$ 200,000.
Estimated time of completion	DEC 2019.
No of persons to be housed / employed after completion	3.

TITLES OFFICE DESCRIPTION OF LAND

LOCALITY PLAN

Lot No	1096	House No	18	Street Name	LEWIS ST
Location No		Plan or Diag		Certificate of Title	Volume: Folio:

LOT DIMENSIONS

Site area		Square metres
Frontage		Metres
Depth		metres

AUTHORITY

Applicant's Signature *Steven Angin* Date 10-4-2019

NOTE: WHERE THE APPLICANT IS NOT THE OWNER, THE OWNER'S SIGNATURE IS REQUIRED.

NOTE: ALL OWNERS OF THE PROPERTY MUST SIGN THIS APPLICATION FORM. WHERE PROPERTY IS OWNED BY A COMPANY, AT LEAST TWO DIRECTORS OF THE COMPANY MUST SIGN THE APPLICATION.

Owner's Signature *Steven Angin* Date 10-4-2019

NOTE: THIS FORM IS TO BE SUBMITTED IN DUPLICATE, TOGETHER WITH THREE COPIES OF PLANS, COMPRISING THE INFORMATION SPECIFIED IN THE PARTICULARS REQUIRED WITH THE APPLICATION OUTLINED OVER.

THIS IS NOT AN APPLICATION FOR A BUILDING LICENCE

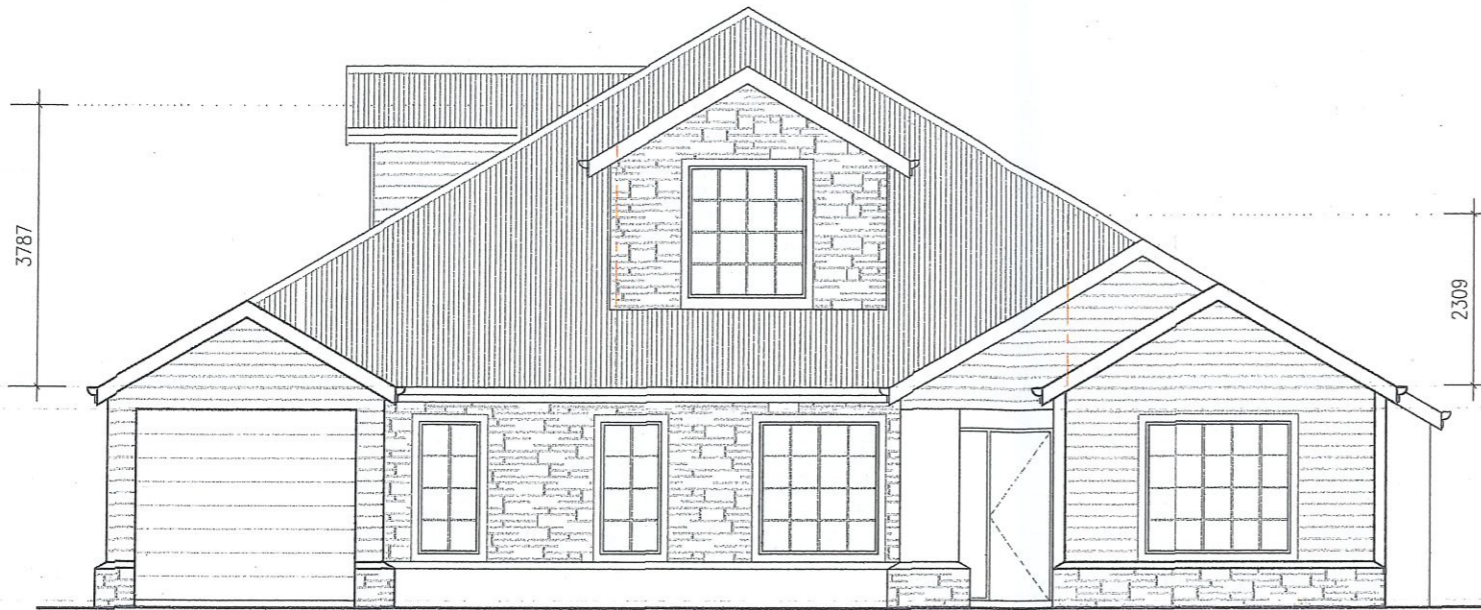
PARTICULARS REQUIRED WITH APPLICATION FOR PLANNING CONSENT

Where an application involves the erection or alteration of a building or a change in levels of a site, the plans accompanying an application for planning consent shall, unless especially exempt by the Shire:

- a. Indicate the position and describe the existing buildings and improvements on the site and indicate those which are to be removed;
- b. Indicate the position and describe the buildings and improvements proposed to be constructed, their appearance, height and proposed uses in relation to existing and proposed contours;
- c. Indicate the position, type and height of all the existing trees on the site and indicate those to be retained and those to be removed;
- d. Indicate the areas to be landscaped and the location and type of shrubs, trees and other treatment proposed;
- e. Indicate site contours and details of any proposed alteration to the natural contour of the area;
- f. Indicate car parking areas, their layout and dimensions and accessways and the position of existing and/or proposed crossovers; and
- g. Indicate site dimensions and be to metric scale.

OFFICE USE ONLY

File Reference		Application No	
Date Received		Date of Approval / Refusal	
Date of Notice of Decision		Officer's Signature	



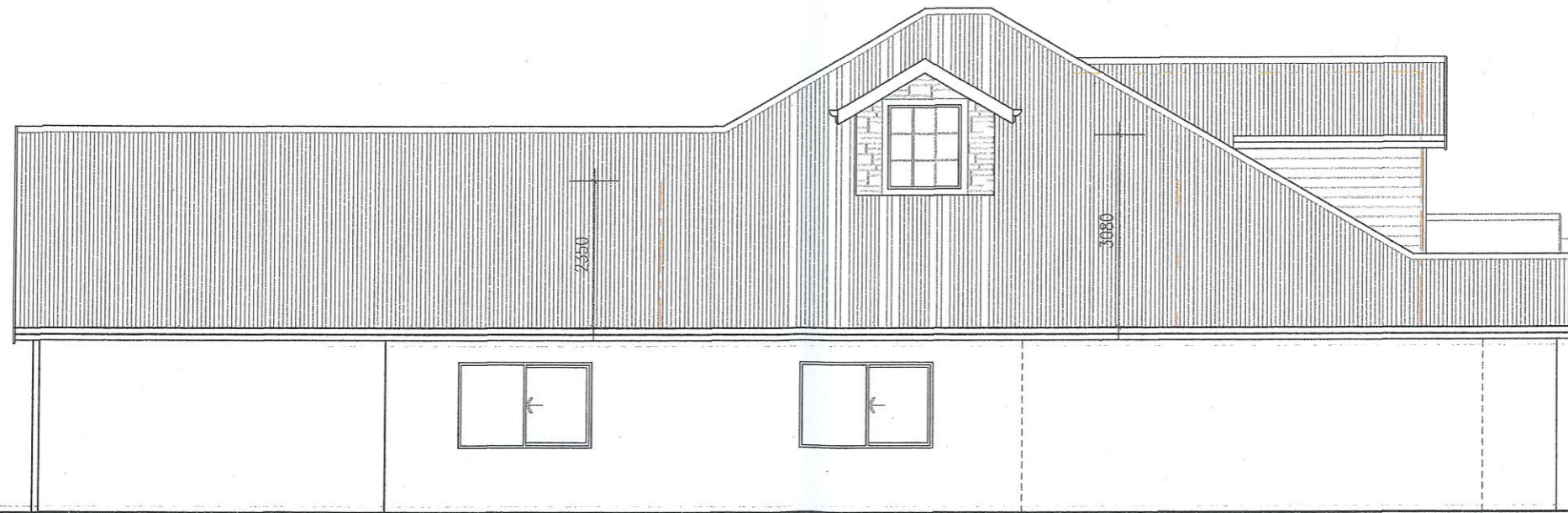
FRONT ELEVATION (SOUTH) E1
SCALE 1:100



Certificate no.: 0002120806-03
 Assessor Name: Nathan Peart
 Accreditation no.: VIC/BDAV/12/1488
 Certificate date: 27 Jul 2018
 Dwelling Address: 18 Lewis Street
 Narrogin, WA 6312
www.nathers.gov.au



PROPOSED MEZZANINE
 F.F.L. R.L. 12.872
 ▲
 EXIST. & PROPOSED
 C.L. 2572 A.F.L.
 ▲
 EXIST. & PROPOSED
 F.L. R.L. 10.000



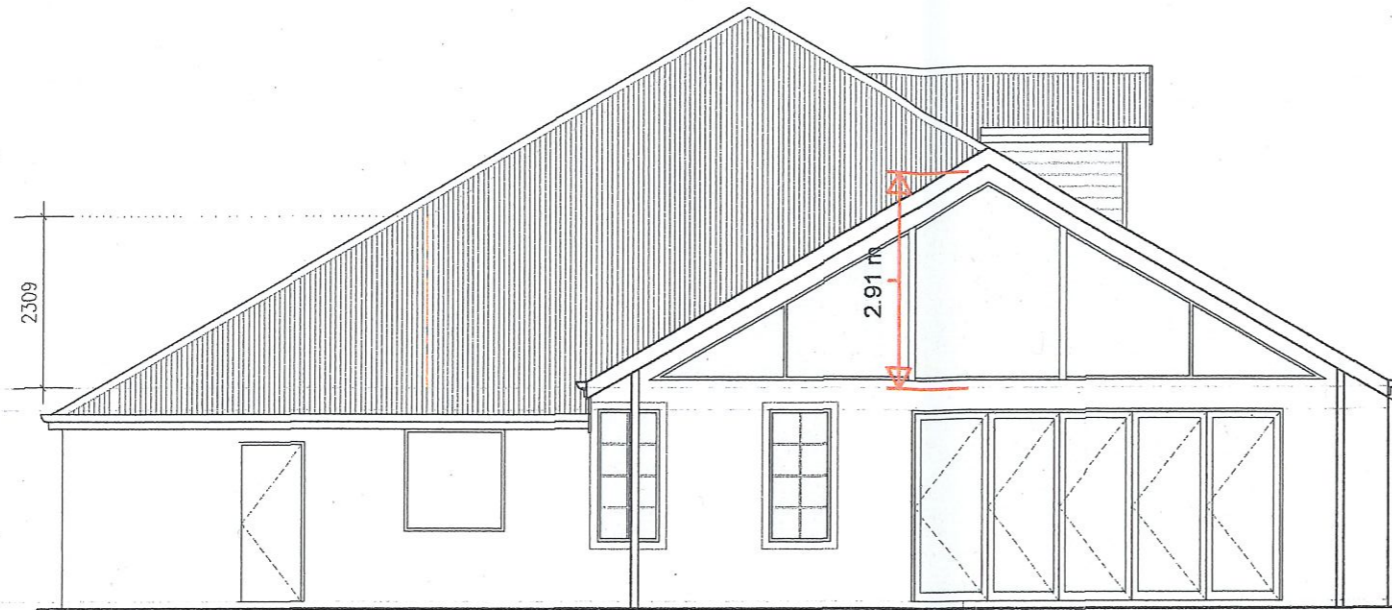
SIDE ELEVATION (WEST) E2
SCALE 1:100

PROPOSED MEZZANINE
 F.F.L. R.L. 12.872
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 EXIST. & PROPOSED
 C.L. 2572 A.F.L.
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 EXIST. & PROPOSED
 F.L. R.L. 10.000

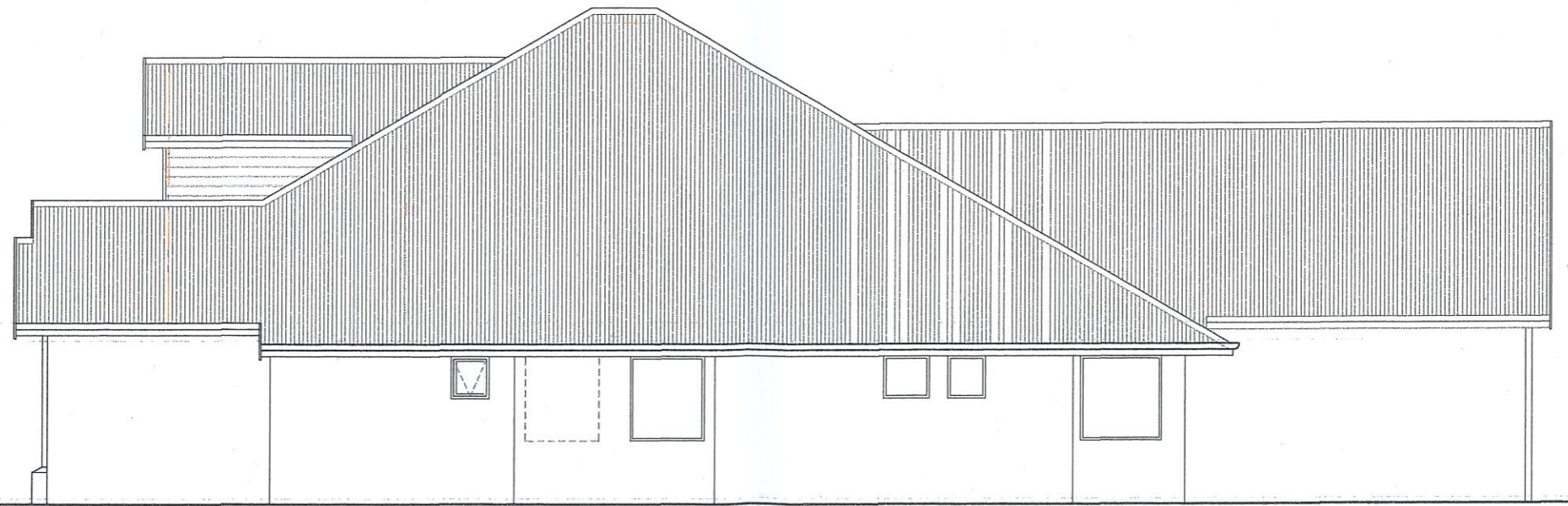
Sandtracks
DESIGN

UNIT 3 / #86 FORSYTH STREET | O'CONNOR | W.A. | 6163
 P.O. BOX 134 | MELVILLE | W.A. | 6956 | ABN : 88 594 265 689
 +61439 900 295 | info@sandtracksdesign.com.au | www.sandtracksdesign.com.au
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REV	DATE	DESCRIPTION	DATE :	PROJECT :	AT :	DRAWING No. :	REV.:	SCALE:	PAGE SIZE:
B	05/07/18	PRELIMINARY DRAWINGS ISSUED FOR CLIENT COMMENT	05/07/18	PROPOSED RESIDENTIAL ADDITIONS	18 LEWIS STREET	A300	B	1:100	A3
A	15/06/18	CONCEPT DESIGN ISSUED FOR CLIENT COMMENT			NARROGIN W.A. 6312				
				CLIENT:					
				MR. & MRS. ANGWIN					
				JN : 18.014 MAB NARROGIN					



REAR ELEVATION (NORTH) E3
SCALE 1:100

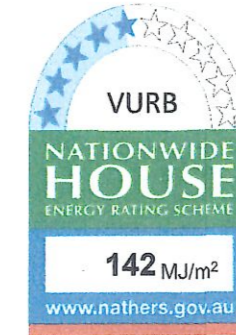


SIDE ELEVATION (EAST) E4
SCALE 1:100

PROPOSED
MEZZANINE
F.F. R.L. 12.872

EXIST. & PROPOSED
C.L. 2572 A.F.L.

EXIST. & PROPOSED
F.L. R.L. 10.000



Certificate no.: 0002120806-03
Assessor Name: Nathan Peart
Accreditation no.: VIC/BDAV/12/1488
Certificate date: 27 Jul 2018

Dwelling Address:
18 Lewis Street
Narrogin, WA
6312

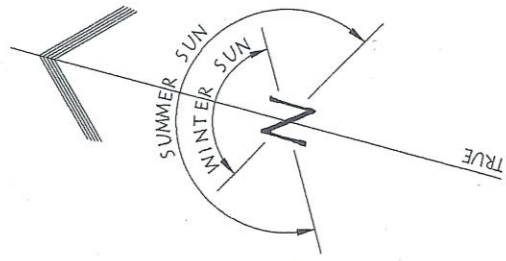
www.nathers.gov.au



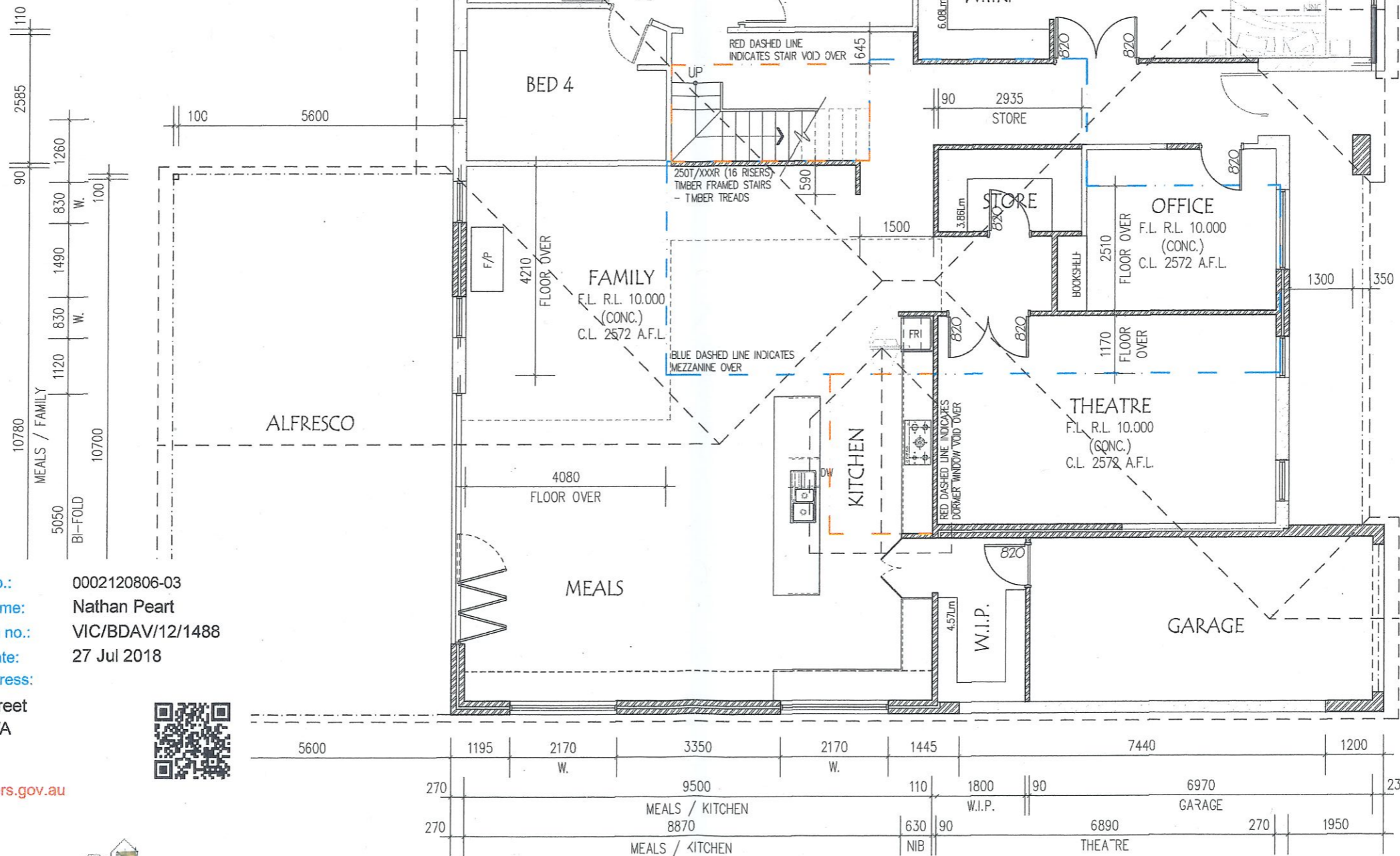
Sandtracks
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+61439 900 295 | info@sandtracksdesign.com.au | www.sandtracksdesign.com.au
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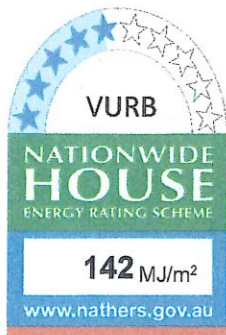
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A	15/06/18	CONCEPT DESIGN ISSUED FOR CLIENT COMMENT			NARROGIN W.A. 6312				
				CLIENT:					
				MR. & MRS. ANGWIN					
				JN : 18.014 MAB NARROGIN					



PROPOSED GROUND FLOOR PLAN
SCALE 1:100



ENERGY RATING NOTES:
- R4.1 CEILING INSULATION THROUGHOUT
- R2.0 BULK INSULATOR + SISALATION TO EXTERNAL FRAMED WALLS



Certificate no.: 0002120806-03
Assessor Name: Nathan Peart
Accreditation no.: VIC/BD/AV/12/1488
Certificate date: 27 Jul 2018
Dwelling Address: 18 Lewis Street, Narrogin, WA 6312



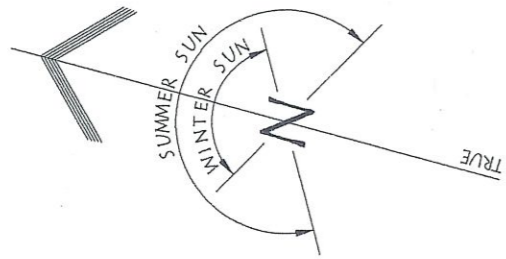
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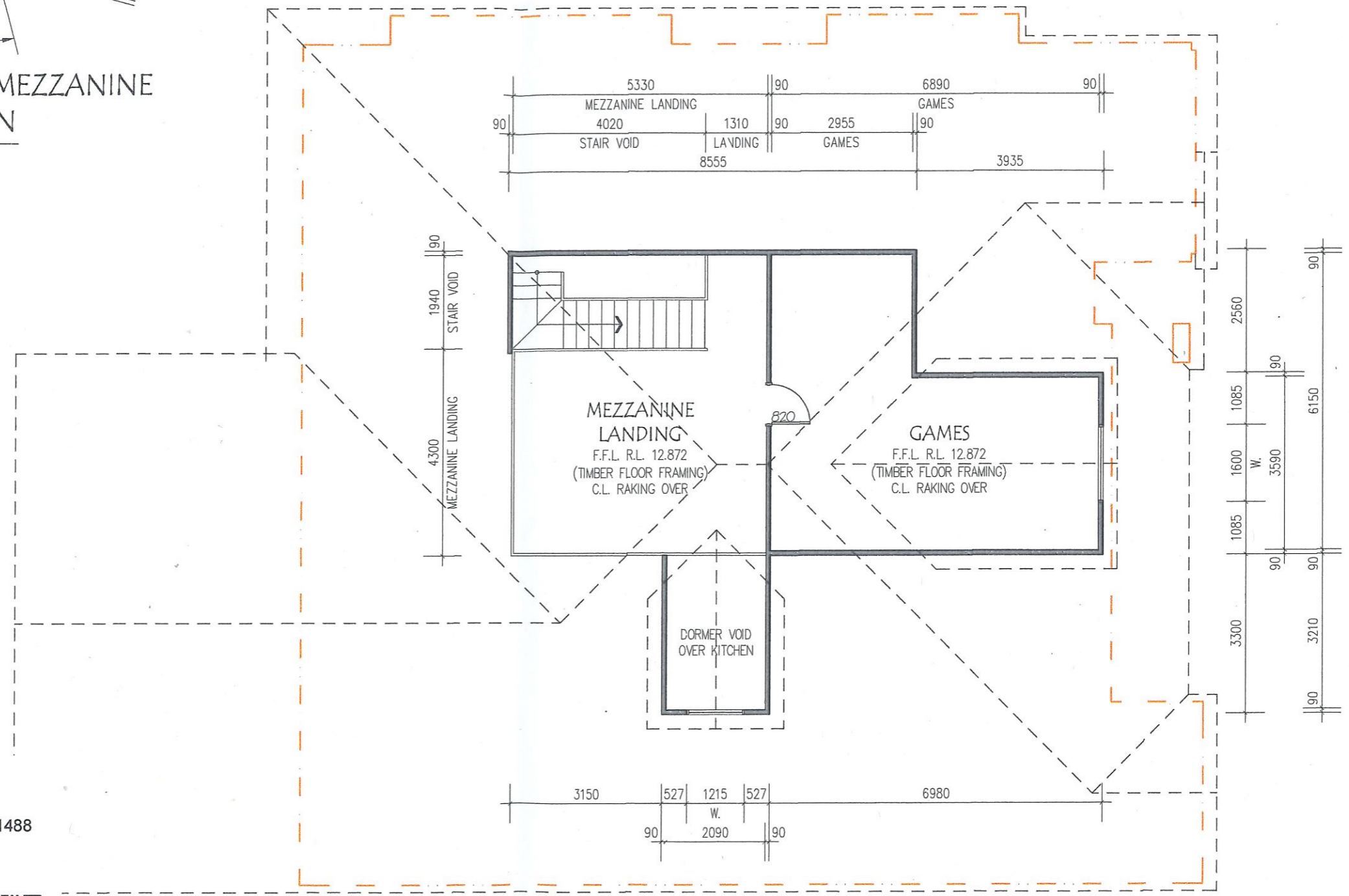
UNIT 3 / #86 FORSYTH STREET | O'CONNOR | W.A. | 6163
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+61439 900 295 | info@sandtracksdesign.com.au | www.sandtracksdesign.com.au
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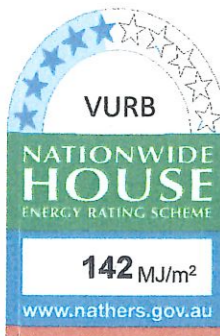
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CLIENT:	MR. & MRS. ANGWIN	AT :	18 LEWIS STREET
JN :	18.014 MAB NARROGIN		NARROGIN W.A. 6312
DRAWING No. :	A201	REV.:	B
SCALE:	1:100	PAGE SIZE:	A3



PROPOSED MEZZANINE FLOOR PLAN
SCALE 1:100



ENERGY RATING NOTES:
 - R4.1 CEILING INSULATION THROUGHOUT
 - R2.0 BULK INSULATION + SISALATION TO EXTERNAL FRAMED WALLS



Certificate no.: 0002120806-03
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 Certificate date: 27 Jul 2018

Dwelling Address:
 18 Lewis Street
 Narrogin, WA
 6312



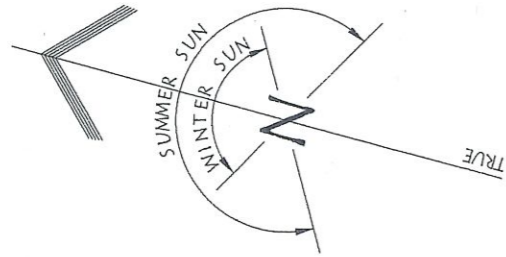
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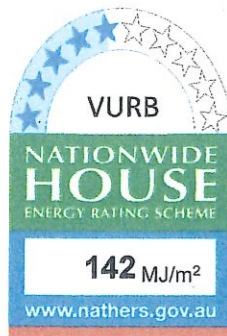
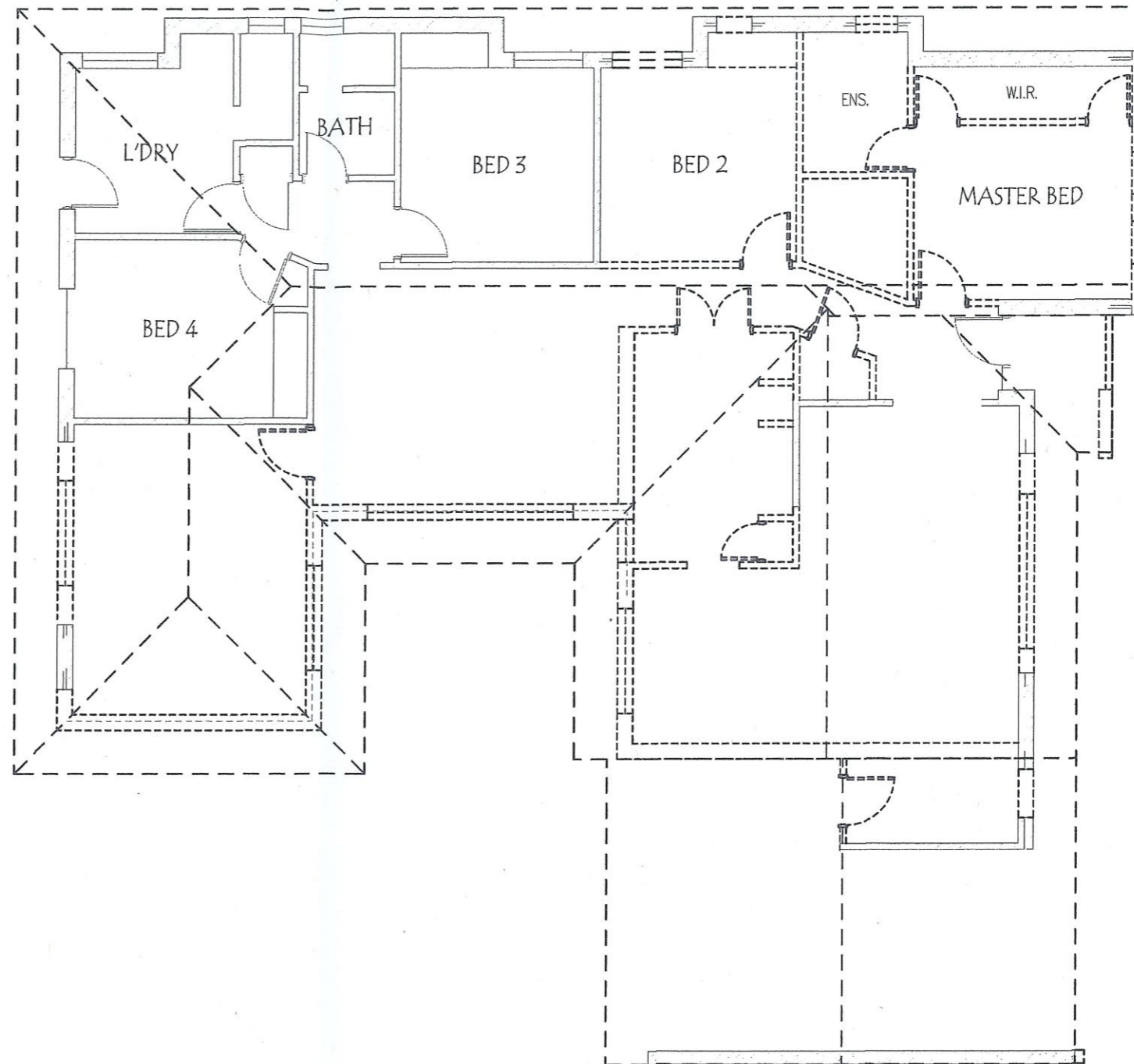
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A	15/06/18	CONCEPT DESIGN ISSUED FOR CLIENT COMMENT	JN : 18.014 MAB NARROGIN				

PROJECT : PROPOSED RESIDENTIAL ADDITIONS
 AT : 18 LEWIS STREET
 NARROGIN W.A. 6312



DEMOLITION PLAN
SCALE 1:100



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Dwelling Address:
 18 Lewis Street
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 6312



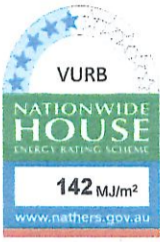
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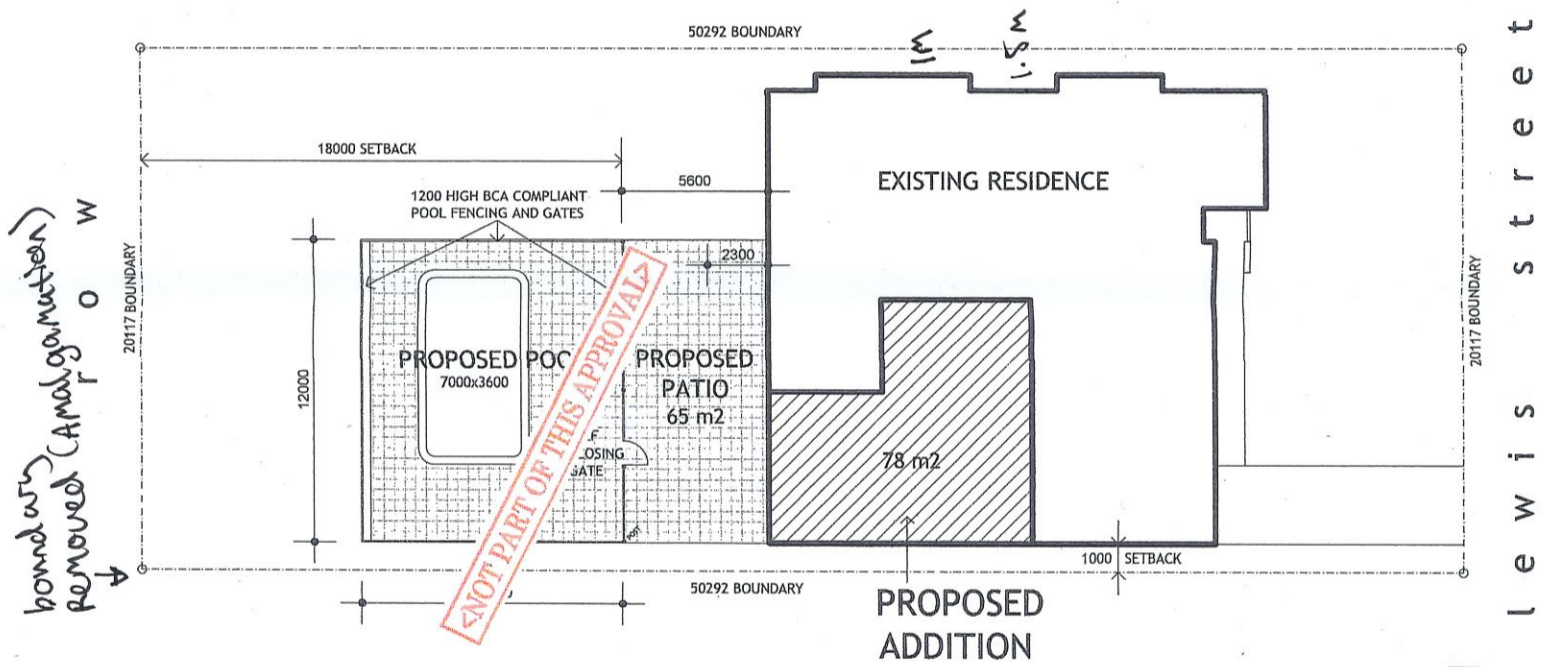
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B	05/07/18	PRELIMINARY DRAWINGS ISSUED FOR CLIENT COMMENT	05/07/18	PROPOSED RESIDENTIAL ADDITIONS
A	15/06/18	CONCEPT DESIGN ISSUED FOR CLIENT COMMENT		AT : 18 LEWIS STREET
			CLIENT:	NARROGIN W.A. 6312
			JN : 18.014 MAB NARROGIN	DRAWING No. : REV.: SCALE: PAGE SIZE:
				A200 B 1:100 A3

0821



Certificate no.: 0002120806-03
 Assessor Name: Nathan Peart
 Accreditation no.: VIC/BDAV/12/1488
 Certificate date: 27 Jul 2018
 Dwelling Address: 18 Lewis Street, Narrogin, WA 6312
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SITE PLAN
 SCALE 1:200

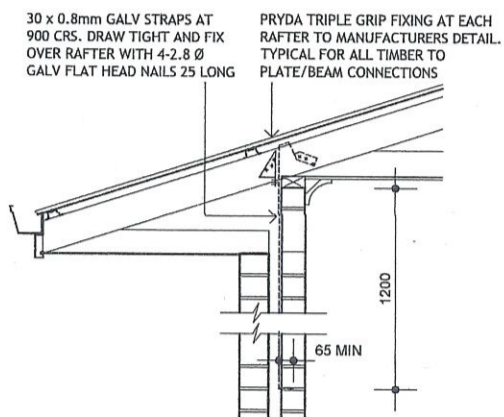


ANGWIN ADDITIONS
 18 LEWIS STREET, NARROGIN

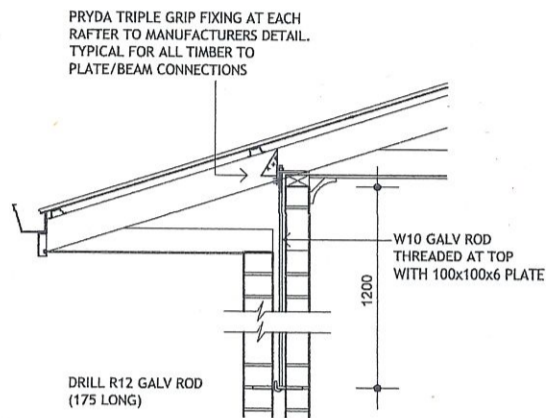


DATE 23-02-18
 SCALE 1:100
 CAD ANGWIN.DWG

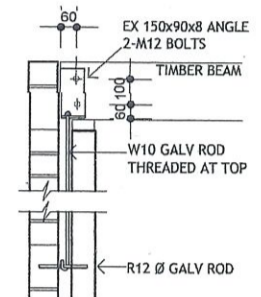
DRAWING
A1
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**TOP PLATE TIE DOWN
NEW CONSTRUCTION**



**TOP PLATE TIE DOWN
EXISTING CONSTRUCTION**



**TIMBER BEAM TO
EXT WALL TIE DOWN**

MASONRY

- ALL MATERIALS AND WORKMANSHIP SHALL COMPLY WITH AS 3700 AND AS 2699

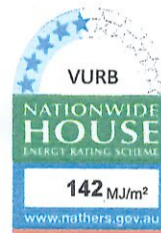
CONCRETE

- ALL MATERIALS AND WORKMANSHIP SHALL COMPLY WITH AS 3600
- CURE ALL CONCRETE FOR 7 DAYS AFTER PLACEMENT BY PONDING OR OTHER APPROVED MEANS
- ALL SLABS ON GROUND TO BE 100mm THICK. SL62 MESH. 25 TOP COVER, 225 LAP.
- RE-ENTRANT BARS TO BE 1-N16, 1500 LONG, PLACED CENTRAL IN SLAB.
- ALL CONCRETE SHALL BE SUPPLIED BY AN APPROVED PRE-MIX COMPANY

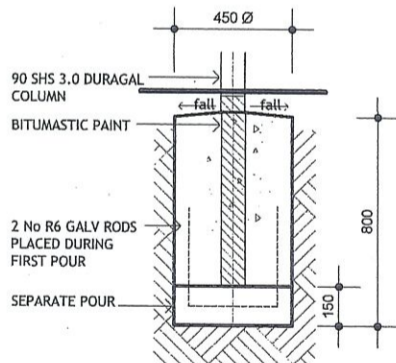
	GRADE	SLUMP	MAX. AGG.
STRIP FOOTINGS	N20	80mm	20mm
PAD FOOTINGS	N20	80mm	20mm

TIMBER FRAMING

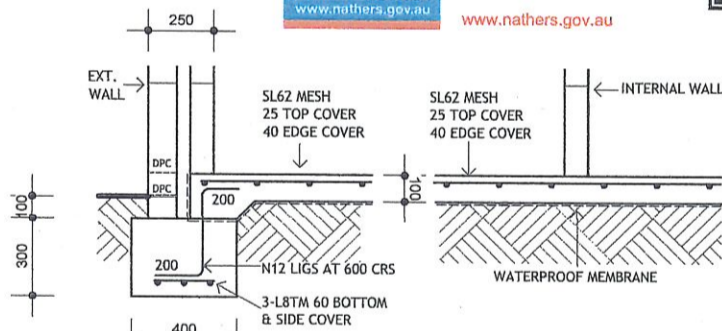
- ALL TIMBER FRAMING SHALL BE TO AS 1684.2 STANDARDS.
- ALL TIMBER SHALL BE STRESS GRADE MGP 10



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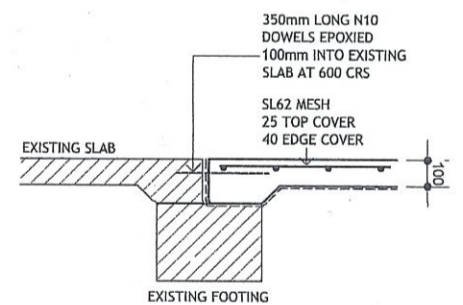


PATIO PAD FOOTING



STRIP FOOTING

INTERNAL WALL



**NEW SLAB CONNECTION
TO EXISTING SLAB**



ANGWIN ADDITIONS
 18 LEWIS STREET, NARROGIN



DATE 23-02-18
 SCALE 1:20
 CAD ANGWIN.DWG

DRAWING
A5
 REV



Locality Plan – 18 Lewis Street



Department of Planning,
Lands and Heritage



Western
Australian
Planning
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Western Australia.*

R-Codes

State Planning Policy 7.3 Residential Design Codes

R-Codes Volume 1 Assessment Checklist

May 2019

The Department of Planning, Lands and Heritage acknowledges the traditional owners and custodians of this land. We pay our respect to Elders past and present, their descendants who are with us today, and those who will follow in their footsteps.

Disclaimer

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National Relay Service: 13 36 77

This document is available in alternative formats on application to the Department of Planning, Lands and Heritage Communications Branch.

R-Codes Volume 1 Residential Development Compliance Checklist

This checklist streamlines the compliance assessment of residential development applications to support a consistent, accurate and faster determination process. It outlines the major R-Codes Vol. 1 (Part 5) design elements to be considered for various residential development proposal types including single houses, grouped dwellings, ancillary dwellings, outbuildings, external fixtures, boundary walls or fences, patios, pergolas, verandahs, garages, carports and retaining walls. The checklist does not form part of the R-Codes Vol. 1 and may be updated from time to time as a supplement the R-Codes Explanatory guidelines.

Use of the checklist is recommended for both applicants and decision-makers to assist in the timely determination of a proposal. Applicants are encouraged to complete the checklist and submit it to the decision-maker together with the development application form, associated plan(s) and the assessment fee.

The checklist is available online at www.dplh.wa.gov/rcodes/assessmentchecklist.

R-Codes Vol. 1 Residential Development Compliance Checklist

General

Application description	
Reference number	

Property details

Address	
Land area	
Title information (Lot type and easements)	

Planning framework

Metropolitan Region Scheme zoning	
Local Planning Scheme zoning/R-Code	
Land use permissibility	
Special control area	
Local development plan	
Structure plan area	
Development contributions	
Road widening proposed	
Is referral required to external agency? (Main Roads, WAPC, Heritage Council, etc.)	

Site inspection

Site inspection undertaken	
Verge infrastructure (lighting, power, water, side entry pit, etc.)	
Street trees	
Date of site inspection	
Summary of site inspection findings/ photos	

5.1.1 Site area

R-Codes Vol. 1 deem to comply	Required (Table 1)	Proposed	Compliance Yes/No
C1.1 and C1.2 – Site area requirements	Minimum lot area square metres (m ²)		
	Average lot area square metres (m ²)		
	Minimum frontage metres (m ²)		
C1.3	Corner truncations up to a maximum of 20m ² to be added to the area of an adjoining lot		
	Battle-axe – access leg is no more than 20% of site area		

5.1.2 Street setback

R-Codes Vol. 1 deem to comply	Required (Table 1)	Proposed	Compliance Yes/No
C2.1 – Primary street	Average setback metres (m)		
	Minimum setback metres (m)		
C2.2 – Secondary street	metres (m)		
C2.3 – Corner truncation	(as per secondary street) metres (m ²)		
C2.4 – Porches, verandas, balconies and chimneys	Project less than 1m into street setback area and less than 20% of frontage or meets average setback		

5.1.3 Lot boundary setback

Boundary (select one — north, south, east or west)

Wall/section of wall	Major opening	Length	Height	Setback required	Setback provided	Compliance Yes/No
Wall	(Y/N)	m	m	m	m	
Eaves	Project no more than 750mm into a setback area			m	m	
Wall	(Y/N)	m	m	m	m	
Eaves	Project no more than 750mm into a setback area			m	m	

Boundary (select one — north, south, east or west)

Wall/section of wall	Major opening	Length	Height	Setback required	Setback provided	Compliance Yes/No
Wall	(Y/N)	m	m	m	m	
Eaves	Project no more than 750mm into a setback area			m	m	
Wall	(Y/N)	m	m	m	m	
Eaves	Project no more than 750mm into a setback area			m	m	

5.1.3 Boundary walls

R-Codes Vol. 1 deem to comply	Permitted	Proposed	Compliance Yes/No
Boundary wall			
Wall length			
Maximum height			
Average height			
Behind front setback			
Adjacent to existing boundary wall of similar/greater dimension			
To one side boundary only			

5.1.4 Open space

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C4 – Open Space (refer definition in Appendix 1)	%		

5.1.5 Communal open space (grouped dwellings only)

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C5 – Grouped dwellings	Is communal open space proposed? If yes, refer 5.1.5 and 5.3.1		

5.1.6 Building height

R-Codes Vol. 1 deem to comply	Required (Table 3)	Proposed	Compliance Yes/No
-------------------------------	--------------------	----------	-------------------

Pitched roof

Top of external wall (roof above)	m		
Top of pitched roof	m		

Concealed, flat and skillion roof

Top of external wall (concealed roof)	m		
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5.2.1 Setback of garages and carports

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C1.1 – Garage (Primary street)	4.5m or at least 0.5m behind the dwelling alignment? (Figure 8b)		
	3m where parallel to street		
C1.2 – Carport (Primary street)	As per, 5.1.2, C2.1		
C1.3 – Setback from right of way of communal street	Manoeuvring space of at least 6m provided?		
C1.4 – Secondary street (if applicable)	1.5m		
C1.5 – Carports within the street setback area (if applicable)	Maximum 50% of frontage		
	Unobstructed views to and from dwelling		

5.2.2 Garage width

R-Codes Vol. 1 deem to comply	Permitted	Proposed	Compliance Yes/No
C2 – Garage width relative to frontage	%		

5.2.3 Street surveillance

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C3.1 – Entry points	Clearly definable entry points visible and accessible from the street		
C3.2 – Surveillance	At least one major opening from a habitable room of the dwelling faces the street and the pedestrian or vehicular approach to the dwelling		

5.2.4 Street walls and fences

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C4 – Fence height	Fencing within front setback visually permeable above 1.2m		

5.2.5 Sightlines

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C5 – Sightlines	No structures higher than 0.75m within 1.5m of where a driveway meets a public street or two streets intersect		

5.2.6 Appearance of retained dwelling

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C6 – Grouped and multiple dwellings	Appearance of retained dwelling upgraded to similar maintenance standard of new development		

5.3.1 Outdoor living areas

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C1.1 – Outdoor living area	Area in accordance with Table 1		
	Behind front setback		
	Accessible from habitable room		
	Minimum width and length dimension of 4m		
	Two-thirds of the required area without permanent roof cover		

5.3.2 Landscaping

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C2 – Grouped and multiple dwellings	Street setback area without car-parking (except visitor bays) and max. 50% hard surface		
	Disabled access paths connecting all entries to footpath and parking		
	Landscaping between each six car bays to include shade trees		
	Lighting to pathways, communal open space and parking		
	Bin areas conveniently located and screened		
	Trees <3m in height retained in communal open space		
	Sightlines for pedestrians and vehicles		
	Line of sight between communal open space and at least two major openings		
	Clothes drying areas secure and screened		
	Unroofed visitor bays screened from street		

5.3.3 Parking

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C3.1 – Resident parking	bays		
C3.2 – Visitor parking	bays		

5.3.4 Design of car parking spaces

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C4.2 – Car space and manoeuvring area design	As per AS 2890.1		
C4.2 – Visitor bays	Marked and signposted		
	Located outside of security barrier		
	Accessible path provided		
C4.3 – Landscaping	Landscaping between each six consecutive bays		

5.3.5 Vehicular access

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C5.1 – Access to on-site parking	Provided from right-of-way, or secondary street where no right-of-way exists, or primary street where no secondary street or right-of-way exists		
C5.2 – Driveways to primary and secondary streets	Minimum width of 3m for driveways serving four dwellings or less		
	Maximum width of 6m		
	Maximum aggregate width of 9m (where more than one driveway proposed)		
C5.3 – Driveways	Setback of 0.5m from side lot boundary		
	No closer than 6m to a street corner		
	Align at right angle to the street		
	Avoids street trees		
C5.4 – Driveways design for two-way access and for vehicles to enter the street in a forward gear	Adequately paved and drained		
	Does driveway serve five or more dwellings?		
	Is the distance from a car space to the street 15m or more?		
C5.5 – Driveways for grouped dwellings (five or more)	Is the street a primary distributor or integrator arterial?		
	Minimum width of 4m		
C5.6 – Driveways where retaining an existing dwelling	Designed for two way access		
	3m where retaining an existing dwelling and driveway services a grouped dwelling		
C5.7 – Driveways for 20 or more grouped dwellings	Minimum width 12m		

5.3.6 Pedestrian access

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C6.1	Separate path where communal street serves more than 10 dwellings		
C6.2	Where communal street serves more than two dwellings the configuration of the pedestrian and vehicular route is to be provided with: <ul style="list-style-type: none"> • clear sight lines • adequate lighting • paving surfaces to slow traffic 		
C6.3	Communal street or pathway no closer than 3m to major opening		

5.3.7 Site works

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C7.1 – Site works	0.5m or less between street and building or within 3m of street (whichever lesser)		
C7.2 – Site works behind front setback	Complies with building height and setbacks		
C7.3 – Site works behind front setback	0.5m or less within 1m of a lot boundary		

5.3.8 Retaining walls

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C8.1 – Setbacks	Setback in accordance with Table 1		
C8.2 – Height and setbacks	Retaining walls less than 0.5m permitted within 1m of lot boundary to allow for landscaping		

5.3.9 Stormwater management

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C9 – Stormwater	Stormwater contained on site		

5.4.1 Visual privacy

R-Codes Vol. 1 deem to comply	Setback required	Proposed	Compliance Yes/No
	m (C1.1)		
	m (C1.1)		

5.4.2 Solar access

R-Codes Vol. 1 deem to comply (as applicable)	Required	Proposed	Compliance Yes/No
R25 and lower; or	25% of adjoining site area		
R30–R40; or	35% of adjoining site area		
Higher than R40	50% of adjoining site area		

5.4.3 Outbuildings

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C3 – Outbuildings	Not attached to a dwelling		
	Non-habitable		
	Maximum 60m ² /10% of site (whichever is less)		
	Maximum wall height 2.4m		
	Maximum ridge height 4.2m		
	Located behind front setback		
	Complies with open space		
	Complies with setbacks		

5.4.4 External facilities

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C4.1	Solar collectors proposed		
C4.2	Television aerials, essential plumbing and down pipes permitted		
C4.3	Other external fixtures not visible from the primary street		
	Designed to integrate with the building		
	Are located so as not to be visually obtrusive		
C4.4	Antennas, satellite dishes and the like not visible from the primary and secondary street		

5.4.5 Utilities and facilities (Grouped and Multiple Dwellings)

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C5.1	Min 4m ² enclosed lockable store room with minimum dimension of 1.5m		
C5.2	Communal bin store area provided if necessary		
C5.3	Clothes drying areas screened from street		

5.5.1 Ancillary dwellings

R-Codes Vol. 1 deem to comply	Required	Proposed	Compliance Yes/No
C1	Lot not less than 450m ²		
	Maximum plot ratio area of 70m ²		
	Parking provided in accordance with 5.3.3		
	Compliance with the R-Codes with the exception of site area, street surveillance and outdoor living areas		

Submissions	Comment	Officer Comment	Recommendation
<p>1. Public</p>	<p>Thank you for the invitation to comment on the application for planning permission for the house now nearing completion next door at 18 Lewis St.</p> <p>My first comment would be, "It' a bit late now!" given that they have been building there for over 2 years now.</p> <p>Secondly, again given the length of time the building work has been under way, the less than a week's notice to respond is a joke.</p> <p>The site plan drawing which you provided shows a "proposed addition" to what I presume is supposed to represent the pre-existing structure.</p> <p>How much of the original structure has to remain to constitute an addition, as I would estimate well over 90% of the original house was demolished before the building of the addition commenced?</p> <p>The only parts to survive were the outer walls on the east and north sides of the house.</p> <p>The most important issue for us concerns the water run-off from the block, as we have already suffered flooding on a number of occasions in the past from this. We would have really liked that during the construction work something could have been put in place to retain or divert the excess run off.</p> <p>The new build does not have any new windows directly overlooking our property but has raised a very substantial roof structure in place of the previous more modest tiled roof.</p> <p>We would hope that the damage to the kerb adjacent to our driveway caused by building supply deliveries will be rectified when the work is completed.</p>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>The roof meets requirements set out in part 5.1.6 of SPP 7.3</p> <p>Noted</p>	<p>Planning conditions imposed will prevent this from continuing</p> <p>No changes</p> <p>A bond is required to be paid as part of the Building requirement for any damages to the existing crossover and kerbing.</p>
<p>2. Public</p>	<p>In response to your letter re application for planning at 18 Lewis Street, we the undersigned have no objection. In fact we are pleased as this can only raise the value of properties in and nearby and make Narrogin a more attractive place to live.</p>	<p>Noted</p>	

**10.1.5 APPLICATION FOR PLANNING CONSENT – SELF SERVICE TAB AT LOT 268 (No. 12)
DONEY STREET, NARROGIN**

File Reference	A38200, IPA1918715
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Parminder Singh
Previous Item Numbers	Item 11.1.2, 23 October 2019, Resolution 1019.003
Date	15 February 2020
Author	Azhar Awang – Executive Manager Development and Regulatory Services
Authorising Officer	Dale Stewart – Chief Executive Officer
Attachments 1. Locality Plan 2. Planning Application 3. Schedule of Submissions	

Summary

Councils is requested to consider the proposed self-service TAB displays at Lot 268 (No. 12) Doney Street, Narrogin (the New Cornwall Hotel), on the completion of the public advertising period.

Background

The matter was previously considered by Council at its meeting held on 23 October 2019, whereby Council resolved as follows:

“That, with respect to the Application for Planning Consent – self-service TAB at Lot 268 (No. 12) Doney Street, Narrogin, (the New Cornwall Hotel), Council in accordance with clause 2.2.7 b) of the Former Town of Narrogin – Town Planning Scheme No. 2 determine, that the proposed use of ‘Betting Agency’ is consistent with the objectives and purpose of the ‘Shops and Offices’ zone, and follow the advertising procedures of sub-clause 6.3.2, with the item to be re-presented to Council following the completion of public advertising.”

The proposal was advertised through the Shire’s website and adjoining property owners were notified in writing of the proposal. A letter was also sent to the Department of Local Government, Sport and Cultural Industries (Racing Gaming and Liquor). The advertising period for public comments close on 6 December 2019.

At the conclusion of the advertising period, five (5) submissions were received, one raised no objection to the proposal and the remaining four (4) submissions objected to the proposal.

Comment

Zoning

Lot 268 (No. 12) Doney Street, Narrogin is zoned “Shops and Offices” under the Former Town of Narrogin – Town Planning Scheme No. 2 (FT-TPS) No. 2 and is also included in the Additional Use as ‘Hotel/Carpark’ (A14). A condition of development is that no extension or change of land use without the special approval of the Council.

The proposed use of a self-service TAB, can best be classified as a “Betting Agency” under the (FT-TPS) No. 2, which is defined as:

“means a building operated in accordance with the Totalisator Agency Board Betting Act 1960 (as amended).”

The use of a ‘Betting Agency’ is not listed within the zoning table under any of the zones.

The proposed TAB can also fit under the Use Class as “Service Premises”, which is defined as:

“a shop in which services are provided to the public and includes a hairdresser’s salon, a dry cleaning agency, a laundromat, an art/craft or photographer’s studio used for exhibition or instruction, a travel agency, a ticket agency and a Totalisator Agency Board betting shop.”

Such use is classified as a ‘PS’, which means, the use is not permitted unless special approval given by the Council and conditions complied with.

Clause 6.3.5 of the FT-TPS No.2, states that a resolution to grant special approval must be passed by an absolute majority of the Council.

The proposal is to install a minimum of two (2) and a maximum of three (3) TAB screen stations in the building.

Submissions

The submissions received can be summarised as follow:

- Risk of damage and littering to nearby properties.
- Raises loitering and encourages drunkenness and other anti-social behaviour that will impact the quiet enjoyment of the area.
- This type of activity attracts low socio economic demographics.
- Concern that will result in an increase in foot traffic in the area using private property as short cut.
- Easy access to such facility, in conjunction with alcohol, will indirectly contribute to the already recognised issue of gambling in society and the impact on families in Narrogin.
- Gambling can be a choice for some people and not cause harm, but for other people can be an addiction and a destructive force on their life and their loved ones.
- No positive outcome for the proposals in a licensed premises.
- Combining gambling and alcohol within our society is not a beneficial situation.
- Statistics show that it is disproportionately lower socio-economic groups who are involved in gambling.
- More people in Australia are choosing ethical investments which do not allow exposure to companies who promote or produce addictive substances (Tobacco and gambling), in line with social governance.

- There are other opportunities of gambling available through the smart phones and horse racing events.
- The damages to people's lives from readily available and accessible machines for gambling.
- The financial gain for the hotel would be disproportionate to the potential grief caused to a person who has a gambling addiction.

A copy of the detailed submissions is included in the attached Schedule of Submission.

Access and Parking

The main access to the property is via Doney Street and Heath Street. There is on street parking along both Doney and Heath Streets. In addition, there is parking available at the rear of the property, for the New Cornwall Hotel patrons. It is estimated that the area of parking at the rear of the property is approximately 1,200m². The onsite parking is not formalised, and it is recommended that the onsite parking be formalised including the loading and unloading area.

The car parking requirement is one car bay for 40m² gross floor area. The proposed TAB area will not exceed the 40m² and therefore will not attract the additional car parking. It is also considered that the existing onsite car parking and street parking is adequate to accommodate the proposed TAB Patrons.

Local Heritage Survey 2019

The subject building (New Cornwall Hotel) is listed in the Shire's recently adopted Local Heritage Survey 2019 (Place No. 6) as a Management Category B, having high level of cultural heritage significance to the Shire.

Category B listing is a place of considerable cultural heritage significance to the Shire of Narrogin that is worthy of recognition and protection through provisions of the FT-TPS No. 2.

The proposal does not include major structural or external work and therefore will not adversely impact the heritage character of the building.

Racing and Wagering Western Australia (RWWA)

In its submission to Council, the RWWA, outlined the process required for a TAB to be licensed. This includes, the licensee, approved managers and nominated staff to undergo training in the operation of the agency and responsible wagering. The RWWA has also developed a 'Code of Practice' which includes problem-gambling prevention initiatives, community education and compliance monitoring. The RWWA also has in place procedures to connect customers to professional support channels and self-exclusion options. A breach of the contract agreement with the Licensee could result in a suspension or termination of the self-service TAB.

It is recommended that the Council approve the proposed TAB subject to the conditions as outlined in the recommendation.

Consultation

The proposal was advertised through the Shire's website and adjoining property owners were notified in writing of the proposal. A letter was also sent to the Department of Local Government, Sport and Cultural Industries (Racing Gaming and Liquor).

Statutory Environment

Former Town of Narrogin Town Planning Scheme No. 2

- Clause 6.3 – Special Approval
- Clause 6.3.5 – A resolution to grant special approval must be passed by an absolute majority of the Council.

Policy Implications

Nil

Financial Implications

An application for Planning Consent fee of \$147 has been paid.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027	
Objective	1. Economic Objective (Support growth and progress, locally and regionally)
Outcome:	1.1 Growth in revenue opportunities
Strategy:	1.1.1 Attract new industry, business, investment and encourage diversity whilst encouraging growth of local business
Objective	2 Social Objective (To provide community facilities and promote social interaction)
Outcome	2. Cultural and heritage diversity is recognised
	2.4.2 Maintain and enhance heritage assets
Objective	3. Environment Objective (Conserve, protect and enhance our natural and built environment)
Outcome	3.4 A well maintained built environment
Strategy	3.4.1 Improve and maintain built environment.

Voting Requirements

Absolute Majority

(See over for Officer's Recommendation)

OFFICERS' RECOMMENDATION

That, with respect to the Application for Planning Consent – self-service TAB at Lot 268 (No. 12) Doney Street, Narrogin, (the New Cornwall Hotel), Council grant planning approval, subject to the following conditions:

1. Prior to operating the self-service TAB, the applicant is to provide written approval from the Racing and Wagering Western Australia (RWAA) that the Licensee, approved managers and nominated staff have completed the required training in the operation of the agency and responsible wagering.
2. The approval shall expire if the development permitted is not completed within two (2) years of approval, or within any extension of that time which, upon written application (made before or within 21 days after the expiry of the approval) to the Shire is granted by it in writing.
3. The development approved shall be in accordance with the plans and specifications submitted with the application and these shall not be altered or modified without the prior written approval of Council.
4. The self-service TAB shall only operate whilst the bar is open and staffed.
5. Any use, additions to and further intensification of any part of the development or land which is not in accordance with the original application or conditions of approval shall be subject to a further development application and consent for that use.
6. Bins and storage areas shall be screened from public view to the satisfaction of the Chief Executive Officer.
7. A signage application is required to be submitted to the Shire of Narrogin should the applicant wish to erect signage on the abovementioned property.
8. Uniform fencing shall be installed along the side and rear of the boundaries to the satisfaction of the Chief Executive Officer.
9. The applicant is to submit a car parking plan at the rear of the property including the provision of loading and unloading area within six months (6) of the date of this approval, restricting egress and ingress to vehicles to the Heath Street crossover only.
10. The subject property is listed in the Shire of Narrogin Local Heritage Survey 2019, as a Category B listing as a place of considerable cultural heritage significance to the Shire of Narrogin that is worthy of recognition and protection through the provisions of the former Town of Narrogin's Town Planning Scheme No. 2. Any external works to the existing building façade will require Council's further approval.

Advice Notes:

1. If the applicant is aggrieved by this decision as a result of the conditions of approval or by a determination of refusal, there may be a right of review under the provisions of Part 14

of the Planning and Development Act 2005. A review must be lodged with the State Administrative Tribunal and must be lodged within 28 days of the decision.

2. This is not a Building Permit for which a separate application is required.
3. The use of the self-service TAB shall be in accordance with an appropriate licence granted by the Department of Racing, Gaming and Liquor.
4. The self-service TAB shall be operated in accordance with the Racing Wagering Western Australia - Code of Practice.



PLANNING CONSENT



89 Earl Street
PO Box 1145
Narrogin WA 6312

(08) 9890 0900

www.narrogin.wa.gov.au
enquiries@narrogin.wa.gov.au

CASHIER HOURS:
8:30am - 4:30pm
MONDAY - FRIDAY

APPLICATION FOR PLANNING CONSENT

TOWN PLANNING SCHEME NO.2
DISTRICT SCHEME

Name of Applicant	PARMINDER SINGH
Correspondence Address	12 DONEY ST, NARROGIN

I hereby apply for planning consent to:

- Use the land described hereunder for the purpose of Self Service Tab
- Erect, alter or carry out development on land described hereunder in accordance with the accompanying plans (3 copies attached)

Existing use of land	
Approximate cost of proposed development	\$0 (\$5000 as a security deposit - refundable)
Estimated time of completion	6 months from the time of approval
No of persons to be housed / employed after completion	2 staff

TITLES OFFICE DESCRIPTION OF LAND

LOCALITY PLAN

House No	12-16	Lot No	268	Location No	DP222890
Plan or Diag	222890	Street Name	DONEY STREET		
Certificate of Title	Volume: 2119				Folio:

LOT DIMENSIONS

Site area	12	Square metres
Frontage	4	Metres
Depth	3	metres

AUTHORITY

Applicant's Signature		Date	
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Submissions	Comment	Comment	Officer's Recommendation
1.	<p>Please be advised that we have no objections to this proposal.</p> <p>The only concern is the foot traffic if access is to be gained from the rear of the building.</p>	<p>Noted.</p> <p>The property does back onto a rear laneway. Planning conditions to be imposed stating that main entrance for the public to access the premises is via the main entrance off Doney or Heath Street and that no rear access via the lane way is permitted. It would be difficult to stop foot traffic along the rear laneway.</p>	<p>In the event that Council is to support the proposal, a Planning condition to be imposed stipulating that no rear access to the premises is permitted to the public and that the public main access into the premises is via Doney Street or Heath Street.</p>
2.	<p>I also acknowledge that I am relatively new to Narrogin, having lived here since April this year and I definitely don't want to impinge on other people's choices. However, in my opinion gambling can be a choice for some people and not cause harm, but for other people despite their best intentions it can be an addiction and a destructive force on their life and often also their loved ones.</p> <p>In terms of pros and cons or a benefit and risk assessment, I cannot see any positive outcome if a TAB application is approved, especially in licensed premises such as the Cornwall Hotel. I wish not to cast any aspersions, purely that in my opinion alcohol can contribute to a different decision making approach than when alcohol is not involved, therefore combining gambling and alcohol although a common combination within our Society is not normally a beneficial situation.</p> <p>Thank you for taking the time to read my submission, I'm unfamiliar with the process but will gladly provide any clarification you seek.</p>	<p>It is recognised that gambling can result in addiction to some members of the community. Management of facility needs to put process in place to ensure public awareness on gambling.</p> <p>This is a social risk that the management of the facility need to be cognisant of the community backlash if not properly managed.</p> <p>Noted</p>	<p>Appropriate advertising within the venue informing the public of the adverse impact on gambling.</p>
3. Uniting Church	<p>Church Council has recently discussed your letter inviting comments re the proposed TAB facility at the Cornwall Hotel. We have some concern that this will result in an increase in foot traffic in the area contributing to increased use of our property as a "short-cut", which is something we are anxious to discourage.</p>	<p>See comment under submission no. 1.</p>	<p>See recommendation under submission no. 1</p>

	<p>We also wish to put on record our concern that easy access to such a facility, in conjunction with alcohol, will indirectly contribute to the already recognised issue of gambling in society and the impact on families in Australian communities/ including Narrogin.</p>	<p>See comment under submission no. 2</p>	
<p>4.</p>	<p>I wish to object to the placing of a Self Service TAB (Betting Agency) in the Cornwall Hotel in Doney Street for the following reasons :</p> <p>Since moving here from the eastern States 26 months ago I have been impressed that the WA Government does not allow poker machines in hotels and clubs in the State thus minimising the negative effects on people who develop a gambling addiction. When I lived in Victoria I personally knew of two people (one in a professional capacity) and one a family member of a close relative whose lives were significantly diminished by developing a gambling addiction to poker machines which were readily accessible in hotels. The woman I knew worked 3 jobs to try to limit the hours she had available to go to these open-quiet-late-hours venues. She gambled a significant amount of money which meant she had to sell her house and the other person, a young man from a good family, stole thousands of dollars from his employer.</p> <p>I realise that a Self-Service TAB is not the same as a poker machine, but there are still people addicted to gambling on horseracing at readily accessible agencies. I have personally known one such person and it had a significant negative effect on his family and diminished his finances.</p> <p>I would ask why would we want to provide such a facility to the people of Narrogin and surrounds for many reasons and particularly when statistics show that it is disproportionately lower socio-economic groups who are involved in gambling. It is a very well known fact that the odds for winning are around 3 to 1 I think it is in favour of the Betting Agency so the odds are not good. It could be said therefore that money needed for food, education, etc. might be fed into this Self Service TAB.</p>	<p>See comment under submission no. 2.</p> <p>Noted.</p> <p>Noted.</p>	

	<p>More and more people in Australia are choosing ethical investments which don't allow exposure to companies who promote or produce addictive substances (eg tobacco and gambling). So surely we want to be in line with this social governance.</p> <p>For anyone who wants to bet, from what I can gather, there are any number of opportunities to do so online. A most unfortunate feature of smartphones I would say, but for those who must do it, there is ample scope. Also there are horseracing events held in the town for interested participants.</p> <p>The damage to people's lives from readily-available and accessible 'machines' for gambling has been well and truly documented over many years. The statistics and evidence is extensive and although it is a small percentage of the population who suffer consequences from an addiction, this still represents a significant number of people and the devastation to their lives can be considerable.</p> <p>Casinos are a different form of gambling, they are not ubiquitous, people have to make a concerted effort to go to that location, they tend to be an occasional social event for many who go or they tend to be frequented by wealthy people. Agencies such as the TAB in the Cornwall Hotel are readily available to anyone over presumably many opening hours.</p> <p>I think the financial gain for the hotel would be disproportionate to the potential grief caused to even one person who has a gambling addiction issue.</p> <p>Of course I realise people have freedom to do what they choose, but I think it would be a very retrograde step to allow this facility for all the above reasons.</p>	<p>Noted.</p> <p>There are numerous options available for the members of the public to access on line betting as well as other available events through the various venues and mediums.</p> <p>Noted.</p> <p>According to the applicant the TAB will be operating the same opening hours as the Bar, between 11am to 11pm.</p> <p>Noted.</p> <p>Noted.</p>	<p>If supported, conditions imposed stipulating the operating time to be the same as the Bar operating hours.</p>
<p>5.</p>	<p>I personally am not in favour of this proposal due to raised risk of damage and littering to my property. Hopefully the proposal does not go ahead.</p>	<p>Noted.</p>	

	<p>This type of activity attracts low socio economic demographic. Raises loitering, encourages drunkenness and other anti-social behaviour that will impact the quiet environment of the area.</p> <p>Irrespective, Can I request additional rubbish bins to be placed over the road between #17 and #15 Doney Street to encourage deposit of bottles and cans etc rightfully and not over the fence into my property.</p>	<p>It will be difficult to control the activities outside of the management of the property.</p> <p>A request has been sent to further investigate the need for additional street bins. There are currently two street bins directly outside the New Cornwall Hotel, one street bin outside of 21 Doney Street and another street bin outside of 9 Doney Street. The number of bins provided for the catchment area are more than sufficient, all within 2-5 properties from the New Cornwall Hotel.</p>	
6.	<p>Although we support the growth of local business, we do not support this proposal.</p> <p>We believe the New Cornwall Hotel does not currently comply with its Liquor License serving under age patrons, allowing under age patrons to remain on premises unsupervised, not checking acceptable forms of ID and continuing to serve alcohol to clearly drunken patrons. We hold concerns they may not comply with the Racing and Gaming Laws associated with the inclusion of the TAB.</p> <p>On many a weekend we are interrupted by overly intoxicated patrons making their way home. We have broken bottles on our street (both front and back) and in our yard. Although it is not the responsibility of the Hotel to control this behaviour, they have a responsibility of not allowing patrons to leave with drinks or have them leave in an unruly state. The streets around the Hotel become volatile and unsafe especially where patrons are not conscious of their surroundings.</p>	<p>Noted.</p> <p>This matter will need to be addressed by the Department of Racing, Gaming and Liquor.</p> <p>Unfortunately this is one of the concern all Local Government face with unruly behaviour outside of a control area. It is also the responsibility of the facility management to stop serving drinks to intoxicated individual.</p>	<p>Recommending to the Department of Racing, Gaming and Liquor to ensure that applicant adhered to the strict conditions of the licensed issued such as checking ID, dealing with intoxicated patrons.</p> <p>That the Department of Racing, Gaming and Liquor, require a management plan from the operator as part of the licensed requirement to managed unruly behaviour in the premises.</p>

	<p>The Narrogin Racing Association has controlled access from time to time for those that wish to use the TAB and we believe they comply with the legislations and laws adequately that there is no need for the New Cornwall Hotel to have a self serve TAB.</p> <p>We feel our community does not need access to this service more regularly than it already is. Most patrons have access to online TAB and betting agencies should they wish to gamble.</p> <p>We strongly believe this is an unnecessary service to the town.</p>	<p>Noted.</p> <p>Noted.</p> <p>Noted.</p>	
<p>7. Racing and Wagering Western Australia</p>	<p>Proposed TAB Agency — Cornwall Hotel, Narrogin.</p> <p>In reference to the proposed establishment of a self-service TAB facility at the Cornwall Hotel, I would like to offer the following information which may address some of the concerns expressed by members of the public to the local council.</p> <p>Racing and Wagering WA (RWWA), charter is to develop, promote and ensure the integrity of thoroughbred, harness and greyhound racing in Western Australia. RWWA also has the responsibility for all off-course wagering functions being the TAB agency network.</p> <p>The Racing and Wagering Act 2003 provides RWWA with the authority to establish totalisator agencies. The Act also states the need for RWWA to advise the Gaming and Wagering Commission (GWC) of an intention to establish a totalisator agency. As part of this process, RWWA will also provide a social impact assessment to the commission.</p>	<p>Noted.</p> <p>A copy of the Schedule of Submissions including a survey from the Racing and Wagering WA has been provided to the Racing and Wagering WA to form part of the submission to the Gambling & Wagering Commission for the establishment of the TAB.</p>	

	<p>Proposed TAB Service Level</p> <p>The proposed TAB outlet will be a self-service PubTAB installed within an operational bar of the Cornwall Hotel. This type of service will only operate whilst the bar is open and staffed.</p> <p>TAB Agent</p> <p>The licensee of the venue will be the contracted agent. The licensee, approved managers and nominated staff will undergo training in the operation of the agency and responsible wagering.</p> <p>Responsible Wagering</p> <p>RWWA is extremely mindful of its community obligations.</p> <p>RWWA acknowledges that wagering has the potential to become a significant problem for some users RWWA is committed to positioning itself as a responsible community organisation in the wagering industry.</p> <p>To reduce the potential for people to develop wagering problems, RWWA has developed a "Code of Practice" that represents a self-regulatory, whole-of-industry commitment to best practice in the provision of responsible wagering. The Code is a strategy which incorporates problem-gambling prevention initiatives, community education and compliance monitoring. Additionally RWWA has procedures in place to connect customers that step forward, to professional support channels and self-exclusion options.</p>	<p>Noted. This will form part of the condition of approval stating that the TAB will only operate whilst the bar is open and staffed</p> <p>Prior to operating the TAB, the operator is to provide written evidence that the managers and nominated staff have undergone the requisite training in the operation of the agency and responsible wagering.</p> <p>Noted.</p> <p>Noted.</p> <p>Approval for the <i>TAB shall be in accordance with the RWWA 'Code of Practice'</i>.</p>	<p>If supported, Condition of approval to be included stating that <i>the TAB will only operate whilst the bar is open and staffed.</i></p> <p>If supported, condition of approval to be included stating that <i>the managers and nominated staff have undergone the requisite training in the operation of the agency and responsible wagering.</i></p> <p>If supported, condition of approval to be included stating that the <i>TAB shall be operated in accordance with the RWWA 'Code of Practice'</i>.</p>
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	<p>New TAB agents, approved managers and nominated staff are trained in responsible wagering. This training is supported by an operational manual held in the agency and maintained by the RWWA Responsible Wagering Customer Liaison Officer. Relevant brochures and posters are also displayed in the agency.</p> <p>Operational</p> <p>RWWA's Retail Development Consultant has discussed all aspects of responsibility with the licensees of the hotel.</p> <p>The venue will ensure the approved manager and members of staff participate in training conducted by RWWA. This course addresses issues of credit betting and problem gambling and includes a component on Compliance and Responsible Wagering that has been implemented by RWWA.</p> <p>As the venue licensee will be contracted as RWWA's agent, the contract details the obligations of the venue in regard to operating the agency in line with the respective Acts covering wagering. A breach of this contract could result in a suspension or termination of the self-service TAB service.</p> <p>As part of their on-going duties, The RWWA Retail Development Consultant for the area will schedule visits to this site as a matter of course.</p> <p>Current Services</p> <p>RWWA currently operate 151 self-service facilities (within licensed premises) throughout the state.</p> <p>As you can see, RWWA takes its responsibility of responsible wagering seriously. This assists with the minimisation of problem gambling.</p>	<p>As per above comment.</p> <p>Noted.</p> <p>As per above comment requiring Management and nominated staff to complete training prior to operating the TAB.</p> <p>Approval shall be in accordance with the RWWA's approval.</p> <p>Noted.</p> <p>Noted.</p> <p>Noted.</p>	
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10.2 TECHNICAL AND RURAL SERVICES

10.2.1 LANDCARE RESERVE FUND APPLICATION PROCESS

File Reference	15.1.2
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Shire of Narrogin
Previous Item Numbers	Nil
Date	23 January 2020
Author	Torre Evans – Executive Manager Technical & Rural Services
Authorising Officer	Dale Stewart – Chief Executive Officer
Attachments	1. Letter to the Commissioner of Soil and Land Conservation

Summary

Council is requested to consider a process that gives the Administration direction on how to facilitate project funding applications. The Administration has recently received one such application where the applicant is requesting funding for a project be drawn from Council's Landcare Reserve account.

Background

On 7 June 2016 the remaining members of the Narrogin Land Conservation District Committee (LCDC) resolved to dissolve the committee. The then Secretary, former Shire of Narrogin CEO Geoff McKeown, advised Mr Andrew Watson, Commissioner of Soil and Land Conservation (CSLC), of this decision see Attachment 1.

As part of the cessation of this committee there were a number of recommendations made as outlined in Attachment 1 with the most prominent recommendations being:

“Request the new Shire of Narrogin (post 1 July 2016) to establish a reserve fund for future Natural Resource Management activities and gives discretion to the local government, in accordance with the recommended guidelines, to expend the funds on appropriate projects as it sees fit.”

The cessation of the LCDC was also reported to the former Shire of Narrogin at its meeting 16 June 2016. The resolution for this item (9.A.415) stated:

“1. That the Shire of Williams be advised that the Shire of Narrogin supports the winding up of Narrogin/Williams Landcare Coordinator Management Committee and the apportionment of the funds currently held to the Shire of Williams and Narrogin LCDC being the organisations that established the Committee.

2. That the Commissioner for Soil and Land Conservation be advised that the Shire of Narrogin supports – • the winding up of the Narrogin Land Conservation District Committee; and • transfer

of funds resulting from the winding up of the LCDC to the merged Shire of Narrogin, with the funds to be held in a Natural Resource Management Reserve Account for specified purposes.

3. That it be recommended to the Commissioner for Soil and Land Conservation that the specified purposes and guidelines of a Natural Resource Management Reserve Account to be held by the merged Shire of Narrogin be –

- Projects will be considered on merit taking into account their natural resource management values and how they align to management of natural resources such as land, water, soil, plants and animals;*
- Projects are to be undertaken within the boundaries of the new Shire of Narrogin (post 1 July 2016);*
- Encouragement will be given to projects with matching funds and/or in-kind contributions; and*
- The transfer of funds and acceptance by the local government is acknowledged publicly, i.e. shire newsletter, funded projects publicity.”*

Subsequently the CSLC was informed of the former Shire’s resolution as above by the then interim Shire CEO Aaron Cook, with the resolution supported by the CSLC.

As part of the Shire merger, a reserve account was created. The reserve account is referred to as Landcare Reserve with the purpose of the reserve being “To fund natural resource management activities aligned with the principals established in the former LCDC letter (above)”. This reserve account currently has a balance of \$98,672.

Comment

On 19 January 2020, the Shire received an application from a rural ratepayer seeking funding for a project which involved the revegetation of land affected by salinity. The applicant requested funding for the project be drawn from the Landcare Reserve account. This is the first request (no details of the project have been given at this time) received since 1 July 2016 (Shire merger) the Administration has received that the author is aware of.

At present, there is no process to evaluate such requests in a fair and equitable manner and drawing on a reserve account would need to be referred to Council for resolution.

The only guidance provided is the description of the reserve account and the guidelines as stated above by the former LCDC and former Shire of Narrogin which were supported by the CSLC.

In considering the best way to move forward and process this and possible future applications for funding of Landcare or Natural Resource projects, the author considered the option of a similar model to that of the Shire’s Community Chest Grant process, whereby the Shire would advertise (until the reserve funds are expended) and invite applications for suitable, appropriate projects that address and meet a criteria (as above but not limited to). Such applications could be evaluated by the Community Chest Reference Group with the responsible officer submitting a report to Council for resolution. This is the author’s preferred method.

The Shire’s Community Chest Grant funding process is available to view on the Shire’s website and gives details of:

- The purpose of the funding;
- Details on how to apply;
- Guidelines;
- Eligibility
- Selection criteria;
- Application form; and
- Acquittal form.

A very similar process could be adopted on the Shire's website for access however the Community Chest templates would need minor refinement to reflect that the application is for Landcare or Natural Resource projects' funding.

The Community Chest Grants Reference group comprises the following members:

- Shire President, Mr Ballard.
- Deputy Shire President, Cr Wiese; and
- Cr Seale.

At the Monthly Briefing Session (MBS) 11 February 2020, Elected Members present were asked for their feedback on possible eligibility specifications that could be considered for future Landcare applications.

The following points (but not limited to) will be taken into consideration when drafting specifications of eligibility for Shire funded Landcare projects:

- Funding will be for the supply of native vegetation i.e. trees or shrubs to improve salt effected, eroded and other land areas in need of rehabilitation;
- Not for fencing however projects demonstrating that the applicant will be supplying and erecting fencing for new vegetation will be favoured;
- Funding will only be available for land outside of Narrogin and Highbury town sites within the Shire of Narrogin, with no minimum lot size;
- Projects that commit to matching dollar for dollar support will be favoured over applications only committing in-kind support;
- Maximum application amount will be \$5,000 per application with limit of one application per applicant per year;
- Buy local i.e. if the applicant can demonstrate that they will buy materials – trees, fencing etc. locally then that would be rated more highly over an application that does not; and
- \$25,000 per year will be available for eligible projects over a four year period, currently held in the Landcare Reserve account.
- Two application rounds per year.

Consultation

- Chief Executive Officer
- Elected Members via MBS

Statutory Environment

Drawing of funds from a Reserve Account requires a Budget provision.

Policy Implications

There are no current policies that provide guidance to the Administration or the public on matters pertaining to Landcare Project funding.

Financial Implications

Nil at present however, if Council is presented with recommendations from the Administration for worthy Landcare projects then these projects could be funded from the Landcare Reserve account.

The Landcare Reserve account has had no annual Council funding deposited into it since 1 July 2016 other than interest earnings.

Assuming the Officers' recommendation is supported, and the Reserve funds are expended in approximately four years' time, the Council, at that time, may need to consider an annual allocation to continue the program, depending upon the uptake of the program.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027		
Objective	3.	Environment Objective (Conserve, protect and enhance our natural and built environment)
Outcome:	3.1	A preserved natural environment
Strategy:	3.1.1	Conserve, enhance, promote and rehabilitate the natural environment

Council's adopted Corporate Business Plan 2019–2023 shows as follows:

- Action 3.1.1.1 develop and implement a Local Biodiversity Strategy – due 2020/21
- Action 3.1.1.2 develop and implement Natural Resource Plans – due 2020/21

Assuming these actions remain in the proposed Corporate Business Plan 2019-2023, and in the same year of relative priority to other tasks, in that year's Budget, in order to address these actions, the Administration would need to engage specialist consultants who have expertise in these fields to produce plans and strategies which would then need to be endorsed by Council.

Council may wish to consider if the Landcare Reserve fund could be expended on such consultants to facilitate these actions. An estimated cost for a Biodiversity Strategy could be in the range of \$20,000 to \$50,000 and a Natural Resource Plan could be of similar value if not more, depending on the level of detail involved, which could exhaust the Landcare Reserve account if utilised for those purposes.

Having such plans would address the current Corporate Business Plan and Strategic Community Plan however at what cost and what other services and or projects would receive lesser annual funding because of the implementation of those plans.

Voting Requirements

Absolute Majority.

OFFICERS' RECOMMENDATION

That, with respect to the Landcare Reserve Fund project application process, Council:

1. Approve the process to be modeled on the current Shire of Narrogin Community Chest Grant funding process with two rounds per annum;
2. Authorise the Chief Executive Officer to formulate and implement a Landcare Project funding process including guidelines, selection criteria and all templates required and be made available on the Shire's website in keeping with the concepts included in this report; and
3. Amend the Terms of Reference for the Community Chest Reference Group to include assessment of Landcare applications for recommendation to Council.



Chairman Bill Warren
Secretary Geoff McKeown

6th June 2017

Mr Andrew Watson
Commissioner of Soil and Land Conservation
Department of Agriculture and Food, Western Australia
Locked Bag No.4
BENTLEY DELIVERY CENTRE WA 6983

Dear Andrew,

Re Narrogin Land Conservation District Committee

On the 7th June 2016 the remaining members of the Narrogin Land Conservation District Committee met to consider the future of the organisation. Attached is a copy of the Minutes of that meeting.

The members present agreed to wind-up the organisation and passed a resolution to that affect. Since that time the financial affairs of the organisation have been put in order to reflect this decision.

I can now confirm that bank accounts have been closed and all funds are included the attached bank cheque made out in the name of the Department of Agriculture and Food.

In supporting the cessation of the Narrogin Land Conservation District Committee, the members recommended a number of arrangements concerning the remaining funds, including:

- The Narrogin LCDC agrees to wind up and close all bank accounts held in its name and provide the authority of this decision to each financial institution that holds funds on its behalf.
- Request the new Shire of Narrogin (post 1st July 2016) to establish a reserve fund for future Natural Resource Management activities and gives discretion to the local government, in accordance with recommended guidelines, to expend the funds on appropriate projects as it sees fit.
- Seek support of the Commissioner of Soil and Land Conservation for the proposed future use of funds held by the Narrogin LCDC.

NARROGIN-LCDC
C/- 9 Brooking Street
WILLIAMS WA
6391

Phone: 9885 1005
Fax: 9885 1020

The Shire of Narrogin confirmed in a letter dated 30th June 2016, see attached, that it is willing to accept the funds and supports the establishment of a Natural Resource Management Reserve Account to utilise the funds on projects based on the following guidelines:

- Projects will be considered on merit taking into account their natural resource management values and how they align to management of natural resources such as land, water, soil, plants and animals;
- Projects are to be undertaken within the boundaries of the new Shire of Narrogin (post 1st July 2016);
- Encouragement will be given to projects with matching funds and/or in-kind contributions; and
- The transfer of funds and acceptance by the local government is acknowledged publicly, i.e. shire newsletter, funded projects publicity.

On behalf of the members I seek your support and action to implement the wishes of the group in winding up the Narrogin LCDC.

Yours faithfully,



.....

Geoff McKeown
Secretary

10.3 CORPORATE AND COMMUNITY SERVICES

10.3.1 SCHEDULE OF ACCOUNTS PAID – DECEMBER 2019

File Reference	12.1.1
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interest that requires disclosure.
Applicant	Shire of Narrogin
Previous Item Numbers	Nil
Date	31 December 2019
Author	Agatha Prior – Finance Officer Accounts
Authorising Officer	Frank Ludovico – Executive Manager Corporate & Community Services
Attachments	1. Schedule of Accounts Paid – December 2019 (separate cover).

Summary

Council is requested to note the payments as presented in the Schedule of Accounts Paid – December 2019.

Background

Pursuant to Local Government Act 1995, Section 6.8 (2)(b), where expenditure has been incurred by a local government, it is to be reported to the next Ordinary Meeting of Council.

Comment

The Schedule of Accounts Paid – December 2019 is presented to Council for notation. Below is a summary of activity.

<i>December 2019 Payments</i>		
<i>Payment Type</i>	<i>\$</i>	<i>%</i>
Cheque	1705.05	0.08
EFT (incl Payroll)	1,964,991.17	90.37
Direct Debit	198,877.39	9.15
Credit Card	8,473.75	0.39
Trust	280.00	0.01
TOTAL PAYMENTS	2,174,327.36	100.00

<i>Local Spending</i>	<i>\$</i>	<i>%</i>
Local Suppliers	142,015.13	*6.53
Payroll	381,107.65	17.53
TOTAL	523,122.78	24.06

*The percentage of payments made to local suppliers in December 2019, was lower than usual, due to significant payments being made for new plant, a deposit on the accommodation units for the Caravan Park and road materials.

The payment schedule has been provided to Elected Members separately and is not published on the Shire of Narrogin website owing to potential fraudulent activity that can arise from this practice.

Printed copies will be available on request at the Administration building and the Library.

Consultation

Manager Finance

Statutory Environment

Local Government Act 1995, Section 6.8 (2)(b)

Policy Implications

Nil

Financial Implications

All expenditure has been approved via adoption of the 2019/2020 Annual Budget, or resulting from a Council resolution for a budget amendment.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027	
Objective	4. Civic Leadership Objective (Continually enhance the Shire's organisational capacity to service the needs of a growing community)
Outcome:	4.1 An efficient and effective organisation

Voting Requirements

Simple Majority

OFFICERS' RECOMMENDATION

That, with respect to the Schedule of Accounts Paid for December 2019, Council note the Report as presented.

10.3.2 SCHEDULE OF ACCOUNTS PAID – JANUARY 2020

File Reference	12.1.1
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interest that requires disclosure.
Applicant	Shire of Narrogin
Previous Item Numbers	Nil
Date	31 January 2020
Author	Agatha Prior – Finance Officer Accounts
Authorising Officer	Frank Ludovico – Executive Manager Corporate & Community Services
Attachments	1. Schedule of Accounts Paid – January 2020 (separate cover).

Summary

Council is requested to note the payments as presented in the Schedule of Accounts Paid – January 2020.

Background

Pursuant to Local Government Act 1995, Section 6.8 (2)(b), where expenditure has been incurred by a local government, it is to be reported to the next Ordinary Meeting of Council.

Comment

The Schedule of Accounts Paid – January 2020 is presented to Council for notation. Below is a summary of activity.

<i>January 2020 Payments</i>		
<i>Payment Type</i>	<i>\$</i>	<i>%</i>
Cheque	757.85	0.07
EFT (incl Payroll)	944,078.59	92.27
Direct Debit	75,515.46	7.38
Credit Card	2,764.72	0.27
Trust	0.00	0.00
Total Payments	1,023,116.62	100.00

<i>Local Spending</i>	<i>\$</i>	<i>%</i>
Local Suppliers	180,725.07	17.66
Payroll	370,518.93	36.21
Total	551,244.00	53.88

The payment schedule has been provided to Elected Members separately and is not published on the Shire of Narrogin website owing to potential fraudulent activity that can arise from this practice.

Printed copies will be available on request at the Administration building and the Library.

Consultation

Manager Finance

Statutory Environment

Local Government Act 1995, Section 6.8 (2)(b)

Policy Implications

Nil

Financial Implications

All expenditure has been approved via adoption of the 2019/2020 Annual Budget, or resulting from a Council resolution for a budget amendment.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027	
Objective	4. Civic Leadership Objective (Continually enhance the Shire's organisational capacity to service the needs of a growing community)
Outcome:	4.1 An efficient and effective organisation

Voting Requirements

Simple Majority

OFFICERS' RECOMMENDATION

That, with respect to the Schedule of Accounts Paid for January 2020, Council note the Report as presented.

10.3.3 MONTHLY FINANCIAL REPORTS – DECEMBER 2019 & JANUARY 2020

File Reference	12.8.1
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interest that requires disclosure.
Applicant	Shire of Narrogin
Previous Item Numbers	Nil
Date	14 February 2020
Author	Karen Oborn – Manager Finance
Authorising Officer	Frank Ludovico – Executive Manager Corporate & Community Services
Attachments 1. Monthly Financial Report for the period ended 31 December 2019. 2. Monthly Financial Report for the period ended 31 January 2020.	

Summary

In accordance with the Local Government Financial Management Regulations (1996), Regulation 34, the Shire is to prepare a monthly Statement of Financial Activity for notation by Council.

Background

Council is requested to review the December 2019 and January 2020 Monthly Financial Reports.

Comment

The December 2019 and January 2020 Monthly Financial Reports are presented for review.

Fees and Charges

Since Council adopted the 2019/20 Fees and Charges at its 26 June 2019 Council meeting, with additional Fees and Charges adopted at its 24 July 2019 Council meeting, further additional charges are proposed. These are detailed below:

Office of the CEO	Fee or Charge	Comment
Giant Dominos	\$50/day	New Fee
Giant Checkers	\$50/day	New Fee
Giant Pick Up Sticks	\$50/day	New Fee
Giant Yahtzee	\$50/day	New Fee
Giant Os & Xs	\$50/day	New Fee
Giant Jenga	\$50/day	New Fee
Bocce	\$50/day	New Fee

All 7 games	\$200/day	New Fee
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In addition, to cover the costs of providing extra services to events at Shire owned premises, it is proposed to introduce a cost recovery fee for extra bins and rubbish collection of;

- \$5.50 per extra bin: for drop off, empty and collection of additional bins required for events.
- \$1.10 per existing bin for addition waste collection required for events.

With the arrival of the new accommodation Units at the Narrogin Caravan Park. It is proposed to introduce the following charges.

- First Night - \$120 per night for 2 people + \$20 per night extra person (maximum occupancy 4 persons).
- 2-6 nights \$110 per night for 2 people + \$20 per night extra person.
- Full week 7 nights to 14 nights for price of 6 (\$660 pw) + \$20 per night extra person.
- For continuous stays longer than 2 weeks up to maximum 3 months, with weekly servicing only, \$600 per week with a \$250 vacate clean applicable.
- Room servicing (beds, towels and cleaning) will occur every 3 days for stays less than 2 weeks.

As we have now employed a Nurse and added new programs at Narrogin Regional Homecare the following new fees are recommended:

Item	Fee	Service Details	Comment
Nursing Care	\$10.00 per hour	Plus the cost of wound care & other products.	New program
The Gadabout Club	\$15.00 lunch at own cost		New program
Busy Bee Craft Group	\$5.00		New program
Walk, Talk and Exercise	\$8.00	Includes transport	Amendment to existing program to include the cost of entry to the centre.
Men's shed	\$8.00	Includes transport	New program
Shopping Bus	\$5.00 return		Cost increase of \$1.00 per trip to cover cost of running the bus.

Consultation

- Chief Executive Officer
- Executive Manager Corporate and Community Services
- Executive Manager Regulatory Services

- Community events Team
- Corporate Services Team

Statutory Environment

Local Government (Financial Management) Regulations 1996, Regulation 34 applies.

Policy Implications

Nil

Financial Implications

All expenditure has been approved via adoption of the 2019/20 Annual Budget or resulting from a Council Motion for a budget amendment.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027	
Objective	4. Civic Leadership Objective (Continually enhance the Shire's organisational capacity to service the needs of a growing community)
Outcome:	4.1 An efficient and effective organisation

Voting Requirements

Simple Majority for Recommendation 1 of 2 and Absolute Majority for Recommendation 2 of 2.

OFFICERS' RECOMMENDATION 1 OF 2

That, with respect to the Monthly Financial Reports for December 2019 and January 2020, Council note the Reports as presented.

OFFICERS' RECOMMENDATION 2 OF 2

That, with respect to the proposed additions to the 2019/20 Fees & Charges, Council adopt the 2019/20 Fees and Charges additions as presented and advertise them for information for a period of 7 days prior to them taking effect.

MONTHLY FINANCIAL REPORT
(Containing the Statement of Financial Activity)
FOR THE PERIOD ENDED 31 DECEMBER 2019



LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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**MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**MONTHLY SUMMARY
INFORMATION**

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 31 December 2019
Date prepared: All known transactions up to 31 December 2019
Reviewed by: Executive Manager Corporate & Community Services

BASIS OF PREPARATION

REPORT PURPOSE

This report is prepared to meet the requirements of *Local Government (Financial Management) Regulations 1996 , Regulation 34* . Note: The statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

BASIS OF ACCOUNTING

This statement comprises a special purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities and to the extent they are not in-consistent with the *Local Government Act 1995* and accompanying regulations), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1995* and accompanying regulations. Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise.

Except for cash flow and rate setting information, the report has 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 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 1.

SIGNIFICANT ACCOUNTING POLICES

0

GOODS AND SERVICES TAX

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.

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.

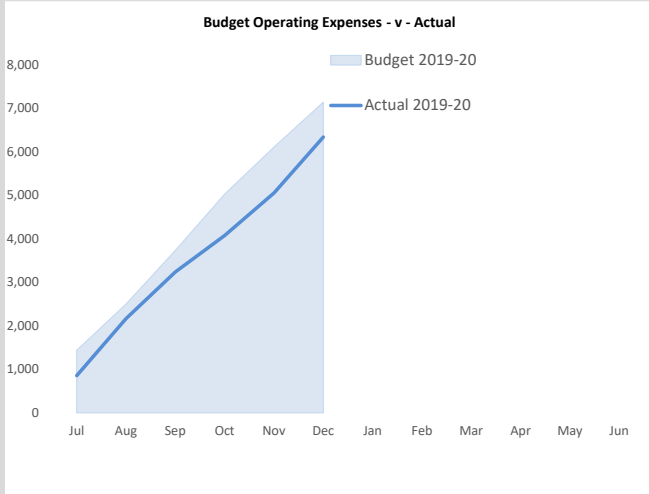
ROUNDING OFF FIGURES

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

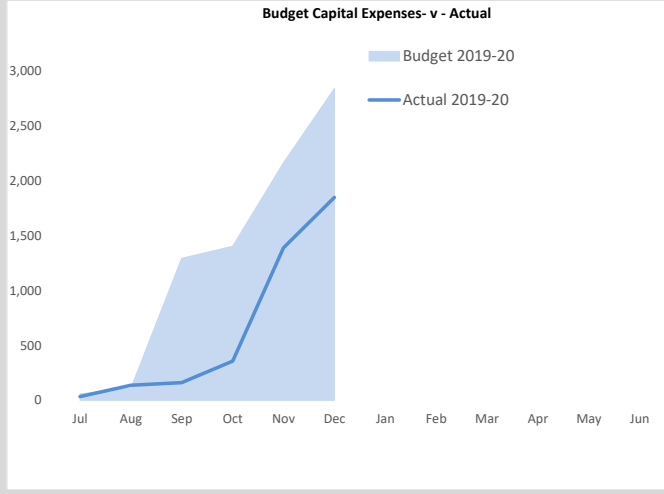
**MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**MONTHLY SUMMARY INFORMATION
GRAPHS**

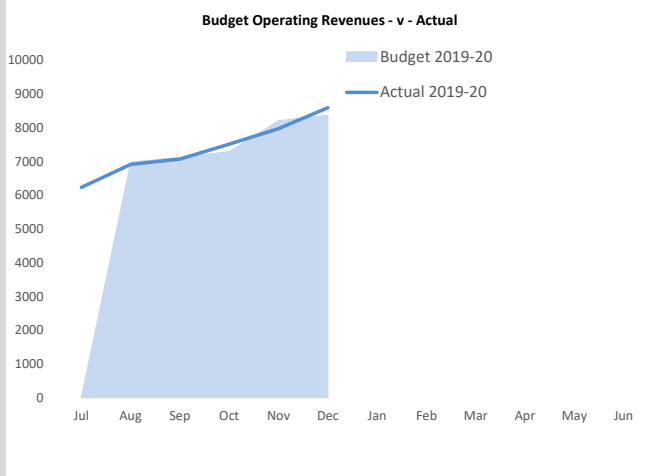
OPERATING EXPENSES



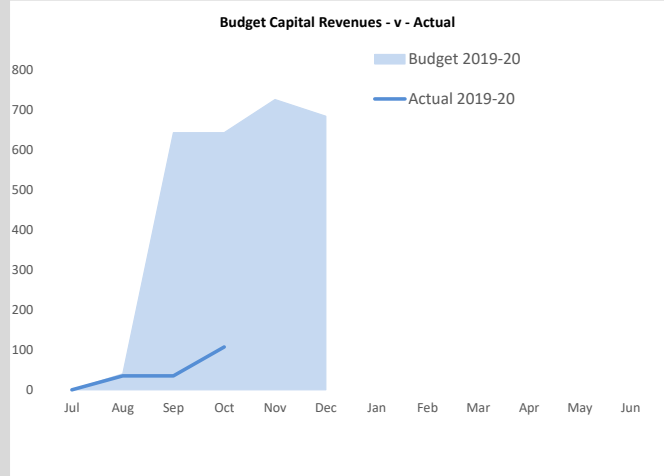
CAPITAL EXPENSES



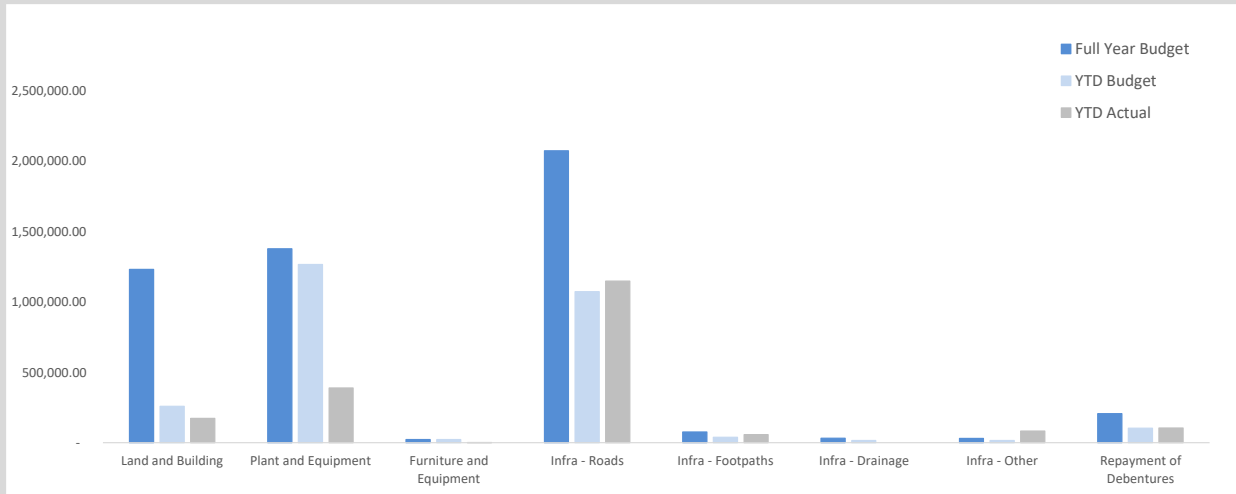
OPERATING REVENUE



CAPITAL REVENUE



CAPITAL EXPENSES BY ACTIVITY



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2019

STATUTORY REPORTING PROGRAMS

	Ref Note	Adopted Annual Budget	Amended Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
Opening Funding Surplus(Deficit)		\$ 4,001,532	\$ 4,001,532	\$ 4,001,532	\$ 3,943,906	\$ (57,625)	(1%)	
		0	0	0	0	0		0
Revenue from operating activities								
General Purpose Funding - Rates		4,943,620	4,943,620	4,943,619	4,824,612	(119,007)	(2%)	
General Purpose Funding - Other Governance		1,358,841	1,358,841	677,896	686,736	8,840	1%	
Law, Order and Public Safety		1,850	1,850	918	0	(918)	(100%)	
Health		75,900	138,110	105,888	29,647	(76,241)	(257%)	▼
Education and Welfare		23,500	23,500	13,236	10,580	(2,656)	(25%)	
Housing		1,370,538	1,370,538	694,322	1,072,332	378,010	35%	▲
Community Amenities		8,240	8,240	4,116	4,120	4	0%	
Recreation and Culture		1,092,366	1,092,366	943,106	954,242	11,136	1%	
Transport		75,254	75,254	37,608	16,656	(20,952)	(126%)	▼
Economic Services		408,913	408,914	319,216	318,184	(1,032)	(0%)	
Other Property and Services		283,619	283,619	141,786	129,804	(11,982)	(9%)	
		110,762	110,762	71,129	139,539	68,410	49%	▲
		9,753,404	9,815,615	7,952,840	8,186,452	233,612	3%	
Expenditure from operating activities								
General Purpose Funding		(255,567)	(255,567)	(126,641)	(130,686)	(4,045)	3%	
Governance		(724,720)	(724,720)	(396,848)	(313,019)	83,830	(27%)	
Law, Order and Public Safety		(766,873)	(766,873)	(396,398)	(373,498)	22,900	(6%)	
Health		(280,251)	(280,251)	(148,236)	(133,871)	14,365	(11%)	
Education and Welfare		(1,573,105)	(1,696,354)	(922,484)	(1,004,834)	(82,349)	(8%)	
Housing		(34,441)	(34,441)	(18,828)	(14,803)	4,025	27%	
Community Amenities		(1,574,917)	(1,574,917)	(788,880)	(657,888)	130,992	20%	▲
Recreation and Culture		(3,475,525)	(3,475,525)	(1,828,635)	(1,636,132)	192,503	12%	▲
Transport		(4,086,406)	(4,086,405)	(2,045,621)	(1,862,601)	183,020	10%	
Economic Services		(812,368)	(812,368)	(415,557)	(371,261)	44,296	12%	▲
Other Property and Services		(38,082)	(38,082)	(44,111)	382,745	426,856	(112%)	
		(13,622,254)	(13,745,502)	(7,132,240)	(6,115,848)	1,016,392		
Operating activities excluded from budget								
Add back Depreciation		3,450,264	3,450,264	1,725,072	1,478,052	(247,020)	(17%)	▼
Adjust (Profit)/Loss on Asset Disposal	12	97,004	97,004	48,504	19,501	(29,003)	(149%)	▼
Adjust Employee Benefits Provision (Non-Current)		0	0	0	(266,395)	(266,395)	100%	
Adjust Deferred Pensioner Rates (Non-Current)		0	0	0	0	0		
Movement in Leave Reserve (Added Back)		0	0	0	529	529	100%	
Adjust Rounding		0	0	0	0	0		
Amount attributable to operating activities		(321,582)	(382,619)	2,594,176	3,302,291	708,115		
Investing Activities								
Non-Operating Grants, Subsidies and Contributions		914,743	986,538	458,150	405,855	(52,295)	13%	
Purchase of Investments		0	0	0	0	0		
Land Held for Resale	11	0	0	0	0	0		
Land and Buildings	11	(1,230,335)	(1,297,306)	(257,878)	(172,676)	85,202	49%	▲
Plant and Equipment	11	(1,376,633)	(1,376,633)	(1,264,957)	(388,744)	876,213	225%	▲
Furniture and Equipment	11	(22,500)	(22,500)	(22,500)	(353)	22,148	6283%	▲
Infrastructure Assets - Roads	11	(2,072,295)	(2,144,092)	(1,071,986)	(1,147,280)	(75,295)	(7%)	
Infrastructure Assets - Footpaths	11	(76,000)	(76,000)	(38,000)	(57,464)	(19,464)	(34%)	▼
Infrastructure Assets - Road Drainage	11	(32,000)	(32,000)	(16,000)	0	16,000	100%	▲
Infrastructure Assets - Other	11	(698,942)	(698,942)	(169,808)	(82,311)	87,497	106%	▲
Infrastructure Assets - Parks and Gardens	11	0	0	0	0	0		
Infrastructure Assets - Bridges	11	(31,040)	(31,040)	(15,520)	0	15,520	100%	▲
Proceeds from Disposal of Assets	12	667,898	667,898	601,540	208,314	(393,226)	(189%)	▼
Proceeds from Sale of Investments		0	0	0	0	0		
Amount attributable to investing activities		(3,957,104)	(4,024,077)	(1,796,958)	(1,234,660)	562,299		
Financing Activities								
Proceeds from New Debentures	13	0	0	0	0	0		
Proceeds from Advances		0	0	0	0	0		
Repayment of Debentures	13	(166,658)	(166,658)	(82,528)	(82,800)	(272)	(0%)	
Self-Supporting Loan Principal		0	0	0	0	0		
Transfer from Reserves	10	1,413,724	1,536,973	123,249	0	(123,249)	(100%)	▼
Advances to Community Groups		0	0	0	0	0		
Transfer to Reserves	10	(969,913)	(969,913)	0	(441,096)	(441,096)	(100%)	▼
Amount attributable to financing activities		277,153	400,403	40,722	(523,895)	(564,617)		
Net Capital		(3,679,951)	(3,623,674)	(1,756,237)	(1,758,555)	(2,318)		
Total Net Operating + Capital		(4,001,533)	(4,006,293)	837,939	1,543,736	705,797		
Closing Funding Surplus(Deficit)	3	(1)	(4,761)	4,839,471	5,487,642	648,171		

NOTE: The variance between the 'Budgeted Opening Funding Surplus' and the YTD Actual, is due to a change in the provisions and revaluation surplus figures post Budget setting. This will be adjusted by the Budget Review process.

KEY INFORMATION

▲▼ 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.

The material variance adopted by Council for the current year is \$5,000 or 10% whichever is the greater.

This statement is to be read in conjunction with the accompanying Financial Statements and notes.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2019**

NET CURRENT ASSETS

SIGNIFICANT ACCOUNTING POLICIES

CURRENT AND NON-CURRENT CLASSIFICATION

CURRENT AND NON-CURRENT CLASSIFICATION

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.

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 City 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 City 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 City does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

0

PROVISIONS

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.

INVENTORIES

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.

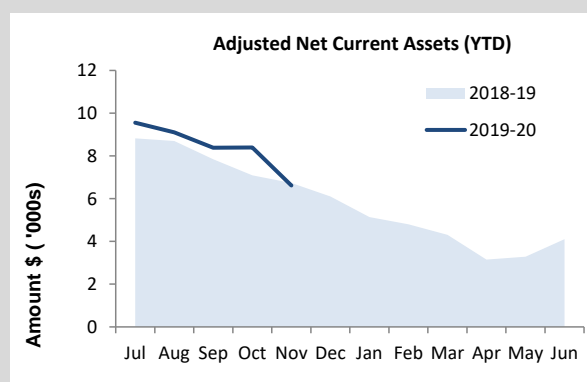
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2019

OPERATING ACTIVITIES
ADJUSTED NET CURRENT ASSETS

	Previous Month	Year to Date
	Actual	Actual
Adjusted Net Current Assets	30 Nov 2019	31 Dec 2019
	\$	\$
Current Assets		
Cash Unrestricted	0	0
Cash Restricted - Reserves and Bonds/Deposits	4,259,304	4,259,125
Receivables - Rates and Rubbish, ESL, Excess Rates	1,459,530	1,282,555
Receivables - Other	173,464	189,219
Inventories	22,283	12,159
	5,914,580	5,743,058
Less: Current Liabilities		
Payables	(1,052,085)	(243,529)
Loan Liability	(129,703)	(83,858)
Provisions	(596,311)	(596,311)
	(1,778,098)	(923,698)
Net Current Asset Position	4,136,482	4,819,361
Less: Cash Restricted	(4,226,182)	(4,236,251)
Add Back: Component of Leave Liability not Required to be funded	335,388	335,392
Add Back: Current Loan Liability	129,703	83,858
Adjustment for Trust Transactions Within Muni	(3,302)	(3,302)
Net Current Funding Position	372,089	999,058

SIGNIFICANT ACCOUNTING POLICIES

Please see page 4 for information on significant accounting policies relating to Net Current Assets.



KEY INFORMATION

The amount of the adjusted net current assets at the end of the period represents the actual surplus (or deficit if the figure is a negative) as presented on the Rate Setting Statement.

Year YTD Actual

Surplus(Deficit)

\$1. M

Last Month Actual

Surplus(Deficit)

\$0.37 M

NOTE: For the Cash Assets above the following investments have been made as at reporting date:

Cash Unrestricted	Investment Value \$	Maturity Date	Rate	Institution	Investment %
Municipal Fund	1,000,000	3/02/2020	1.35%	Commonwealth	50%
Municipal Fund	1,000,000	10/02/2020	1.37%	Commonwealth	50%
	<u>2,000,000</u>				<u>100%</u>
Cash Restricted (Reserves)					
Reserve Fund	2,000,000	29/05/2020	1.80%	NAB	50%
Reserve Fund	2,000,000	29/05/2020	2.10%	Westpac	50%
	<u>4,000,000</u>				<u>100%</u>
Total Investment Holdings via Entity					
Commonwealth	2,000,000				33%
NAB	2,000,000				33%
Westpac	2,000,000				33%
	<u>6,000,000</u>				<u>100%</u>

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**EXPLANATION OF
MATERIAL VARIANCES**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year The material variance adopted by Council for the current year is an Actual Variance exceeding 10% and a value greater than \$15,000.

0 \$

	\$	%			
Opening Funding Surplus	(57,625)	1%	▼	Permanent	The variance between the 'Budgeted Opening Funding Surplus' and the YTD Actual, is due to a change in the provisions and revaluation surplus figures post Budget setting. This will be adjusted by the Budget Review process.
Capital Acquisitions	992,300	6724%	▲	Timing	Dependant on timing of when capital expenditure is required for Capex Projects.
Transfer from Reserves	(123,249)	(100%)	▼	Timing	Dependant on timing of when capital expenditure is required for Capex Projects.

KEY INFORMATION

▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.

▲ Favourable variance

▼ Unfavourable variance

This statement is to be read in conjunction with the accompanying Financial Statements and notes.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2019

OPERATING ACTIVITIES
CASH AND INVESTMENTS

Cash and Investments	Unrestricted	Restricted Reserves	Trust & Bond Reserves	Total YTD Actual	Institution	Interest Rate	Maturity Date
	Unrestricted	Reserves	Deposits	YTD Actual	Institution	Rate	Date
Cash Deposits							
Municipal Account	2,923,657			2,923,657	NAB	1.95%	On-Call
Department of Transport	0			0			
Trans WA	(693)			(693)			
Reserve Account		236,251		236,251	NAB	2.25%	
Cash Floats - Admin	1,200			1,200			
Library	150			150			
Homecare	100			100			
NRLC - Till 1	0			0			
Refuse Site	50			50			
Caravan Park	150			150			
Petty Cash - Admin	300			300			
Library	0			0			
Homecare	350			350			
CATS	240			240			
Restricted Bonds & Deposits and Trust Bank Funds			92,898	92,898	NAB	1.50%	On-Call
Term Deposits							
Term Deposit	1,997,303			1,997,303	NAB	2.25%	
Term Deposit		4,000,000		4,000,000	NAB	2.25%	
Bons & Deposits (in Trust Accts)		22,875					
Investments							
Total	4,922,807	4,259,125	92,898	9,251,955			

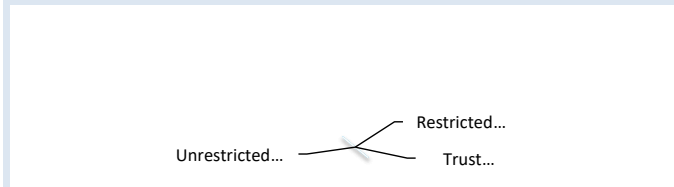
Difference to Note 1a 4,922,807

SIGNIFICANT ACCOUNTING POLICIES

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.

KEY INFORMATION

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.



Total Cash	Unrestricted
\$9.25 M	\$4.92 M

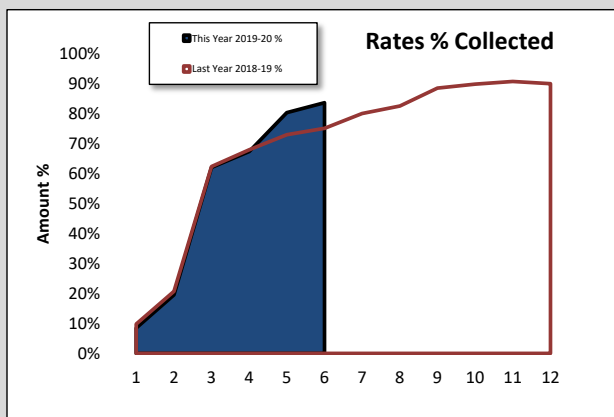
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**OPERATING ACTIVITIES
RECEIVABLES**

Rates Receivable	30 Jun 18	31 Dec 19	31 Dec 18	Receivables - General	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$		\$	\$	\$	\$	\$
Opening Arrears Previous Year		586,296	492,340	Receivables - General		3,108	4,756	7,339	15,203
Opening Arrears Previous Years	0	0	492,340	Receivables - General	0%	20%	31%	48%	
Movement in Excess Rates		(125,996)	(90,732)						
Domestic Refuse Collection Charges		472,451	471,671						
Domestic Services (Additional)		3,197	3,390						
Commercial Collection Charge		43,426	44,814	Balance per Trial Balance					
Commercial Collection Charge (Additional)		43,793	45,287	Rates Pensioner Rebate Claims					8,574
Total Rates and Rubbish (YTD)	5,359,227	5,367,577	5,261,880	GST Input					124,773
Less Collections to date	#VALUE!	(4,484,403)	(4,331,967)	Provision For Doubtful Debts					(38,020)
Net Rates Collectable	586,296	1,469,470	1,422,253	Total Receivables General Outstanding					110,531
% Collected	#VALUE!	83.55%	75.40%	Amounts shown above include GST (where applicable)					
Pensioner Deferred Rates		(178,661)	(153,532)						
Pensioner Deferred ESL		(8,254)	(6,786)						
Total Rates and Rubbish, ESL, Excess Rates		1,282,555	1,261,935						

KEY INFORMATION

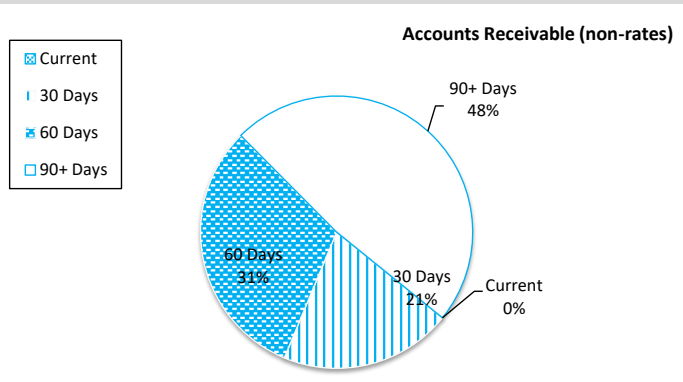
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.



Collected	Rates Due
84%	\$1,282,555

SIGNIFICANT ACCOUNTING POLICIES

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.



Debtors Due
\$110,531
Over 30 Days
100%
Over 90 Days
48%

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2019

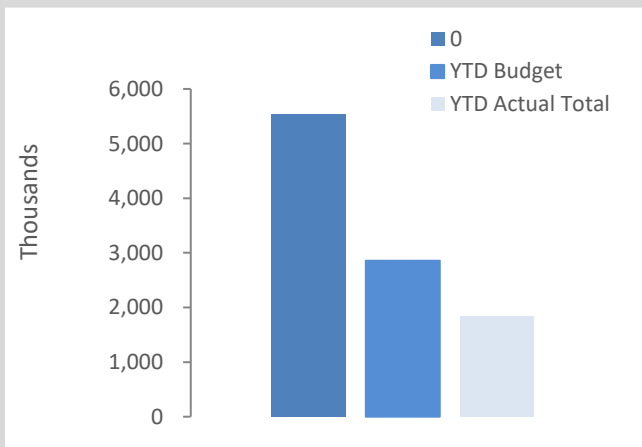
INVESTING ACTIVITIES
CAPITAL ACQUISITIONS

Capital Acquisitions	0	YTD Budget	YTD Actual Total	YTD Budget Variance
Capital Acquisitions	Original Budget	YTD Budget	YTD Actual Total	YTD Budget Variance
Land and Buildings	1,230,335	257,878	172,676	85,202
Plant & Equipment	1,376,633	1,264,957	388,744	876,213
Furniture & Equipment	22,500	22,500	353	22,148
Roads	2,072,295	1,071,986	1,147,280	(75,295)
Footpaths	76,000	38,000	57,464	0
Road Drainage	32,000	16,000	0	16,000
Other Infrastructure	698,942	169,808	82,311	87,497
Parks and Gardens	0	0	0	0
Bridges	31,040	15,520	0	15,520
Capital Expenditure Totals	5,539,745	2,856,649	1,848,829	1,027,284

SIGNIFICANT ACCOUNTING POLICIES

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

KEY INFORMATION



Acquisitions	Annual Budget	YTD Actual	% Spent
	\$5.54 M	\$1.85 M	33%

To be read in conjunction with Strategic Projects Tracker

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**INVESTING ACTIVITIES
CAPITAL ACQUISITIONS (CONTINUED)**







































% of Completion

	Account Number	Original Budget	YTD Budget	YTD Actual	Variance Under(Over)
		\$	\$	\$	\$
Capital Expenditure					
Land and Buildings					
	Building Renovation Administration	4040260	180,000	180,000	0
	SES Training / Meeting Room	4050260	0	20,737	0
	Kitchen Upgrade	4080360	5,986	5,985	4,151
	Accessibility Access Upgrades	4080850	50,000	0	0
	Smith St Public Toilets (Coles Carpark) Capital	4100850	50,000	0	0
	Harris St Public Toilets (Museum) Capital	4100850	10,000	0	0
	May Street Public Toilet Upgrade	4100850	70,000	0	582
	Thomas Hogg Public Toilet Upgrade	4100850	0	4,761	0
	Memorial Park Public Toilets Capital	4100850	119,719	0	10,056
	Town Hall (Federal St) Building Capital	4110160	8,000	7,998	3,874
	John Higgins Community Complex Building Capital	4110160	22,000	0	19,554
	Nomans Lake Hall Building Capital	4110160	6,500	0	5,299
	NRRC Building (Capital)	4110260	15,000	0	5,871
	NRRC Building Capital 2018-19	4110260	20,000	0	0
	Croquet Clubrooms Building Capital	4110355	11,633	11,633	5,088
	Library Building (Capital)	4110560	7,000	0	0
	Library - Stage 2	4110560	120,000	0	471
	Railway Station Building (Capital)	4110660	57,015	6,765	6,150
	Caravan Park Campers Kitchen Building Capital	4130260	20,000	20,000	0
	Caravan Park Renovations	4130260	58,862	0	7,304
	Accommodation Units (NCP)	413260	394,000	0	104,277
	Visitor Information Bay Upgrade (Williams Road)	4130260	4,620	0	0
			1,230,335	257,878	172,676
					85,202
Plant and Equipment					
	Fire Shed (Highbury)	4050155	30,000	30,000	0
	Lifting Ramp - NO05	4050355	5,000	5,000	0
	CCTV Upgrade	4050455	30,000	30,000	0
	009NGN 2019 Toyota Camry Altise	4080455	28,000	28,000	0
	NGN219 CATS Vehicle 2020	4080750	27,000	27,000	0
	NGN00 EMDRS Vehicle 2019(3)	4100655	42,317	42,317	37,239
	NGN00 EMDRS Vehicle 2020(1)	4100655	42,317	42,317	37,184
	NGN00 EMDRS Vehicle 2020(2)	4100655	42,317	0	0
	NRRC Fire Extinguisher Upgrades	4110255	15,248	15,248	0
	CCTV Installation Old Courthouse Museum	4110655	7,687	7,686	6,988
	Diesel Locomotive (Railway Yard)	4110655	5,000	5,000	0
	ON0 EMTRS Vehicle 2019 (3)	4120350	36,498	36,497	36,498
	ON0 EMTRS Vehicle 2019 (4)	4120350	36,498	36,497	0
	ON0 EMTRS Vehicle 2020 (1)	4120350	36,498	36,497	0
	ON0 EMTRS Vehicle 2020 (2)	4120350	36,498	36,497	0
	N001 MO Vehicle 2019(3)	4120350	36,243	36,242	36,722
	N001 MO Vehicle 2020(1)	4120350	36,243	36,242	0
	N001 MO Vehicle 2020(2)	4120350	36,243	36,242	0
	NO3 2019 UD 6 Wheeler Nissan Diesel Tip Truck	4120350	226,000	226,000	0
	NO237 2019 Caterpillar CW34NN Rubber Tyred Roller	4120350	165,000	165,000	0
	NO1193 2019 JCB 4CX PC Backhoe Loader	4120350	195,000	195,000	194,400
					600
	NGN93 Mitsubishi Triton Single Cab 2019 (Leading Hand) (PA018B)	4120350	26,000	26,000	0
	Mobile (trailer Mounted) Visual Display Unit	4120350	25,000	25,000	21,416
	CCTV Installation NCP	4130255	0	0	527
	NGN2 2019 Holden Trax (BC) (PA006B)	4130350	25,000	25,000	17,771

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**INVESTING ACTIVITIES
CAPITAL ACQUISITIONS (CONTINUED)**























% of Completion

	Account Number	Original Budget	YTD Budget	YTD Actual	Variance Under(Over)
 1NGN CEO Vehicle 2019(4)	4140585	56,000	56,000	0	56,000
 ONGN EMCCS Vehicle 2019(2)	4140585	34,676	34,675	0	34,675
 ONGN EMCCS Vehicle 2020(1)	4140585	34,676	0	0	0
 ONGN EMCCS Vehicle 2020(2)	4140585	34,676	0	0	0
 002 NGN MF Vehicle 2020	4140585	25,000	25,000	0	25,000
		1,376,633	1,264,957	388,744	876,213
Furniture and Equipment					
 Airconditioner Upgrade - DRS	4040250	20,000	20,000	0	20,000
 Town Hall Airconditioner	4110150	2,500	2,500	353	2,148
		22,500	22,500	353	22,148
Infrastructure - Roads					
 Cooramining Road - Renewal (Rural)(Grant Funded)	4120164	144,651	72,324	0	72,324
 Earl Street - Renewal (Local)	4120165	30,000	15,000	1,296	13,704
 Ensign Street - Renewal (Local)	4120165	98,158	49,074	683	48,392
 Butler Street - Upgrade (Local)	4120165	0	0	1,196	(1,196)
 Lock Road - Renewal (Rural)	4120165	70,680	35,336	0	35,336
 Whinbin Rock Road - Renewal (Rural)	4120165	87,406	43,698	0	43,698
 Dongolocking Road - Upgrade (Rural)	4120165	218,500	109,246	0	109,246
 Birdwhistle Road - Renewal (Rural)	4120165	108,133	54,062	0	54,062
 Narrogin Valley Road - Renewal (Rural)	4120165	99,149	49,570	0	49,570
 Chomley Road - Renewal (Rural)	4120165	108,133	54,062	0	54,062
 Lavator Road - Renewal (Rural)	4120165	7,938	3,951	0	3,951
 Street Tree Capital	4120165	20,000	10,000	21,840	(11,840)
 Northwood Street - Renewal (Local) (R2R)	4120166	30,000	15,000	27,954	(12,954)
 Havelock Street - Renewal (Local) (R2R)	4120166	24,600	12,300	21,923	(9,623)
 Lock Street - Renewal (Local) (R2R)	4120166	19,000	9,500	17,835	(8,335)
 Congelin - Narrogin Road - Renewal (Local) (R2R)	4120166	28,000	14,000	27,244	(13,244)
 Tarwonga Road - Renewal (Local) (R2R)	4120166	33,021	16,510	31,620	(15,110)
 Highbury West Road - Renewal (Rural) (R2R)	4120166	40,000	20,000	38,513	(18,513)
 Piesseville - Tarwonga Road - Renewal (Local) (R2R)	4120166	75,000	73,399	145,024	(71,625)
 Wilson Street - Renewal (Local) (R2R)	4120166	12,474	6,236	10,830	(4,594)
 Narrogin-Harrismith Road - Renewal (Local) (R2R)	4120166	41,202	20,600	34,639	(14,039)
 Clayton Road - Renewal (Local) (RRG)	4120167	738,027	369,008	731,082	(362,074)
 Tarwonga Road - Renewal (Rural) (RRG)	4120167	38,223	19,110	35,601	(16,491)
		2,072,295	1,071,986	1,147,280	(75,295)
Infrastructure - Footpaths					
 Ensign St Footpath Construction	4120175	22,000	11,000	18,144	(7,144)
 Argus Street Footpath Construction	4120175	35,000	17,500	25,200	(7,700)
 Park Street Footpath Construction	4120175	19,000	9,500	14,120	(4,620)
		76,000	38,000	57,464	(19,464)
Infrastructure - Drainage					
 Drainage - Butler Street	4120180	32,000	16,000	0	16,000
		32,000	16,000	0	16,000
Infrastructure - Other					
 White Road Refuse Site	4110165	6,000	0	3,940	(3,940)
 Bin Surrounds	4110165	20,000	0	13,496	(13,496)
 Drainage Engineering consultancy - stormwater diversion	4100450	20,000	0	0	0
 Cemetery Upgrade	4100860	47,410	0	7,293	(7,293)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2019**

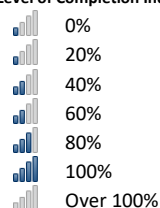
**INVESTING ACTIVITIES
CAPITAL ACQUISITIONS (CONTINUED)**

% of Completion

	Account Number	Original Budget	YTD Budget	YTD Actual	Variance Under(Over)
 CBD Design - Colour Palette and signage	4100860	1,153	1,153	0	1,153
 CBD Design - Heritage Walk Signage (Stage 2)	4100860	38,500	0	14,843	(14,843)
 Memorial Park Capital	4100860	18,000	0	0	0
 Gnarojin Park Cultural Heritage Management Plan	4100860	20,000	0	0	0
 Gnarojin Park Electrical Design Work	4100860	30,000	0	0	0
 Gnarojin Park Landscape Design	4100860	89,720	0	0	0
 Town Hall Furniture	4110165	8,500	8,500	0	8,500
 NRRC Infrastructure Other (Capital)	4110265	70,068	70,065	7,088	62,977
 Foxes Lair	4110365	4,592	4,591	0	4,591
 McKenzie Park - Playground Equipment	4110365	7,000	7,000	11,231	(4,231)
 Highbury Tennis Court	4110365	75,000	0	0	0
 Yilliminning Rock Camping Area	4110365	18,000	18,000	0	18,000
 Wilbur Park (Highbury) - Gazebo	4110365	15,000	0	0	0
 Park Furniture	4110365	12,000	0	0	0
 Clayton Road Storm Water Catchment Dam	4110365	35,000	0	0	0
 Public Art Strategy - Stage 1	4110860	25,000	0	0	0
 Gnarojin Park Hydrology Report	4110860	25,000	0	0	0
 Aerodrome Infrastructure Other (Capital)	4120466	45,000	22,500	0	22,500
 Banner Poles	4130265	10,000	9,999	0	9,999
 Local Tourism Planning Strategy	4130265	28,000	28,000	24,422	3,578
 Economic Development Strategy	4130660	30,000	0	0	0
		698,942	169,808	82,311	87,497
Infrastructure - Parks & Gardens			0	0	0
Infrastructure - Bridges					
 Footbridge Refurbishment	4120181	31,040	15,520	0	15,520
		31,040	15,520	0	15,520
Grand Total		5,539,745	2,856,649	1,848,829	1,007,820

Capital Expenditure Total

Level of Completion Indicators



Percentage YTD Actual to Revised Budget
Expenditure over budget highlighted in red.

Variance is calculated on:
YTD Budget vs YTD Actual

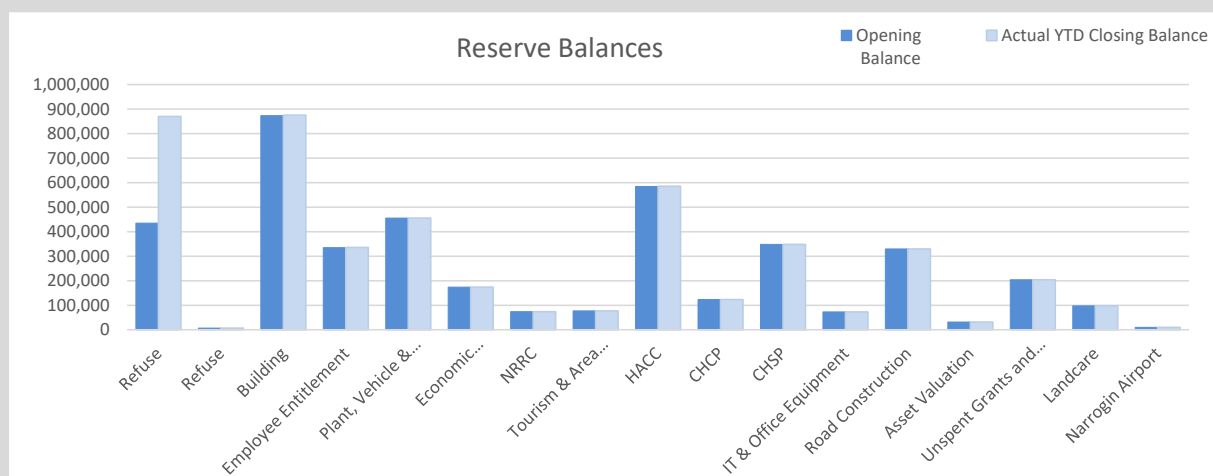
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2019

OPERATING ACTIVITIES
CASH AND INVESTMENTS

Cash Backed Reserve

Reserve Name	Opening Balance	Current Budget Interest Earned	Actual Interest Earned	Forecast Interest Earned	Current Budget Transfers In (+)	Actual Transfers In (+)	Current Budget Transfers Out (-)	Actual Transfers Out (-)	Current Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$		\$	\$	\$	\$	\$	\$
Refuse	435,109	435,109	435,109	60,313	77,000	0	0	0	947,218	870,218
Refuse	6,655	7,385	10	0	77,000	0	0	0	91,040	6,665
Building	873,681	14,828	1,378	2,055	16,685	0	550,000	0	355,194	875,059
Employee Entitlement	334,863	5,683	529	788	20,000	0	0	0	360,546	335,392
Plant, Vehicle & Equipment	454,959	7,722	718	1,070	425,000	0	557,300	0	330,381	455,677
Economic Development	174,049	2,954	276	409	50,000	0	18,000	0	209,003	174,325
NRRC	73,927	1,255	116	174	80,000	0	0	0	155,182	74,044
Tourism & Area Promotion	77,202	1,310	122	182	0	0	0	0	78,512	77,324
HACC	584,487	9,463	921	1,312	0	0	98,240	0	495,710	585,408
CHCP	122,909	2,594	194	360	0	0	83,117	0	42,386	123,102
CHSP	347,664	7,231	547	1,002	205,228	0	123,249	0	436,873	348,211
IT & Office Equipment	72,563	1,232	115	171	5,000	0	0	0	78,795	72,678
Road Construction	329,405	5,591	519	775	0	0	0	0	334,996	329,924
Asset Valuation	31,309	0	50	0	0	0	0	0	31,309	31,359
Unspent Grants and Contributions	203,773	819	320	114	0	0	49,067	0	155,525	204,094
Landcare	97,024	1,647	154	228	0	0	0	0	98,671	97,177
Narrogin Airport	10,000	170	17	24	15,000	0	0	0	25,170	10,017
	4,229,578	504,993	441,096	68,977	970,913	0	1,478,973	0	4,226,510	4,670,674

KEY INFORMATION



**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2019**

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Code	Job Number	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
					\$	\$	\$	\$
			0					0
		Budget Adoption						
BC265		SES Training / Meeting Room		Capital Expenses			(62,210)	(62,210)
130502020		ESL - SES Capital Grant GEN		Capital Revenue		62,210		0
120805900		CHSP - Refund of Unspent Grant Funding GEN		Operating Expenses			(123,249)	(123,249)
150805520		CHSP - Transfers From Reserve GEN		Capital Revenue		123,249		0
BC177		Thomas Hogg Public Toilet Upgrade		Operating Expenses			(4,761)	(4,761)
131201010		ROADC - Roads to Recovery Grant GEN		Capital Revenue		71,797		67,036
R2R324		Piesseville - Tarwonga Road - Renewal (Local) (R2R)		Capital Expenses			(71,797)	(4,761)
					-	257,256	- 262,017	-4,761

KEY INFORMATION

The variance between the 'Budgeted Opening Funding Surplus' and the YTD Actual, is due to a change in the provisions and revaluation surplus figures post Budget setting. This will be adjusted by the Budget Review process.

For the Period Ended 31 December 2019

Project Progress	
Complete	●
On Track	●
Off Track	●
In Trouble	●

Value of Original Budget of Completed Projects:	\$560,084.09
Value of Actuals of Completed Projects:	\$282,392.84
\$ Under / (Over) of Completed Projects:	\$277,691.25
Actual v's Budget of Completed Projects %:	50.42%

Total projects:	114
Total complete:	21
% complete:	18.42%

Item #	Project Description	Outstanding Purchase Orders	31/12/2019 2019/20 YTD Actual	Total Expenditure	Responsible Officer		2019												2020						Comment																																			
							July				August				September				October				November				December				January		February		March		April		May		June																			
							1	8	15	22	29	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22		
	Governance																																																											
1	DRS airconditioner	-	-	-	Azhar Awang	●																																																						
2	Building renovations administration	-	-	-	Frank Ludovico	●																																																						
	Law, Order & Public Safety																																																											
3	Fire shed (Highbury)	-	-	-	Dale Stewart	●																																																						
4	Lifting ramp, Ranger vehicle (for animals up to 50kg, average 8-10 per week)	-	-	-	Azhar Awang	●																																																						
5	CCTV - additional cameras	-	-	-	Frank Ludovico	●																																																						
	Education & Welfare																																																											
6	Homecare kitchen upgrade	-	4,151.29	4,151.29	Frank Ludovico	●																																																						
7	Purchase & trade in of 009NGN Camry Altise	-	-	-	Frank Ludovico	●																																																						
8	Purchase & trade in of CATS car	-	-	-	Frank Ludovico	●																																																						
9	Accessibility Access upgrades CBD	2,580.00	-	2,580.00	Azhar Awang	●																																																						
	Community Amenities																																																											
10	Remediation works at Highbury landfill post closure management plan	-	-	-	Azhar Awang	●																																																						
11	Crib Room for contractor - Landfill site (contract agreement)	708.00	3,939.83	4,647.83	Azhar Awang	●																																																						
12	Bin surrounds x 20 & installation	-	13,496.00	13,496.00	Torre Evans	●																															8 bin surrounds purchased and delivered. Installation is planned for December 2019.																							
13	Railway Dam Storm water erosion and catchment analysis	13,610.00	-	13,610.00	Torre Evans	●																															RFQ Closes 6/12/19																							
14	Plant acquisition - EMDRS vehicle changeovers 1	-	37,238.73	37,238.73	Torre Evans	●																																																						
15	Plant acquisition - EMDRS vehicle changeovers 2	-	37,184.18	37,184.18	Torre Evans	●																																																						
16	Plant acquisition - EMDRS vehicle changeovers 3	-	-	-	Torre Evans	●																																																						
17	Smith St Public Toilets Capital	-	-	-	Azhar Awang	●																															Copy of plan presented to Townscape committee. Majority not in support of the professionals. Will require the committee to consider. This will delay the project.																							
18	Harris St (toilets - repair or replace privacy screen wall)	-	-	-	Azhar Awang	●																																																						
19	Clayton Road (Hawks) public toilet upgrade	6,503.65	581.82	7,085.47	Azhar Awang	●																																																						
20	Memorial Park Toilet	125,620.72	10,055.90	135,676.62	Azhar Awang	●																																																						
21	Cemetery upgrade	-	7,292.80	7,292.80	Torre Evans	●																															Works scheduled for January 2020																							
22	Sealining of roads, kerbline, drainage, removal of fence and landscaping	-	-	-	Azhar Awang	●																																																						
23	CBD Design - Colour palette & signage	-	-	-	Azhar Awang	●																																																						
24	CBD Interpretive Signage Project - stage 2	14,842.50	14,842.50	29,685.00	Azhar Awang	●																																																						
25	Memorial Park furniture & BBQ bubbler	13,600.00	-	13,600.00	Torre Evans	●																															Purchase order issued for bbq, pic-nic setting and water bubbler. Installation will occur when the Shelter is complete or during construction of.																							
26	Gnarojin Park Aboriginal cultural heritage management plan	-	-	-	Azhar Awang	●																																																						
27	Gnarojin Park electrical design	-	-	-	Azhar Awang	●																																																						
28	Gnarojin Park landscape design	-	-	-	Azhar Awang	●																																																						
29	Gnarojin Park Hydrology report	15,510.00	-	15,510.00	Torre Evans	●																															RFQ Closes 6/12/19																							
	Recreation & Culture																																																											
30	Rigging assessment at Town Hall	2,000.00	-	-	Azhar Awang	●																																																						
31	Photography exhibition	-	-	-	Dale Stewart	●																																																						
32	Annual Subsidy Arts Narrogin	-	48,000.00	48,000.00	Azhar Awang	●																																																						
33	Town Hall Airconditioner - Humidifier for Art Collection	-	352.50	352.50	Azhar Awang	●																															Humidifier purchased.																							
34	Town hall complex - fire alarm system service and repair -upgrade	2,200.00	3,874.00	6,074.00	Azhar Awang	●																																																						
35	John Higgins function centre air con	-	19,553.63	19,553.63	Azhar Awang	●																																																						
36	Nomans Hall play equipment	-	5,298.64	5,298.64	Torre Evans	●																																																						
37	Narrogin Town Hall Tressle tables and chairs	6,748.50	-	6,748.50	Azhar Awang	●																																																						
38	Fire hydrant 5yr overhaul, repairs & hose reel replacements -NRLC	-	-	-	Azhar Awang	●																																																						
39	NRLC Squash court Air con - cooling	-	5,871.00	5,871.00	Azhar Awang	●																																																						
40	Height safety roof system - YMCA Leisure Centre	-	-	-	Azhar Awang	●																																																						
41	YMCA electronic board replacement	-	7,087.60	7,087.60	Dale Stewart	●																																																						
42	LED Promotional Sign Board	-	-	-	Torre Evans	●																																																						
43	NRLC Building Management System	-	-	-	Azhar Awang	●																																																						
44	Roller doors Croquet Club	-	5,088.16	5,088.16	Dale Stewart	●																																																						

Shire of Narrogin
Strategic Projects 2019/20

For the Period Ended 31 December 2019

Project Progress	
Complete	●
On Track	●
Off Track	●
In Trouble	●

Value of Original Budget of Completed Projects:	\$560,084.09
Value of Actuals of Completed Projects:	\$282,392.84
\$ Under / (Over) of Completed Projects:	\$277,691.25
Actual v's Budget of Completed Projects %:	50.42%

Total projects:	114
Total complete:	21
% complete:	18.42%

Item #	Project Description	Outstanding Purchase Orders	31/12/2019 YTD Actual	Total Expenditure	Responsible Officer	Project Progress	2019					2020						Comment																																	
							July		August		September		October		November		December		January		February		March		April		May		June																						
							1	8	15	22	29	5	12	19	26	2	9		16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	2	9	16	23	30	6	13	20	27
44	Foxes Lair signage 2018/19	-	-	-	Azhar Awang	●																						0																							
45	McKenzie Park - Install shade shelter & seating	-	11,230.50	11,230.50	Azhar Awang	●																						Completed in 2018/2019																							
46	Highbury tennis resurfacing	42,500.00	-	42,500.00	Azhar Awang	●																						0																							
47	Yilliminning Rock camping area (3 shelters, BBQ, seating, signage, cement slab, cleanline)	-	-	-	Azhar Awang	●																						0																							
48	Wilbur Park (Highbury) upgrade - supply and install gazebo	-	-	-	Azhar Awang	●																						Quotes received for structure. Yet to request quotes for concrete slab and install																							
49	Street/Park furniture	7,130.00	-	7,130.00	Torre Evans	●																						0																							
50	Clayton Road storm water catchment Hydrology Report	16,800.00	-	16,800.00	Torre Evans	●																						0																							
51	Library (replace remaining windows from glass to laminated glass/plastic)	-	-	-	Azhar Awang	●																						0																							
52	Library refurbishment and expansion plan - Stage 2	-	470.73	470.73	Frank Ludovico	●																						0																							
53	CCTV Installation old Courthouse museum	-	6,988.00	6,988.00	Azhar Awang	●																						Completed																							
54	Assessment of locomotives	-	-	-	Azhar Awang	●																						On hold pending proof of ownership																							
55	Adaptive Reuse Strategy Railway Station and Goods Shed	-	6,150.00	6,150.00	Azhar Awang	●																						0																							
56	Conservation Management plan Railway Station and Goods Shed	-	-	-	Azhar Awang	●																						0																							
57	Railway Station Platform Works	-	-	-	Torre Evans	●																						0																							
58	Public Art strategy - implementation	-	-	-	Azhar Awang	●																						0																							
Transport																												0																							
59	Cooramining Commodity Route Funding	16,587.00	-	16,587.00	Torre Evans	●																						0																							
60	Earl Park Street pram ramps	-	1,296.00	1,296.00	Torre Evans	●																						0																							
61	Earl Street -Renewal (Local)	-	-	-	Torre Evans	●																						0																							
62	Ensign street Road surface Asphalt	-	682.50	682.50	Torre Evans	●																						0																							
63	Whinbin Rock Road - Renewal (Rural)	49,516.20	-	49,516.20	Torre Evans	●																						0																							
64	Dongolocking Road - Upgrade (Rural) Road Improvement Project	4,875.55	-	4,875.55	Torre Evans	●																						0																							
65	Birdwhistle Road - Renewal (Rural)	-	-	-	Torre Evans	●																						0																							
66	Narrogin Valley Road - Renewal (Rural)	6,000.00	-	6,000.00	Torre Evans	●																						0																							
67	Chomley Road - Renewal (Rural)	-	-	-	Torre Evans	●																						0																							
68	Lock Road - Renewal (Rural)	3,500.00	-	3,500.00	Torre Evans	●																						0																							
69	Lavator Road - Renewal (Rural)	-	-	-	Torre Evans	●																						0																							
70	Street tree planting	-	21,839.86	21,839.86	Torre Evans	●																						0																							
71	Northwood Street - Renewal (Local) (R2R)	-	27,953.56	27,953.56	Torre Evans	●																						0																							
72	Havelock Street - Renewal (Local) (R2R)	-	21,923.17	21,923.17	Torre Evans	●																						0																							
73	Lock Street - Renewal (Local) (R2R)	-	17,835.04	17,835.04	Torre Evans	●																						0																							
74	Congelin - Narrogin Road - Renewal (Local) (R2R)	-	27,244.42	27,244.42	Torre Evans	●																						0																							
75	Tarwonga Road - Renewal (Local) (R2R)	-	31,620.35	31,620.35	Torre Evans	●																						0																							
76	Highbury West Road - Renewal (Rural) (R2R)	2,280.00	38,512.58	40,792.58	Torre Evans	●																						0																							
77	Piesseville - Tarwonga Road - Renewal (Local) (R2R)	-	145,023.53	145,023.53	Torre Evans	●																						0																							
78	Wilson Street - Renewal (Local) (R2R)	-	10,830.41	10,830.41	Torre Evans	●																						0																							
79	Narrogin-Harrismith Road - Renewal (Local) (R2R)	5,720.00	34,639.00	40,359.00	Torre Evans	●																						0																							
80	Clayton Road - Renewal (Local) (RRG)	-	731,082.47	731,082.47	Torre Evans	●																						0																							
81	Tarwonga Road - Renewal (Rural) (RRG)	-	35,601.29	35,601.29	Torre Evans	●																						0																							
82	Ensign Street Footpath	-	18,144.00	18,144.00	Torre Evans	●																						0																							
83	Argus Street Footpath	-	25,200.00	25,200.00	Torre Evans	●																						0																							
84	Park Street Footpath	-	14,120.00	14,120.00	Torre Evans	●																						0																							
85	Drainage - Butler Street	5,890.85	-	5,890.85	Azhar Awang	●																						Deed of easement signed by owner and Shire. Original copy sent to McLeod to be registered with Landgate. Works from Shire's Technical and Services to commence work																							
86	Railway footbridge refurbishment	-	-	-	Torre Evans	●																						0																							
87	Plant acquisition - triton (LH) vehicle changeover	-	-	-	Torre Evans	●																						0																							
88	Mobile (trailer mounted) Visual display unit	-	21,415.73	21,415.73	Torre Evans	●																						0																							
89	Plant acquisition - EMTRS vehicle changeover 1	-	36,497.91	36,497.91	Torre Evans	●																						0																							
90	Plant acquisition - EMTRS vehicle changeover 2	-	-	-	Torre Evans	●																						0																							

Project Progress	
Complete	●
On Track	●
Off Track	●
In Trouble	●

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Item #	Project Description	Outstanding Purchase Orders	31/12/2019	Total Expenditure	Responsible Officer		2019												2020						Comment																																		
			2019/20 YTD Actual				July	August	September	October	November	December	January	February	March	April	May	June																																									
							1	8	15	22	29	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	
91	Plant acquisition - EMTRS vehicle changeover 3	-	-	-	Torre Evans	●																																																					
92	Plant acquisition - EMTRS vehicle changeover 4	-	-	-	Torre Evans	●																																																					
93	Plant acquisition - 6 wheeler truck	211,521.00	-	211,521.00	Torre Evans	●																																																					
94	Plant acquisition - backhoe	-	194,400.00	194,400.00	Torre Evans	●																																																					
95	Plant acquisition- multi wheel Roller	164,480.00	-	164,480.00	Torre Evans	●																																																					
96	Plant acquisition - MO vehicle changeover 1	-	36,721.55	36,721.55	Torre Evans	●																																																					
97	Plant acquisition - MO vehicle changeover 2	-	-	-	Torre Evans	●																																																					
98	Plant acquisition - MO vehicle changeover 3	-	-	-	Torre Evans	●																																																					
99	Airport Hydrological design	-	-	-	Torre Evans	●																																																					
100	Narrogin Airport Water Bombing Apron	-	-	-	Torre Evans	●																																																					
	Economic Services																																																										
101	Annual Subsidy Dryandra Country Visitor Centre	-	27,586.67	27,586.67	Dale Stewart	●																																																					
102	Upgrade NCP camp kitchen	-	-	-	Frank Ludovico	●																													Now planned for March - June 2020																								
103	Caravan park accommodation units as per council resolution 0519.008	56,145.75	104,277.26	160,423.01	Frank Ludovico	●																													Construction contract now signed. Completion estimated as 31 March 2020.																								
104	Visitor information bay upgrade	4,200.00	-	4,200.00	Dale Stewart	●																													Awaiting amended proof with 2nd requested changes. (Emailed 2nd changes 15.10.2019. Requested copy of amended proof 6.11.2019 and again 28.11.2019. Phoned 2.12.2019.																								
105	Caravan Park renovations	-	7,303.64	7,303.64	Frank Ludovico	●																																																					
106	Purchase of street banners	272.73	-	272.73	Azhar Awang	●																													Quotes received for print /supply. Awaiting Artwork from designer, expected week prior to Xmas.																								
107	Local tourism and planning strategy	-	24,422.24	24,422.24	Azhar Awang	●																																																					
108	Plant acquisition - trax (BS) vehicle changeover	-	17,770.91	17,770.91	Torre Evans	●																																																					
109	Economic Development Strategy	-	-	-	Dale Stewart	●																																																					
	Other Property & Services																																																										
110	Plant acquisition - CEO vehicle changeover	-	-	-	Torre Evans	●																																																					
111	Plant acquisition - EMCCS vehicle changeover 1	-	-	-	Torre Evans	●																																																					
112	Plant acquisition - EMCCS vehicle changeover 2	-	-	-	Torre Evans	●																																																					
113	Plant acquisition - EMCCS vehicle changeover 3	-	-	-	Torre Evans	●																																																					
114	Plant acquisition - asx (MF) vehicle changeover	-	-	-	Torre Evans	●																																																					
		801,342.45	1,922,691.90	2,722,034.35																																																							
		1,816,532.99	Capital Expenditure																																																								
		106,158.91	Operational Expenditure																																																								
		\$ 1,922,691.90	Total YTD Actual																																																								

MONTHLY FINANCIAL REPORT
(Containing the Statement of Financial Activity)
FOR THE PERIOD ENDED 31 JANUARY 2020



LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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**MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 JANUARY 2020**

**MONTHLY SUMMARY
INFORMATION**

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 31 January 2020
Prepared by: Manager Finance
Reviewed by: Executive Manager Corporate & Community Services

BASIS OF PREPARATION

REPORT PURPOSE

This report is prepared to meet the requirements of *Local Government (Financial Management) Regulations 1996 , Regulation 34* . Note: The statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

BASIS OF ACCOUNTING

This statement comprises a special purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities and to the extent they are not in-consistent with the *Local Government Act 1995* and accompanying regulations), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1995* and accompanying regulations. Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise.

Except for cash flow and rate setting information, the report has 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 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 1.

SIGNIFICANT ACCOUNTING POLICES

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.

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.

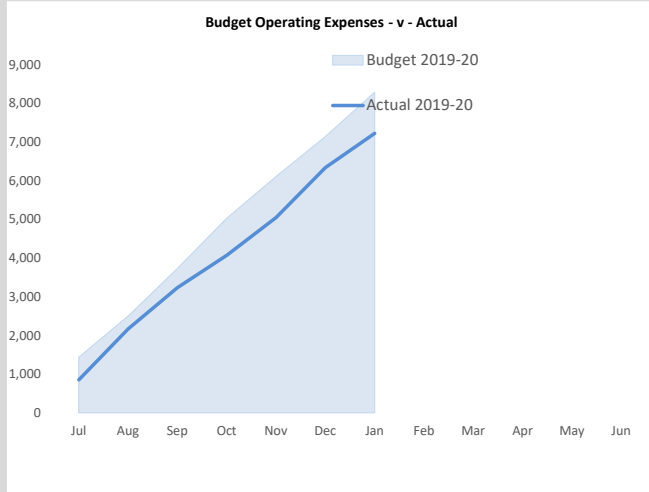
ROUNDING OFF FIGURES

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

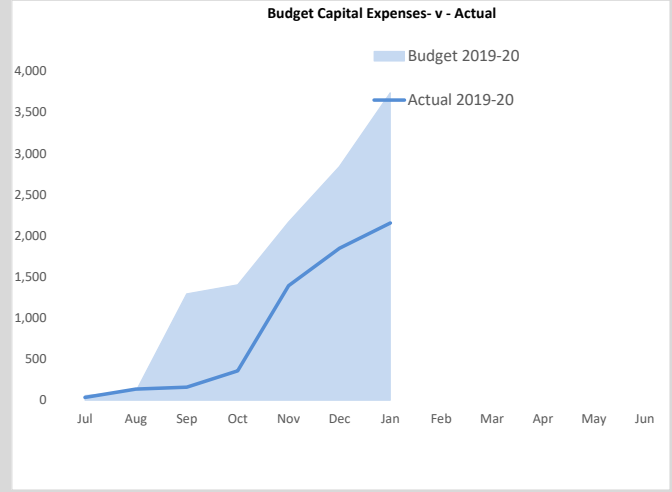
**MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 JANUARY 2020**

**MONTHLY SUMMARY INFORMATION
GRAPHS**

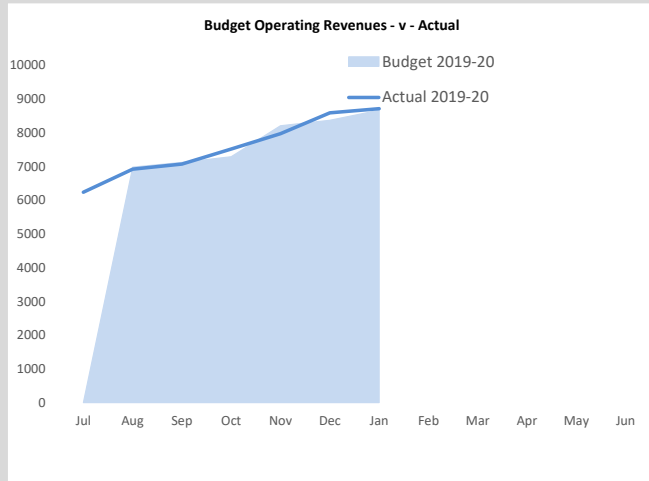
OPERATING EXPENSES



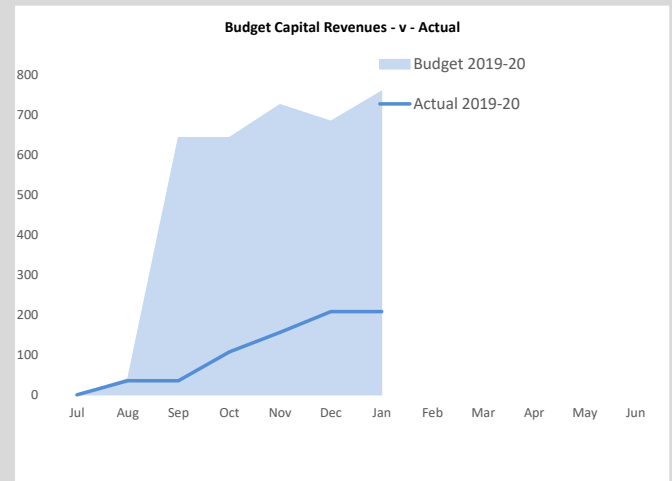
CAPITAL EXPENSES



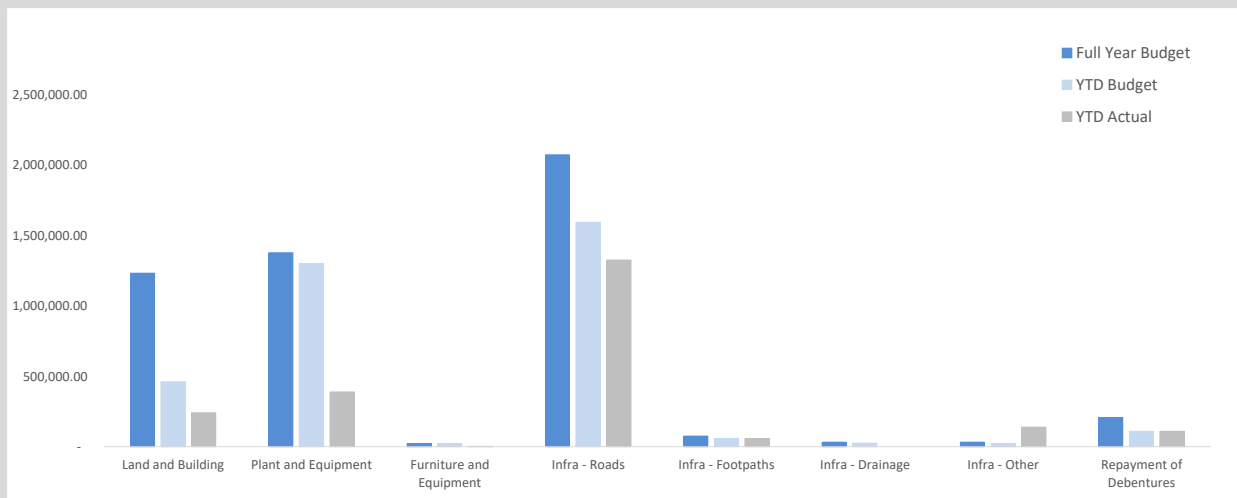
OPERATING REVENUE



CAPITAL REVENUE



CAPITAL EXPENSES BY ACTIVITY



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JANUARY 2020

STATUTORY REPORTING PROGRAMS

	Ref Note	Adopted Annual Budget	Amended Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	\$	%	
Opening Funding Surplus(Deficit)		4,001,532	4,001,532	4,001,532	4,001,532	0	0%	
Revenue from operating activities								
General Purpose Funding - Rates		4,943,620	4,943,620	4,943,619	4,803,019	(140,600)	(3%)	
General Purpose Funding - Other Governance		1,358,841	1,358,841	708,909	694,328	(14,581)	(2%)	
Law, Order and Public Safety		1,850	1,850	1,071	734	(337)	(46%)	
Health		75,900	138,110	111,251	39,457	(71,794)	(182%)	▼
Education and Welfare		23,500	23,500	14,942	10,900	(4,042)	(37%)	
Housing		1,370,538	1,370,538	742,383	1,141,549	399,166	35%	▲
Community Amenities		8,240	8,240	4,802	4,754	(48)	(1%)	
Recreation and Culture		1,092,366	1,092,366	962,941	964,995	2,054	0%	
Transport		75,254	75,254	43,876	18,226	(25,650)	(141%)	▼
Economic Services		408,913	408,914	329,341	326,555	(2,786)	(1%)	
Other Property and Services		283,619	283,619	165,417	155,306	(10,111)	(7%)	
		110,762	110,762	77,731	143,305	65,573	46%	▲
		9,753,404	9,815,615	8,106,283	8,303,126	196,843	2%	
Expenditure from operating activities								
General Purpose Funding		(255,567)	(255,567)	(146,035)	(140,714)	5,321	(4%)	
Governance		(724,720)	(724,720)	(467,400)	(369,565)	97,835	(26%)	
Law, Order and Public Safety		(766,873)	(766,873)	(458,096)	(430,625)	27,471	(6%)	
Health		(280,251)	(280,251)	(170,234)	(155,921)	14,313	(9%)	
Education and Welfare		(1,573,105)	(1,696,354)	(1,051,150)	(1,130,609)	(79,458)	(7%)	
Housing		(34,441)	(34,441)	(22,180)	(16,991)	5,189	31%	
Community Amenities		(1,574,917)	(1,574,917)	(919,203)	(764,590)	154,613	20%	▲
Recreation and Culture		(3,475,525)	(3,475,525)	(2,135,399)	(1,830,270)	305,129	17%	▲
Transport		(4,086,406)	(4,086,405)	(2,394,176)	(2,078,344)	315,832	15%	▲
Economic Services		(812,368)	(812,368)	(487,101)	(416,232)	70,869	17%	▲
Other Property and Services		(38,082)	(38,082)	(36,358)	(329,964)	366,322	(111%)	
		(13,622,254)	(13,745,502)	(8,287,333)	(7,003,897)	1,283,436		
Operating activities excluded from budget								
Add back Depreciation		3,450,264	3,450,264	2,012,584	1,719,797	(292,787)	(17%)	▼
Adjust (Profit)/Loss on Asset Disposal	12	97,004	97,004	56,588	19,501	(37,087)	(190%)	▼
Adjust Employee Benefits Provision (Non-Current)		0	0	0	(266,395)	(266,395)	100%	
Adjust Deferred Pensioner Rates (Non-Current)		0	0	0	0	0		
Movement in Leave Reserve (Added Back)		0	0	0	529	529	100%	
Adjust Rounding		0	0	0	0	0		
Amount attributable to operating activities		(321,582)	(382,619)	1,888,122	2,772,662	884,540		
Investing Activities								
Non-Operating Grants, Subsidies and Contributions		914,743	986,538	560,532	405,855	(154,677)	38%	
Purchase of Investments		0	0	0	0	0		
Land Held for Resale	11	0	0	0	0	0		
Land and Buildings	11	(1,230,335)	(1,297,306)	(461,689)	(241,002)	220,686	92%	▲
Plant and Equipment	11	(1,376,633)	(1,376,633)	(1,299,632)	(388,744)	910,888	234%	▲
Furniture and Equipment	11	(22,500)	(22,500)	(22,500)	(2,314)	20,186	872%	▲
Infrastructure Assets - Roads	11	(2,072,295)	(2,144,092)	(1,593,554)	(1,325,556)	267,997	20%	▲
Infrastructure Assets - Footpaths	11	(76,000)	(76,000)	(57,000)	(57,464)	(464)	(1%)	
Infrastructure Assets - Road Drainage	11	(32,000)	(32,000)	(24,000)	0	24,000	100%	▲
Infrastructure Assets - Other	11	(698,942)	(698,942)	(279,796)	(138,043)	141,753	103%	▲
Infrastructure Assets - Parks and Gardens	11	0	0	0	0	0		
Infrastructure Assets - Bridges	11	(31,040)	(31,040)	(23,280)	0	23,280	100%	▲
Proceeds from Disposal of Assets	12	667,898	667,898	634,715	208,314	(426,401)	(205%)	▼
Proceeds from Sale of Investments		0	0	0	0	0		
Amount attributable to investing activities		(3,957,104)	(4,024,077)	(2,566,204)	(1,538,956)	1,027,248		
Financing Activities								
Proceeds from New Debentures	13	0	0	0	0	0		
Proceeds from Advances		0	0	0	0	0		
Repayment of Debentures	13	(166,658)	(166,658)	(86,827)	(87,100)	(272)	(0%)	
Self-Supporting Loan Principal		0	0	0	0	0		
Transfer from Reserves	10	1,413,724	1,536,973	123,249	0	(123,249)	(100%)	▼
Advances to Community Groups		0	0	0	0	0		
Transfer to Reserves	10	(969,913)	(969,913)	0	(6,673)	(6,673)	(100%)	
Amount attributable to financing activities		277,153	400,403	36,422	(93,772)	(130,194)		
Net Capital		(3,679,951)	(3,623,674)	(2,529,782)	(1,632,728)	897,054		
Total Net Operating + Capital		(4,001,533)	(4,006,293)	(641,660)	1,139,934	1,781,594		
Closing Funding Surplus(Deficit)	3	(1)	(4,761)	3,359,872	5,141,466	1,781,594		

NOTE: The variance between the 'Budgeted Opening Funding Surplus' and the YTD Actual, is due to a change in the provisions and revaluation surplus figures post Budget setting. This will be adjusted by the Budget Review process.

KEY INFORMATION

▲ ▼ 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.

The material variance adopted by Council for the current year is \$5,000 or 10% whichever is the greater.

This statement is to be read in conjunction with the accompanying Financial Statements and notes.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JANUARY 2020**

NET CURRENT ASSETS

SIGNIFICANT ACCOUNTING POLICIES

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.

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 City 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 City 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 City does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

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.

INVENTORIES

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.

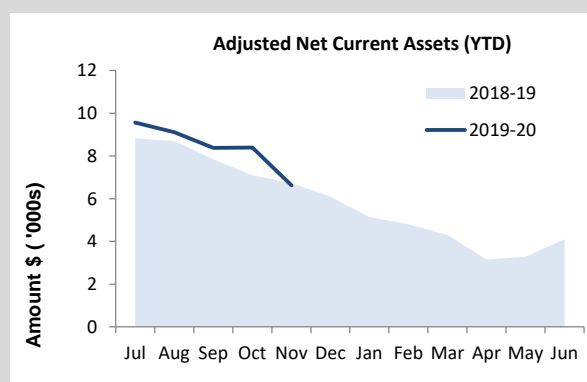
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JANUARY 2020

OPERATING ACTIVITIES
ADJUSTED NET CURRENT ASSETS

	Previous Month	Year to Date
	Actual	Actual
Adjusted Net Current Assets	31 Dec 2019	31 Jan 2020
	\$	\$
Current Assets		
Cash Unrestricted	4,923,007	4,513,292
Cash Restricted - Reserves and Bonds/Deposits	4,259,125	4,261,323
Receivables - Rates and Rubbish, ESL, Excess Rates	1,282,555	975,339
Receivables - Other	189,219	171,946
Inventories	12,159	8,995
	10,666,066	9,930,895
Less: Current Liabilities		
Payables	(243,529)	(339,436)
Loan Liability	(83,858)	(79,558)
Provisions	(596,311)	(596,311)
	(923,698)	(1,015,304)
Net Current Asset Position	9,742,368	8,915,590
Less: Cash Restricted	(4,226,234)	(4,236,251)
Add Back: Component of Leave Liability not Required to be funded	335,392	335,392
Add Back: Current Loan Liability	83,858	79,558
Adjustment for Trust Transactions Within Muni	(3,302)	(5,449)
Net Current Funding Position	5,932,082	5,088,840

SIGNIFICANT ACCOUNTING POLICIES

Please see page 4 for information on significant accounting policies relating to Net Current Assets.



KEY INFORMATION

The amount of the adjusted net current assets at the end of the period represents the actual surplus (or deficit if the figure is a negative) as presented on the Rate Setting Statement.

Year YTD Actual

Surplus(Deficit)

\$5.09 M

Last Month Actual

Surplus(Deficit)

\$5.93 M

NOTE: For the Cash Assets above the following investments have been made as at reporting date:

Cash Unrestricted	Investment Value \$	Maturity Date	Rate	Institution	Investment %
Municipal Fund	1,000,000	6/04/2020	1.35%	Commonwealth	50%
Municipal Fund	1,000,000	14/04/2020	1.37%	Commonwealth	50%
	<u>2,000,000</u>				<u>100%</u>
Cash Restricted (Reserves)					
Reserve Fund	2,000,000	29/05/2020	1.80%	NAB	50%
Reserve Fund	2,000,000	29/05/2020	2.10%	Westpac	50%
	<u>4,000,000</u>				<u>100%</u>
Total Investment Holdings via Entity					
Commonwealth	2,000,000				33%
NAB	2,000,000				33%
Westpac	2,000,000				33%
	<u>6,000,000</u>				<u>100%</u>

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JANUARY 2020**

**EXPLANATION OF
MATERIAL VARIANCES**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year. The material variance adopted by Council for the current year is an Actual Variance exceeding 10% and a value greater than \$15,000.

Reporting Program	Var. \$	Var. %	Var.	Timing/ Permanent	Explanation of Variance
	\$	%			
Opening Funding Surplus	0	0%	▼	Permanent	The variance between the 'Budgeted Opening Funding Surplus' and the YTD Actual, is due to a change in the provisions and revaluation surplus figures post Budget setting. This will be adjusted by the Budget Review process.
Capital Acquisitions	1,585,046	1420%	▲	Timing	Dependant on timing of when capital expenditure is required for Capex Projects.
Transfer from Reserves	(123,249)	(100%)	▼	Timing	Dependant on timing of when capital expenditure is required for Capex Projects.

KEY INFORMATION

▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.

▲ Favourable variance

▼ Unfavourable variance

This statement is to be read in conjunction with the accompanying Financial Statements and notes.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JANUARY 2020

OPERATING ACTIVITIES
CASH AND INVESTMENTS

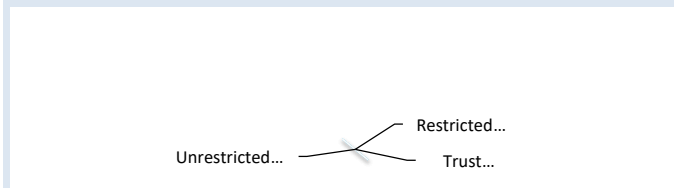
Cash and Investments	Unrestricted	Restricted Reserves	Trust & Bond Deposits	Total YTD Actual	Institution	Interest Rate	Maturity Date
	\$	\$	\$	\$			
Cash Deposits							
Municipal Account	2,564,274			2,564,274	NAB	1.95%	On-Call
Department of Transport	(50,166)			(50,166)			
Trans WA	(860)			(860)			
Reserve Account		236,301		236,301	NAB	2.25%	
Cash Floats - Admin	1,200			1,200			
Library	150			150			
Homecare	100			100			
NRLC - Till 1	0			0			
Refuse Site	50			50			
Caravan Park	150			150			
Petty Cash - Admin	300			300			
Library	200			200			
Homecare	350			350			
CATS	240			240			
Restricted Bonds & Deposits and Trust Bank Funds			92,898	92,898	NAB	1.50%	On-Call
Term Deposits							
Term Deposit	1,997,303			1,997,303	NAB	2.25%	
Term Deposit		4,000,000		4,000,000	NAB	2.25%	
Bons & Deposits (in Trust Accts)		25,022					
Investments							
Total	4,513,292	4,261,323	92,898	8,842,490			

SIGNIFICANT ACCOUNTING POLICIES

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.

KEY INFORMATION

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.



Total Cash	Unrestricted
\$8.84 M	\$4.51 M

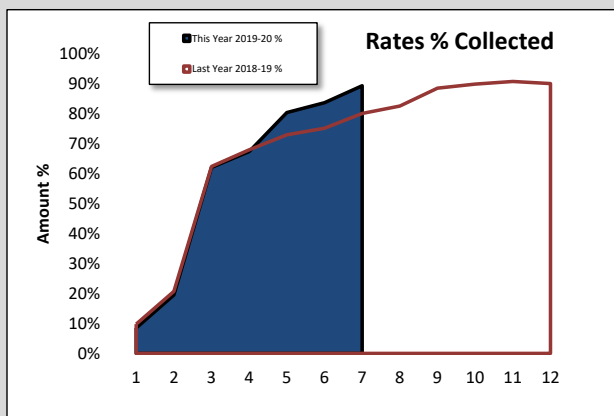
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JANUARY 2020**

**OPERATING ACTIVITIES
RECEIVABLES**

Rates Receivable	30 Jun 18	31 Jan 20	31 Jan 19	Receivables - General	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$		\$	\$	\$	\$	\$
Opening Arrears Previous Years	586,296	586,296	492,340	Receivables - General	11,641	3,454	50	10,963	26,107
Levied this year		3,194,497	4,778,570	Percentage	45%	13%	0%	42%	
Movement in Excess Rates		(125,996)	(90,732)						
Domestic Refuse Collection Charges		472,279	471,381						
Domestic Services (Additional)		3,197	3,390						
Commercial Collection Charge		43,689	44,814	Balance per Trial Balance					
Commercial Collection Charge (Additional)		43,793	45,287	Rates Pensioner Rebate Claims					12,513
Total Rates and Rubbish (YTD)	5,359,227	5,367,577	5,261,590	GST Input					173,247
Less Collections to date	(5,359,227)	(4,791,619)	(4,613,098)	Provision For Doubtful Debts					(38,020)
Net Rates Collectable	586,296	1,162,254	1,140,832	Total Receivables General Outstanding					173,847
% Collected	90.14%	89.27%	80.30%	Amounts shown above include GST (where applicable)					
Pensioner Deferred Rates		(178,661)	(153,532)						
Pensioner Deferred ESL		(8,254)	(6,786)						
Total Rates and Rubbish, ESL, Excess Rates		975,339	980,515						

KEY INFORMATION

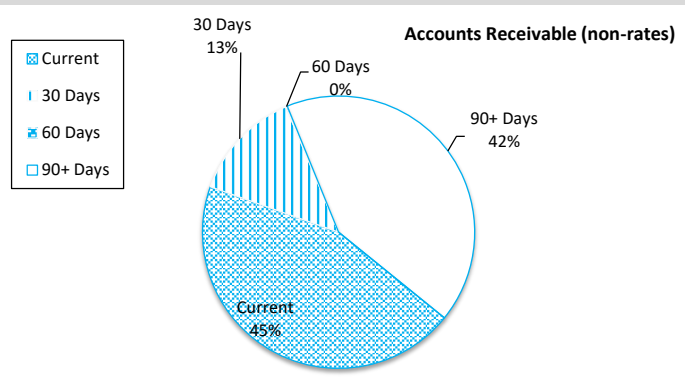
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.



Collected	Rates Due
89%	\$975,339

SIGNIFICANT ACCOUNTING POLICIES

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.



Debtors Due
\$173,847
Over 30 Days
55%
Over 90 Days
42%

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JANUARY 2020**

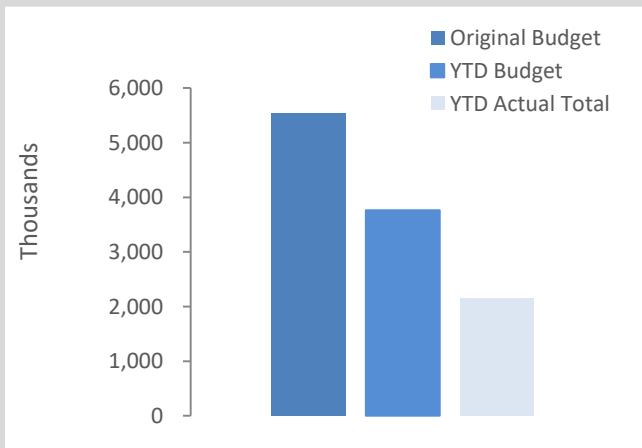
**INVESTING ACTIVITIES
CAPITAL ACQUISITIONS**

Capital Acquisitions	Original Budget	YTD Budget	YTD Actual Total	YTD Budget Variance
	\$	\$	\$	\$
Land and Buildings	1,230,335	461,689	241,002	220,686
Plant & Equipment	1,376,633	1,299,632	388,744	910,888
Furniture & Equipment	22,500	22,500	2,314	20,186
Roads	2,072,295	1,593,554	1,325,556	267,997
Footpaths	76,000	57,000	57,464	(464)
Road Drainage	32,000	24,000	0	24,000
Other Infrastructure	698,942	279,796	138,043	141,753
Parks and Gardens	0	0	0	0
Bridges	31,040	23,280	0	23,280
Capital Expenditure Totals	5,539,745	3,761,451	2,153,124	1,608,326

SIGNIFICANT ACCOUNTING POLICIES

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

KEY INFORMATION



Acquisitions	Annual Budget	YTD Actual	% Spent
	\$5.54 M	\$2.15 M	38%

To be read in conjunction with Strategic Projects Tracker

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JANUARY 2020**

**INVESTING ACTIVITIES
CAPITAL ACQUISITIONS (CONTINUED)**







































% of Completion

	Account Number	Original Budget	YTD Budget	YTD Actual	Variance Under(Over)
		\$	\$	\$	\$
Capital Expenditure					
Land and Buildings					
	Building Renovation Administration	4040260	180,000	180,000	0
	SES Training / Meeting Room	4050260	0	41,473	0
	Kitchen Upgrade	4080360	5,986	5,985	4,151
	Accessibility Access Upgrades	4080850	50,000	0	0
	Smith St Public Toilets (Coles Carpark) Capital	4100850	50,000	0	0
	Harris St Public Toilets (Museum) Capital	4100850	10,000	0	0
	May Street Public Toilet Upgrade	4100850	70,000	0	582
	Thomas Hogg Public Toilet Upgrade	4100850	0	4,761	0
	Memorial Park Public Toilets Capital	4100850	119,719	0	10,056
	Town Hall (Federal St) Building Capital	4110160	8,000	7,998	3,874
	John Higgins Community Complex Building Capital	4110160	22,000	0	19,554
	Nomans Lake Hall Building Capital	4110160	6,500	2,166	5,299
	NRRC Building (Capital)	4110260	15,000	5,000	5,871
	NRRC Building Capital 2018-19	4110260	20,000	6,666	0
	Croquet Clubrooms Building Capital	4110355	11,633	11,633	5,088
	Library Building (Capital)	4110560	7,000	0	0
	Library - Stage 2	4110560	120,000	0	471
	Railway Station Building (Capital)	4110660	57,015	23,515	6,150
	Caravan Park Campers Kitchen Building Capital	4130260	20,000	20,000	0
	Caravan Park Renovations	4130260	58,862	19,620	7,304
	Accommodation Units (NCP)	413260	394,000	131,332	172,604
	Visitor Information Bay Upgrade (Williams Road)	4130260	4,620	1,540	0
		1,230,335	461,689	241,002	220,686
Plant and Equipment					
	Fire Shed (Highbury)	4050155	30,000	30,000	0
	Lifting Ramp - NO05	4050355	5,000	5,000	0
	CCTV Upgrade	4050455	30,000	30,000	0
	009NGN 2019 Toyota Camry Altise	4080455	28,000	28,000	0
	NGN219 CATS Vehicle 2020	4080750	27,000	27,000	0
	NGN00 EMDRS Vehicle 2019(3)	4100655	42,317	42,317	37,239
	NGN00 EMDRS Vehicle 2020(1)	4100655	42,317	42,317	37,184
	NGN00 EMDRS Vehicle 2020(2)	4100655	42,317	0	0
	NRRC Fire Extinguisher Upgrades	4110255	15,248	15,248	0
	CCTV Installation Old Courthouse Museum	4110655	7,687	7,686	6,988
	Diesel Locomotive (Railway Yard)	4110655	5,000	5,000	0
	ON0 EMTRS Vehicle 2019 (3)	4120350	36,498	36,497	36,498
	ON0 EMTRS Vehicle 2019 (4)	4120350	36,498	36,497	0
	ON0 EMTRS Vehicle 2020 (1)	4120350	36,498	36,497	0
	ON0 EMTRS Vehicle 2020 (2)	4120350	36,498	36,497	0
	N001 MO Vehicle 2019(3)	4120350	36,243	36,242	36,722
	N001 MO Vehicle 2020(1)	4120350	36,243	36,242	0
	N001 MO Vehicle 2020(2)	4120350	36,243	36,242	0
	NO3 2019 UD 6 Wheeler Nissan Diesel Tip Truck	4120350	226,000	226,000	0
	NO237 2019 Caterpillar CW34NN Rubber Tyred Roller	4120350	165,000	165,000	0
	NO1193 2019 JCB 4CX PC Backhoe Loader	4120350	195,000	195,000	194,400
	NGN93 Mitsubishi Triton Single Cab 2019 (Leading Hand) (PA018B)	4120350	26,000	26,000	0
	Mobile (trailer Mounted) Visual Display Unit	4120350	25,000	25,000	21,416
	CCTV Installation NCP	4130255	0	0	527
	NGN2 2019 Holden Trax (BC) (PA006B)	4130350	25,000	25,000	17,771

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JANUARY 2020**

**INVESTING ACTIVITIES
CAPITAL ACQUISITIONS (CONTINUED)**























% of Completion

	Account Number	Original Budget	YTD Budget	YTD Actual	Variance Under(Over)
 1NGN CEO Vehicle 2019(4)	4140585	56,000	56,000	0	56,000
 ONGN EMCCS Vehicle 2019(2)	4140585	34,676	34,675	0	34,675
 ONGN EMCCS Vehicle 2020(1)	4140585	34,676	34,675	0	34,675
 ONGN EMCCS Vehicle 2020(2)	4140585	34,676	0	0	0
 002 NGN MF Vehicle 2020	4140585	25,000	25,000	0	25,000
		1,376,633	1,299,632	388,744	910,888
Furniture and Equipment					
 Airconditioner Upgrade - DRS	4040250	20,000	20,000	0	20,000
 Town Hall Airconditioner	4110150	2,500	2,500	2,314	186
		22,500	22,500	2,314	20,186
Infrastructure - Roads					
 Cooramining Road - Renewal (Rural)(Grant Funded)	4120164	144,651	108,486	0	108,486
 Earl Street - Renewal (Local)	4120165	30,000	22,500	15,796	6,704
 Ensign Street - Renewal (Local)	4120165	98,158	59,173	61,512	(2,339)
 Butler Street - Upgrade (Local)	4120165	0	0	1,196	(1,196)
 Lock Road - Renewal (Rural)	4120165	70,680	53,004	5,514	47,490
 Whinbin Rock Road - Renewal (Rural)	4120165	87,406	65,547	0	65,547
 Dongolocking Road - Upgrade (Rural)	4120165	218,500	163,869	84,349	79,520
 Birdwhistle Road - Renewal (Rural)	4120165	108,133	81,093	6,927	74,166
 Narrogin Valley Road - Renewal (Rural)	4120165	99,149	74,355	6,156	68,199
 Chomley Road - Renewal (Rural)	4120165	108,133	81,093	0	81,093
 Lavator Road - Renewal (Rural)	4120165	7,938	5,940	0	5,940
 Street Tree Capital	4120165	20,000	15,000	21,840	(6,840)
 Northwood Street - Renewal (Local) (R2R)	4120166	30,000	22,500	27,954	(5,454)
 Havelock Street - Renewal (Local) (R2R)	4120166	24,600	18,450	21,923	(3,473)
 Lock Street - Renewal (Local) (R2R)	4120166	19,000	14,250	17,835	(3,585)
 Congelin - Narrogin Road - Renewal (Local) (R2R)	4120166	28,000	21,000	27,244	(6,244)
 Tarwonga Road - Renewal (Local) (R2R)	4120166	33,021	24,765	31,620	(6,855)
 Highbury West Road - Renewal (Rural) (R2R)	4120166	40,000	30,000	38,513	(8,513)
 Piesseville - Tarwonga Road - Renewal (Local) (R2R)	4120166	75,000	110,098	145,024	(34,926)
 Wilson Street - Renewal (Local) (R2R)	4120166	12,474	9,354	10,830	(1,476)
 Narrogin-Harrismith Road - Renewal (Local) (R2R)	4120166	41,202	30,900	34,639	(3,739)
 Clayton Road - Renewal (Local) (RRG)	4120167	738,027	553,512	731,082	(177,570)
 Tarwonga Road - Renewal (Rural) (RRG)	4120167	38,223	28,665	35,601	(6,936)
		2,072,295	1,593,554	1,325,556	267,997
Infrastructure - Footpaths					
 Ensign St Footpath Construction	4120175	22,000	16,500	18,144	(1,644)
 Argus Street Footpath Construction	4120175	35,000	26,250	25,200	1,050
 Park Street Footpath Construction	4120175	19,000	14,250	14,120	130
		76,000	57,000	57,464	(464)
Infrastructure - Drainage					
 Drainage - Butler Street	4120180	32,000	24,000	0	24,000
		32,000	24,000	0	24,000
Infrastructure - Other					
 White Road Refuse Site	4110165	6,000	0	3,940	(3,940)
 Bin Surrounds	4110165	20,000	0	16,434	(16,434)
 Drainage Engineering consultancy - stormwater diversion	4100450	20,000	0	0	0
 Cemetery Upgrade	4100860	47,410	0	7,293	(7,293)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JANUARY 2020**

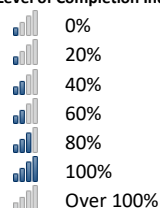
**INVESTING ACTIVITIES
CAPITAL ACQUISITIONS (CONTINUED)**

% of Completion

	Account Number	Original Budget	YTD Budget	YTD Actual	Variance Under(Over)
 CBD Design - Colour Palette and signage	4100860	1,153	1,153	0	1,153
 CBD Design - Heritage Walk Signage (Stage 2)	4100860	38,500	12,833	14,843	(2,010)
 Memorial Park Capital	4100860	18,000	6,000	0	6,000
 Gnarojin Park Cultural Heritage Management Plan	4100860	20,000	6,666	0	6,666
 Gnarojin Park Electrical Design Work	4100860	30,000	10,000	0	10,000
 Gnarojin Park Landscape Design	4100860	89,720	29,906	0	29,906
 Town Hall Furniture	4110165	8,500	8,500	964	7,536
 NRRC Infrastructure Other (Capital)	4110265	70,068	70,065	21,843	48,222
 Foxes Lair	4110365	4,592	4,591	0	4,591
 McKenzie Park - Playground Equipment	4110365	7,000	7,000	11,231	(4,231)
 Highbury Tennis Court	4110365	75,000	25,000	0	25,000
 Yilliminning Rock Camping Area	4110365	18,000	18,000	10,975	7,025
 Wilbur Park (Highbury) - Gazebo	4110365	15,000	0	0	0
 Park Furniture	4110365	12,000	0	1,100	(1,100)
 Clayton Road Storm Water Catchment Dam	4110365	35,000	0	0	0
 Public Art Strategy - Stage 1	4110860	25,000	8,333	0	8,333
 Gnarojin Park Hydrology Report	4110860	25,000	0	0	0
 Aerodrome Infrastructure Other (Capital)	4120466	45,000	33,750	25,000	8,750
 Banner Poles	4130265	10,000	9,999	0	9,999
 Local Tourism Planning Strategy	4130265	28,000	28,000	24,422	3,578
 Economic Development Strategy	4130660	30,000	0	0	0
		698,942	279,796	138,043	141,753
Infrastructure - Parks & Gardens					
		0	0	0	0
Infrastructure - Bridges					
 Footbridge Refurbishment	4120181	31,040	23,280	0	23,280
		31,040	23,280	0	23,280
Grand Total		5,539,745	3,761,451	2,153,124	1,608,326

Capital Expenditure Total

Level of Completion Indicators



Percentage YTD Actual to Revised Budget
Expenditure over budget highlighted in red.

Variance is calculated on:
YTD Budget vs YTD Actual

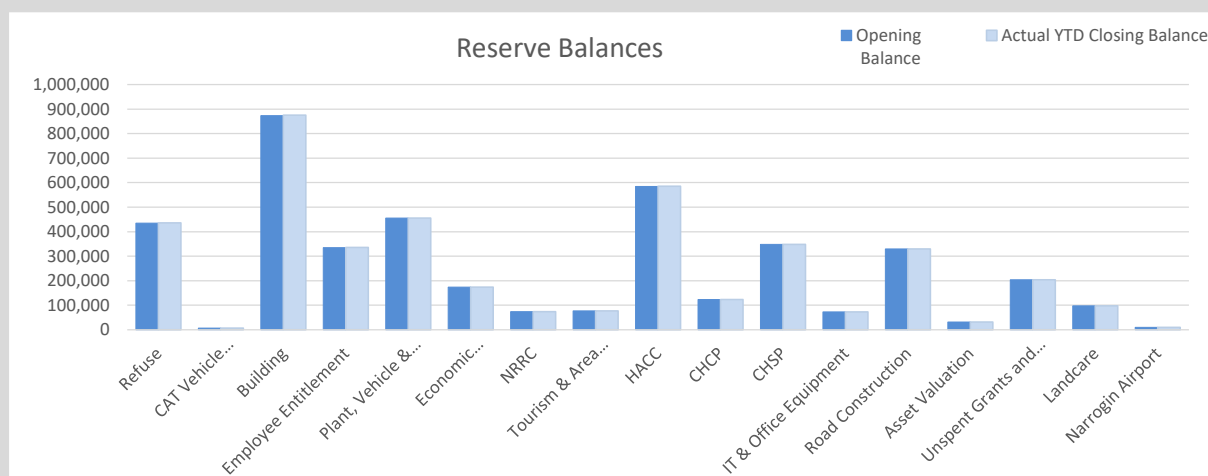
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JANUARY 2020

OPERATING ACTIVITIES
CASH AND INVESTMENTS

Cash Backed Reserve

Reserve Name	Opening Balance	Current Budget Interest Earned	Actual Interest Earned	Forecast Interest Earned	Current Budget Transfers In (+)	Actual Transfers In (+)	Current Budget Transfers Out (-)	Actual Transfers Out (-)	Current Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$		\$	\$	\$	\$	\$	\$
Refuse	435,109	7,385	686	7,385	77,000	0	46,000	0	473,494	435,795
CAT Vehicle Replacement	6,655	116	10	116	6,000	0	12,000	0	771	6,665
Building	873,681	14,828	1,378	14,828	16,685	0	550,000	0	355,194	875,059
Employee Entitlement	334,863	5,683	529	5,683	20,000	0	0	0	360,546	335,392
Plant, Vehicle & Equipment	454,959	7,722	718	7,722	425,000	0	557,300	0	330,381	455,677
Economic Development	174,049	2,954	276	2,954	50,000	0	18,000	0	209,003	174,325
NRRC	73,927	1,255	116	1,255	80,000	0	0	0	155,182	74,044
Tourism & Area Promotion	77,202	1,310	122	1,310	0	0	0	0	78,512	77,324
HACC	584,487	9,463	921	9,463	0	0	98,240	0	495,710	585,408
CHCP	122,909	2,594	194	2,594	0	0	83,117	0	42,386	123,102
CHSP	347,664	7,231	547	7,231	205,228	0	123,249	0	436,873	348,211
IT & Office Equipment	72,563	1,232	115	1,232	5,000	0	0	0	78,795	72,678
Road Construction	329,405	5,591	519	5,591	0	0	0	0	334,996	329,924
Asset Valuation	31,309	0	50	0	0	0	0	0	31,309	31,359
Unspent Grants and Contributions	203,773	819	320	819	0	0	49,067	0	155,525	204,094
Landcare	97,024	1,647	154	1,647	0	0	0	0	98,671	97,177
Narrogin Airport	10,000	170	17	170	15,000	0	0	0	25,170	10,017
	4,229,578	70,000	6,673	70,000	899,913	0	1,536,973	0	3,662,518	4,236,251

KEY INFORMATION



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 JANUARY 2020

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Code	Job Number	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
					\$	\$	\$	\$
							0	0
		Budget Adoption						
BC265		SES Training / Meeting Room		Capital Expenses			(62,210)	(62,210)
130502020		ESL - SES Capital Grant GEN		Capital Revenue		62,210		0
120805900		CHSP - Refund of Unspent Grant Funding GEN		Operating Expenses			(123,249)	(123,249)
150805520		CHSP - Transfers From Reserve GEN		Capital Revenue		123,249		0
BC177		Thomas Hogg Public Toilet Upgrade		Operating Expenses			(4,761)	(4,761)
131201010		ROADC - Roads to Recovery Grant GEN		Capital Revenue		71,797		67,036
R2R324		Piesseville - Tarwonga Road - Renewal (Local) (R2R)		Capital Expenses			(71,797)	(4,761)
					-	257,256	- 262,017	(4,761)

KEY INFORMATION

The variance between the 'Budgeted Opening Funding Surplus' and the YTD Actual, is due to a change in the provisions and revaluation surplus figures post Budget setting. This will be adjusted by the Budget Review process.

Shire of Narrogin
Strategic Projects 2019/20

For the Period Ended 31 December 2019

Project Progress	
Complete	●
On Track	●
Off Track	●
In Trouble	●

Value of Original Budget of Completed Projects:	\$560,084.09
Value of Actuals of Completed Projects:	\$282,392.84
\$ Under / (Over) of Completed Projects:	\$277,691.25
Actual v's Budget of Completed Projects %:	50.42%

Total projects:	114
Total complete:	21
% complete:	18.42%

Item #	Project Description	Outstanding Purchase Orders	31/12/2019 2019/20 YTD Actual	Total Expenditure	Responsible Officer	Project Progress	2019												2020						Comment																										
							July				August				September				October				November				December				January		February		March		April		May		June										
							1	8	15	22	29	5	12	19	26	2	9	16	23	30	7	14	21	28		4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	2	9	16	23	30	6	13	20	27
Governance																	0																																		
1	DRS airconditioner	-	-	-	Azhar Awang	●																														0															
2	Building renovations administration	-	-	-	Frank Ludovico	●																														0															
Law, Order & Public Safety																	0																																		
3	Fire shed (Highbury)	-	-	-	Dale Stewart	●																													0																
4	Lifting ramp, Ranger vehicle (for animals up to 50kg, average 8-10 per week)	-	-	-	Azhar Awang	●																													0																
5	CCTV - additional cameras	-	-	-	Frank Ludovico	●																														0															
Education & Welfare																	0																																		
6	Homecare kitchen upgrade	-	4,151.29	4,151.29	Frank Ludovico	●																													0																
7	Purchase & trade in of 009NGN Camry Altise	-	-	-	Frank Ludovico	●																													0																
8	Purchase & trade in of CATS car	-	-	-	Frank Ludovico	●																													0																
9	Accessibility Access upgrades CBD	2,580.00	-	2,580.00	Azhar Awang	●																													0																
Community Amenities																	0																																		
10	Remediation works at Highbury landfill post closure management plan	-	-	-	Azhar Awang	●																													0																
11	Crib Room for contractor - Landfill site (contract agreement)	708.00	3,939.83	4,647.83	Azhar Awang	●																													0																
12	Bin surrounds x 20 & installation	-	13,496.00	13,496.00	Torre Evans	●																													0																
13	Railway Dam Storm water erosion and catchment analysis	13,610.00	-	13,610.00	Torre Evans	●																													0																
14	Plant acquisition - EMDRS vehicle changeovers 1	-	37,238.73	37,238.73	Torre Evans	●																													0																
15	Plant acquisition - EMDRS vehicle changeovers 2	-	37,184.18	37,184.18	Torre Evans	●																													0																
16	Plant acquisition - EMDRS vehicle changeovers 3	-	-	-	Torre Evans	●																													0																
17	Smith St Public Toilets Capital	-	-	-	Azhar Awang	●																													0																
18	Harris St (toilets - repair or replace privacy screen wall	-	-	-	Azhar Awang	●																													0																
19	Clayton Road (Hawks) public toilet upgrade	6,503.65	581.82	7,085.47	Azhar Awang	●																													0																
20	Memorial Park Toilet	125,620.72	10,055.90	135,676.62	Azhar Awang	●																													0																
21	Cemetery upgrade	-	7,292.80	7,292.80	Torre Evans	●																													0																
22	Sealene of roads, kerb, drainage, removal of fence and landscaping	-	-	-	Torre Evans	●																													0																
23	CBD Design - Colour palette & signage	-	-	-	Azhar Awang	●																													0																
24	CBD Interpretive Signage Project - stage 2	14,842.50	14,842.50	29,685.00	Azhar Awang	●																													0																
25	Memorial Park furniture & BBQ bubbler	13,600.00	-	13,600.00	Torre Evans	●																													0																
26	Gnarojin Park Aboriginal cultural heritage management plan	-	-	-	Azhar Awang	●																													0																
27	Gnarojin Park electrical design	-	-	-	Azhar Awang	●																														0															
28	Gnarojin Park landscape design	-	-	-	Azhar Awang	●																														0															
29	Gnarojin Park Hydrology report	15,510.00	-	15,510.00	Torre Evans	●																													0																
Recreation & Culture																	0																																		
30	Rigging assessment at Town Hall	2,000.00	-	-	Azhar Awang	●																													0																
31	Photography exhibition	-	-	-	Dale Stewart	●																													0																
32	Annual Subsidy Arts Narrogin	-	48,000.00	48,000.00	Azhar Awang	●																													0																
33	Town Hall Airconditioner - Humidifier for Art Collection	-	352.50	352.50	Azhar Awang	●																													0																
34	Town hall complex - fire alarm system service and repair -upgrade	2,200.00	3,874.00	6,074.00	Azhar Awang	●																													0																
35	John Higgins function centre air con	-	19,553.63	19,553.63	Azhar Awang	●																													0																
36	Nomans Hall play equipment	-	5,298.64	5,298.64	Torre Evans	●																													0																
37	Narrogin Town Hall Trestle tables and chairs	6,748.50	-	6,748.50	Azhar Awang	●																													0																
38	Fire hydrant 5yr overhaul, repairs & hose reel replacements -NRLC	-	-	-	Azhar Awang	●																													0																
39	NRLC Squash court Air con - cooling	-	5,871.00	5,871.00	Azhar Awang	●																													0																
40	Height safety roof system - YMCA Leisure Centre	-	-	-	Azhar Awang	●																													0																
41	YMCA electronic board replacement	-	7,087.60	7,087.60	Dale Stewart	●																													0																
42	LED Promotional Sign Board	-	-	-	Torre Evans	●																													0																
43	NRLC Building Management System	-	-	-	Azhar Awang	●																													0																
44	Roller doors Croquet Club	-	5,088.16	5,088.16	Dale Stewart	●																													0																

Project Progress	
Complete	●
On Track	●
Off Track	●
In Trouble	●

Value of Original Budget of Completed Projects:	\$560,084.09
Value of Actuals of Completed Projects:	\$282,392.84
\$ Under / (Over) of Completed Projects:	\$277,691.25
Actual v's Budget of Completed Projects %:	50.42%

Total projects:	114
Total complete:	21
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Item #	Project Description	Outstanding Purchase Orders	31/12/2019 2019/20 YTD Actual	Total Expenditure	Responsible Officer		2019												2020						Comment														
							July				August				September				October				November				December				January		February		March		April		May
91	Plant acquisition - EMTRS vehicle changeover 3	-	-	-	Torre Evans	●																																	
92	Plant acquisition - EMTRS vehicle changeover 4	-	-	-	Torre Evans	●																																	
93	Plant acquisition - 6 wheeler truck	211,521.00	-	211,521.00	Torre Evans	●																																	
94	Plant acquisition - backhoe	-	194,400.00	194,400.00	Torre Evans	●																																	
95	Plant acquisition- multi wheel Roller	164,480.00	-	164,480.00	Torre Evans	●																																	
96	Plant acquisition - MO vehicle changeover 1	-	36,721.55	36,721.55	Torre Evans	●																																	
97	Plant acquisition - MO vehicle changeover 2	-	-	-	Torre Evans	●																																	
98	Plant acquisition - MO vehicle changeover 3	-	-	-	Torre Evans	●																																	
99	Airport Hydrological design	-	-	-	Torre Evans	●																																	
100	Narrogin Airport Water Bombing Apron	-	-	-	Torre Evans	●																																	
	Economic Services																																						
101	Annual Subsidy Dryandra Country Visitor Centre	-	27,586.67	27,586.67	Dale Stewart	●																																	
102	Upgrade NCP camp kitchen	-	-	-	Frank Ludovico	●																																	Now planned for March - June 2020
103	Caravan park accommodation units as per council resolution 0519.008	56,145.75	104,277.26	160,423.01	Frank Ludovico	●																																Construction contract now signed. Completion estimated as 31 March 2020.	
104	Visitor information bay upgrade	4,200.00	-	4,200.00	Dale Stewart	●																																Awaiting amended proof with 2nd requested changes. (Emailed 2nd changes 15.10.2019. Requested copy of amended proof 6.11.2019 and again 28.11.2019. Phoned 2.12.2019)	
105	Caravan Park renovations	-	7,303.64	7,303.64	Frank Ludovico	●																																	Quotes received for print /supply. Awaiting Artwork from designer, expected week prior to Xmas.
106	Purchase of street banners	272.73	-	272.73	Azhar Awang	●																																	
107	Local tourism and planning strategy	-	24,422.24	24,422.24	Azhar Awang	●																																	
108	Plant acquisition - trax (BS) vehicle changeover	-	17,770.91	17,770.91	Torre Evans	●																																	
109	Economic Development Strategy	-	-	-	Dale Stewart	●																																	
	Other Property & Services																																						
110	Plant acquisition - CEO vehicle changeover	-	-	-	Torre Evans	●																																	
111	Plant acquisition - EMCCS vehicle changeover 1	-	-	-	Torre Evans	●																																	
112	Plant acquisition - EMCCS vehicle changeover 2	-	-	-	Torre Evans	●																																	
113	Plant acquisition - EMCCS vehicle changeover 3	-	-	-	Torre Evans	●																																	
114	Plant acquisition - asx (MF) vehicle changeover	-	-	-	Torre Evans	●																																	
		801,342.45	1,922,691.90	2,722,034.35																																			
			1,816,532.99	Capital Expenditure																																			
			106,158.91	Operational Expenditure																																			
			\$ 1,922,691.90	Total YTD Actual																																			

10.3.4 2019/20 BUDGET REVIEW

File Reference	12.4.1
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interest that requires disclosure.
Applicant	Not Applicable
Previous Item Numbers	Nil
Date	14 February 2020
Author	Karen Oborn – Manager Finance
Authorising Officer	Frank Ludovico – Executive Manager Corporate and Community Services
Attachments	1. Shire of Narrogin Budget Review for the Year Ended 30 June 2020

Summary

Council is requested to consider the adoption of the Shire's 2019/20 Budget Review.

Background

The Budget Review had been based on the Shire's 31 December 2019 actual financial balances and was completed on 13 February 2020.

The Manager Finance had conducted interviews with line managers to determine if there is likely to be significant budget variances. The information gathered is shown in the attached documents.

Comment

The Budget has been reviewed to continue to deliver on strategies adopted by the Council and maintains a high level of service across all programs.

When projecting figures, a conservative approach was taken to determine the likely year-end actuals e.g. overestimate expenditure and underestimate income.

The Shire of Narrogin Budget Review for the Year Ended 30 June 2020 highlights any significant movements.

Council's forecast position at 30 June 2020 is expected to be healthy. Revenues are expected to be higher due to the receipt of grants (Emergency Services and Road funding). Matching expenditure has increased mainly due to projects receiving additional funding. In addition, the increase to the opening surplus that was adjusted as a result of the annual audit, provides an opportunity to either complete some identified additional projects and / or make additional transfers to Cash Reserves.

Particular issues for notation and or consideration arising from the Budget Review are:

1. As a result of the Annual Audit the Opening Balance for 2019/20 Budget was revised from \$4,001,534 to \$4,121,181 – an increase of \$119,647 to the opening position. It is generally expected to see a variance between the budgeted closing position and the actual opening position due to various balance day adjustments and estimates having to be made for various accruals at the time of adopting the budget so close to the end of the previous financial year.
2. The Review proposes the adjustment to some projects:
 - 2.1 Two projects were not included in the Budget 2019/20 that are now being proposed: Transplanting of Palms \$8,000 to the Narrogin Regional Leisure Centre with the Health Department contributing to the Shire \$3,500 and plantings along Pioneer Drive fencing \$3,500.
 - 2.2 Homecare - Reserve Fund adjustments are proposed to keep Homecare budgets to accommodate for variations in expenditure and income and ensuring the call on Municipal funds remain at zero.
 - 2.3 Roads to Recovery projects received an additional \$71,797 in grant funding. This amount was approved by Council to go to Roads to Recovery projects.
 - 2.4 The completed McKenzie Park playground equipment project exceeded the budget of \$7,000, by \$4,250, totalling \$11,250.
 - 2.5 It is also proposed that Stage two of the Library Extension project, be delayed to 2020/2021 and the \$120,000 budgeted for the work, less an amount of \$15,000 to complete detailed design and drafting of tender specifications, remain in the Reserve until then.
 - 2.6 Another \$30,000 has been proposed to go towards to the construction of the Administration building renovations, bringing the total to a budget of \$210,000, due to receipt of tenders which are higher than the budget.
 - 2.7 An additional \$10,000 has been proposed for the May Street Toilets project, to now replace the toilet block and include the addition of three (3) showers and accessibility features not previously contemplated, bringing the project total to \$80,000.
 - 2.8 Funding the \$4,761 spent on required minor maintenance to the Thomas Hogg Public toilets approved by Council at its meeting of 28 August 2019.
3. Budget adjustments made throughout 2019/20, in accordance with previous Council resolutions, have been included in the Review.

The Review, after allowing for all these adjustments, shows an estimated forecast surplus position at 30 June 2020 of \$124,246. It is proposed to move these funds into the Narrogin Regional Recreation Complex (NRRC) Reserve Fund, to replenish much of the funds previously utilised from this Reserve to do urgent capital works in the 2018/19 financial year.

The Council is at liberty to direct some or all of these funds into other identified urgent or pressing projects or alternate Reserve funds. Any such projects would need to be substantially completed by 30 June 2020 utilising existing resources or contractors.

Consultation

All Department Executive Managers and Managers have reviewed budget allocations under their responsibility. This review included an analysis of the year to date levels of expenditure and income in comparison to the original budget allocations.

Statutory Environment

Regulation 33A of The Local Government (Financial Management) Regulations 1996 - Review of budget requires:

- (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."*

Policy Implications

Nil

Financial Implications

The Budget materiality variance was adopted at Council's Meeting held on 24 July 2019 (Council Resolution 0719.011). This means a variance of a percentage (equal to or greater than 10%) or a value (equal to or greater than \$10,000) for the 2019/20 financial year which must be reported. The Policy was applied in this Budget Review.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027	
Objective	4. Civic Leadership Objective (Continually enhance the Shire's organisational capacity to service the needs of a growing community)
Outcome:	4.1 An efficient and effective organisation
Strategy:	4.1.1 Continually improve operational efficiencies and provide effective services
Strategy:	4.1.2 Continue to enhance communication and transparency

Voting Requirements

Absolute Majority

OFFICERS' RECOMMENDATION

That, with respect to the 2019/20 Budget review, Council adopt the 2019/20 Budget Review, including endorsement of proposed amendments to the 2019/20 Municipal Budget as detailed in the attached Budget Review 2019/20.

BUDGET REVIEW 2019/2020
(Containing the Statement of Financial Activity)
FOR THE PERIOD ENDED 31 DECEMBER 2019



LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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**KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 31 DECEMBER 2019**

STATUTORY REPORTING PROGRAMS

Shire operations as disclosed in these financial statements encompass the following service orientated activities/programs.

PROGRAM NAME	OBJECTIVE	ACTIVITIES
GOVERNANCE	To provide a decision making process for the efficient allocation of scarce resources.	Includes the activities of members of council and the administrative support available to the council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific council services.
GENERAL PURPOSE FUNDING	To collect revenue to allow for the provision of services.	Rates, general purpose government grants and interest revenue.
LAW, ORDER, PUBLIC SAFETY	To provide services to help ensure a safer and environmentally conscious community.	Supervision and enforcement of various local laws relating to fire prevention, animal control and other aspects of public safety including emergency services.
HEALTH EDUCATION AND WELFARE	To provide an operational framework To provide services to disadvantaged persons, the elderly, children and youth.	Inspection of food outlets and their control, provision of Maintenance of senior citizen facilities and aged care centre. Provision and maintenance of home and community care programs and youth services.
HOUSING	To provide and maintain staff staff housing.	Provision and maintenance of elderly residents housing.
COMMUNITY AMENITIES	To provide services required by the community.	Rubbish collection services, operation of rubbish disposal sites, litter control, construction and maintenance of urban storm water drains, protection of the environment and administration of town planning schemes, cemetery and public conveniences.
RECREATION AND CULTURE	To establish and effectively manage infrastructure and resource which will help the social well being of the community.	Maintenance of public halls, civic centres, aquatic centre, recreation centres and various sporting facilities. Provision and maintenance of parks, gardens and playgrounds. Operation of library museum and other cultural facilities.
TRANSPORT ECONOMIC SERVICES	To provide safe, effective and To help promote the Shire and its economic wellbeing.	Construction and maintenance of roads, streets, Tourism and area promotion including the maintenance and operation of a caravan park. Provision of rural services including weed control, vermin control and standpipes. Building Control.
OTHER PROPERTY AND SERVICES	To monitor and control Shire overheads operating accounts.	Private works operation, plant repair and operation costs and engineering operation costs.

STATUTORY REPORTING PROGRAMS

NOTES TO THE BUDGET REVIEW
FOR THE PERIOD ENDED 31 DECEMBER 2019

Ref Note	Adopted Annual Budget (a)	Current Amended Annual Budget	YTD Budget	YTD Actual	PROPOSED BUDGET REVIEW FORECAST (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
	\$	\$	\$	\$	\$	\$	%	
Opening Funding Surplus(Deficit)	4,001,534	4,001,534	4,001,534	4,001,534	4,121,181	119,647	3%	
Revenue from operating activities								
General Purpose Funding - Rates	4,934,996	4,943,620	4,943,619	4,824,612	4,937,120	2,124	0%	
General Purpose Funding - Other	1,363,465	1,358,841	677,896	686,736	1,358,841	(4,624)	(0%)	
Governance	1,850	1,850	918	0	350	(1,500)	(429%)	
Law, Order and Public Safety	79,900	138,110	105,888	29,647	138,110	58,210	42%	▲
Health	23,500	23,500	13,236	10,580	23,500	0	0%	
Education and Welfare	1,370,538	1,370,538	694,322	1,072,332	1,482,538	112,000	8%	
Housing	8,240	8,240	4,116	4,120	8,240	0	0%	
Community Amenities	1,092,366	1,092,366	943,106	954,242	1,122,356	29,990	3%	
Recreation and Culture	138,571	75,254	37,608	16,656	131,071	(7,500)	(6%)	
Transport	408,915	408,914	319,216	318,184	480,714	71,799	15%	▲
Economic Services	283,619	283,619	141,786	129,804	269,569	(14,050)	(5%)	
Other Property and Services	110,762	110,762	71,129	139,539	198,282	87,520	44%	▲
	9,816,722	9,815,615	7,952,840	8,186,452	10,150,692	333,970	3%	
Expenditure from operating activities								
General Purpose Funding	(255,567)	(255,567)	(126,641)	(130,686)	(254,212)	1,355	(1%)	
Governance	(724,720)	(724,720)	(396,848)	(313,019)	(713,220)	11,500	(2%)	
Law, Order and Public Safety	(766,873)	(766,873)	(396,398)	(373,498)	(775,773)	(8,900)	1%	
Health	(280,251)	(280,251)	(148,236)	(133,871)	(280,251)	(0)	0%	
Education and Welfare	(1,573,105)	(1,696,354)	(922,484)	(1,004,834)	(1,880,640)	(307,535)	16%	
Housing	(34,441)	(34,441)	(18,828)	(14,803)	(34,441)	0	(0%)	
Community Amenities	(1,574,917)	(1,574,917)	(788,880)	(657,888)	(1,592,917)	(18,000)	1%	
Recreation and Culture	(3,475,525)	(3,475,525)	(1,828,635)	(1,636,132)	(3,475,525)	(0)	0%	
Transport	(4,086,406)	(4,086,405)	(2,045,621)	(1,862,601)	(4,089,759)	(3,353)	0%	
Economic Services	(812,368)	(812,368)	(415,557)	(371,261)	(800,963)	11,405	(1%)	
Other Property and Services	(38,082)	(38,082)	(44,111)	382,745	(71,082)	(33,000)	46%	
	(13,622,254)	(13,745,502)	(7,132,240)	(6,115,848)	(13,968,782)	(346,528)	2%	
Operating activities excluded from budget								
Add back Depreciation	3,450,264	3,450,264	1,725,072	1,478,052	3,450,264	0	(17%)	
Adjust (Profit)/Loss on Asset Disposal	97,004	97,004	48,504	19,501	97,004	0	(149%)	
Adjust Employee Benefits Provision (Non-	0	0	0	(266,395)	0	0	100%	
Adjust Deferred Pensioner Rates (Non-Current)	0	0	0	0	0	0		
Movement in Leave Reserve (Added Back)	0	0	0	529	0	0	100%	
Adjust Rounding	0	0	0	0	0	0		
Amount attributable to operating activities	(258,264)	(382,619)	2,594,176	3,302,291	(270,822)	(12,558)		
Investing Activities								
Non-Operating Grants, Subsidies and	851,426	986,536	458,150	405,855	851,426	0	13%	
Purchase of Investments	0	0	0	0	0	0		
Land Held for Resale	0	0	0	0	0	0		
Land and Buildings	(1,230,335)	(1,297,306)	(257,878)	(172,676)	(1,232,306)	(1,971)	49%	
Plant and Equipment	(1,376,633)	(1,376,633)	(1,264,957)	(388,744)	(1,376,633)	0	225%	
Furniture and Equipment	(22,500)	(22,500)	(22,500)	(353)	(22,500)	0	6283%	
Infrastructure Assets - Roads	(2,072,295)	(2,144,092)	(1,071,986)	(1,147,280)	(2,133,996)	(61,701)	(7%)	
Infrastructure Assets - Footpaths	(76,000)	(76,000)	(38,000)	(57,464)	(76,000)	0	(34%)	
Infrastructure Assets - Road Drainage	(32,000)	(32,000)	(16,000)	0	(32,000)	0	100%	
Infrastructure Assets - Other	(698,942)	(698,942)	(169,808)	(82,311)	(714,692)	(15,750)	106%	
Infrastructure Assets - Parks and Gardens	0	0	0	0	0	0		
Infrastructure Assets - Bridges	(31,040)	(31,040)	(15,520)	0	(31,040)	0	100%	
Proceeds from Disposal of Assets	667,897	667,898	601,540	208,314	664,897	(3,000)	(189%)	
Proceeds from Sale of Investments	0	0	0	0	0	0		
Amount attributable to investing activities	(4,020,422)	(4,024,079)	(1,796,958)	(1,234,660)	(4,102,844)	(82,422)		
Financing Activities								
Proceeds from New Debentures	0	0	0	0	0	0		
Proceeds from Advances	0	0	0	0	0	0		
Repayment of Debentures	(166,659)	(166,658)	(82,528)	(82,800)	(166,659)	0	(0%)	
Self-Supporting Loan Principal	0	0	0	0	0	0		
Transfer from Reserves	1,413,724	1,536,973	123,249	0	1,523,399	109,675	(100%)	
Advances to Community Groups	0	0	0	0	0	0		
Transfer to Reserves	(969,913)	(969,913)	0	(6,673)	(1,104,255)	(134,342)	(100%)	▼
Amount attributable to financing activities	277,152	400,403	40,722	(89,472)	252,485	(24,667)		
Net Capital	(3,743,270)	(3,623,676)	(1,756,237)	(1,324,132)	(3,850,359)	(107,089)		
Total Net Operating + Capital	(4,001,534)	(4,006,295)	837,939	1,978,159	(4,121,181)	(119,647)		
Closing Funding Surplus(Deficit)	(0)	(4,761)	4,839,473	5,979,693	(0)	(0)		

NOTE: The variance between the 'Budgeted Opening Funding Surplus' and the YTD Actual, is due to a change in the provisions and revaluation surplus figures post Budget setting. This will be adjusted by the Budget Review process.

KEY INFORMATION

▲ ▼ 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.

The material variance adopted by Council for the current year is \$5,000 or 10% whichever is the greater.

This statement is to be read in conjunction with the accompanying Financial Statements and notes.

**NOTES TO THE BUDGET REVIEW
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**INVESTING ACTIVITIES
CAPITAL ACQUISITIONS (CONTINUED)**

% of Completion

	Account Number	Original Adopted Budget	Current Amended Budget	YTD Budget	YTD Actual	PROPOSED BUDGET REVIEW	Variance	
		\$	\$	\$	\$	\$	\$	
Capital Expenditure								
Land and Buildings								
	Building Renovation Administration	4040260	180,000	180,000	180,000	0	210,000	30,000
	SES Training / Meeting Room	4050260	0	62,210	20,737	0	62,210	62,210
	Kitchen Upgrade	4080360	5,986	5,986	5,985	4,151	5,986	0
	Accessibility Access Upgrades	4080850	50,000	50,000	0	0	50,000	0
	Smith St Public Toilets (Coles Carpark) Capital	4100850	50,000	50,000	0	0	50,000	0
	Harris St Public Toilets (Museum) Capital	4100850	10,000	10,000	0	0	10,000	0
	May Street Public Toilet Upgrade	4100850	70,000	70,000	0	582	80,000	10,000
	Thomas Hogg Public Toilet Upgrade	4100850	0	4,761	4,761	0	4,761	4,761
	Memorial Park Public Toilets Capital	4100850	119,719	119,719	0	10,056	119,719	0
	Town Hall (Federal St) Building Capital	4110160	8,000	8,000	7,998	3,874	8,000	0
	John Higgins Community Complex Building Capital	4110160	22,000	22,000	0	19,554	22,000	0
	Nomans Lake Hall Building Capital	4110160	6,500	6,500	0	5,299	6,500	0
	NRRC Building (Capital)	4110260	15,000	15,000	0	5,871	15,000	0
	NRRC Building Capital 2018-19	4110260	20,000	20,000	0	0	20,000	0
	Croquet Clubrooms Building Capital	4110355	11,633	11,633	11,633	5,088	11,633	0
	Library Building (Capital)	4110560	7,000	7,000	0	0	7,000	0
	Library - Stage 2	4110560	120,000	120,000	0	471	15,000	(105,000)
	Railway Station Building (Capital)	4110660	57,015	57,015	6,765	6,150	57,015	0
	Caravan Park Campers Kitchen Building Capital	4130260	20,000	20,000	20,000	0	20,000	0
	Caravan Park Renovations	4130260	58,862	58,862	0	7,304	58,862	0
	Accommodation Units (NCP)	413260	394,000	394,000	0	104,277	394,000	0
	Visitor Information Bay Upgrade (Williams Road)	4130260	4,620	4,620	0	0	4,620	0
		1,230,335	1,297,306	257,878	172,676	1,232,306	1,971	0
Plant and Equipment								
	Fire Shed (Highbury)	4050155	30,000	30,000	30,000	0	30,000	0
	Lifting Ramp - NO05	4050355	5,000	5,000	5,000	0	5,000	0
	CCTV Upgrade	4050455	30,000	30,000	30,000	0	30,000	0
	009NGN 2019 Toyota Camry Altise	4080455	28,000	28,000	28,000	0	28,000	0
	NGN219 CATS Vehicle 2020	4080750	27,000	27,000	27,000	0	27,000	0
	NGN00 EMDRS Vehicle 2019(3)	4100655	42,317	42,317	42,317	37,239	42,317	0
	NGN00 EMDRS Vehicle 2020(1)	4100655	42,317	42,317	42,317	37,184	42,317	0
	NGN00 EMDRS Vehicle 2020(2)	4100655	42,317	42,317	0	0	42,317	0
	NRRC Fire Extinguisher Upgrades	4110255	15,248	15,248	15,248	0	15,248	0
	CCTV Installation Old Courthouse Museum	4110655	7,687	7,687	7,686	6,988	7,687	0
	Diesel Locomotive (Railway Yard)	4110655	5,000	5,000	5,000	0	5,000	0
	ONO EMTRS Vehicle 2019 (3)	4120350	36,498	36,498	36,497	36,498	36,498	0
	ONO EMTRS Vehicle 2019 (4)	4120350	36,498	36,498	36,497	0	36,498	0
	ONO EMTRS Vehicle 2020 (1)	4120350	36,498	36,498	36,497	0	36,498	0
	ONO EMTRS Vehicle 2020 (2)	4120350	36,498	36,498	36,497	0	36,498	0
	N001 MO Vehicle 2019(3)	4120350	36,243	36,243	36,242	36,722	36,243	0
	N001 MO Vehicle 2020(1)	4120350	36,243	36,243	36,242	0	36,243	0
	N001 MO Vehicle 2020(2)	4120350	36,243	36,243	36,242	0	36,243	0
	NO3 2019 UD 6 Wheeler Nissan Diesel Tip Truck	4120350	226,000	226,000	226,000	0	226,000	0
	NO237 2019 Caterpillar CW34NN Rubber Tyred Roller	4120350	165,000	165,000	165,000	0	165,000	0
	NO1193 2019 JCB 4CX PC Backhoe Loader	4120350	195,000	195,000	195,000	194,400	195,000	0
	NGN93 Mitsubishi Triton Single Cab 2019 (Leading Hand) (PA018B)	4120350	26,000	26,000	26,000	0	26,000	0
	Mobile (trailer Mounted) Visual Display Unit	4120350	25,000	25,000	25,000	21,416	25,000	0
	CCTV Installation NCP	4130255	0	0	0	527	0	0
	NGN2 2019 Holden Trax (BC) (PA006B)	4130350	25,000	25,000	25,000	17,771	25,000	0

**NOTES TO THE BUDGET REVIEW
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**INVESTING ACTIVITIES
CAPITAL ACQUISITIONS (CONTINUED)**

% of Completion

	Account Number	Original Adopted Budget	Current Amended Budget	YTD Budget	YTD Actual	PROPOSED BUDGET REVIEW	Variance	
	1NGN CEO Vehicle 2019(4)	4140585	56,000	56,000	56,000	0	56,000	0
	ONGN EMCCS Vehicle 2019(2)	4140585	34,676	34,676	34,675	0	34,676	0
	ONGN EMCCS Vehicle 2020(1)	4140585	34,676	34,676	0	0	34,676	0
	ONGN EMCCS Vehicle 2020(2)	4140585	34,676	34,676	0	0	34,676	0
	002 NGN MF Vehicle 2020	4140585	25,000	25,000	25,000	0	25,000	0
			1,376,633	1,376,633	1,264,957	388,744	1,376,633	0
	Furniture and Equipment							
	Airconditioner Upgrade - DRS	4040250	20,000	20,000	20,000	0	20,000	0
	Town Hall Airconditioner	4110150	2,500	2,500	2,500	353	2,500	0
			22,500	22,500	22,500	353	22,500	0
	Infrastructure - Roads							
	Cooramining Road - Renewal (Rural)(Grant Funded)	4120164	144,651	144,651	72,324	0	144,651	0
	Earl Street - Renewal (Local)	4120165	30,000	30,000	15,000	1,296	30,000	0
	Ensign Street - Renewal (Local)	4120165	98,158	98,158	49,074	683	98,158	0
	Butler Street - Upgrade (Local)	4120165	0	0	0	1,196	0	0
	Lock Road - Renewal (Rural)	4120165	70,680	70,680	35,336	0	70,680	0
	Whinbin Rock Road - Renewal (Rural)	4120165	87,406	87,406	43,698	0	87,406	0
	Dongolocking Road - Upgrade (Rural)	4120165	218,500	218,500	109,246	0	218,500	0
	Birdwhistle Road - Renewal (Rural)	4120165	108,133	108,133	54,062	0	108,133	0
	Narrogin Valley Road - Renewal (Rural)	4120165	99,149	99,149	49,570	0	99,149	0
	Chomley Road - Renewal (Rural)	4120165	108,133	108,133	54,062	0	98,008	(10,125)
	Lavator Road - Renewal (Rural)	4120165	7,938	7,938	3,951	0	6,127	(1,811)
	Street Tree Capital	4120165	20,000	20,000	10,000	21,840	21,840	1,840
	Northwood Street - Renewal (Local) (R2R)	4120166	30,000	30,000	15,000	27,954	30,000	0
	Havelock Street - Renewal (Local) (R2R)	4120166	24,600	24,600	12,300	21,923	24,600	0
	Lock Street - Renewal (Local) (R2R)	4120166	19,000	19,000	9,500	17,835	19,000	0
	Congelin - Narrogin Road - Renewal (Local) (R2R)	4120166	28,000	28,000	14,000	27,244	28,000	0
	Tarwonga Road - Renewal (Local) (R2R)	4120166	33,021	33,021	16,510	31,620	33,021	0
	Highbury West Road - Renewal (Rural) (R2R)	4120166	40,000	40,000	20,000	38,513	40,000	0
	Piesseville - Tarwonga Road - Renewal (Local) (R2R)	4120166	75,000	146,797	73,399	145,024	146,797	71,797
	Wilson Street - Renewal (Local) (R2R)	4120166	12,474	12,474	6,236	10,830	12,474	0
	Narrogin-Harrismith Road - Renewal (Local) (R2R)	4120166	41,202	41,202	20,600	34,639	41,202	0
	Clayton Road - Renewal (Local) (RRG)	4120167	738,027	738,027	369,008	731,082	738,027	0
	Tarwonga Road - Renewal (Rural) (RRG)	4120167	38,223	38,223	19,110	35,601	38,223	0
			2,072,295	2,144,092	1,071,986	1,147,280	2,133,996	61,701
	Infrastructure - Footpaths							
	Ensign St Footpath Construction	4120175	22,000	22,000	11,000	18,144	22,000	0
	Argus Street Footpath Construction	4120175	35,000	35,000	17,500	25,200	35,000	0
	Park Street Footpath Construction	4120175	19,000	19,000	9,500	14,120	19,000	0
			76,000	76,000	38,000	57,464	76,000	0
	Infrastructure - Drainage							
	Drainage - Butler Street	4120180	32,000	32,000	16,000	0	32,000	0
			32,000	32,000	16,000	0	32,000	0
	Infrastructure - Other							
	White Road Refuse Site	4110165	6,000	6,000	0	3,940	6,000	0
	Bin Surrounds	4110165	20,000	20,000	0	13,496	20,000	0
	NRRC Transplanting Palms	4110265	0	0	0	0	8,000	8,000
	Pioneer Drive Fence Plannting	4110365	0	0	0	0	3,500	3,500
	Drainage Engineering consultancy - stormwater diversion	4100450	20,000	20,000	0	0	20,000	0
	Cemetery Upgrade	4100860	47,410	47,410	0	7,293	47,410	0

**NOTES TO THE BUDGET REVIEW
FOR THE PERIOD ENDED 31 DECEMBER 2019**

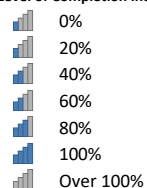
**INVESTING ACTIVITIES
CAPITAL ACQUISITIONS (CONTINUED)**

% of Completion

	Account Number	Original Adopted Budget	Current Amended Budget	YTD Budget	YTD Actual	PROPOSED BUDGET REVIEW	Variance	
	CBD Design - Colour Palette and signage	4100860	1,153	1,153	1,153	0	1,153	0
	CBD Design - Heritage Walk Signage (Stage 2)	4100860	38,500	38,500	0	14,843	38,500	0
	Memorial Park Capital	4100860	18,000	18,000	0	0	18,000	0
	Gnarojin Park Cultural Heritage Management Plan	4100860	20,000	20,000	0	0	20,000	0
	Gnarojin Park Electrical Design Work	4100860	30,000	30,000	0	0	30,000	0
	Gnarojin Park Landscape Design	4100860	89,720	89,720	0	0	89,720	0
	Town Hall Furniture	4110165	8,500	8,500	8,500	0	8,500	0
	NRRC Infrastructure Other (Capital)	4110265	70,068	70,068	70,065	7,088	70,068	0
	Foxes Lair	4110365	4,592	4,592	4,591	0	4,592	0
	Mckenzie Park - Playground Equipment	4110365	7,000	7,000	7,000	11,231	11,250	4,250
	Highbury Tennis Court	4110365	75,000	75,000	0	0	75,000	0
	Yilliminning Rock Camping Area	4110365	18,000	18,000	18,000	0	18,000	0
	Wilbur Park (Highbury) - Gazebo	4110365	15,000	15,000	0	0	15,000	0
	Park Furniture	4110365	12,000	12,000	0	0	12,000	0
	Clayton Road Storm Water Catchment Dam	4110365	35,000	35,000	0	0	35,000	0
	Public Art Strategy - Stage 1	4110860	25,000	25,000	0	0	25,000	0
	Gnarojin Park Hydrology Report	4110860	25,000	25,000	0	0	25,000	0
	Aerodrome Infrastructure Other (Capital)	4120466	45,000	45,000	22,500	0	45,000	0
	Banner Poles	4130265	10,000	10,000	9,999	0	10,000	0
	Local Tourism Planning Strategy	4130265	28,000	28,000	28,000	24,422	28,000	0
	Economic Development Strategy	4130660	30,000	30,000	0	0	30,000	0
			698,942	698,942	169,808	82,311	714,692	15,750
	Infrastructure - Parks & Gardens		0	0	0	0	0	0
			0	0	0	0	0	0
	Infrastructure - Bridges							
	Footbridge Refurbishment	4120181	31,040	31,040	15,520	0	31,040	0
			31,040	31,040	15,520	0	31,040	0
	Grand Total		5,539,745	5,678,513	2,856,649	1,848,829	5,619,167	79,422

Capital Expenditure Total

Level of Completion Indicators



Percentage YTD Actual to Revised Budget
Expenditure over budget highlighted in red.

Variance is calculated on:
YTD Budget vs YTD Actual

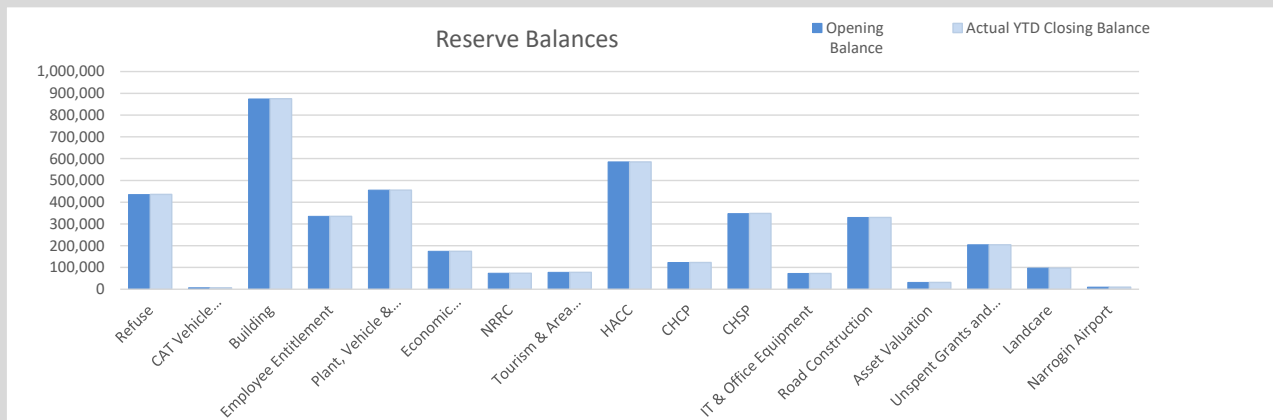
**NOTES TO THE BUDGET REVIEW
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**OPERATING ACTIVITIES
CASH AND INVESTMENTS**

Cash Backed Reserve

Reserve Name	Opening Balance	Current Budget Interest Earned	Actual Interest Earned	Forecast Interest Earned	Budget Transfers In (+)	Budget Review Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Budget Review Transfers Out (-)	Actual Transfers Out (-)	Current Budget Closing Balance	PROPOSED Budget Review Closing Balance	Actual YTD Closing Balance
Refuse	\$ 435,109	\$ 7,385	\$ 686	\$ 6,330	\$ 77,000	\$ 77,000	\$ 0	\$ 46,000	\$ 46,000	\$ 0	\$ 473,494	\$ 472,439	\$ 435,795
CAT Vehicle Replacement	6,655	116	10	99	6,000	6,000	0	12,000	12,000	0	771	754	6,665
Building	873,681	14,828	1,378	12,710	16,685	16,685	0	550,000	475,000	0	355,194	428,076	875,059
Employee Entitlement	334,863	5,683	529	4,871	20,000	20,000	0	0	0	0	360,546	359,734	335,392
Plant, Vehicle & Equipment	454,959	7,722	718	6,619	425,000	435,000	0	557,300	557,300	0	330,381	339,278	455,677
Economic Development	174,049	2,954	276	2,532	50,000	50,000	0	18,000	18,000	0	209,003	208,581	174,325
NRRC	73,927	1,255	116	1,076	80,000	204,246	0	0	0	0	155,182	279,249	74,044
Tourism & Area Promotion	77,202	1,310	122	1,123	0	0	0	0	0	0	78,512	78,325	77,324
HACC	584,487	9,463	921	8,111	0	0	0	98,240	41,290	0	495,710	551,308	585,408
CHCP	122,909	2,594	194	2,223	0	0	0	83,117	62,934	0	42,386	62,197	123,102
CHSP	347,664	7,231	547	6,198	205,228	205,228	0	0	261,807	0	436,873	297,283	348,211
IT & Office Equipment	72,563	1,232	115	1,056	5,000	5,000	0	0	0	0	78,795	78,619	72,678
Road Construction	329,405	5,591	519	4,792	0	10,096	0	0	0	0	334,996	344,293	329,924
Asset Valuation	31,309	0	50	0	0	0	0	0	0	0	31,309	31,309	31,359
Unspent Grants and Contributions	203,773	819	320	702	0	0	0	49,067	49,067	0	155,525	155,408	204,094
Landcare	97,024	1,647	154	1,412	0	0	0	0	0	0	98,671	98,436	97,177
Narrogin Airport	10,000	170	17	146	15,000	15,000	0	0	0	0	25,170	25,146	10,017
	4,229,578	70,000	6,673	60,000	899,913	1,044,255	0	1,413,724	1,523,399	0	3,662,518	3,810,434	4,236,251

KEY INFORMATION



**NOTES TO THE BUDGET REVIEW
FOR THE PERIOD ENDED 31 DECEMBER 2019**

BUDGET AMENDMENTS

Amendments to original budget since budget adoption. Surplus/(Deficit)

OMC Date	GL / Job Number	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
					\$	\$	\$	\$
Budget Amendments Previously approved by Council;								0
Aug-19	BC265	SES Training / Meeting Room	0819.008	Capital Expenses			(62,210)	(62,210)
Aug-19	130502020	ESL - SES Capital Grant GEN	0819.008	Capital Revenue		62,210		0
Aug-19	120805900	CHSP - Refund of Unspent Grant Funding GEN	0819.008	Operating Expenses			(123,249)	(123,249)
Aug-19	150805520	CHSP - Transfers From Reserve GEN	0819.008	Capital Revenue		123,249		0
Aug-19	BC177	Thomas Hogg Public Toilet Upgrade	0819.008	Operating Expenses			(4,761)	(4,761)
Sep-19	131201010	ROADC - Roads to Recovery Grant GEN	0919.009	Capital Revenue		71,797		67,036
Sep-19	R2R324	Piesseville - Tarwonga Road - Renewal (Local) (R2R)	0919.009	Capital Expenses			(71,797)	(4,761)
ANNUAL AUDIT	Correction	Opening Surplus readjusted following the audit	Dec 2019	Opening Surplus(Deficit)		119,647		114,886
Budget Review	130301100	RATES - Interim Rates Levied - GRV GEN		Operating Revenue		3,500		118,386
Budget Review	130303000	INVEST - Interest Earned - Reserve Funds GEN		Capital Revenue			(10,000)	108,386
Budget Review	140303500	INVEST - Transfer Interest To Reserve GEN		Capital Expenses		10,000		118,386
Budget Review	120401120	MEMBERS - Election Expenses GEN		Operating Expenses		18,300		136,686
Budget Review	120401130	MEMBERS - Subscriptions & Publications GEN		Operating Expenses			(6,800)	129,886
Budget Review	140402600	OTHGOV - Capital Administration Building GEN		Operating Expenses			(30,000)	99,886
Budget Review	130402060	OTHGOV - Sundry Income - Other Governance GEN		Operating Expenses			(1,500)	98,386
Budget Review	150402600	OTHGOV - Transfer From Reserves GEN		Operating Expenses		30,000		128,386
Budget Review	120503000	ANIMAL - Salaries & Wages GEN		Operating Expenses			(8,900)	119,486
Budget Review	120807150	AGEDOTHER - Veterans Homecare Salaries & Wages GEN		Operating Expenses		4,840		124,326
Budget Review	130807030	AGEDOTHER - Veterans Homecare Fees & Charges GEN		Capital Revenue			(14,000)	110,326
Budget Review	130807030	AGEDOTHER - Veterans Homecare Fees & Charges GEN		Operating Expenses				112,326
Budget Review	130806000	AGEDSNRS - Fees & Charges GEN		Operating Revenue			(3,700)	108,626
Budget Review	121006000	PLAN - Salaries & Wages GEN		Operating Expenses			(18,000)	90,626
Budget Review	141103650	REC - Infrastructure Other (Capital) GEN		Capital Expenses			(4,250)	86,376
Budget Review	131001000	SAN - Domestic Refuse Collection Charges GEN		Operating Revenue		45,990		132,366
Budget Review	141008500	COM AMEN - Building (Capital) - Other Community Amenities GEN		Capital Expenses			(13,190)	119,176
Budget Review	131008000	COM AMEN - Cemetery Fees (Burial) GEN		Operating Revenue			(16,000)	103,176
Budget Review	131103050	REC - Reimbursements - Other Recreation GEN		Operating Expenses			(10,000)	93,176
Budget Review	10068	McKenzie Park - Playground Equipment	0819.008	Capital Expenses			(4,250)	88,926
Budget Review	10161	NRRC Transplanting Palms		Operating Expenses			(3,500)	85,426
Budget Review	10171	Pioneer Drive Fence Planning		Capital Expenses			(8,000)	77,426
Budget Review	131102290	NRRC - Reimbursements GEN		Capital Revenue		3,500		80,926
Budget Review	121102430	NRRC - Utility - Water GEN		Operating Expenses			(9,000)	71,926
Budget Review	131101020	HALLS - Lease/Rental Income GEN		Operating Expenses			(1,000)	70,926
Budget Review	141105600	LIB - Building (Capital) GEN		Operating Expenses		105,000		175,926
Budget Review	151105520	LIB - Transfers From Reserve GEN		Operating Expenses			(105,000)	70,926
Budget Review	121108170	OTHCUL - Narrogin Show GEN		Operating Expenses			(8,900)	62,026
Budget Review	121108150	OTHCUL - Rev Heads GEN		Operating Expenses			(1,600)	60,426
Budget Review	121108050	OTHCUL - Festival & Events GEN		Operating Expenses			(1,200)	59,226
Budget Review	121108020	OTHCUL - Christmas Lights GEN		Operating Expenses		11,700		70,926
Budget Review	121204000	AERO - Airstrip & Grounds Maintenance/Operations GEN		Operating Expenses			(12,000)	58,926
Budget Review	141203550	PLANT - Transfers To Reserve GEN		Capital Expenses			(10,000)	48,926
Budget Review	121202080	ROADM - Street Lighting Maintenance/Operations GEN		Operating Expenses		15,000		63,926
Budget Review	121401000	PRIVATE - Private Works Expenses GEN		Operating Expenses			(33,000)	30,926
Budget Review	131401000	PRIVATE - Private Works Income GEN		Operating Revenue		41,500		72,426
Budget Review	141201650	ROADC - Roads (Capital) - Council Funded GEN		Capital Expenses		10,000		82,426
Budget Review	131302000	TOUR - Caravan Park Fees GEN		Operating Revenue			(10,000)	72,426
Budget Review	131302050	TOUR - Reimbursements (Exc GST) GEN		Operating Revenue		5,800		78,226
Budget Review	131405020	ADMIN - LGIS Good Claims Rebate GEN		Operating Revenue		39,620		117,846
Budget Review	131405050	ADMIN - Reimbursements GEN		Operating Revenue		5,400		123,246
Budget Review	131407000	SAL - Reimbursement - Workers Compensation GEN		Operating Revenue		1,000		124,246
Budget Review	141102700	NRRC - Transfers to Reserve GEN		Capital Expenses			(124,246)	0
					-	730,053	- 730,053	-

KEY INFORMATION

The variance between the 'Budgeted Opening Funding Surplus' and the YTD Actual, is due to a change in the provisions and revaluation surplus figures post Budget setting. This will be adjusted by the Budget Review process.



SHIRE OF NARROGIN

SCHEDULES 2 TO 14

(By Program)

FOR THE PERIOD ENDED 31 DECEMBER 2019

Budget Review

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SHIRE OF NARROGIN
SCHEDULE 02 - GENERAL FUND SUMMARY
Budget Review Using Period Ending
31 December 2019

MUNICIPAL FUND		Adopted Budget		Revised Budget		YTD Budget		YTD Actual		Budget Review		Alter Budget	
		Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING													
General Purpose Funding	03	6,298,461.00	255,567.00	6,302,460.98	255,567.13	5,621,515.00	126,641.00	5,511,348.02	123,120.23	6,295,960.98	254,212.38	(2,500.02)	(1,354.62)
Governance	04	1,850.00	724,720.00	1,850.00	724,720.29	918.00	396,848.33	0.00	313,018.50	350.00	713,220.29	(1,500.00)	(11,499.71)
Law, Order, Public Safety	05	79,900.00	766,872.51	138,110.00	766,872.51	105,888.00	396,398.00	29,646.86	372,506.21	138,110.00	775,772.51	58,210.00	8,900.00
Health	07	23,500.00	280,250.57	23,500.00	280,250.57	13,236.00	148,236.00	10,579.83	139,779.16	23,500.00	280,250.57	0.00	0.00
Education & Welfare	08	1,370,538.00	1,573,104.98	1,370,538.38	1,696,354.40	694,321.72	922,484.42	1,072,331.70	978,379.65	1,482,538.38	1,880,639.80	112,000.38	307,534.82
Housing	09	8,240.00	34,440.62	8,240.00	34,440.62	4,116.00	18,828.00	4,119.96	14,803.34	8,240.00	34,440.62	0.00	(0.00)
Community Amenities	10	1,092,366.00	1,574,917.38	1,092,365.90	1,574,917.38	943,106.00	788,880.00	954,242.08	666,426.75	1,122,355.90	1,592,917.36	29,989.90	17,999.98
Recreation & Culture	11	138,571.00	3,475,524.59	158,570.98	3,475,524.59	79,260.00	1,828,635.15	20,706.96	1,645,589.82	151,070.98	3,475,524.60	12,499.98	0.01
Transport	12	1,260,341.00	4,086,405.53	1,312,137.29	4,086,404.53	735,712.80	2,045,621.00	719,987.25	1,866,262.98	1,312,140.29	4,089,758.86	51,799.29	3,353.33
Economic Services	13	283,619.00	812,368.43	283,619.12	812,368.43	141,786.00	415,557.08	129,804.14	359,625.62	269,569.12	800,963.44	(14,049.88)	(11,404.99)
Other Property & Services	14	110,762.00	38,081.97	110,762.31	38,081.97	71,129.03	44,111.00	139,538.74	(144,173.57)	198,282.31	71,081.86	87,520.31	32,999.89
TOTAL - OPERATING		10,668,148.00	13,622,253.58	10,802,154.96	13,745,502.42	8,410,988.55	7,132,239.98	8,592,305.54	6,335,338.69	11,002,117.96	13,968,782.30	333,970	346,529
CAPITAL													
General Purpose Funding	03	0.00	70,000.00	0.00	70,000.00	0.00	0.00	0.00	6,672.52	0.00	60,000.00	0.00	(10,000.00)
Governance	04	200,000.00	279,789.96	200,000.00	279,789.96	0.00	221,408.51	0.00	21,408.51	230,000.00	309,776.40	30,000.00	30,000.00
Law, Order, Public Safety	05	18,000.00	65,000.00	18,000.00	127,210.00	0.00	85,736.66	0.00	0.00	18,000.00	127,210.00	0.00	62,210.00
Health	07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Education & Welfare	08	193,356.70	322,213.65	316,606.12	322,213.65	123,249.42	60,985.00	0.00	4,151.29	378,031.53	322,213.65	184,674.83	0.00
Housing	09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Amenities	10	276,000.00	744,453.30	276,000.00	749,213.87	0.30	90,547.57	0.00	124,631.76	276,000.00	769,223.30	0.00	24,770.00
Recreation & Culture	11	120,000.00	753,846.82	120,000.00	753,846.82	0.00	205,036.28	0.00	112,015.04	15,000.00	788,842.82	(105,000.00)	34,996.00
Transport	12	557,300.00	3,588,054.13	557,300.00	3,659,851.13	0.00	2,055,719.50	0.00	1,493,779.37	557,300.00	3,659,854.13	0.00	71,800.00
Economic Services	13	0.00	662,930.67	0.00	662,930.67	0.00	104,067.94	0.00	175,642.43	0.00	662,930.67	0.00	0.00
Other Property & Services	14	49,067.00	190,027.46	49,067.00	190,026.92	0.00	115,675.00	0.00	0.00	49,067.00	190,029.51	0.00	0.00
TOTAL - CAPITAL		1,413,723.70	6,676,315.99	1,536,973.12	6,815,083.02	123,249.72	2,939,176.46	0.00	1,938,300.92	1,523,398.53	6,890,080.48	109,675	213,776
		12,081,871.70	20,298,569.57	12,339,128.08	20,560,585.44	8,534,238.27	10,071,416.44	8,592,305.54	8,273,639.61	12,525,516.49	20,858,862.78	443,645	560,305
Less Depreciation Written Back			(3,450,264.00)		(3,450,264.00)		(1,725,072.00)		(1,478,051.70)		(3,450,264.00)		0.00
Less Profit/Loss Written Back		(35,472.47)	(132,476.63)	(35,472.47)	(132,476.63)	(17,724.00)	(66,228.00)	(5,192.38)	(24,693.44)		(97,004.00)	0.00	0.00
Movement in Employee Entitlements Reserve Cash			0.00		0.00		0.00		(529.47)		0.00		0.00
Movement in Deferred Pensioner Rates	9093100		0.00		0.00		0.00		0.00		0.00		0.00
Movement in Deferred Pensioner ESL	9093101		0.00		0.00		0.00		0.00		0.00		0.00
Movement in Non Current LSL Provision	9094200		0.00		0.00		0.00		266,395.02		0.00		0.00
Adjustment in Fixed Assets			0.00		0.00		0.00		0.00		0.00		0.00
Rounding Adjustment			0.00		0.00		0.00		0.00		0.00		0.00
Plus Proceeds from Sale of Assets		667,898.11		667,898.11		601,540.30		208,313.87		664,897.00		0.00	
TOTAL REVENUE & EXPENDITURE		12,714,297.34	16,715,828.94	12,971,553.72	16,977,844.81	9,118,054.57	8,280,116.44	8,795,427.03	7,036,760.02	13,190,413.49	17,311,594.78	443,644.79	560,304.72
Surplus/Deficit July 1st B/Fwd		4,001,531.60		4,001,531.60		4,001,531.60		4,001,531.60		4,121,181.00		119,649.40	
As audited and adopted 18 Dec 2019		16,715,828.94	16,715,828.94	16,973,085.32	16,977,844.81	13,119,586.17	8,280,116.44	12,796,958.63	7,036,760.02	17,311,594.49	17,311,594.78	563,294.19	560,304.72
Surplus/(Deficit) C/Fwd			0.00		(4,760.99)		4,839,469.73		5,760,198.61		0		
		16,715,828.94	16,715,828.94	16,973,085.32	16,973,083.82	13,119,586.17	13,119,586.17	12,796,958.63	12,796,958.63	17,311,594.49	17,311,594.49	563,294.19	560,304.72

SHIRE OF NARROGIN
SCHEDULE 03 - GENERAL PURPOSE FUNDING
 Budget Review - Financial Statement Using Period Ended
 31 December 2019

PROGRAMME SUMMARY	Adopted Budget		Revised Budget		YTD Budget		YTD Actual		BUDGET		Budget Review		Alter		Comments
	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Variance \$	Variance %	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	
OPERATING EXPENDITURE															
Rate Revenue and Administration		199,203.42		199,203.42		98,465.00		99,166.64	0.00	0.00%		199,203.42		0.00	
General Purpose Funding		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Investment Activity		20,200.00		20,200.00		10,098.00		7,930.80	0.00	0.00%		20,200.00		0.00	
Other General Purpose Funding		36,163.71		36,163.71		18,078.00		16,022.79	1,354.75	3.75%		34,808.96		0.00	
OPERATING REVENUE															
Rate Revenue and Administration	5,088,619.98		5,088,619.98		5,014,609.00		4,939,435.19	(3,500.00)	(0.07%)		5,092,119.98		3,500.00		increase in interest and fees
General Purpose Funding	1,089,641.00		1,089,641.00		544,818.00		536,511.00	0.00	0.00%		1,089,641.00		0.00		reduced interest rates on TDs
Investment Activity	120,000.00		120,000.00		59,994.00		31,017.17	10,000.00	8.33%		110,000.00		(10,000.00)		
Other General Purpose Funding	4,200.00		4,200.00		2,094.00		4,384.66	0.00	0.00%		4,200.00		0.00		
SUB-TOTAL	6,302,460.98	255,567.13	6,302,460.98	255,567.13	5,621,515.00	126,641.00	5,511,348.02				6,295,960.98	254,212.38	(6,500.00)	0.00	
CAPITAL EXPENDITURE															
Rate Revenue and Administration		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
General Purpose Funding		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Investment Activity		70,000.00		70,000.00		0.00		6,672.52	10,000.00	0.00%		60,000.00		(10,000.00)	reduced interest rates
Other General Purpose Funding		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
CAPITAL REVENUE															
Rate Revenue and Administration	0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00		
General Purpose Funding	0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00		
Investment Activity	0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00		
Other General Purpose Funding	0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00		
SUB-TOTAL	0.00	70,000.00	0.00	70,000.00	0.00	0.00	0.00	6,672.52			0.00	60,000.00	0.00	(10,000.00)	
TOTAL - PROGRAMME SUMMARY	6,302,460.98	325,567.13	6,302,460.98		5,621,515.00	126,641.00	5,511,348.02	129,792.75			6,295,960.98	314,212.38	(6,500.00)	(10,000.00)	

**Budget Review - Financial Statement Using Period Ended
31 December 2019**

PROGRAMME SUMMARY	Adopted Budget		Revised Budget		YTD Budget		YTD Actual		BUDGET		Budget Review		Alter		Comments
	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Variance \$	Variance %	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	
OPERATING EXPENDITURE															
Members of Council		477,227.00		477,227.00		272,132.00		206,520.22	11,500.00	2.41%		465,727.00		(11,500.00)	decrease in costs
Other Governance		247,493.29		247,493.29		124,716.33		106,498.28	(0.00)	(0.00%)		247,493.29		0.00	
OPERATING REVENUE															
Members of Council	350.00		350.00		168.00		0.00		0.00	0.00%	350.00			0.00	
Other Governance	1,500.00		1,500.00		750.00		0.00		1,500.00	100.00%	0.00			(1,500.00)	
SUB-TOTAL	1,850.00	724,720.29	1,850.00	724,720.29	918.00	396,848.33	0.00	313,018.50			350.00	713,220.29	(1,500.00)	(11,500.00)	
CAPITAL EXPENDITURE															
Members of Council		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Other Governance		279,789.96		279,789.96		221,408.51		21,408.51	(30,000.00)	(13.55%)		309,789.96		30,000.00	
CAPITAL REVENUE															
Members of Council	0.00		0.00		0.00		0.00		0.00	0.00%	0.00			0.00	
Other Governance	200,000.00		200,000.00		0.00		0.00		0.00	0.00%	230,000.00			30,000.00	
SUB-TOTAL	200,000.00	279,789.96	200,000.00	279,789.96	0.00	221,408.51	0.00	21,408.51			230,000.00	309,789.96	30,000.00	30,000.00	
TOTAL - PROGRAMME SUMMARY	201,850.00	1,004,510.25	201,850.00	1,004,510.25	918.00	618,256.84	0.00	334,427.01			230,350.00	1,023,010.25	28,500.00	18,500.00	

SHIRE OF NARROGIN
SCHEDULE 05 - LAW, ORDER, PUBLIC SAFETY
Budget Review - Financial Statement Using Period Ended
31 December 2019

PROGRAMME SUMMARY	Adopted Budget		Revised Budget		YTD Budget		YTD Actual		YTD		Budget Review		Alter		Comments
	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Variance \$	Variance %	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	
OPERATING EXPENDITURE															
Fire Prevention		368,627.42		368,627.42		191,268.00		200,569.62	0.00	0.00%		368,627.42		(0.00)	
Emergency Services Levy		65,866.75		65,866.75		32,922.00		28,216.56	0.00	0.00%		65,866.75		0.00	
Animal Control		203,997.29		203,997.29		106,370.00		92,817.61	(8,900.00)	(4.36%)		212,897.29		8,900.00	
Other Law, Order & Public Safety		128,381.05		128,381.05		65,838.00		50,902.42	(0.00)	(0.00%)		128,381.05		0.00	
OPERATING REVENUE															
Fire Prevention	1,500.00		1,500.00		744.00		0.00		0.00	0.00%	1,500.00		0.00		
Emergency Services Levy	45,500.00		107,710.00		84,950.00		13,332.65		(71,617.35)	(157.40%)	107,710.00		62,210.00		ESL building grant
Animal Control	21,400.00		21,400.00		16,444.00		16,191.01		(252.99)	(1.18%)	21,400.00		0.00		
Other Law, Order & Public Safety	7,500.00		7,500.00		3,750.00		123.20		(3,626.80)	(48.36%)	7,500.00		0.00		
SUB-TOTAL	75,900.00	766,872.51	138,110.00	766,872.51	105,888.00	396,398.00	29,646.86	372,506.21			138,110.00	775,772.51	62,210.00	8,900.00	
CAPITAL EXPENDITURE															
Fire Prevention		30,000.00		30,000.00		30,000.00		0.00	0.00	0.00%		30,000.00		0.00	
Emergency Services Levy		0.00		62,210.00		20,736.66		0.00	62,210.00	300.00%		62,210.00		62,210.00	ESL building grant
Animal Control		5,000.00		5,000.00		5,000.00		0.00	0.00	0.00%		5,000.00		0.00	
Other Law, Order & Public Safety		30,000.00		30,000.00		30,000.00		0.00	0.00	0.00%		30,000.00		0.00	
CAPITAL REVENUE															
Fire Prevention	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Emergency Services Levy	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Animal Control	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Other Law, Order & Public Safety	18,000.00		18,000.00		0.00		0.00		0.00	0.00%	18,000.00		0.00		
SUB-TOTAL	18,000.00	65,000.00	18,000.00	127,210.00	0.00	85,736.66	0.00	0.00			18,000.00	127,210.00	0.00	62,210.00	
TOTAL - PROGRAMME SUMMARY	93,900.00	831,872.51	156,110.00	894,082.51	105,888.00	482,134.66	29,646.86	372,506.21			156,110.00	902,982.51	62,210.00	71,110.00	

**SHIRE OF NARROGIN
SCHEDULE 07 - HEALTH**

Budget Review - Financial Statement Using Period Ended

31 December 2019

PROGRAMME SUMMARY	Adopted Budget		Revised Budget		YTD Budget		YTD Actual		BUDGET		Budget Review		Alter		Comments
	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Variance \$	Variance %	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	
OPERATING EXPENDITURE															
Preventative Services - Meat Inspection		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Health Inspection and Administration		276,250.57		276,250.57		146,238.00		138,779.16	0.00	0.00%		276,250.57		0.00	
Preventative Services - Pest Control		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Health - Other		4,000.00		4,000.00		1,998.00		1,000.00	0.00	0.00%		4,000.00		0.00	
OPERATING REVENUE															
Preventative Services - Meat Inspection	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Health Inspection and Administration	23,500.00		23,500.00		13,236.00		10,579.83		0.00	0.00%	23,500.00		0.00		
Preventative Services - Pest Control	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Health - Other	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
SUB-TOTAL	23,500.00	280,250.57	23,500.00	280,250.57	13,236.00	148,236.00	10,579.83	139,779.16			23,500.00	280,250.57	0.00	0.00	
CAPITAL EXPENDITURE															
Preventative Services - Meat Inspection		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Health Inspection and Administration		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Preventative Services - Pest Control		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Health - Other		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
CAPITAL REVENUE															
Preventative Services - Meat Inspection	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Health Inspection and Administration	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Preventative Services - Pest Control	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Health - Other	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
SUB-TOTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			0.00	0.00	0.00	0.00	
TOTAL - PROGRAMME SUMMARY	23,500.00	280,250.57	23,500.00	280,250.57	13,236.00	148,236.00	10,579.83	139,779.16			23,500.00	280,250.57	0.00	0.00	

SHIRE OF NARROGIN
SCHEDULE 08 - EDUCATION & WELFARE

Budget Review - Financial Statement Using Period Ended

31 December 2019

PROGRAMME SUMMARY	Adopted Budget		Revised Budget		YTD Budget		YTD Actual		BUDGET		Budget Review		Alter		Comments	
	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Variance \$	Variance %	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$		
OPERATING EXPENDITURE																
Pre-School		18,819.93		18,819.93		10,254.00		8,877.71	0.00	0.00%		18,819.93		0.00		
Home and Community Care (HACC)		187,623.01		187,623.01		96,567.00		74,436.48	(84,950.00)	(45.28%)	▲	102,673.01		(84,950.00)	costs to CHCP& CHSP	
Aged Care Packages (CHCP)		221,375.92		221,375.92		112,588.00		177,685.10	123,817.86	55.93%	▼	345,193.78		123,817.86	increased demand	
Commonwealth Home Support Program (CHSP)		850,949.50		974,198.92		553,831.42		612,766.52	273,506.97	32.14%	▼	1,124,456.47		273,506.97	increased demand	
Aged & Disability - Senior Citz Centre		95,106.55		95,106.55		48,384.00		44,331.58	(0.00)	(0.00%)		95106.54701		(0.00)		
Aged & Disability - Other		45,865.68		45,865.68		22,908.00		9,156.37	(4,840.00)	(10.55%)		41,025.68		(4,840.00)		
Other Welfare		153,364.39		153,364.39		77,952.00		51,125.89	(0.00)	(0.00%)		153,364.39		(0.00)		
OPERATING REVENUE																
Pre-School	4,000.00		4,000.00		1,998.00		3,566.51		0.00	0.00%		4,000.00		0.00		
Home and Community Care (HACC)	95,368.52		95,368.52		47,662.00		50,452.04		0.00	0.00%		95,368.52		0.00		
Aged Care Packages (CACP)	166,259.38		166,259.38		83,124.00		202,261.09		116,000.00	69.77%	▲	282,259.38		116,000.00		
Commonwealth Home Support Program (CHSP)	1,056,177.48		1,056,177.48		535,322.72		798,047.14		11,700.00	1.11%	▲	1,067,877.48		11,700.00		
Aged & Disability - Senior Citz Centre	4,733.00		4,733.00		4,231.00		578.97		(3,700.00)	(78.17%)		1,033.00		(3,700.00)		
Aged & Disability - Other	44,000.00		44,000.00		21,984.00		17,425.95		(12,000.00)	(27.27%)		32,000.00		(12,000.00)		
Other Welfare	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00		
SUB-TOTAL	1,370,538.38	1,573,104.98	1,370,538.38	1,696,354.40	694,321.72	922,484.42	1,072,331.70	978,379.65				1,482,538.38	1,880,639.80	112,000.00	307,534.82	
CAPITAL EXPENDITURE																
Pre-School		0.00		0.00		0.00		0.00	0.00	0.00%				0.00		
Home and Community Care (HACC)		5,985.67		5,985.67		5,985.00		4,151.29	28,000.00	467.78%	▼	33,985.67		28,000.00	capex HACC	
Aged Care Packages (CHCP)		28,000.00		28,000.00		28,000.00		0.00	(28,000.00)	(100.00%)	▲	0.00		(28,000.00)	capex HACC	
Commonwealth Home Support Program (CHSP)		205,227.98		205,227.98		0.00		0.00	0.00	0.00%		205,227.98		0.00		
Aged & Disability - Senior Citz Centre		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00		
Aged & Disability - Other		33,000.00		33,000.00		27,000.00		0.00	0.00	0.00%		33,000.00		0.00		
Other Welfare		50,000.00		50,000.00		0.00		0.00	0.00	0.00%		50,000.00		0.00		
CAPITAL REVENUE																
Pre-School	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00		
Home and Community Care (HACC)	98,240.16		98,240.16		0.00		0.00		(56,950.00)	0.00%		41,290.16		(56,950.00)	decreased demand	
Aged Care Packages (CHCP)	83,116.54		83,116.54		0.00		0.00		(20,182.14)	0.00%		62,934.40		(20,182.14)	decreased demand	
Commonwealth Home Support Program (CHSP)	0.00		123,249.42		123,249.42		0.00		261,806.97	212.42%	▲	261,806.97		261,806.97	incs repay unspent grant \$	
Aged & Disability - Senior Citz Centre	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00		
Aged & Disability - Other	12,000.00		12,000.00		0.00		0.00		0.00	0.00%		12,000.00		0.00		
Other Welfare	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00		
SUB-TOTAL	193,356.70	322,213.65	316,606.12	322,213.65	123,249.42	60,985.00	0.00	4,151.29				378,031.53	322,213.65	184,674.83	0.00	
TOTAL - PROGRAMME SUMMARY	1,563,895.08	1,895,318.63	1,687,144.50	2,018,568.05	817,571.14	983,469.42	1,072,331.70	982,530.94				1,860,569.91	2,202,853.45	296,674.83	307,534.83	

**SHIRE OF NARROGIN
SCHEDULE 09 - HOUSING**

**Budget Review - Financial Statement Using Period Ended
31 December 2019**

PROGRAMME SUMMARY

	Adopted Budget		Revised Budget		YTD Budget		YTD Actual		BUDGET		Budget Review		Alter		Comments
	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Variance \$	Variance %	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	
OPERATING EXPENDITURE															
Staff Housing		34,440.62		34,440.62		18,828.00		14,803.34	(0.00)	(0.00%)		34,440.62		(0.00)	
OPERATING REVENUE															
Staff Housing	8,240.00		8,240.00		4,116.00		4,119.96		0.00	0.00%	8,240.00		0.00		
SUB-TOTAL	8,240.00	34,440.62	8,240.00	34,440.62	4,116.00	18,828.00	4,119.96	14,803.34			8,240.00	34,440.62	0.00	(0.00)	
CAPITAL EXPENDITURE															
Staff Housing		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
CAPITAL REVENUE															
Staff Housing	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
SUB-TOTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			0.00	0.00	0.00	0.00	
TOTAL - PROGRAMME SUMMARY	8,240.00	34,440.62	8,240.00	34,440.62	4,116.00	18,828.00	4,119.96	14,803.34			8,240.00	34,440.62	0.00	(0.00)	

SHIRE OF NARROGIN
SCHEDULE 10 - COMMUNITY AMENITIES

Budget Review - Financial Statement Using Period Ended

31 December 2019

PROGRAMME SUMMARY

	Adopted Budget		Revised Budget		YTD Budget		YTD Actual		BUDGET		Budget Review		Alter		Comments
	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Variance \$	Variance %	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	
OPERATING EXPENDITURE															
Sanitation - Household Refuse		647,797.03		647,797.03		317,926.00		296,454.79	0.00	0.00%		647,797.03		0.00	
Sanitation - Other		282,599.51		282,599.51		141,288.00		84,064.94	(0.00)	(0.00%)		282,599.51		(0.00)	
Sewerage		86,473.23		86,473.23		44,654.00		31,755.56	(0.00)	(0.00%)		86,473.23		(0.00)	
Urban Stormwater Drainage		2,549.00		2,549.00		2,548.00		2,549.17	0.00	0.00%		2,549.00		0.00	
Town Planning & Regional Development		303,804.66		303,804.66		154,680.00		145,774.01	18,000.00	5.92%		321,804.66		18,000.00	inc wages
Other Community Amenities		251,693.95		251,693.95		127,784.00		105,828.28	(0.00)	(0.00%)		251,693.95		(0.00)	
OPERATING REVENUE															
Sanitation - Household Refuse	604,884.00		604,884.00		603,300.00		646,894.63		45,990.00	7.60%		650,874.00		45,990.00	
Sanitation - Other	367,680.00		367,680.00		295,028.00		257,438.54		0.00	0.00%		367,680.00		0.00	
Sewerage	30,700.00		30,700.00		246.00		1,684.69		0.00	0.00%		30,700.00		0.00	
Urban Stormwater Drainage	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Environment	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Town Planning & Regional Development	47,601.90		47,601.90		23,790.00		32,538.58		0.00	0.00%		47,601.90		0.00	
Other Community Amenities	41,500.00		41,500.00		20,742.00		15,685.64		(16,000.00)	(38.55%)	▼	25,500.00		(16,000.00)	
SUB-TOTAL	1,092,365.90	1,574,917.38	1,092,365.90	1,574,917.38	943,106.00	788,880.00	954,242.08	666,426.75				1,122,355.90	1,592,917.36	29,990.00	18,000.00
CAPITAL EXPENDITURE															
Sanitation - Household Refuse		103,000.00		103,000.00		0.00		17,435.83	0.00	0.00%		103,000.00		0.00	
Sanitation - Other		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Sewerage		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Urban Stormwater Drainage		20,000.00		20,000.00		0.00		0.00	0.00	0.00%		20,000.00		0.00	
Environment		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Town Planning & Regional Development		126,951.90		126,951.90		84,634.00		74,422.91	0.00	0.00%		126,951.90		0.00	
Other Community Amenities		494,501.40		499,261.97		5,913.57		32,773.02	24,770.00	5.01%		519,271.40		24,770.00	Revised Budget
CAPITAL REVENUE															
Sanitation - Household Refuse	46,000.00		46,000.00		0.00		0.00		0.00	0.00%		46,000.00		0.00	
Sanitation - Other	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Sewerage	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Urban Stormwater Drainage	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Environment	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Town Planning & Regional Development	0.00		0.00		0.30		0.00		0.00	0.00%		0.00		0.00	
Other Community Amenities	230,000.00		230,000.00		0.00		0.00		0.00	0.00%		230,000.00		0.00	
SUB-TOTAL	276,000.00	744,453.30	276,000.00	749,213.87	0.30	90,547.57	0.00	124,631.76				276,000.00	769,223.30	0.00	24,770.00
TOTAL - PROGRAMME SUMMARY	1,368,365.90	2,319,370.68	1,368,365.90	2,324,131.25	943,106.30	879,427.57	954,242.08	791,058.51				1,398,355.90	2,362,140.66	29,990.00	42,770.00

SHIRE OF NARROGIN
SCHEDULE 11 - RECREATION & CULTURE
Budget Review - Financial Statement Using Period Ended
31 December 2019

PROGRAMME SUMMARY	Adopted Budget		Revised Budget		YTD Budget		YTD Actual		BUDGET		Budget Review		Alter		Comments
	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Variance \$	Variance %	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	
OPERATING EXPENDITURE															
Public Halls and Civic Centres		310,627.69		310,627.69		173,191.89		161,826.81	0.00	0.00%		310,627.69		0.00	
Narrogin Regional Recreation Complex		1,033,243.52		1,033,243.52		531,143.26		491,449.96	(0.00)	(0.00%)		1,033,243.52		(0.00)	
Other Recreation & Sport		1,358,295.15		1,358,295.15		720,337.00		630,593.07	0.00	0.00%		1,358,295.15		0.00	
Healthy Lifestyles Program		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Libraries		370,893.88		370,893.88		189,772.00		182,213.44	0.00	0.00%		370,893.88		0.00	
Heritage		14,166.90		14,166.90		9,647.00		9,716.26	0.00	0.00%		14,166.90		0.00	
Other Culture		388,297.45		388,297.45		204,544.00		169,790.28	0.00	0.00%		388,297.45		0.00	
OPERATING REVENUE															
Public Halls and Civic Centres	14,000.00		14,000.00		6,996.00		5,619.53		(1,000.00)	(7.14%)		13,000.00		(1,000.00)	
Narrogin Regional Recreation Complex	7,700.00		7,700.00		3,846.00		0.00		3,500.00	45.45%		11,200.00		3,500.00	
Other Recreation & Sport	91,670.98		91,670.98		45,828.00		11,368.42		(10,000.00)	(10.91%)		81,670.98		(10,000.00)	
Healthy Lifestyles Program	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Libraries	9,200.00		9,200.00		4,590.00		2,719.01		0.00	0.00%		9,200.00		0.00	
Heritage	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Other Culture	36,000.00		36,000.00		18,000.00		1,000.00		0.00	0.00%		36,000.00		0.00	
SUB-TOTAL	158,570.98	3,475,524.59	158,570.98	3,475,524.59	79,260.00	1,828,635.15	20,706.96	1,645,589.82				151,070.98	3,475,524.60	(7,500.00)	0.00
CAPITAL EXPENDITURE															
Public Halls and Civic Centres		77,120.57		77,120.57		33,666.73		43,747.50	0.00	0.00%		77,120.57		0.00	
Narrogin Regional Recreation Complex		251,799.14		251,799.14		110,694.55		38,340.15	132,246.00	52.52%	▼	384,045.14		132,246.00	inc predicted surplus
Other Recreation & Sport		178,225.31		178,225.31		41,224.00		16,318.66	7,750.00	4.35%		185,975.31		7,750.00	
Healthy Lifestyles Program		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Libraries		127,000.00		127,000.00		0.00		470.73	(105,000.00)	0.00%		22,000.00		(105,000.00)	stage 2 delayed
Heritage		69,701.80		69,701.80		19,451.00		13,138.00	0.00	0.00%		69,701.80		0.00	
Other Culture		50,000.00		50,000.00		0.00		0.00	0.00	0.00%		50,000.00		0.00	
CAPITAL REVENUE															
Public Halls and Civic Centres	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Narrogin Regional Recreation Complex	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Other Recreation & Sport	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Healthy Lifestyles Program	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Libraries	120,000.00		120,000.00		0.00		0.00		(105,000.00)	0.00%		15,000.00		(105,000.00)	stage 2 delayed
Heritage	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Other Culture	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
SUB-TOTAL	120,000.00	753,846.82	120,000.00	753,846.82	0.00	205,036.28	0.00	112,015.04				15,000.00	788,842.82	(105,000.00)	34,996.00
TOTAL - PROGRAMME SUMMARY	278,570.98	4,229,371.41	278,570.98	4,229,371.41	79,260.00	2,033,671.43	20,706.96	1,757,604.86				166,070.98	4,264,367.42	(112,500.00)	34,996.00

**SHIRE OF NARROGIN
SCHEDULE 12 - TRANSPORT**

Budget Review - Financial Statement Using Period Ended

31 December 2019

PROGRAMME SUMMARY	Adopted Budget		Revised Budget		YTD Budget		YTD Actual		BUDGET		Budget Review		Alter		Comments
	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Variance \$	Variance %	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	
OPERATING EXPENDITURE															
Construction - Roads, Streets, Bridges and Depots		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Maintenance - Roads, Streets, Bridges and Depots		3,975,676.91		3,975,676.91		1,989,815.00		1,801,526.65	(15,000.00)	(0.38%)		3,960,676.91		(15,000.00)	
Road Plant Purchases		0.00		0.00		0.00		6,354.34	6,354.34	0.00%		6,354.34		0.00	
Aerodromes		25,446.83		25,446.83		12,702.00		19,480.04	12,000.00	47.16%		37,446.83		12,000.00	
Transport Licensing		85,280.79		85,280.79		43,104.00		38,901.95	(0.00)	(0.00%)		85,280.79		(0.00)	
OPERATING REVENUE															
Construction - Roads, Streets, Bridges and Depots	956,077.00		1,027,874.00		522,222.80		517,524.97		71,800.00	7.51%	1,027,877.00		71,800.00		R2R extra Grant \$
Maintenance - Roads, Streets, Bridges and Depots	147,744.00		147,744.00		145,240.00		142,744.00		0.00	0.00%	147,744.00		0.00		
Road Plant Purchases	15,269.29		15,269.29		7,632.00		1,033.83		0.00	0.00%	15,269.29		0.00		
Aerodromes	21,250.00		21,250.00		10,620.00		700.00		0.00	0.00%	21,250.00		0.00		
Transport Licensing	100,000.00		100,000.00		49,998.00		57,984.45		0.00	0.00%	100,000.00		0.00		
SUB-TOTAL	1,240,340.29	4,086,404.53	1,312,137.29	4,086,404.53	735,712.80	2,045,621.00	719,987.25	1,866,262.98			1,312,140.29	4,089,758.86	71,800.00	(3,000.00)	
CAPITAL EXPENDITURE															
Construction - Roads, Streets, Bridges and Depots		2,211,334.84		2,283,131.84		1,141,505.50		1,204,744.18	61,800.00	2.79%		2,273,134.84		61,800.00	R2R extra Grant \$
Maintenance - Roads, Streets, Bridges and Depots		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Road Plant Purchases		1,316,719.29		1,316,719.29		891,714.00		289,035.19	10,000.00	0.76%		1,326,719.29		10,000.00	To Road Plant Reserves
Aerodromes		60,000.00		60,000.00		22,500.00		0.00	0.00	0.00%		60,000.00		0.00	
Transport Licensing		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
CAPITAL REVENUE															
Construction - Roads, Streets, Bridges and Depots	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Maintenance - Roads, Streets, Bridges and Depots	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Road Plant Purchases	557,300.00		557,300.00		0.00		0.00		0.00	0.00%	557,300.00		0.00		
Aerodromes	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Transport Licensing	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
SUB-TOTAL	557,300.00	3,588,054.13	557,300.00	3,659,851.13	0.00	2,055,719.50	0.00	1,493,779.37			557,300.00	3,659,854.13	0.00	71,800.00	
TOTAL - PROGRAMME SUMMARY	1,797,640.29	7,674,458.66	1,869,437.29	7,746,255.66	735,712.80	4,101,340.50	719,987.25	3,360,042.35			1,869,440.29	7,749,612.99	71,800.00	68,800.00	

SHIRE OF NARROGIN
SCHEDULE 13 - ECONOMIC SERVICES

Budget Review - Financial Statement Using Period Ended

31 December 2019

PROGRAMME SUMMARY	Adopted Budget		Revised Budget		YTD Budget		YTD Actual		BUDGET		Budget Review		Alter		Comments
	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Variance \$	Variance %	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	
OPERATING EXPENDITURE															
Rural Services		50,252.79		50,252.79		26,386.00		24,722.12	(1,554.99)	(3.09%)		48,697.80		0.00	
Tourism and Area Promotion		345,363.35		345,363.35		174,592.00		163,852.76	0.00	0.00%		345,363.35		0.00	
Building Control		197,087.59		197,087.59		100,870.00		89,637.22	(9,850.00)	(5.00%)		187,237.59		(9,850.00)	
Saleyards		1,752.71		1,752.71		1,242.00		752.70	0.00	0.00%		1,752.71		0.00	
Economic Development		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Other Economic Services		217,911.99		217,911.99		112,467.08		80,660.82	0.00	0.00%		217,911.99		0.00	
OPERATING REVENUE															
Rural Services	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Tourism and Area Promotion	157,300.00		157,300.00		78,642.00		76,286.62		(4,200.00)	(2.67%)	153,100.00		(4,200.00)		
Building Control	46,639.12		46,639.12		23,304.00		18,049.49		(9,850.00)	(21.12%)	36,789.12		(9,850.00)		
Saleyards	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Economic Development	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Other Economic Services	79,680.00		79,680.00		39,840.00		35,468.03		0.00	0.00%	79,680.00		0.00		
SUB-TOTAL	283,619.12	812,368.43	283,619.12	812,368.43	141,786.00	415,557.08	129,804.14	359,625.62			269,569.12	800,963.44	(14,050.00)	(9,850.00)	
CAPITAL EXPENDITURE															
Rural Services		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Tourism and Area Promotion		546,831.03		546,831.03		73,579.59		152,383.17	0.00	0.00%		546,831.03		0.00	
Building Control		25,000.00		25,000.00		25,000.00		17,770.91	0.00	0.00%		25,000.00		0.00	
Saleyards		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Economic Development		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Other Economic Services		91,099.64		91,099.64		5,488.35		5,488.35	0.00	0.00%		91,099.64		0.00	
CAPITAL REVENUE															
Rural Services	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Tourism and Area Promotion	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Building Control	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Saleyards	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Economic Development	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
Other Economic Services	0.00		0.00		0.00		0.00		0.00	0.00%	0.00		0.00		
SUB-TOTAL	0.00	662,930.67	0.00	662,930.67	0.00	104,067.94	0.00	175,642.43			0.00	662,930.67	0.00	0.00	
TOTAL - PROGRAMME SUMMARY	283,619.12	1,475,299.10	283,619.12	1,475,299.10	141,786.00	519,625.02	129,804.14	535,268.05			269,569.12	1,463,894.11	(14,050.00)	(9,850.00)	

SHIRE OF NARROGIN
SCHEDULE 14 - OTHER PROPERTY & SERVICES
 Budget Review - Financial Statement Using Period Ended
 31 December 2019

PROGRAMME SUMMARY	Adopted Budget		Revised Budget		YTD Budget		YTD Actual		BUDGET		Forecast Actual		Alter		Comments
	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	Variance \$	Variance %	Revenue \$	Expenditure \$	Revenue \$	Expenditure \$	
OPERATING EXPENDITURE															
Private Works		38,081.86		38,081.86		19,032.00		24,448.15	33,000.00	86.66%	▼	71,081.86		33,000.00	
Public Works Overheads		0.00		0.00		(6,700.00)		(226,284.86)	0.00	0.00%		0.00		0.00	
Plant Operation Costs		0.00		0.00		20,712.00		51,119.35	0.00	0.00%		0.00		0.00	
Plant Depreciation Costs		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Administration Overheads		0.00		0.00		9,269.00		5,793.79	0.00	0.00%		0.00		0.00	
Community Services Overheads		0.11		0.11		1,798.00		750.00	0.00	0.00%		0.00		0.00	
Salaries and Wages		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Town Planning Schemes		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Stock, Fuels & Oils		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Unclassified		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
OPERATING REVENUE															
Private Works	40,000.00		40,000.00		19,998.00		81,095.62		41,500.00	103.75%	▲	81,500.00		41,500.00	
Public Works Overheads	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Plant Operation Costs	36,000.00		36,000.00		18,000.00		15,758.14		0.00	0.00%		36,000.00		0.00	
Plant Depreciation Costs	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Administration Overheads	34,762.31		34,762.31		33,131.03		41,795.08		45,020.00	129.51%	▲	79,782.31		45,020.00	
Community Services Overheads	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Salaries and Wages	0.00		0.00		0.00		889.90		1,000.00	0.00%		1,000.00		1,000.00	
Land/Subdivision Development	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Stock, Fuels & Oils	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Unclassified	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
SUB-TOTAL	110,762.31	38,081.97	110,762.31	38,081.97	71,129.03	44,111.00	139,538.74	(144,173.57)				198,282.31	71,081.86	87,520.00	33,000.00
CAPITAL EXPENDITURE															
Private Works	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Public Works Overheads	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Plant Operation Costs	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Plant Depreciation Costs	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Administration Overheads		190,026.92		190,026.92		115,675.00		0.00	0.00	0.00%		190,026.92		0.00	
Community Services Overheads		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Salaries and Wages		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Land/Subdivision Development		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Stock, Fuels & Oils		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
Unclassified		0.00		0.00		0.00		0.00	0.00	0.00%		0.00		0.00	
CAPITAL REVENUE															
Private Works	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Public Works Overheads	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Plant Operation Costs	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Plant Depreciation Costs	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Administration Overheads	49,067.00		49,067.00		0.00		0.00		0.00	0.00%		49,067.00		0.00	
Community Services Overheads	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Salaries and Wages	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Land/Subdivision Development	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Stock, Fuels & Oils	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
Unclassified	0.00		0.00		0.00		0.00		0.00	0.00%		0.00		0.00	
SUB-TOTAL	49,067.00	190,026.92	49,067.00	190,026.92	0.00	115,675.00	0.00	0.00				49,067.00	190,026.92	0.00	0.00
TOTAL - PROGRAMME SUMMARY	159,829.31	228,108.89	159,829.31	228,108.89	71,129.03	159,786.00	139,538.74	(144,173.57)				247,349.31	261,108.78	87,520.00	33,000.00

10.3.5 ANNUAL COMPLIANCE AUDIT RETURN 2019

File Reference	14.1.1
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Shire of Narrogin
Previous Item Numbers	None
Date	24 January 2020
Author	Frank Ludovico – Executive Manager Corporate & Community Services
Authorising Officer	Dale Stewart – Chief Executive Officer
Attachments	1. Compliance Audit Return 2019

Summary

The completed Annual Compliance Return for 2019 is presented to the Council for consideration.

Background

It is a requirement of all Local Governments to complete the Annual Compliance Audit Return as part of its regulatory obligations to the Department of Local Government, Sporting and Cultural Industries.

Comment

The Compliance Audit Return has been completed for the 2019 year and is submitted for review. There are no issues of noncompliance identified for further attention.

As per the Local Government (Audit) Regulations, this item was presented to the Audit Committee Meeting on 11 February 2020. No amendments were made, and the Return is therefore recommended to Council.

Consultation

The Return has been discussed with the Chief Executive Officer, Executive Manager Corporate & Community Services, and relevant staff.

Statutory Environment

Local Government (Audit) Regulations 1996 –

- Regulation.14 – Compliance audit return to be reviewed by Audit Committee and report made to Council
- Regulation 15 – once considered by Council, the return is to be signed by President and CEO and lodged with the Department by 31 March

Policy Implications

Nil

Financial Implications

Nil

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027		
Objective	4.	Civic Leadership Objective (Continually enhance the Shire's organisational capacity to service the needs of a growing community)
Outcome:	4.1	An efficient and effective organisation
Strategy:	4.1.1	Continually improve operational efficiencies and provide effective services
Strategy:	4.1.2	Continue to enhance communication and transparency

Voting Requirements

Simple majority

OFFICERS' AND COMMITTEE'S RECOMMENDATION

That, with respect to the Compliance Audit Return 2019, the Council adopt the Return, noting no matters of non-compliance, and authorising signing by the Shire President and Chief Executive Officer and its lodgement with the Department of Local Government, Sporting and Cultural Industries.



Narrogin - Compliance Audit Return 2019

Certified Copy of Return

Please submit a signed copy to the Director General of the Department of Local Government, Sport and Cultural Industries together with a copy of section of relevant minutes.

Commercial Enterprises by Local Governments					
No	Reference	Question	Response	Comments	Respondent
1	s3.59(2)(a)(b)(c) F&G Reg 7,9	Has the local government prepared a business plan for each major trading undertaking in 2019?	N/A		Niel Mitchell
2	s3.59(2)(a)(b)(c) F&G Reg 7,10	Has the local government prepared a business plan for each major land transaction that was not exempt in 2019?	N/A		Niel Mitchell
3	s3.59(2)(a)(b)(c) F&G Reg 7,10	Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2019?	N/A		Niel Mitchell
4	s3.59(4)	Has the local government complied with public notice and publishing requirements of each proposal to commence a major trading undertaking or enter into a major land transaction for 2019?	N/A		Niel Mitchell
5	s3.59(5)	Did the Council, during 2019, resolve to proceed with each major land transaction or trading undertaking by absolute majority?	N/A		Niel Mitchell



Delegation of Power / Duty					
No	Reference	Question	Response	Comments	Respondent
1	s5.16, 5.17, 5.18	Were all delegations to committees resolved by absolute majority?	N/A	No delegations made to committees	Niel Mitchell
2	s5.16, 5.17, 5.18	Were all delegations to committees in writing?	N/A		Niel Mitchell
3	s5.16, 5.17, 5.18	Were all delegations to committees within the limits specified in section 5.17?	N/A		Niel Mitchell
4	s5.16, 5.17, 5.18	Were all delegations to committees recorded in a register of delegations?	N/A		Niel Mitchell
5	s5.18	Has Council reviewed delegations to its committees in the 2018/2019 financial year?	N/A		Niel Mitchell
6	s5.42(1),5.43 Admin Reg 18G	Did the powers and duties of the Council delegated to the CEO exclude those as listed in section 5.43 of the Act?	Yes		Niel Mitchell
7	s5.42(1)(2) Admin Reg 18G	Were all delegations to the CEO resolved by an absolute majority?	Yes		Niel Mitchell
8	s5.42(1)(2) Admin Reg 18G	Were all delegations to the CEO in writing?	Yes		Niel Mitchell
9	s5.44(2)	Were all delegations by the CEO to any employee in writing?	Yes		Niel Mitchell
10	s5.45(1)(b)	Were all decisions by the Council to amend or revoke a delegation made by absolute majority?	Yes		Niel Mitchell
11	s5.46(1)	Has the CEO kept a register of all delegations made under the Act to him and to other employees?	Yes		Niel Mitchell
12	s5.46(2)	Were all delegations made under Division 4 of Part 5 of the Act reviewed by the delegator at least once during the 2018/2019 financial year?	Yes	Reviewed May 2018 to apply to 2018/2019 and July 2019 to apply to 2019/2020	Frank Ludovico
13	s5.46(3) Admin Reg 19	Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record as required?	Yes		Niel Mitchell

Disclosure of Interest					
No	Reference	Question	Response	Comments	Respondent
1	s5.67	If a member disclosed an interest, did he/she ensure that they did not remain present to participate in any discussion or decision-making procedure relating to the matter in which the interest was disclosed (not including participation approvals granted under s5.68)?	Yes		Carolyn Thompson
2	s5.68(2)	Were all decisions made under section 5.68(1), and the extent of participation allowed, recorded in the minutes of Council and Committee meetings?	Yes		Carolyn Thompson



No	Reference	Question	Response	Comments	Respondent
3	s5.73	Were disclosures under section 5.65 or 5.70 recorded in the minutes of the meeting at which the disclosure was made?	Yes		Carolyn Thompson
4	s5.73	Where the CEO had an interest relating to a gift under section 5.71A(1), was written notice given to the Council?	N/A		Carolyn Thompson
5	s5.73	Where the CEO had an interest relating to a gift in a matter in respect of a report another employee is providing advice on under section 5.71A (3), was the nature of interest disclosed when the advice or report was provided?	N/A		Carolyn Thompson
6	s5.75(1) Admin Reg 22 Form 2	Was a primary return lodged by all newly elected members within three months of their start day?	Yes		Carolyn Thompson
7	s5.75(1) Admin Reg 22 Form 2	Was a primary return lodged by all newly designated employees within three months of their start day?	Yes		Carolyn Thompson
8	s5.76(1) Admin Reg 23 Form 3	Was an annual return lodged by all continuing elected members by 31 August 2019?	Yes		Carolyn Thompson
9	s5.76(1) Admin Reg 23 Form 3	Was an annual return lodged by all designated employees by 31 August 2019?	Yes		Carolyn Thompson
10	s5.77	On receipt of a primary or annual return, did the CEO, (or the Mayor/ President in the case of the CEO's return) on all occasions, give written acknowledgment of having received the return?	Yes		Carolyn Thompson
11	s5.88(1)(2) Admin Reg 28	Did the CEO keep a register of financial interests which contained the returns lodged under section 5.75 and 5.76?	Yes		Carolyn Thompson
12	s5.88(1)(2) Admin Reg 28	Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70 and 5.71, in the form prescribed in Administration Regulation 28?	Yes		Carolyn Thompson
13	s5.89A Admin Reg 28A	Did the CEO keep a register of gifts which contained a record of disclosures made under section 5.71A, in the form prescribed in Administration Regulation 28A?	Yes		Carolyn Thompson
14	s5.88 (3)	Has the CEO removed all returns from the register when a person ceased to be a person required to lodge a return under section 5.75 or 5.76?	Yes		Carolyn Thompson
15	s5.88(4)	Have all returns lodged under section 5.75 or 5.76 and removed from the register, been kept for a period of at least five years, after the person who lodged the return ceased to be a council member or designated employee?	Yes		Carolyn Thompson



No	Reference	Question	Response	Comments	Respondent
16	s5.103 Admin Reg 34C & Rules of Conduct Reg 11	Where an elected member or an employee disclosed an interest in a matter discussed at a Council or committee meeting where there was a reasonable belief that the impartiality of the person having the interest would be adversely affected, was it recorded in the minutes?	Yes		Carolyn Thompson
17	s5.70(2)	Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to the Council or a Committee, did that person disclose the nature of that interest when giving the advice or report?	Yes		Carolyn Thompson
18	s5.70(3)	Where an employee disclosed an interest under s5.70(2), did that person also disclose the extent of that interest when required to do so by the Council or a Committee?	Yes		Carolyn Thompson
19	s5.103(3) Admin Reg 34B	Has the CEO kept a register of all notifiable gifts received by Council members and employees?	Yes		Carolyn Thompson

Disposal of Property

No	Reference	Question	Response	Comments	Respondent
1	s3.58(3)	Was local public notice given prior to disposal for any property not disposed of by public auction or tender (except where excluded by Section 3.58(5))?	Yes		Niel Mitchell
2	s3.58(4)	Where the local government disposed of property under section 3.58(3), did it provide details, as prescribed by section 3.58(4), in the required local public notice for each disposal of property?	Yes		Niel Mitchell

Elections

No	Reference	Question	Response	Comments	Respondent
1	Elect Reg 30G (1) (2)	Did the CEO establish and maintain an electoral gift register and ensure that all 'disclosure of gifts' forms completed by candidates and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the candidates?	Yes		Carolyn Thompson
2	Elect Reg 30G(3) & (4)	Did the CEO remove any 'disclosure of gifts' forms relating to an unsuccessful candidate or a successful candidate that completed the term of office from the electoral gift register, and retain those forms separately for a period of at least 2 years?	Yes		Carolyn Thompson



Finance						
No	Reference	Question	Response	Comments	Respondent	
1	s7.1A	Has the local government established an audit committee and appointed members by absolute majority in accordance with section 7.1A of the Act?	Yes		Niel Mitchell	
2	s7.1B	Where a local government determined to delegate to its audit committee any powers or duties under Part 7 of the Act, did it do so by absolute majority?	N/A	No delegations to committees	Niel Mitchell	
3	s7.3(1)	Was the person(s) appointed by the local government under s7.3(1) to be its auditor, a registered company auditor?	N/A	Audit by Office of Auditor General	Niel Mitchell	
4	s7.3(1), 7.6(3)	Was the person or persons appointed by the local government to be its auditor, appointed by an absolute majority decision of Council?	N/A		Niel Mitchell	
5	Audit Reg 10	Was the Auditor's report(s) for the financial year(s) ended 30 June received by the local government within 30 days of completion of the audit?	Yes		Karen Oborn	
6	s7.9(1)	Was the Auditor's report for the financial year ended 30 June 2019 received by the local government by 31 December 2019?	Yes		Karen Oborn	
7	S7.12A(3)	Where the local government determined that matters raised in the auditor's report prepared under s7.9 (1) of the Act required action to be taken, did the local government, ensure that appropriate action was undertaken in respect of those matters?	Yes		Karen Oborn	
8	S7.12A (4)	Where the auditor identified matters as significant in the auditor's report (prepared under s7.9(1) of the Act), did the local government prepare a report stating what action had been taken or it intended to take with respect to each of the matters and give a copy to the Minister within 3 months after receipt of the audit report?	Yes		Karen Oborn	
9	S7.12A (4)	Within 14 days after the local government gave a report to the Minister under s7.12A(4) (b), did the CEO publish a copy of the report on the local government's official website?	Yes		Karen Oborn	
10	Audit Reg 7	Did the agreement between the local government and its auditor include the objectives of the audit?	N/A	Office of Auditor General	Niel Mitchell	
11	Audit Reg 7	Did the agreement between the local government and its auditor include the scope of the audit?	N/A		Niel Mitchell	



No	Reference	Question	Response	Comments	Respondent
12	Audit Reg 7	Did the agreement between the local government and its auditor include a plan for the audit?	N/A		Niel Mitchell
13	Audit Reg 7	Did the agreement between the local government and its auditor include details of the remuneration and expenses to be paid to the auditor?	N/A		Niel Mitchell
14	Audit Reg 7	Did the agreement between the local government and its auditor include the method to be used by the local government to communicate with, and supply information to, the auditor?	N/A		Niel Mitchell

Integrated Planning and Reporting

No	Reference	Question	Response	Comments	Respondent
1	s5.56 Admin Reg 19DA (6)	Has the local government adopted a Corporate Business Plan. If Yes, please provide adoption date of the most recent Plan in Comments?	Yes	Adopted 27 June 2018	Niel Mitchell
2	s5.56 Admin Reg 19DA (4)	Has the local government reviewed the Corporate Business Plan in the 2018-2019 Financial Year. If Yes, please provide date of Council meeting the review was adopted at?	Yes	Adopted 27 June 2018 Reviewed 24 July 2019	Frank Ludovico
3	s5.56 Admin Reg 19C	Has the local government adopted a Strategic Community Plan. If Yes, please provide adoption date of the most recent Plan in Comments?	Yes	24 May 2017	Niel Mitchell
4	s5.56 Admin Reg 19C (4)	Has the local government reviewed the current Strategic Community Plan. If Yes, please provide date of most recent review by Council in Comments. Note: If the current Strategic Community Plan was adopted after 1/1/2016, please respond N/A and provide adoption date in Comments?	Yes	Review adopted 24 July 2019	Niel Mitchell
5	S5.56 Admin Reg 19DA (3)	Has the local government developed an Asset Management Plan(s) that covers all asset classes. If Yes, please provide the date of the most recent Plan adopted by Council in Comments?	Yes	Corporate Business Plan adopted 24 July 2019 including consideration of AMP.	Frank Ludovico
6	S5.56 Admin Reg 19DA (3)	Has the local government developed a Long Term Financial Plan. If Yes, please provide the adoption date of the most recent Plan in Comments?	Yes	Corporate Business Plan adopted 24 July 2019 including consideration of LTFP.	Frank Ludovico
7	S5.56 Admin Reg 19DA (3)	Has the local government developed a Workforce Plan. If Yes, please provide adoption date of the most recent Plan in comments?	Yes	Corporate Business Plan adopted 24 July 2019 including consideration of WMP.	Frank Ludovico



Local Government Employees					
No	Reference	Question	Response	Comments	Respondent
1	Admin Reg 18C	Did the local government approve the process to be used for the selection and appointment of the CEO before the position of CEO was advertised?	N/A		Niel Mitchell
2	s5.36(4) s5.37(3), Admin Reg 18A	Were all vacancies for the position of CEO and other designated senior employees advertised and did the advertising comply with s.5.36(4), 5.37(3) and Admin Reg 18A?	N/A		Niel Mitchell
3	Admin Reg 18F	Was the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position of CEO under section 5.36(4)?	N/A		Niel Mitchell
4	Admin Regs 18E	Did the local government ensure checks were carried out to confirm that the information in an application for employment was true (applicable to CEO only)?	N/A		Niel Mitchell
5	s5.37(2)	Did the CEO inform Council of each proposal to employ or dismiss a designated senior employee?	N/A		Niel Mitchell



Official Conduct					
No	Reference	Question	Response	Comments	Respondent
1	s5.120	Where the CEO is not the complaints officer, has the local government designated a senior employee, as defined under s5.37, to be its complaints officer?	Yes	Executive Manager Corporate & Community Services	Niel Mitchell
2	s5.121(1)	Has the complaints officer for the local government maintained a register of complaints which records all complaints that result in action under s5.110(6)(b) or (c)?	Yes		Niel Mitchell
3	s5.121(2)(a)	Does the complaints register maintained by the complaints officer include provision for recording of the name of the council member about whom the complaint is made?	Yes		Niel Mitchell
4	s5.121(2)(b)	Does the complaints register maintained by the complaints officer include provision for recording the name of the person who makes the complaint?	Yes		Niel Mitchell
5	s5.121(2)(c)	Does the complaints register maintained by the complaints officer include provision for recording a description of the minor breach that the standards panel finds has occurred?	Yes		Niel Mitchell
6	s5.121(2)(d)	Does the complaints register maintained by the complaints officer include the provision to record details of the action taken under s5.110(6)(b) or (c)?	Yes		Niel Mitchell



Optional Questions					
No	Reference	Question	Response	Comments	Respondent
1	Financial Management Reg 5 (2)(c)	Did the CEO review the appropriateness and effectiveness of the local government's financial management systems and procedures in accordance with Local Government (Financial Management) Regulation 5 (2)(c) within the 3 years prior to 31 December 2019? If yes, please provide date of Council resolution in comments?	Yes	Presenting to February 2020 Audit Committee Meeting	Frank Ludovico
2	Audit Reg 17	Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulation 17 within the 3 years prior to 31 December 2019? If yes, please provide date of Council resolution in comments?	Yes	Presenting to February 2020 Audit Committee Meeting	Frank Ludovico
3	Financial Management Reg 5A.	Did the local government provide AASB 124 related party information in its annual report(s) tabled at an electors meeting(s) during calendar year 2019?	Yes	Note 18 of 2017/2018 Annual Report - Electors Mtg 27 Mar 2019. Annual Electors Meeting for 2018/2019 to be held 11 Feb 2020	Frank Ludovico
4	S6.4(3)	Did the local government submit to its auditor by 30 September 2019 the balanced accounts and annual financial report for the year ending 30 June 2019?	Yes		Frank Ludovico

Tenders for Providing Goods and Services					
No	Reference	Question	Response	Comments	Respondent
1	s3.57 F&G Reg 11	Did the local government invite tenders on all occasions (before entering into contracts for the supply of goods or services) where the consideration under the contract was, or was expected to be, worth more than the consideration stated in Regulation 11(1) of the Local Government (Functions & General) Regulations (Subject to Functions and General Regulation 11(2))?	Yes	WALGA panels used	Frank Ludovico
2	F&G Reg 12	Did the local government comply with F&G Reg 12 when deciding to enter into multiple contracts rather than inviting tenders for a single contract?	Yes		Frank Ludovico
3	F&G Reg 14(1) & (3)	Did the local government invite tenders via Statewide public notice?	Yes		Frank Ludovico
4	F&G Reg 14 & 15	Did the local government's advertising and tender documentation comply with F&G Regs 14, 15 & 16?	Yes		Frank Ludovico



Department of
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and Cultural Industries**

No	Reference	Question	Response	Comments	Respondent
5	F&G Reg 14(5)	If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents or each acceptable tenderer, notice of the variation?	Yes		Frank Ludovico
6	F&G Reg 16	Did the local government's procedure for receiving and opening tenders comply with the requirements of F&G Reg 16?	Yes		Frank Ludovico
7	F&G Reg 18(1)	Did the local government reject the tenders that were not submitted at the place, and within the time specified in the invitation to tender?	Yes		Frank Ludovico
8	F&G Reg 18 (4)	In relation to the tenders that were not rejected, did the local government assess which tender to accept and which tender was most advantageous to the local government to accept, by means of written evaluation criteria?	Yes		Frank Ludovico
9	F&G Reg 17	Did the information recorded in the local government's tender register comply with the requirements of F&G Reg 17 and did the CEO make the tenders register available for public inspection?	Yes		Frank Ludovico
10	F&G Reg 19	Did the CEO give each tenderer written notice advising particulars of the successful tender or advising that no tender was accepted?	Yes		Frank Ludovico
11	F&G Reg 21 & 22	Did the local governments advertising and expression of interest documentation comply with the requirements of F&G Regs 21 and 22?	N/A	No EOI issued	Niel Mitchell
12	F&G Reg 23(1)	Did the local government reject the expressions of interest that were not submitted at the place and within the time specified in the notice?	N/A		Niel Mitchell
13	F&G Reg 23(4)	After the local government considered expressions of interest, did the CEO list each person considered capable of satisfactorily supplying goods or services?	N/A		Niel Mitchell
14	F&G Reg 24	Did the CEO give each person who submitted an expression of interest, a notice in writing in accordance with Functions & General Regulation 24?	N/A		Niel Mitchell
15	F&G Reg 24AC (1) & (2)	Has the local government established a policy on procurement of goods and services from pre-qualified suppliers in accordance with the regulations?	N/A	No panels created	Niel Mitchell
16	F&G Reg 24AD(2)	Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice?	N/A		Niel Mitchell
17	F&G Reg 24AD(4) & 24AE	Did the local government's advertising and panel documentation comply with F&G Regs 24AD(4) & 24AE?	N/A		Niel Mitchell



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No	Reference	Question	Response	Comments	Respondent
18	F&G Reg 24AF	Did the local government's procedure for receiving and opening applications to join a panel of pre-qualified suppliers comply with the requirements of F&G Reg 16 as if the reference in that regulation to a tender were a reference to a panel application?	N/A		Niel Mitchell
19	F&G Reg 24AD(6)	If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application, given notice of the variation?	N/A		Niel Mitchell
20	F&G Reg 24AH(1)	Did the local government reject the applications to join a panel of pre-qualified suppliers that were not submitted at the place, and within the time specified in the invitation for applications?	N/A		Niel Mitchell
21	F&G Reg 24AH(3)	In relation to the applications that were not rejected, did the local government assess which application (s) to accept and which application(s) were most advantageous to the local government to accept, by means of written evaluation criteria?	N/A		Niel Mitchell
22	F&G Reg 24AG	Did the information recorded in the local government's tender register about panels of pre-qualified suppliers, comply with the requirements of F&G Reg 24AG?	N/A		Niel Mitchell
23	F&G Reg 24AI	Did the CEO send each person who submitted an application, written notice advising if the person's application was accepted and they are to be part of a panel of pre-qualified suppliers, or, that the application was not accepted?	N/A		Niel Mitchell
24	F&G Reg 24E	Where the local government gave a regional price preference, did the local government comply with the requirements of F&G Reg 24E including the preparation of a regional price preference policy?	N/A		Frank Ludovico
25	F&G Reg 24F	Did the local government comply with the requirements of F&G Reg 24F in relation to an adopted regional price preference policy?	Yes	Policy amended 24 July 2019	Niel Mitchell
26	F&G Reg 11A	Does the local government have a current purchasing policy that comply with F&G Reg 11A(3) in relation to contracts for other persons to supply goods or services where the consideration under the contract is, or is expected to be, \$150,000 or less?	Yes	Policy amended 24 July 2019	Niel Mitchell



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No	Reference	Question	Response	Comments	Respondent
27	F&G Reg 11A	Did the local government comply with its current purchasing policy in relation to the supply of goods or services where the consideration under the contract is, or is expected to be \$150,000 or less or worth \$150,000 or less?	Yes		Frank Ludovico

I certify this Compliance Audit return has been adopted by Council at its meeting on _____

Signed Mayor / President, Narrogin

Signed CEO, Narrogin

10.3.6 FINANCIAL MANAGEMENT AND RISK REVIEW

File Reference	12.8.1
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Shire of Narrogin
Previous Item Numbers	Nil
Date	30 January 2020
Author	Frank Ludovico – Executive Manager Corporate and Community Services
Authorising Officer	Dale Stewart – Chief Executive Officer
Attachments	<ol style="list-style-type: none">1. Review of Financial Management, Risk Management, Legislative Compliance and Internal Control and Interim Audit Implementation Plan (FMR Plan).2. ICR2019505 - A letter to the Chief Executive Officer from Director Financial Audit, Office of the Auditor General – “Focus Audit – Local Government Management of Contract Renewals or Extensions and Variations”.

Summary

The CEO is required to undertake a review of the appropriateness and effectiveness of financial systems and risk management, internal control and legislative compliance every three years.

During this process the Office of the Auditor General (OAG) also conducted an Interim Audit on 1 April to 12 April 2019. The Interim Audit was formally presented to Council at its December 2019 meeting.

In June 2019 the OAG conducted a Focus Audit in relation to Local Government Management of Contract Renewals or Extensions and Variations.

The findings of the four processes above have been incorporated into Financial Management, Risk Management, Legislative Compliance and Internal Control and Interim Audit Implementation Plan (FMR Plan) showing the issues involved, action taken or proposed to be undertaken, and the timeframes proposed

The FMR Plan was presented to the Audit Committee who has recommended Council note the implementation plan.

Background

The independent FMR and Management and Risk reviews were undertaken in February 2019 by Moore Stephens (MS) (after a procurement process) with the final report received on 28 May 2019.

The last Financial Management Review presented to Council was at its 27 May 2014 Council meeting. Please note the Local Government (Financial Management) Regulations 1996 were amended in June 2018 to alter the review interval from 4 years to 3 years.

The table below summarises items by risk category and timeframe.

Risk Category	No of items	Actions				
		Completed	31/3/2020	30/6/2020	31/12/2020	30/6/2021
Significant/High	33	12	1	16	3	1
Moderate/Medium	29	16	0	8	5	0
Minor	2	2	0	0	0	0
TOTAL	64	30	1	24	8	1

Note: MS and OAG use different risk descriptors to identify risk categories so they have been aligned to improve legibility.

All the recommendations made in the FMR Plan, have been allocated a responsible person and a timeframe to address the improvements proposed.

Comment

A number of items have been completed, and a majority of the others are planned to be completed before 30 June 2020.

Some items have long lead times and implementation schedules e.g. updating Asset Management Plans (Item 31). So, a realistic approach has been used in developing timeframes.

It is proposed to report to the Audit committee on a semi-annual basis the progress of finalising all items in the FMR Plan.

Consultation

The Chief Executive Officer and the Manager of Finance were consulted during the development of FMR Plan.

Statutory Environment

Regulation 17 of The Local Government (Audit) Regulations 1996 directs the Chief Executive Officer (CEO) to review the appropriateness and effectiveness of a local government's systems and procedures in relation to risk management; internal control and legislative compliance once every 3 financial years and to report the results of the review to the Audit Committee.

Regulation 5(2)(c) of the Local Government (Financial Management) Regulations 1996 directs the CEO undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews.

Policy Implications

A number of Council policies are impacted by the FMR Plan these include:

- 1.1 Code of Conduct;
- 1.13 Legislative Compliance;

- 2.8 Enterprise Risk Management Policy;
- 3.1 Purchasing Framework.

Various policies may need to be amended or created to be aligned with the new processes proposed. This will take place via the normal policy review processes.

Financial Implications

Most of the items contained in the FMR Plan are extensions to existing operations and will be accounted for within the operational budget.

In some instances (e.g. IT security) outside assistance maybe required. As these matters are progressed funding will be sought through the normal budget process.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027		
Objective	4.	Civic Leadership Objective (Continually enhance the Shire's organisational capacity to service the needs of a growing community)
Outcome:	4.1	An efficient and effective organisation
Strategy:	4.1.1	Continually improve operational efficiencies and provide effective services
Strategy:	4.1.2	Continue to enhance communication and transparency

Voting Requirements

Simple Majority

OFFICERS' RECOMMENDATION AND COMMITTEE'S RECOMMENDATION

That, with respect to Financial Management and Risk Review, the Council receive the findings of the review and note the improvement actions proposed, which have been incorporated into an implementation plan.

Shire of Narrogin

Review of Financial Management, Risk Management, Legislative Compliance and Internal Control and Interim Audit Implementation Plan

Item Number	Source Document	Risk Assessment Category	Risk Issue and Failure Modes	Risk Identified	Risk Category	Action Required	Mitigation and Management Strategy (Possible Future Controls)	Action Taken	Responsible Officer	Timeframe
1	Reg 5 and Reg 17 Review	1.1 Code of Conduct	Code of conduct provides guidance on responsibilities with regard to declarations of gifts. The guidance however omits the disclosure requirements under sections 5.82 & 5.83 of the Local Government Act 1995. In its current form, the policy could confuse elected members and designated employees of their obligations with disclosures required of them.	OSH Incident Compliance breach	Medium	Planned action required	Update the Code of Conduct to include guidance on disclosure requirements referred to at sections 5.82 & 5.83 of the Local Government Act 1995, relating to disclosure of gifts and contribution to travel for elected members and designated employees.	Code updated at 24 July 2019 Council meeting (Policy 1.1). Also awaiting new Regulations and WALGA Model to make additional adjustments due to recent Local Government Act amendments.	CEO	Complete
2	Reg 5 and Reg 17 Review	2.8 Risk Management Policy	The current Policy is based on a superseded Risk Management Standard.	Failure to identify risks or adequately treat identified risks	Medium	Planned action required	When next undertaking a review of the Policy, update the Policy to align to the current Risk Management Standard ISO 31000:2018	Policy updated at 24 July 2019 Council meeting (Policy 2.8). Amended to refer to as Enterprise Risk Management, to differentiate from occupational risk management. Australian Standard reference amended.	CEO	Complete
3	Reg 5 and Reg 17 Review	3.1 Purchasing Framework	The Policy provides no direction in relation to contract variations and extensions for contracts awarded or against a written specification, where not awarded by tender. Extension of contracts and associated price changes are also not covered by the Policy. For contracts awarded by tender, legislation provides minimum requirements. Purchasing limits for various officers are not defined with the Purchasing Policy or any other policy.	Lack of probity. Financial loss. Unauthorised purchasing.	High	Prioritised action required	Amend the Policy to provide the following: Prohibit price variations to existing contracts awarded by tender other than those provided within the original contract, as required by Local Government (Functions and General) Regulations 1996 Regulation 11(2) (j) (iv). Procedures should also be developed for the authorisation of variations allowed for by the regulations.	Amendments made at the 24 July 2019 Council meeting. - Policy 3.1 Purchasing - Delegation 3.1 Tenders - power to set etc - Delegation 3.2 Contracts - Variations	EMCCS	Complete
4	Reg 5 and Reg 17 Review	3.1 Purchasing Framework	The Policy provides no direction in relation to contract variations and extensions for contracts awarded or against a written specification, where not awarded by tender. Extension of contracts and associated price changes are also not covered by the Policy. For contracts awarded by tender, legislation provides minimum requirements. Purchasing limits for various officers are not defined with the Purchasing Policy or any other policy.	Lack of probity. Financial loss. Unauthorised purchasing.	High	Prioritised action required	Amend the Policy to provide the following: Purchasing requirements for the issuing of contract variations and extensions for contracts not awarded by public tender. Consideration should be given to circumstances where the contract value increase over a policy threshold level, due to the variation or extension.	Amendments made at the 24 July 2019 Council meeting. - Policy 3.1 Purchasing - Delegation 3.1 Tenders - power to set etc - Delegation 3.2 Contracts - Variations	EMCCS	Complete
5	Reg 5 and Reg 17 Review	9.6 Risk Management Policy	This is a duplicate Policy of policy 2.8. Although targeted at context of OHS, risk management practices should be considered in the context to which they apply. When implemented and performed effectively, a single policy and framework applied throughout the organisation is sufficient.	Failure to identify risks or adequately treat identified risks	Medium	Planned action required	Rescind and remove the duplicated policy.	Policy deleted at 24 July 2019 Council meeting.	CEO	Complete

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6	Reg 5 and Reg 17 Review	Asset Management Plan	The Shire has formed asset management plans for roads (December 2016) and buildings (June 2017). The risk assessments within these plans in their current format identify several high level risks. It is not evident from the plans what risk management framework was utilised for the assessment of the risks. Risk treatment plans to reduce risk levels are included in the plans, however there is no evidence to indicate that these actions have been undertaken or progressed further. The plans are to be finalised.	Failure to appropriately manage assets Ineffective spending of financial resources on assets	Medium	Planned action required	Update and finalise the asset management plans.	Developed the role of Senior Finance Officer - Strategic. KRA will be AMP by due dates that meets DLGSCI criterion.	EMCCS	31/12/2020
7	OAG INTERIM AUDIT RESULTS	Authorisation of Acquisition and Disposal forms	We noted that addition and disposal forms are processed and approved by the same staff. It was noted however, that supporting invoices have been appropriately approved by delegated authority and are the asset's custodian.		Minor	We recommend the Shire review the process surrounding asset addition and disposal forms. Asset forms should be prepared and reviewed by independent staff to ensure that assets are appropriately accounted for.		Acquisitions and disposals will now be entered into the Asset register by either Finance Officer Support or Senior Finance Officer, with Manager Finance reviewing and authorising. Forms have been altered to show authorisations.	MF	Complete
8	Reg 5 and Reg 17 Review	Business Continuity Plan	A Business Continuity Plan was originally developed in April 2016, and has not been reviewed since that time, nor has it been finalised or tested.	Failure to adequately manage a business disruption event	High	Prioritised action required	Finalise the Plan and test to ensure validity. Identify and document key business continuity risks along with the treatments, to reduce the risk to an acceptable level.	Noted.	EMCCS	30/06/2020
9	Reg 5 and Reg 17 Review	Caravan Park Revenue	From staff representations, controls in relation to the recognitions and control of revenue require improvement.	Lack of probity. Financial loss.	High	Prioritised action required	Undertake a detailed review of all controls in relation to the caravan park.	Noted. Procedures will be reviewed.	MF/EMCCS	30/06/2020
10	Reg 5 and Reg 17 Review	Caravan Park Revenue	Caravan park staff currently maintain a debtors ledger that is not recorded in nor reconciled with the Shire's Synergysoft program.	Lack of probity. Financial loss.	High	Prioritised action required	In particular, if possible, significantly reduce the potential amount of cash received at the caravan park, through use of EFTPOS etc. Appropriate procedures and controls are required to ensure that banking and recognition of debtors are reported and occurring.	Noted. Procedures will be reviewed.	MF/EMCCS	30/06/2020
11	OAG INTERIM AUDIT RESULTS	Change Management Implementation	We noted no formal Change Management policy and procedures in place to ensure all changes to IT systems are appropriately controlled and managed.		Moderate		We recommend the Shire develop and implement appropriate change control policies and procedures. These should ensure that all changes to IT systems are appropriately controlled and managed.	Noted. Procedures will be reviewed.	EMCCS	30/06/2020
12	Reg 5 and Reg 17 Review	Checklists	Checklists of key functions are maintained for selected functions. Checklists were not maintained and evidenced for all standard routine functions such as end of month reconciliations and reporting across the organisation.	Compliance Breach	High	Prioritised action required	Creation and maintenance of standard checklists may assist in evidencing key points of control and serve as a reminder. Checklists are of assistance in ensuring compliance with repetitive legislative compliance tasks.	Documented procedures are now in place in the Finance area.	EMCCS	Complete
13	Reg 5 and Reg 17 Review	Contractor Insurance	Contractors' insurances are not assessed prior to award of contracts in all cases. Reliance is placed on contract managers to ensure copies of insurances are provided.	Financial Loss OSH Incident	High	Prioritised action required	To help ensure all contractors have the relevant licences and have adequate insurance cover for the works they undertake for the Shire, procedures should be developed, and records maintained to ensure copies of contractor's insurances are held on file.	Noted. Procedures will be reviewed.	EMTRS/EMDRS	30/06/2020
14	Reg 5 and Reg 17 Review	Council and Audit Risk Committee	Identified risks are not included within agenda items for elected member consideration.	Failure to identify risks or adequately treat identified risks	Medium	Planned action required	Identified risks relating to a Council decision should be communicated within the agenda item, to enable elected members to be fully informed of the identified risks when making decisions.	Agenda items will include commentary on risk assessment.	CEO	30/06/2020

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15	OAG INTERIM AUDIT RESULTS	Credit card usage	We identified expenditure incurred on the CEOs corporate credit card is not in line with the Council Policy Manual, as it involved the purchase of alcohol by the CEO for the CEO, 4 Councillor's and 2 spouses. As per Council Policy, the Shire can pay spouse costs of accommodation upgrade and official conference dinner. Under section 1.8 of the Council Policy Manual, alcohol expenses are only covered for members if they are authorised and moderate in nature. The amount purchased would not be deemed to be "moderate" given the quantity and value of the purchase.		Moderate	Credit card purchases should be in line with the Shire's policy.		<p>It is noted that the actual expenses incurred were slightly above the definition of reasonable for an employee under the ATO Guidelines on both occasions.</p> <p>It is noted that the actual expenses incurred were slightly above the definition of reasonable for an employee under the ATO Guidelines on both occasions.</p> <p>The expenditure was incurred with the full knowledge of participating elected members including the Shire President and Deputy Shire President, and complies with the intent of the Council Policy 1.8 'Elected Members – Conference & Training Expenses' and is expressly permitted pursuant to clause 6 (v) of Council Policy 3.8 Transaction Cards.</p> <p>The Policy was also amended by Council at he 24 July 2019 Council meeting to overcome this.</p>	CEO	Complete
16	OAG INTERIM AUDIT RESULTS	Disaster Recovery and Business Continuity Plan Implementation	We noted the Shire does not have a disaster recovery or a business continuity plan. An analysis has not been performed to confirm critical functions and processes in order to develop the priorities for the disaster recovery and continuity plan.		Moderate	<p>We recommend the Shire develop a business continuity plan based on an evaluation of risks which may disrupt critical business functions. The evaluation should identify critical systems and processes, minimum resources and response times needed to assure/resume operations.</p> <p>An incident response plan - containing the information needed to respond to an incident (e.g. emergency contact lists, responsibilities) and a disaster recovery plan - detailing the steps to be taken to recover operations, should be developed based on the business continuity plan.</p> <p>Plans should be communicated to staff and tested on a periodic basis to ensure that staff are familiar with their responsibilities. This should also include testing of</p>		<p>A copy of our Business Continuity Plan does exist. It is acknowledge it is not signed and requires review.</p> <p>We are planning to undertake this work in 2019/20.</p>	EMCCS	30/06/2020
17	Reg 5 and Reg 17 Review	Documented Procedures	Limited documented procedures currently exist. We noted from staff representations, a number of procedures have recently been developed by staff or intentions are to develop procedures. This is encouraged.	Breakdown of internal controls. Controls reliant on the capability and honesty of staff	High	Prioritised action required	Opportunities exist to improve standard operating procedures and ensure they are documented with key controls clearly identified. Once these procedures are developed and implemented, they require constant monitoring for adherence and to ensure effectiveness.	A Process Improvement Project commenced in November 2019 by the corporate services department. A key deliverable of this project will be the development of an Executive Instruction on updating procedures. This will also form a part of a "Finance Manual".	EMCCS	31/12/2020
18	Reg 5 and Reg 17 Review	Employee Banking Details	New employees banking details are entered by the payroll officer into Synergysoft, and details reviewed and confirmed by the MF. No verification is performed against the ABA file when payroll is processed to ensure that bank account details have not been altered since initial review was performed.	Lack of probity. Financial loss. Internal control breakdown	High	Prioritised action required	New employees banking details should be verified against the ABA file for their first pay. Procedures to minimise risk of any employee banking details being changed prior to deposit of payroll and regular reviews of software audit trails are encouraged.	Each Fortnight New employees banking details are verified for their first pay and signed off by Manager Finance and the Executive Manager Corporate and Community Services. In addition the exception report which highlights payroll changes, is noted and verified.	MF	Complete

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19	Reg 5 and Reg 17 Review	Employee Inductions - Code of Conduct	Employees are issued induction packages, including the code of conduct, which is required to be signed and returned to be retained on file, as acknowledgement they have read and understand the document.	Internal control or compliance breach	Medium	Planned action required	An induction procedure should be implemented to ensure the code of conduct has been read and understood by new employees, where appropriate staff read through the document with new employees, similar to other induction procedures already in place.	Process are now in place.	MF	Complete
20	Reg 5 and Reg 17 Review	Employee Termination Procedures	No formal process or procedure is currently in place to ensure the appropriate termination of employees. Departmental managers are entrusted with responsibility of ensuring Shire assets are recovered, however there is no structure in place to ensure that IT permissions and security codes are restricted, or for Shire property (phones, vehicles, keys) are returned prior to the employee finishing with the Shire.	Lack of probity. Financial loss. Internal control breakdown	High	Prioritised action required	Establish procedures or checklists to manage and document the termination of employees, ensuring access to IT systems etc is appropriately restricted and Shire assets are recovered.	Exit Interview process established (FCCS024).	MF	Complete
21	Reg 5 and Reg 17 Review	Financial Interest Register	A primary return was noted for a contractor in March 2018, however an annual return is not included in the register for the period ended 30 June 2018, as required under the Local Government Act 1995. Staff representations and examination of the contracts register indicate the contractor is still engaged by the Shire of Narrogin, and therefore is required to submit an annual return.	Internal control breakdown and compliance breach	Medium	Planned action required	Ensure systems and procedures are in place to obtain all returns required. Determine if the contractor is no longer deemed to be a relevant person and not required to lodge an annual return, their return should be removed to a separate register for the required time, as required under the Local Government Act 1995.	Systems and procedures are now in place. Contractor removed.	EMCCS	Complete
22	Reg 5 and Reg 17 Review	Financial Interest Register	We noted returns for an elected member who was a Councillor for the former Town of Narrogin pre-dating 1 July 2016 were included in the register. The current entity 'Shire of Narrogin' was formed on 1 July 2016, and any returns completed by elected members under the former Town of Narrogin or Shire of Narrogin should be instead maintained for the required period in a separate register.	Internal control breakdown and compliance breach	Medium	Planned action required	Remove returns for elected members pre-dating 1 July 2016 which are included in the current financial interest register, to a separate register for the required period.	Systems and procedures are now in place. Contractor removed.	EMCCS	Complete
23	Reg 5 and Reg 17 Review	Homecare Service Controls	Limited oversight or review of financial transactions is currently occurring, and no documented procedures are in place for reconciling the Homecare service IT software with funds receipted into the Shire accounts.	Lack of probity. Financial loss.	High	Prioritised action required	A full review of procedures and controls is required to determine practical procedures, documentation and controls for the receipt of revenue, recognition of debtors and allocation of client funds (cash) through the Homecare service. Procedures should ensure compliance with associated regulatory requirements require under the Local Government Act 1995 and subsidiary regulations.	Noted. Procedures will be reviewed.	MF/MCCS	30/06/2020
24	Reg 5 and Reg 17 Review	Homecare Service Controls	Revenue from the Homecare service is only receipted into the ERP system from the bank statement. Occurrences were observed where cash is being held on site and banked through the main administration office only once per week.	Lack of probity. Financial loss.	High	Prioritised action required	A full review of procedures and controls is required to determine practical procedures, documentation and controls for the receipt of revenue, recognition of debtors and allocation of client funds (cash) through the Homecare service. Procedures should ensure compliance with associated regulatory requirements require under the Local Government Act 1995 and subsidiary regulations.	Noted. Procedures will be reviewed.	MF/MCCS	30/06/2020
25	Reg 5 and Reg 17 Review	Homecare Service Controls	Homecare service staff currently maintain a debtors ledger that is not recorded in nor reconciled with the Shire's ERP system.	Lack of probity. Financial loss.	High	Prioritised action required	A full review of procedures and controls is required to determine practical procedures, documentation and controls for the receipt of revenue, recognition of debtors and allocation of client funds (cash) through the Homecare service. Procedures should ensure compliance with associated regulatory requirements require under the Local Government Act 1995 and subsidiary regulations.	Noted. Procedures will be reviewed.	MF/MCCS	30/06/2020

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26	Reg 5 and Reg 17 Review	Homecare Service Controls	Few controls are in place to record cash received from clients for excursions, and subsequent expenditure incurred. Appropriate procedures are required to minimise risk of fraud / theft and to ensure transparency with the allocation of client funds.	Lack of probity. Financial loss.	High	Prioritised action required	A full review of procedures and controls is required to determine practical procedures, documentation and controls for the receipt of revenue, recognition of debtors and allocation of client funds (cash) through the Homecare service. Procedures should ensure compliance with associated regulatory requirements require under the Local Government Act 1995 and subsidiary regulations.	Noted. Procedures will be reviewed.	MF/MCCS	30/06/2020
27	Reg 5 and Reg 17 Review	ICT Security	We noted limited controls in relation to the access to IT systems both physical access to hardware and network access to software and data.	Security breach	High	Prioritised action required	Undertake a comprehensive IT security review and implement findings.	Noted. Procedures will be reviewed.	EMCCS	30/06/2020
28	Reg 5 and Reg 17 Review	ICT Strategic Plan	An ICT Plan highlighting and addressing ICT risks and how they are to be addressed was not available for inspection.	Loss of IT System.	High	Prioritised action required	Develop an ICT Strategic Plan identifying and documenting key ICT risks along with the treatments to reduce the risk to an acceptable level.	An ITC plan is to be developed.	EMCCS	31/12/2020
29	Reg 5 and Reg 17 Review	ICT Strategic Plan	Presently a single consultant is engaged to provide IT support services and advice regarding security etc. A high level of risk could be assumed by engaging a single entity to provide all IT services.	Loss of IT System.	High	Prioritised action required	Careful development of a strategy will assist in developing a scope to articulate service level agreements for a range of IT services to be potentially issued to different providers.	An IT Officer has been recruited for level 1/2 services. Procurement of level 2/3 services is occurring. We believe a single supplier that is industry trusted and a WALGA preferred supplier is a low risk.	EMCCS	31/03/2020
30	OAG INTERIM AUDIT RESULTS	Information Technology related policy and physical security	We noted that the Shire does not have any formal policies governing IT security policy nor procedures to maintain the integrity of the IT systems and corresponding user access. This also extends to security around removable/portable devices.		Moderate		IT policies and procedures should be updated and communicated to users of the IT systems.	Noted. Procedures will be reviewed.	EMCCS	30/06/2020
31	OAG INTERIM AUDIT RESULTS	Infrastructure, Property, Plant and Equipment – Asset count not undertaken	We noted through our review of Infrastructure, property, plant and equipment that there is currently no periodic asset count process in place. Per discussion with the Shire's management, reliance is placed on the independent valuer to verify the existence of Property, plant, equipment and infrastructure. We also noted that the valuer based their valuations on assets from the asset register.		Significant	We recommend the Shire consider performing a complete asset verification process to confirm the existence and completeness of all asset classes to comply with the requirement of the Act.		Council has adopted an Asset Management Policy which dictates the classes of assets requiring Asset Management Plans. These classes are: a) Transport assets – roads, paths, bridges, culverts, drainage, airport, street furniture etc.) b) Property assets – buildings, freehold land and associated ancillary infrastructure; c) Recreation assets – parks, ovals, reserves, gardens, playgrounds etc.; d) Plant and equipment – vehicles, tools, plant and machinery, information technology and communications equipment etc. e) Portable and Attractive assets – in accordance with the Local Government (Financial Management) Regulations 1996 Reg.17B; and f) Other classes as deemed appropriate or necessary. In addition, the Shire is required to undertake a review of Fair Value Valuations within a period of at least 3 years but no more than 5 years after the day on which the asset was last valued or revalued Local Government (Financial Management) Regulations 1996 s. 6.10 17A(4)(b). It is proposed to take a physical count for item b and item d assets on a 3 year rotational basis coinciding with there fair value revaluations for that particular class. Other asset classes eg Transport are not subject to much change and other processes pick up and changes. Portable and Attractive assets will be verified once a year from the soon to	EMCCS	30/06/2021

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32	OAG INTERIM AUDIT RESULTS	Interest on trust funds	We noted that interest earnings on trust fund moneys are not retained in trust or provided back to the entitled recipient on return of their moneys. The interest has instead been paid into the Municipal bank account and is recognised as the Shire's interest revenue.		Significant	The Shire should account for and manage trust fund moneys and associated interest, in accordance with the Act. The Shire should undertake the necessary steps to identify any obligations it has to return moneys that it has incorrectly retained from the current and previous years. We recommend the Shire assess and consider the impact of the interest earned in current and prior periods as required by the Act.		The calculation of interest received on Trusts held at 30/6/19 was completed. However clarification has been received from the Office of Auditor General subsequent to this audit (WA Local Government Position Paper No 1 received on 1 July 2019). Only funds that are required to be held in Trust (egg Public Open Space) will be kept in the Trust fund. Other funds (eg bonds for hall hire) are processed with existing trust codes to avoid confusion and ensure clarity for sound customer service but are transacted through the Municipal fund. There has been no change to trust transactions. Procedures and reporting have been amended to reflect this change in position.	MF	Complete
33	Reg 5 and Reg 17 Review	Internal Audit	Currently, no internal auditors have been appointed, and limited internal audit functions have been undertaken.	Internal and Compliance risks not identified	Medium	Planned action required	We suggest that as the level of documented procedures increases, an expanded internal audit function to confirm adherence to documented policies and procedures may be required as recommended by the OAG in their report to parliament on the Audit of Local Government.	A Process Improvement Project commenced in November 2019 by the corporate services department. A key deliverable of this project will be the development of an internal audit process and procedures but not necessarily an Internal Auditor. This will also form a part of a "Finance Manual".	EMCCS	31/12/2020
34	Reg 5 and Reg 17 Review	Internal Control	Currently, no policy on internal controls has been adopted by Council.	Lack of strategic direction for implementation of internal controls	Medium	Planned action required	Development and adoption of an Internal Control Policy will help formalise Council's commitment to internal controls, based on risk management principles.	Policy adopted at 24 July 2019 Council meeting Policy 1.12 - Internal control (not required by legislation).	CEO	Complete
35	Reg 5 and Reg 17 Review	Investment Register	An investment register is not routinely maintained to evidence the nature and location of all investments and all related transactions.	Financial Loss and Breakdown of Internal Control	Medium	Planned action required	Recording the nature and location of all investments and related transactions is required by Regulation 19 (2) of the Local Government (Financial Management) Regulations 1996. Tracing of funds on maturity of investments is essential and record of where funds are transferred and who authorised the transfer should be maintained within the register. Maintaining printed copies of the investment register, reviewed and authorised by a senior manager independent of the control of the investments, prevents subsequent amendment to the register.	Register has been created and checklist updated.	MF	Complete
36	Reg 5 and Reg 17 Review	Legislative Compliance	Currently, no policy on internal legislative compliance has been adopted by Council.	Lack of strategic direction for legislative compliance	Medium	Planned action required	Development and adoption of an internal legislative compliance policy will help formalise Council's commitment to legislative compliance.	Policy Adopted at 24 July 2019 Council meeting Policy 1.13 - Legislative Compliance (not required by legislation).	CEO	Complete
37	Reg 5 and Reg 17 Review	Long Term Financial Plan	Long Term Financial Plan 2017-2028 has been prepared in draft form. The Plan includes a section titled 'Risk Assessment' (which refers to a superseded risk management standard) and details external and internal factors. Long term financial risks are not identified within the draft Plan.	Failure to appropriately manage assets Ineffective spending of financial resources on assets	Medium	Planned action required	Update and finalise the long term financial plan.	Developed the role of Senior Finance Officer - Strategic. KRA will be LTFP by due dates that meets DLGSCI criterion.	EMCCS	30/06/2020
38	Reg 5 and Reg 17 Review	Overhead and Administration Allocations	No process is currently in place to determine the allocation of indirect costs. From staff representations, current allocation rates are based on historical estimates and no calculation method to support the allocations was available.	Breakdown of internal controls. Financial Loss	High	Prioritised action required	Undertake a review of activity based costings to support calculation of overhead and administration allocations.	Noted a review will be undertaken.	MF/EMCCS	30/06/2020
39	Reg 5 and Reg 17 Review	Payroll Authorisation and Audit Trails	Limited review of changes made to employee details and parameters is currently undertaken when each payroll is processed. Reliance is placed on officers responsible for processing and authorising payroll to remember individual details and identify any errors (such as deductions, superannuation contributions etc) when reviewing payroll reports for authorisation for payment.	Lack of probity. Financial loss. Internal control breakdown	High	Prioritised action required	Procedures to minimise risk of unauthorised changes to employee details and regular reviews of software audit trails should be implemented. Where possible, segregation of duties should exist where employees responsible for processing payroll transactions are unable to make changes to employee banking details.	Each fortnight new employees banking details are verified for their first pay and signed off by Manager Finance and the Executive Manager Corporate and Community Services. In addition the exception report which highlights payroll changes, is noted and verified.	MF	Complete

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40	Reg 5 and Reg 17 Review	Payroll Exception Reporting	The officer responsible for processing payroll has started to maintain a master sheet of employee parameters to assist with review and capture of employee entitlements, allowances, deductions etc. Reliance is placed on officers responsible for processing and authorising payroll to remember individual details and identify any errors when reviewing payroll reports for authorisation for payment.	Lack of probity. Financial loss. Internal control breakdown	High	Prioritised action required	A full review of procedures and controls is required to determine practical procedures, documentation and controls for the accurate processing of payroll each fortnight. Details for each employee should be reviewed against individual employment contracts to capture allowances, deductions, entitlements etc, with appropriate review and authorisation for accuracy. Payroll exception reporting and review of audit trails should be undertaken to capture anomalies or unauthorised changes.	Each fortnight new employees banking details are verified for their first pay and signed off by Manager Finance and the Executive Manager Corporate and Community Services. In addition the exception report which highlights payroll changes, is noted and verified.	MF	Complete
41	Reg 5 and Reg 17 Review	Policy Review	Policies are reviewed annually by Council to help ensure they remain current however the 'history' (review / amendment) date is only updated where the policy is adopted or amended.	Failure to identify risks or adequately treat identified risks	Medium	Planned action required	Following the annual administrative review and biennial Council review of Policies, update the history section within each Policy to provide an accurate record of the Policy review occurring.	Detailed review completed and presented to the 24 July 2019 Council meeting.	CEO	Complete
42	OAG INTERIM AUDIT RESULTS	Posting of manual journals	We noted that all finance staff are inherently able to prepare and post journals in SynergySoft. From 1 July 2018 to 28 February 2019, 224 manual journals were posted of which 135 were posted and also approved by the same employee, without independent review by a second staff. We also noted that there is currently no system access restriction in SynergySoft to assign the posting of manual journals only to appropriate staff. Further, there is no review of manual journals posted to the system.		Significant	We recommend that a person more senior than the preparer authorises all journal entries, and evidence of authorisation is retained.		It has been confirmed with IT Vision that SynergySoft (our corporate accounting package) does not have the capabilities to assign the posting of manual journals only to appropriate staff. The Shire of Narrogin however does have internal policies that require staff to seek authorisation from the Manager prior to posting journals. The Shire also records all general journals on a 'Journal register'. Senior Finance Officer now raises general journals, with the MF authorising. The Shire has added the task of reviewing the manual journals register to the listing of journals posted in SynergySoft, to the End of Month (EOM) tasks and have also developed a General Journal Request Form for 'requested' journals by other officers.	MF	Complete
43	Reg 5 and Reg 17 Review	Potential Unspent Grant Funds	The Homecare service is currently funded through a service agreement, which requires acquittal annually. In previous years, surplus funds from the service have been retained and accumulated in a reserve account, to be allocated to future Homecare activities. Discussions with various staff indicate the Shire do not have full discretion or control over surplus funds.	Lack of probity. Financial loss.	High	Prioritised action required	Surplus funds from the Homecare service be reviewed to determine the appropriate treatment of the funds.	Noted contact will be made with funding providers.	MF/MCCS	30/06/2020
44	Reg 5 and Reg 17 Review	Procedure Changes	Process for amending or changing procedures are not formalised. This creates opportunities for unilateral undocumented changes to procedures and a breakdown in key controls.	Failure to identify risks or adequately treat identified risks	High	Prioritised action required	Establish process for the development, review, amendment and authorisation of procedures, checklists and other internal control documentation, to assist with managing changes to procedures.	A Process Improvement Project commenced in November 2019 by the corporate services department. A key deliverable of this project will be the development of an Executive Instruction on updating procedures. This will also form a part of a "Finance Manual".	EMCCS	31/12/2020

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45	Reg 5 and Reg 17 Review	Procurement	Through limited testing of payments, a non compliant procurement was identified relating to the procurement of IT services, where the required number of quotations were not obtained for the value of the service. The purchasing policy allows for the requirement to obtain quotations to be circumvented in exceptional circumstances, however in this instance the service has been ongoing for a number of months, by the same provider and does not conform with the exceptions allowed within the policy.	Lack of probity. Financial loss. Unauthorised purchasing. Fraud Risk	High	Prioritised action required	All procurement of goods or services should be undertaken in accordance with the Procurement Policy and legislative requirements, regardless of the type of service or goods.	IT Officer now employed. See also Item 44.	EMCCS	Complete
46	Reg 5 and Reg 17 Review	Procurement - Tender Assessment	The Shire currently uses a panel of officers identified by the project officer, to assess the tenders and provide a score against assessment criteria. Members of the panel are expected to declare an interest if one exists. Documented procedures are not in place to require the declaration of interest and confidentiality to be signed prior to tender submissions being passed over for inspection.	Lack of probity. Fraud risk.	High	Prioritised action required	To help ensure probity and fairness when assessing tenders, procedures for the declaration of interests prior to assessing tender should be documented.	A Process Improvement Project commenced in November 2019 by the corporate services department. A key deliverable of this project will the development of an Executive Instruction on Tender Assessment procedures. This will also form a part of a "Finance Manual".	EMCCS	30/06/2020
47	Reg 5 and Reg 17 Review	Procurement - Tender Assessment	The tender register contains a record of officers who were present when tenders were opened. Our inspection of the register not all officers listed in this record have signed the register.	Lack of probity. Fraud risk.	High	Prioritised action required	To help support probity and fairness with the tender process, all officers present at the opening of tenders should sign the register to confirm their presence and the records entered into the tender register.	A Process Improvement Project commenced in November 2019 by the corporate services department. A key deliverable of this project will the development of an Executive Instruction on Tender Assessment procedures. This will also form a part of a "Finance Manual".	EMCCS	30/06/2020
48	Reg 5 and Reg 17 Review	Procurement - Tender Assessment	We noted from samples tested, not all officers listed on the assessment panel within the tender register had signed the assessment of some tenders.	Lack of probity. Fraud risk.	High	Prioritised action required	All officers responsible for assessment of tenders should sign an assessment record to support their participation in the evaluation process.	A Process Improvement Project commenced in November 2019 by the corporate services department. A key deliverable of this project will the development of an Executive Instruction on Tender Assessment procedures. This will also form a part of a "Finance Manual".	EMCCS	30/06/2020
49	Reg 5 and Reg 17 Review	Procurement Assessment	In certain cases, a panel is utilised to assess responses to requests for quotations. We did not observe any documented formal requirements when undertaking these assessments.	Fraud risk	High	Prioritised action required	To help support probity and fairness when assessing responses to requests for quotation, the process undertaken should be documented. The process to be followed should require a higher level of probity and due diligence, the higher the value or risk associated with the purchase.	A Process Improvement Project commenced in November 2019 by the corporate services department. A key deliverable of this project will the development of an Executive Instruction on Procurement procedures. This will also form a part of a "Finance Manual".	EMCCS	30/06/2020
50	Reg 5 and Reg 17 Review	Receipting Procedures	Receipt batches are only updated after they have been reconciled to the bank statement.	Lack of probity. Financial loss. Unauthorised purchasing.	High	Prioritised action required	To minimise the risk of fraud or error, funds received should be receipted immediately and batches updated daily, with a reconciliation to the daily banking undertaken routinely. Errors identified through the reconciliation to the bank statements should be corrected through appropriately authorised journals.	The mitigation strategy suggested has been implemented.	MF	Complete
51	Reg 5 and Reg 17 Review	Recreation Facility Fees and Charges	A management agreement currently exists for a third party to operate recreation facilities, including the swimming pool. The agreement allows the operator to review and set fees and charges with Council approval, however the fees are not set within the schedule of fees and charges at the time of adopting the annual budget.	Lack of probity. Financial loss.	High	Prioritised action required	Under a management agreement, fees and charges are required by legislation to be set by Council, adopted by absolute majority and included within the schedule of fees and charges. The current imposition of fees and charges for recreation facilities use is non compliant which requires immediate rectification.	2019/20 Fees and Charges (including Narrogin Regional Leisure Centre fees) were adopted at the 24/7/19 Council meeting.	MF	Complete

Item Number	Source Document	Risk Assessment Category	Risk Issue and Failure Modes	Risk Identified	Risk Category	Action Required	Mitigation and Management Strategy (Possible Future Controls)	Action Taken	Responsible Officer	Timeframe
52	OAG INTERIM AUDIT RESULTS	Review of key reconciliations	We noted that reconciliations for the Accounts Receivable, Accounts Payable and Asset modules were completed however it is not signed by either the preparer or the reviewer.		Moderate	We recommend that the preparer and reviewer sign the reconciliation and the reviewer is an appropriate staff independent of the preparer.		Reconciliations for all subsidiary ledgers how been revisited with responsible officers completing and the MF reviewing, to ensure correctness. Future practices will involve the responsible officers completing the task as part of the EOM process, with the MF authorising.	MF	Complete
53	Reg 5 and Reg 17 Review	Risk Management	Risk Management activities currently undertaken are largely undocumented.	Lack of strategic direction for risk management procedures	Medium	Planned action required	Risk management procedures and process to be developed in accordance with the latest risk management standard (ISO 31000:2018).	Developed the role of Senior Finance Officer - Strategic. KRA will be development implementation and maintenance of Risk Registers	CEO	31/12/2020
54	Reg 5 and Reg 17 Review	Risk Management	Risk Management activities currently undertaken are largely undocumented.	Lack of strategic direction for risk management procedures	Medium	Planned action required	Implement risk management procedures and processes throughout the organisation	Developed the role of Senior Finance Officer - Strategic. KRA will be development implementation and maintenance of Risk Registers	CEO	31/12/2020
55	Reg 5 and Reg 17 Review	Risk Register	A risk register in relation to high risks was not available to reflect identified risks, and if they have been adequately treated.	Internal Control	Medium	Planned action required	Maintaining risk registers for all identified risks is important to help ensure appropriate recording and communication of high risks, along with providing a record to enable the verification of whether treatment plans have appropriately reduced the risk.	Developed the role of Senior Finance Officer - Strategic. KRA will be development implementation and maintenance of Risk Registers	CEO	31/12/2020
56	OAG INTERIM AUDIT RESULTS	Risk Register policies and procedures	We noted that the Shire has not completed a review on its risk management register since its draft inception in April 2016. It is unclear whether the document underwent proper review, establishing of risks and if any subsequent work were performed. In addition, there is no process in place for the audit committee to regularly review the risk register (triannual) and the progress made in completing required treatment actions.		Moderate		We recommend that the Shire review and update its risk management register. As part of this review, the Shire should ensure that the items under 17(1) Local Government (Audit) Regulations 1996 are considered. The results of this review and any changes made should be endorsed by the audit committee. In addition, the Shire should consider providing a regular report to the audit committee on the status of the risk management register and associated actions.	Risk Policy Adopted By Council at its 24/7/2019 Council meeting.	CEO	Complete
57	OAG INTERIM AUDIT RESULTS	Service Level Agreement for IT Services	Lack of a formal SLA outlining the terms of an agreement for services provided by the external IT consulting firm may create an expectation gap between the parties. As no formal agreement is in place, a sudden change due to unforeseen circumstances could result in a detriment to the Shire's IT infrastructure and ability to carry out its daily operations.		Moderate	Management should establish a temporary SLA with the external IT consulting firm stipulating the terms provided in the quote.		Detailed Service Level Agreement obtained.	EMCCS	Complete
58	Reg 5 and Reg 17 Review	Staff Training	Staff training needs are currently identified on an ad-hoc basis. We understand management wishes to establish a more formal staff training structure.	Internal control or compliance breach	Medium	Planned action required	Develop a staff training matrix to identify staff training needs relevant to their role is important to ensuring it is co-ordinated across the organisation.	Noted. Procedures will be reviewed.	MF/SFO	30/06/2020

Item Number	Source Document	Risk Assessment Category	Risk Issue and Failure Modes	Risk Identified	Risk Category	Action Required	Mitigation and Management Strategy (Possible Future Controls)	Action Taken	Responsible Officer	Timeframe
59	OAG INTERIM AUDIT RESULTS	Supplier Master File – redundant records	We noted that there were superseded and outdated supplier records. The Shire does not periodically review its supplier master file to deactivate old, unused or duplicate supplier records. The supplier master file is a comprehensive file in the financial system which stores key information about suppliers for processing payments to suppliers, including information on bank accounts and addresses. Audit notes that creditors in the system may be labelled as "Suspended", however a large number of the above supplier files were not removed or updated.		Minor		We recommend management undertake a periodic review of the supplier master file to deactivate inactive, old, unused or duplicate records.	The Shire has in the past had the Finance Officer Support review and clean up the Names and addresses module. This covers all records. This task was performed in 2015/2016 as part of the merger between the Town and the Shire. It was also completed approximately March 2017. Another review commenced in January 2019, and we are in discussions with IT Vision (our corporate software supplier) due to system issues. Reviewed was completed in May 2019. This process has been incorporated into the End of Year (EOY) processes.	MF	Complete
60	Reg 5 and Reg 17 Review	Tender Register	The tender register contains incomplete entries. Our samples selected did not include a copy of the tender advertisement to evidence advertising occurred as per statutory requirements	Internal control breakdown and compliance breach	Medium	Planned action required	Place a copy of state-wide advertisement as evidence of regulatory compliance for each tender in the register.	A Process Improvement Project commenced in November 2019 by the corporate services department. A key deliverable of this project will be the development of an Executive Instruction on Procurement procedures. This will also form a part of a "Finance Manual".	EMCCS	30/06/2020
61	Reg 5 and Reg 17 Review	Tender Register	Some tenders recorded in the register contained details of the value of all submissions received.	Internal control breakdown and compliance breach	Medium	Planned action required	To maintain the confidentiality of submissions received values of submissions received be removed from the tender register.	A Process Improvement Project commenced in November 2019 by the corporate services department. A key deliverable of this project will be the development of an Executive Instruction on Procurement procedures. This will also form a part of a "Finance Manual".	EMCCS	30/06/2020
62	OAG INTERIM AUDIT RESULTS	Termination checklist	We noted that the Shire does not have a policy or formalised process that requires a termination checklist to be completed with departing employees.		Moderate	We recommend the Shire review processes associated with employee terminations to ensure that a termination checklist is completed for terminated employees		Checklist implemented see Form FCS024.	CEO	Complete
63	Reg 5 and Reg 17 Review	Waste Facility Cash Handling	Imposition of fees and charges for domestic waste have resulted in cash being collected at the waste facility. Controls in relation to the handling of cash received at the waste facility are considered inadequate.	Lack of probity. Financial loss.	High	Prioritised action required	Remove or significantly reduce the potential amount of cash received at the waste facility, through use of pre-purchased vouchers etc. Should cash continue to be accepted, appropriate procedures and controls are required.	Noted. Procedures will be reviewed.	MF/ EMDRS	30/06/2020
64	Reg 5 and Reg 17 Review	Workflow Diagrams	Workflow diagrams have not been compiled for undocumented procedures.	Breakdown of internal controls. Controls reliant on the capability and honesty of staff	Medium	Planned action required	In conjunction with, or as an alternative to, the development of documented procedures and checklists, update and development of workflow process diagrams may assist in clearly identifying controls and processes to be followed.	Documented procedures are now in place in the Finance area.	EMCCS	Complete



Our Ref: 8500

Mr Dale Stewart
Chief Executive Officer
Shire of Narrogin
PO Box 1145
NARROGIN WA 6312

Shire of Narrogin RECEIVED	
Directed to	<u>Dale / Frank</u>
10 FEB 2020	
Ref No	<u>1CR2019505</u>
Property File	
Subject File	<u>4.1.1</u>
Ref	



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Dear Mr Stewart

FOCUS AUDIT – LOCAL GOVERNMENT MANAGEMENT OF CONTRACT RENEWALS OR EXTENSIONS AND VARIATIONS

As you would be aware, the Auditor General has been undertaking this audit in your Shire and a sample of other local government entities. Audit findings for your Shire are included in the attached management letter for your attention. These matters have been discussed with your relevant staff and their comments have been included on the attachment for your information.

This management letter will be used to prepare the draft report which will be sent to your Shire in the next few months as part of our process for ensuring factual accuracy and contextual appropriateness before we finalise the report. The final report is scheduled for tabling in Parliament in April 2020.

An audit is not designed to identify all internal control deficiencies that may require management attention. It is possible that irregularities and deficiencies may have occurred and not been identified as a result of our audit.

I would like to take this opportunity to thank you, the management and the staff of your Shire for their cooperation with the audit team during our audit.

A copy of this letter has also been sent to the President. Please contact me on 6557 7574 if you have any queries.

Yours sincerely

Renuka V.

RENUKA VENKATRAMAN
DIRECTOR FINANCIAL AUDIT
3 February 2020

Attach

SHIRE OF NARROGIN

PERIOD OF AUDIT: 1 JANUARY 2018 TO DATE OF AUDIT

FINDINGS IDENTIFIED DURING THE FOCUS AUDIT- LOCAL GOVERNMENT
MANAGEMENT OF CONTRACT RENEWALS OR EXTENSIONS AND VARIATIONS

INDEX OF FINDINGS	RATING		
	Significant	Moderate	Minor
1. Procurement Policy and Procedures		✓	
2. Contract Register		✓	
3. Tender Process	✓		

KEY TO RATINGS

The ratings in this management letter are based on the audit team's assessment of risks and concerns with respect to the probability and/or consequence of adverse outcomes if action is not taken. We give consideration to these potential adverse outcomes in the context of both quantitative impact (for example financial loss) and qualitative impact (for example inefficiency, non-compliance, poor service to the public or loss of public confidence).

- Significant** - Those findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly.
- Moderate** - Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.
- Minor** - Those findings that are not of primary concern but still warrant action being taken.

SHIRE OF NARROGIN

PERIOD OF AUDIT: 1 JANUARY 2018 TO DATE OF AUDIT

**FINDINGS IDENTIFIED DURING THE FOCUS AUDIT- LOCAL GOVERNMENT
MANAGEMENT OF CONTRACT RENEWALS OR EXTENSIONS AND VARIATIONS****1. Procurement Policy and Procedures****Finding**

We reviewed the Shire's Council Policy Manual and noted that it did not include:

- a requirement to maintain a contract register, or specify the value above which contracts are to be recorded in the contracts register and the custodian of the register
- outline the procurement process for contract renewals or extensions, including a requirement for a formal documented assessment of current contractor performance before an existing contract is extended or renewed
- a requirement for timely review of the contract register to identify contracts that are due to expire, with the view of commencing appropriate action well before the expiry of the contract.

We understand that in practice, reviews of the contract register and contractor performance before renewal or extension of contracts are completed.

Rating: Moderate**Implication**

In the absence of comprehensive procurement policies and guidelines, there is an increased risk that contract renewals or extensions may not be effectively managed, potentially resulting in failure to achieve value for money.

Recommendation

The Council Policy Manual should be updated to include:

- a requirement to maintain a contract register, with details of the key information to be included in the register
- the dollar value above which contracts are to be recorded in the contract register and the custodian responsible for the regular review and update of the register
- a requirement for the custodian of the contract register to regularly review the register for contracts nearing expiry, so that negotiations can commence well before the expiry of the contract. This will ensure continuity in the supply of goods and services as well provide best value for money
- a requirement for the evaluation of current contractor performance to be performed to ensure poor performing contractors are identified and concerns are adequately addressed, prior to exercising the contract renewal or extension option.

Management comment

The Local Government Accounting Directions 1994 at Clause 8(13), stated all documentary agreements, contracts, debentures, guarantees, vesting orders, title deeds, leases, indemnities, mortgages and other legal documents of the local government are securely stored and that appropriate details are recorded in a suitable register.

Under Clause 24 of Schedule 9.3 *Local Government Act 1995*, local governments "All registers, records and documents which a former municipality was required under the former provisions to keep are to be kept by the continuing authority for the purposes for which the registers, records or documents were required to be kept under those provisions."

SHIRE OF NARROGIN**PERIOD OF AUDIT: 1 JANUARY 2018 TO DATE OF AUDIT****FINDINGS IDENTIFIED DURING THE FOCUS AUDIT- LOCAL GOVERNMENT
MANAGEMENT OF CONTRACT RENEWALS OR EXTENSIONS AND VARIATIONS**

Thus, our view is that we comply with the law by having a compliant contract register, and a Council policy is therefore not necessary, particularly given we have:

1. A Council Policy, number 1.13, Legislative Compliance, that states that the Shire of Narrogin has an obligation to ensure that legislative requirements are complied with (by the CEO and Administration); and
2. A Corporate Library and Annual Plan that reference the key Documents of the Shire that are maintained, inclusive of the Contracts, Deeds & Agreements Register.

We agree with the best practice suggestions to record the dollar value of the contracts and already have responsible officer and departments allocated in the register, which is reviewed regularly.

Whilst this process occurs now, and is reviewed by the Chief Executive Officer on a regular basis, an end of month procedure will be instituted for a relevant Officer to review the Registers with a requirement to report outstanding matters on a cyclical basis to relevant accountable officers and the Executive Management Team.

We note that the suggestion of a requirement for the evaluation of current contractor performance to be performed to ensure poor performing contractors are identified and concerns are adequately addressed, prior to exercising the contract renewal or extension option is what we would class as common sense, and only the Chief Executive Officer or the Council have authority within the organisation to enter into contracts, deeds or agreements greater than 12 months in length and / or of value greater than \$75,000.

This notwithstanding, our Register has been amended to contain a notation that requires an evaluation of contractor performance prior to renewal. Poorly performing contractors would be clearly evident to officers throughout the organisation and performance evaluation would be undertaken as a matter of course, if renewal or a further optional term is contemplated.

Responsible person: Executive Manager Corporate and Community Services
Completion date: 31 December 2019

SHIRE OF NARROGIN**PERIOD OF AUDIT: 1 JANUARY 2018 TO DATE OF AUDIT****FINDINGS IDENTIFIED DURING THE FOCUS AUDIT- LOCAL GOVERNMENT
MANAGEMENT OF CONTRACT RENEWALS OR EXTENSIONS AND VARIATIONS****2. Contract Register****Finding**

We reviewed the Shire's contract register, and noted that the following key contract details were not included in the register:

- Value of contracts (including the value of any contract extensions and variations)
- Detailed information on contract variations, such as the number and dollar value of individual variations
- Details of contract renewal or extension options available and the dates of options exercised.

Rating: Moderate**Implication**

Lack of complete and accurate information in the contract register could potentially limit the Shire's ability to effectively monitor and manage its contractual obligations.

Recommendation

Management should review and update the contract register to ensure that key information relating to all current contracts are included in the contract register.

Management comment

Contract renewal dates and extension options were included in the Register where they existed for most contracts, and we have added those that were missed or the words 'Not Applicable' to those, where they did not.

Contract variations are minimal or of negligible, if any value, given most contracts in the Register are with community groups, paying a lease fee of \$1 per annum.

The value of contracts has now been added and we accept that suggestion as best practice.

Responsible person: Executive Manager Corporate and Community Services
Completion date: 31 December 2019

SHIRE OF NARROGIN

PERIOD OF AUDIT: 1 JANUARY 2018 TO DATE OF AUDIT

FINDINGS IDENTIFIED DURING THE FOCUS AUDIT- LOCAL GOVERNMENT
MANAGEMENT OF CONTRACT RENEWALS OR EXTENSIONS AND VARIATIONS

3. Tender Process

Finding

Division 16(3) of the Local Government (Functions and General) Regulations 1996 and Section 3.1(c)(5) of the Shire's Council Policy Manual require that tenders are opened in the presence of at least 2 employees, or one local government employee and at least one person authorised by the Chief Executive Officer to open tenders.

We noted that of the 10 tenders recorded in the tender register during the period 1 January 2018 to 31 May 2019, 3 tenders were opened in the presence of only 1 employee, as evidenced by their signatures on the tender register.

Rating: Significant**Implication**

This is not in compliance with the requirements of the Local Government Regulations and the Shire's Council Policy Manual. Further, this reduces transparency and accountability over the tender process and can potentially increase the risk of fraud.

Recommendation

Management must ensure that tenders are opened in the presence of at least 2 employees in accordance with Section 3.1(c)(5) of the Shire's Council Policy Manual and Division 16(3) of the Local Government (Functions and General) Regulations 1996.

Management comment

We confirm that the 3 tenders were indeed opened by 2 people, as required by the law, and is evidenced in the Tender Register with the recording of their names and managements confirmation of their attendance with the officers concerned.

Employees likely to attend future tender openings have been reminded of the best practice approach of signing the attendance sheet, in the column already provided, as evidence confirming compliance with the Regulations however.

Responsible person: Executive Manager Corporate and Community Services

Completion date: 31 December 2019

10.3.7 DEBTOR WRITE OFFS NARROGIN REGIONAL HOMECARE

File Reference	12.8.1
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Shire of Narrogin
Previous Item Numbers	Nil
Date	7 February 2020
Author	Frank Ludovico – Executive Manager Corporate and Community Services
Authorising Officer	Dale Stewart – Chief Executive Officer
Attachments	1. CONFIDENTIAL Schedule of Debtor Write offs – Narrogin Regional Homecare (under separate cover).

Summary

As a part of the review into the appropriateness and effectiveness of financial systems and risk management, internal control and legislative compliance, the financial operations of the Narrogin Regional Homecare were evaluated.

A number of processes were improved and some debtor write offs have been identified. These are submitted to Council for approval.

Background

The CEO is required to undertake a review of the appropriateness and effectiveness of Financial systems and risk management, internal control and legislative compliance every three years.

These reviews were undertaken in February 2019 by Moore Stephens (MS) (after a procurement process) with the final report received on 28 May 2019. This review identified the need to investigate financial process and procedure at the Narrogin Regional Homecare.

The internal investigation occurred during December 2019 and January 2020.

Findings from that investigations include:

- An independent review of the Client Management Database (SMS Software).
- Monthly reconciliations to Medicare statements.
- Improved processes for exiting clients.
- Improved oversight of client packages.
- Introduction of a formal process for collection of daily care fees.
- Identification of debtor write offs

Comment

The CONFIDENTIAL Schedule of Debtor Write offs – Narrogin Regional Homecare, identifies the reason for each write off.

Consultation

The Manager of Finance and Manager of Community Care Services were consulted during this process.

Statutory Environment

Section 6.12 of the Local Government Act 1995 gives Council the power to write off debts.

Council Delegation 3.6 Sundry and rate debtors – Recovery and agreements have been put in place to recover these debts.

Council Delegation 3.7 Write off of sundry and rate debts, delegates some of this power to the CEO but only up to a maximum of \$100 per individual debt. Whilst some write offs fall under this threshold it was decided to bring the whole matter to Council for determination.

Policy Implications

Council does not have any policies in regard to write offs of debts.

Financial Implications

The amount to be written off is significant. Some are due to past management practices and others to monthly processes not being complied with.

New processes will keep a tighter rein on these matters and minimise future issues.

It is fortunate Council has related Reserve funds it can call upon to meet these write offs and an allocation to fund the proposed write offs has been made in the 2019/2020 Budget Review being considered by the Council separately.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027		
Objective	4.	Civic Leadership Objective (Continually enhance the Shire's organisational capacity to service the needs of a growing community)
Outcome:	4.1	An efficient and effective organisation
Strategy:	4.1.1	Continually improve operational efficiencies and provide effective services
Strategy:	4.1.2	Continue to enhance communication and transparency

Voting Requirements

Absolute Majority

OFFICERS' RECOMMENDATION

That, in respect to debtor write offs Narrogin Regional Homecare contained in the confidential attachment, Council approve the write offs amounting to \$15,441.54.

10.3.8 WASTE LOCAL LAW – DELEGATION TO CHIEF EXECUTIVE OFFICER

File Reference	19.6.4
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Shire of Narrogin
Previous Item Numbers	Nil
Date	5 February 2020
Author	Niel Mitchell – Governance Consultant
Authorising Officer	Frank Ludovico – Executive Manager Corporate & Community Services
Attachments	1. Draft Delegation 6.5 – Waste Local Law

Summary

To consider delegation of power to the Chief Executive Officer (CEO) to administer the Waste Local Law 2019.

Background

In December 2019 Council approved delegated power to the CEO to appoint authorised persons under the local law.

Comment

This proposed new delegation gives the power to the CEO for matters including but not limited to:

- Clause 2.1(1) – provide premises with a rubbish bin without reference to Council;
- Clause 2.6 – placement of bins at premises, if necessary;
- Clause 2.8 – determine exemptions;
- Clause 2.8 – make arrangements for verge collections;
- Clause 3.4 – monitor and manage waste on building sites;
- Clause 4.2 – determine operating hours of a waste facility;
- Clause 4.3 – erect signs and give directions for the management of a waste facility.

Setting of fees and charges remains restricted to Council, as does the determination of objections.

Withdrawal of infringements is restricted to the CEO, in accordance with Delegation 1.1, and may not be sub-delegated to other employees.

The draft delegation is consistent with other delegated powers to the CEO resolved by Council.

Consultation

Discussion was had with:

- Chief Executive Officer; and
- Executive Manager Development and Regulatory Services.

Statutory Environment

Shire of Narrogin Waste Local Law 2019

Policy Implications

There are no relevant policy implications.

Financial Implications

There are no relevant financial implications.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027		
Objective	3.	Environment Objective (Conserve, protect and enhance our natural and built environment)
Outcome:	3.2	Effective waste services
Strategy:	3.2.1	Support the provision of waste services

Objective	4.	Civic Leadership Objective (Continually enhance the Shire's organisational capacity to service the needs of a growing community)
Outcome:	4.1	An efficient and effective organisation
Strategy:	4.1.1	Continually improve operational efficiencies and provide effective services
Strategy:	4.1.2	Continue to enhance communication and transparency

Voting Requirements

Absolute Majority

OFFICERS' RECOMMENDATION

That, with respect to Waste Local Law 2019, that Delegation 6.5 Waste Local Law 2019 delegating power the Chief Executive Officer to administer the Waste Local Law 2019 be approved.

6.5 Waste Local Law 2019

Statutory context

Shire of Narrogin Waste Local Law 2019

Corporate context

None

History

Last Reviewed _____

Delegation from Council to CEO

Functions to be performed

1. The CEO is delegated power to exercise all discretionary matters in the Shire of Narrogin Waste Local Law 2019, including –
 - (a) issue of all notices and infringements etc;
 - (b) granting, refusal, cancellation and setting conditions of approval to conduct activities;
 - (c) extending the time period within which infringement notices may be paid.
 - (d) withdrawal of an infringement notice issued by an authorised person, following consideration of any submissions of special circumstances relating to it received from the authorised person, the notice recipient or other persons;
 - (e) carrying out of works in default of a duly served notice;
 - (f) authorising officers to undertake receipting, impounding and enforcement activities including the issuing of infringements, licences and renewals.

Conditions on use of delegation

1. The delegation excludes –
 - (a) determination of any fee or charge or
 - (b) dealing with an objection.
2. Commencement of prosecution is restricted to the CEO, who may instigate action where the offence –
 - (a) is of such severity that the action is appropriate or
 - (b) an infringement notice remains unpaid after reasonable attempts to obtain payment.

Sub-delegation permitted to

- a) Executive Manager Corporate & Community Services, excluding clause 1(d) & (f)
- b) Executive Manager Development & Regulatory Services, excluding clause 1(d) & (f).

Delegation by CEO to other employees

To –

- a) **Executive Manager Corporate & Community Services**
In full
- b) **Executive Manager Development & Regulatory Services**
In full

References

Formal record of use File copy of notice, approval etc.

File number

Notes

Objections and review are those matters refused under delegated power which the applicant requests Council to reconsider.

10.3.9 INCREASES IN SUPERANNUATION GUARANTEE CONTRIBUTION

File Reference	22.10.1
Disclosure of Interest	The Officer and Authorising Officer have a Financial Interest as the report discusses their remuneration.
Applicant	Shire of Narrogin
Previous Item Numbers	Nil
Date	7 February 2020
Author	Frank Ludovico – Executive Manager Corporate and Community Services
Authorising Officer	Dale Stewart – Chief Executive Officer
Attachments	Nil

Summary

The Federal Government has legislated progressive increases in the Superannuation Guarantee Levy (SGL) from 9% to 9.5% in 2020/21 and progressively increasing by half a percent each year to reach 12% in 2025/26.

The purpose of this report is to advise Council of the changes to the SGL contribution level and reaffirm its policy.

Background

The Federal Government has legislated progressive increases in the Superannuation Guarantee Levy (SGL) from 9% to 9.5% in 2020/21 and progressively increasing by half a percent each year to reach 12% in 2025/26.

Council's policy on this matter states Council will match any contribution an employee makes so long as the maximum Council contributes does not exceed 15% of salary. The policy also notes that as the SGL component increases, the threshold for maximum matching contribution by the Shire will decrease.

The purpose of this report is to advise Council of the changes to the SGL contribution level and reaffirm its policy.

Comment

Currently, in addition to the SGL, Shire staff are able to make their own contribution to superannuation either as a deduction or a salary sacrifice amount. The Shire then matches that contribution to a maximum of 15% of salary.

As an example, an employee receives the SGL of 9.5% of salary. If that employee contributes 5.5% the Shire will match that with another 5.5%. So, the total super contribution by the Shire is 15% (ie 9.5%+5.5% = 15%) and within the threshold set by the policy.

In 2023/24, when the SGL increases to 11%, and once again using the same scenario, the Shire’s matching contribution will drop to 4% (ie 11%+4% = 15%) and in line with the Policy. The employee may choose to drop their contribution also but lowering it to less than 4% will also reduce Council’s contribution to that level.

The table below demonstrates the changes.

Year	SGL %	Maximum Matching amount %	Maximum %
20/21	9.5	5.5	15
21/22	10	5	15
22/23	10.5	4.5	15
23/24	11	4	15
24/25	11.5	3.5	15
25/26	12	3	15

It needs to be reiterated if an employee does not make their own contributions, they do not receive the matching component.

Consultation

The Chief Executive Officer was consulted in developing this item.

Statutory Environment

The Superannuation Guarantee Contribution (Administration) Act 1992 applies.

Policy Implications

Council Policy 8.20 Employee Superannuation applies.

This policy states:

“The Shire will match the additional contribution to a maximum of 15.0% of salary, which includes the SGL component, that is – SGL component plus matching component not to exceed 15.0%.

It should be noted that as the SGL component increases, the threshold for maximum matching contribution by the Shire will decrease.

Employees can voluntarily contribute more than the threshold but will not receive a further contribution from the Shire”

Financial Implications

Of the 105 current Shire employees, 18 participate in this remuneration benefit, with 61% receiving a matching contribution of 5.5%, 22% receiving 5% and the remaining 17% receiving 2%.

The value of this matching contribution in 2019/20 is expected to be \$84,400 which is part of the total estimated superannuation cost of \$466,880.

All employees will benefit from the increase in the SGL over the next six years and this cost will need to borne by the Shire (as well as other employers).

Not all employees participate in the matching scheme and is not expected that this participation rate will alter however the cost to Council and the benefit to the employees who do participate will remain at 15%.

Salary increases, participation rates and further changes in government policy will affect the total cash cost of reducing Council’s matching contribution and so an estimation of the cost over the next few years is difficult. With the above caveats, the dollar cost will decrease by about 30%. Of course, this will be matched by increases in the SGL and so reductions in matching amounts will be offset by increases in SGL.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027		
Objective	4.	Civic Leadership Objective (Continually enhance the Shire's organisational capacity to service the needs of a growing community)
Outcome:	4.2	An employer of choice
Strategy:	4.2.1	Provide a positive, desirable workplace

Voting Requirements

Simple Majority

OFFICERS' RECOMMENDATION

That, with respect to increases in Superannuation Guarantee Contribution, Council notes the changes to the Superannuation Guarantee Contribution rate in the next six years and reaffirm Policy 8.20 Employee Superannuation.

10.3.10 DETERMINATION OF REQUEST FOR TENDER 1920-01 ADMINISTRATION RECEPTION UPGRADE AND COVERED ENTRYWAY

File Reference	1.2.1 Number: 19/20 -01 Volume: 001
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Shire of Narrogin
Previous Item Numbers	Nil
Date	11 February 2020
Author	Frank Ludovico – Executive Manager Corporate and Community Services Tabitha Nicholls – Technical Officer Development & Regulatory Services
Authorising Officer	Dale Stewart – Chief Executive Officer
Attachments	1. CONFIDENTIAL RFT 1819 – 01 Evaluation Spreadsheet (provided under separate cover).

Summary

The purpose of this agenda item is to determine the Request for Tender 1920-01 Administration Reception Upgrade and Covered Entryway.

C.E.M. Alliance is the recommended tenderer because they achieved the highest score in the evaluation process.

Background

The 2019/20 Budget made \$180,000 available for Administration Reception Upgrade and Covered Entryway.

The Request for Tender for this project was advertised in the West Australian on 11 and 18 December 2019, the Narrogin Observer on 12 and 19 December 2019 and also on the Shire website.

A compulsory site inspection occurred on 20 January 2020 with six applicants attending.

Tenders closed at 4:00 pm on Tuesday 4 February 2020. Six applications were received.

The tenders were evaluated by a panel consisting of:

- Frank Ludovico – Executive Manager Corporate and Community Services
- Tabitha Nicholls – Technical Officer, Development & Regulatory Services

The CONFIDENTIAL evaluation spreadsheet is provided under separate cover.

Comment

C.E.M. Alliance is the recommended tenderer because their submission achieved the highest score in the evaluation process.

Consultation

Consultation on the development and evaluation of the Request for Tender was conducted with the Technical Officer-Development & Regulatory Services.

Statutory Environment

The following legislation is applicable to this procurement:

- Local Government Act 1995 Section 3.57 – Tenders for providing goods or services
- Local Government (Functions and General) Regulations 1996 Part 4 – Provisions of Goods and Services, Division 2 – Tenders for Providing Goods and Services (S.3.57).

Policy Implications

The following Council Policies are applicable to this procurement:

- 3.1 Purchasing Framework;

Financial Implications

The 2019/20 Budget made \$180,000 available for the Administration Reception Upgrade and Covered Entryway project. This budget included the expenses of relocating the Customer Service area and back again to the renovated office.

The price of the recommended applicant utilises all the budget for the upgrade and so additional funds will be required to complete the works.

The Budget Review has recommended a provision of an additional \$30,000 to meet the relocation costs and to provide some contingency for the project. This has been funded by adjustments to other budgeted projects.

As the Building Reserve is funding this project, any unused funds will remain in that Reserve.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027		
Objective	4.	Civic Leadership Objective (Continually enhance the Shire's organisational capacity to service the needs of a growing community)
Outcome:	4.1	An efficient and effective organisation
Strategy:	4.1.1	Continually improve operational efficiencies and provide effective services
Strategy:	4.1.2	Continue to enhance communication and transparency
Outcome:	4.2	An employer of choice
Strategy:	4.2.1	Provide a positive, desirable workplace

Voting Requirements

Simple Majority

OFFICERS' RECOMMENDATION

That, with respect to Tender 1920-01 Administration Reception Upgrade and Covered Entryway, Council:

1. Award the works to C.E.M. Alliance for their tendered price of \$181,864 (ex GST).authorise
2. Authorise the Chief Executive Officer to execute and manage the contract, including any variations, providing these variations do not exceed the revised allocated budget provision or reduce the overall scope.

10.4 OFFICE OF THE CHIEF EXECUTIVE OFFICER

10.4.1 STEPHEN MICHAEL FOUNDATION NARROGIN NIGHTFIELDS NARROGIN PROGRAM

File Reference	2.10.1
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Stephen Michael Foundation
Previous Item Numbers	Nil
Date	11 February 2020
Author	Dale Stewart – Chief Executive Officer
Authorising Officer	Dale Stewart – Chief Executive Officer
Attachments	<ol style="list-style-type: none">1. Memorandum of Understanding2. Promotional Flyer

Summary

Council is requested to consider supporting a continuation of the successful NightFields Program facilitated by the Stephen Michael Foundation (SMF) by way of subsidised facility rental charges, utilising the Narrogin Regional Recreation Centre (NRRC) and associated playing surfaces and signing of a Memorandum of Understanding (MOU) relating to the facility usage (donation) and commitment to the program.

Background

Stephen Michael Foundation (SMF) is a Foundation operated by the South Fremantle Football Club to assist youth and provide youth with opportunities to support them through sporting engagement and allied activities. Details about the organisation can be found here <https://smfoundation.org.au/>.

NightFields is an excellent engagement and diversionary program to complement other programs and initiatives within the Shire dealing with at risk youth. There were some 70-100 young children participating, per session, during the launch of the activities in the latter half of 2019 calendar year.

The SMF has demonstrated that it has broad support from a number of local organisations and have put in place, management and risk based solutions to the program in conjunction with the stakeholders, but requires financial subsidy of the donated use of facilities to continue to run for the next 12 months (monitored and reviewed term by term however).

This request deals with providing financial surety to the SMF and stakeholders that the venue cost are provided in-kind (waived) thus enabling the activity to continue in a more sustainable manner with 'buy-in' from the local government (also the facility owner / manager).

Comment

The proposed MOU states that it is: “An understanding of the collaboration between the Stephen Michael Foundation (SMF) and partner agencies to deliver NightFields.”

The purpose of the Memorandum of Understanding (MOU) is to set in place a mutually agreeable outline of the roles and responsibilities of each agency as to the management and support for the successful delivery of the NightFields program in Narrogin.

The NightFields program is a collaboration between the Stephen Michael Foundation and partner agencies to engage with children and youth aged 6-18 years through sport-based activities, with the aim to encourage positive community engagement and decrease anti-social behaviour.

The objective of NightFields is to increase the participation of at-risk and disengaged children and youth through exposure to positive sporting and community role models, whilst improving links to youth service providers, local community clubs/events and health services.

The stakeholders proposed with the MOU include:

- SMF
- Shire of Narrogin
- Narrogin Police
- Avon Community Services
- KEEDAC
- YMCA WA
- Department of Justice
- Amity Health
- Shooting Stars (Narrogin)
- Narrogin Basketball Association
- WA Football Commission Regional Development Manager.

Support from the Shire of Narrogin is seen as crucial, particularly given it involves cross collaboration with the breadth and impact of the stakeholders above, and it being for the identified cohort of at-risk youth.

The intent is to operate for five weeks from 25 February 2020, each Tuesday night, between the indicative hours of 5.00pm to 7.30pm. It includes the principle of fun engaging sessions, interaction with role models and locally employed coaches and volunteers, including a meal and access to transport home at the conclusion. It is free to participants. They expect between 70-120 participants each night.

Consultation

The SMF has demonstrated enthusiastic and broad support from and productive consultation and engagement with the following program stakeholders:

- Shire of Narrogin, Chief Executive Officer
- Shire of Narrogin, Manager Community Leisure & Culture
- Shire of Narrogin, Community Development Officer
- Narrogin Police

- Avon Community Services
- KEEDAC
- YMCA WA
- Department of Justice
- Amity Health
- Shooting Stars (Narrogin)
- Narrogin Basketball Association
- Towns Cricket Club
- Hawks Football Club
- WA Football Commission Regional Development Manager.

Statutory Environment

The Chief Executive Officer has delegated authority to deal with request for waivers or discounts up to the value of \$500 pursuant to Delegation Number 11.2 Discount/waiver/subsidy of facility hire fees.

Given the requested waiver is for hire fees over the predicted 10 or so months of the 2020 NightFields program totalling approximately \$1,500 per term (for the four terms of the program in 2020), it needs to be determined by the Council.

Policy Implications

There are no current or proposed Council policy implications, noting that Policy 11.3 Hire of Venues – Annual or Seasonal Use, guides the general principle that individual and club type users will pay reasonable fees (as set by the Council from time to time) to cover cost of cleaning / use of the premises etc.

This request is to assist in bringing the program back to Narrogin for another term (five weeks' duration) with the intent of extending it to the next three school terms for the remainder of calendar year 2020.

Financial Implications

The provision of financial support. to enable the YMCA WA (the contractor managing the Shire's relevant recreation facilities) to waive the fees normally associated with use of facilities at the NRRC and accompanying ovals, is able to be accommodated within the existing Budget allocation under general ledger number 2080801 (Youth Services), which has a Budget allocation of \$50,000, of which, year to date, approximately \$8,000 has been committed.

Strategic Implications

Shire of Narrogin Strategic Community Plan 2017-2027		
Objective	2.	Social Objective (To provide community facilities and promote social interaction)
Outcome:	2.1	Provision of youth services
Strategy:	2.1.1	Develop and implement a youth strategy

Voting Requirements

Simple Majority

OFFICERS' RECOMMENDATION

That, in relation to the request of the Stephen Michael Foundation, Council agree to support the youth support program entitled 'Narrogin NightFields' in 2020, and authorise:

1. The Chief Executive Officer to enter a Memorandum of Understanding regarding access to facilities for the next 12 months; and
2. Sponsoring the activities by way of donating the costs associated with the activities at the Narrogin Regional Recreation Centre and associated playing fields and ovals, at an estimated cost of \$6,000 and allocate this expense to its Youth Services Budget, ledger number 2080801.

NIGHTFIELDS



NARROGIN NIGHTFIELDS

FREE FOOD
AND PLENTY OF
GIVEAWAYS

WHERE: YMCA Narrogin Regional Leisure Centre –
Court 3 registration

WHEN: Tuesdays 4.30pm – 7pm

WHAT: AFL, Basketball, Netball, Tee-ball, Cricket

WHO: Boys and girls aged from 6 – 18, (split into 3 groups)

CHILL OUT
ZONE

25 FEBRUARY

3 MARCH

10 MARCH

17 MARCH

24 MARCH

For more information please contact Courtney Donnelly on 0477 615 114



ALCOHOL, DRUG, VIOLENCE & SMOKE FREE



MEMORANDUM OF UNDERSTANDING

Between

The Stephen Michael Foundation (SMF)
(ABN 28 617 468 658)

and

**Partner agencies for the delivery of the
Narrogin NightFields Narrogin**

An understanding of the collaboration between the Stephen Michael Foundation (SMF) and partner agencies to deliver Narrogin NightFields

1. Parties

The Parties to this Memorandum of Understanding (MOU) are the **Stephen Michael Foundation** ABN 28 617 468 658 (herein referred to as SMF) and partner agencies listed in section 10.

2. Terms of MOU

This MOU will be effective from February 2020 until February 2021. The working group will meet a minimum of two (2) times at the beginning and end of each of the four (4) blocks to review the program over this 12 month period.

3. Objectives

The purpose of this Memorandum of Understanding (MOU) is to set in place a mutually agreeable outline of the roles and responsibilities of each agency as to the management and support for the successful delivery of the Nightfields program in Narrogin.

4. Background

The Nightfields program is a collaboration between the Stephen Michael Foundation and partner agencies (identified in section 10) to engage with children and youth aged 6-18 years through sport based activities, with the aim to encourage positive community engagement and decrease anti-social behaviour.

The objective of Nightfields is to increase the participation of at-risk and disengaged children and youth through exposure to positive sporting and community role models, whilst improving links to youth service providers, local community clubs/events and health services.

5. Intellectual Property, Confidential Information and Know-How

Intellectual Property (IP) and confidential information owned at the date of this agreement or developed subsequently shall belong to the Party owning or developing such.

6. Dispute Resolution

6.1 Any disputes arising from the implementation of this MOU are to be communicated in writing and submitted to the other Party to this MOU.

6.2 On receipt of such notice, the principal contacts shall meet to consider the matter.

6.3 If the Parties cannot resolve the matter within 30 days of the initial written notice, then either Party may terminate the MOU upon written notice to the other.

7. Variation of MOU

7.1 Each Party will keep the operation of the MOU under continuous review and will consult with each other with a view to improving its operation and resolving any matter that arises in accordance with the agreed terms.

7.2 The terms of this MOU may be varied by agreement in writing.

8. Joint Responsibilities

The Parties agree to work collaboratively to achieve the objectives of the Program and agree to:

- 8.1** Work in collaboration to improve social outcomes for all young people in Narrogin.
- 8.2** Work in collaboration to promote the program through each organisation's networks and social media platforms
- 8.3** Work in collaboration to develop and maintain a safe environment for participants and staff including sighting of Working with Children Cards for staff/volunteers, ensuring adequate levels of insurance and public liability to cover participants and staff.
- 8.4** Agencies agree on child to staff ratio of 1-15 at every session.
- 8.5** All parties agree to share information to better coordinate the delivery of services.
- 8.6** Meet as required to review program delivery/outcomes.
- 8.7** Advise each party of the intended usage of organisation logos for material purposes
- 8.8** Work in collaboration to confirm dates and timelines for the program
- 8.9** Develop an agreed funding model for delivery of programs and services
- 8.10** Agencies to commit to having a senior staff member present at all meetings to ensure there is adequate representation.
- 8.11** Provide the Narrogin sporting complex and surrounding ovals as facility for the Nightfields program to run.

9. Stephen Michael Foundation Responsibilities

SMF specifically agrees to:

- 9.1** Setting up the stakeholder working group
- 9.2** Develop promotional material including program flyer
- 9.3** Supply sport coaches and equipment
- 9.4** Facilitate meetings in accordance with the terms mentioned above
- 9.5** Facilitate development of program tracking including final program report

10. Partner Agency Responsibilities

Role	Description	Responsible – please also refer to section 11
Lead Coordinator	Lead Coordinator - Coordinate each session; email roles to stakeholder group, run staff briefing prior to each session, run the program to time, check staff attendance and equipment available.	Courtney Donnelly
First Aid	A minimum of one person with a first aid certificate and access to a first aid kit onsite	Courtney Donnelly
Promotion	Promotion of the program through schools, various social media platforms, word-of-mouth and online.	ALL
Transport	Picking up the participants from already confirmed locations and bringing them to the oval. Taking them home or to various pre-arranged drop off locations at the end of the night	
Registration	Responsible for collecting registration details of participants ensuring parental/guardian consent is provided along with contact details. To be passed onto SMF staff at completion of the program each week.	
Sports Activities	SMF staff and/or allocated sport providers will be responsible for providing a coach to run the respective sports	
Food	Coordinate pick up/drop off and allocation of food to participants. Identify potential suppliers of food.	SMF
Group Leaders	Participants will be broken into groups based on their age. The engagement leaders will move one group from sport to sport, participate in the activities and manage behaviour of all participants in their group	
Engagement	Engage with participants through interaction in either group or one on one format. Particular focus on participant who are not engaging in activities or are involved in conflict with other participants or staff	All
Chill out zone	Engage with participants who are chilling out and participating in non-sport activities, e.g. art	
Program Reporting	Collation of program outcomes following each session including registrations, feedback from participants, staff and stakeholders.	SMF
Facilities	Use of the Narrogin sporting complex and surrounding ovals in-kind from the Shire of Narrogin.	Shire
Sporting club link	The local Community/Club Development Officer or representative liaises with local sporting clubs to invite them to attend Nightfields sessions and promote their own club. They will also be responsible to promote Kidsport.	Shire CDO
Program Evaluation	Evaluate overall program outcomes, achievements and impact at the completion of the entire program.	SMF

11. Block 1 roster

12. Participant Agencies

SIGNATORIES			
<i>SIGNED for and on behalf of the Stephen Michael Foundation (SMF):</i>			
Name:			
Title:			
Signature:		Date:	
<i>SIGNED for and on behalf of <name of organisation/agency>:</i>			
Name:			
Title:			
Signature:		Date:	
<i>SIGNED for and on behalf of <name of organisation/agency>:</i>			
Name:			
Title:			
Signature:		Date:	
<i>SIGNED for and on behalf of <name of organisation/agency>:</i>			
Name:			
Title:			
Signature:		Date:	
<i>SIGNED for and on behalf of <name of organisation/agency>:</i>			
Name:			
Title:			
Signature:		Date:	

SIGNATORIES (continued)

<i>SIGNED for and on behalf of <name of organisation/agency>:</i>			
Name:			
Title:			
Signature:		Date:	
<i>SIGNED for and on behalf of <name of organisation/agency>:</i>			
Name:			
Title:			
Signature:		Date:	
<i>SIGNED for and on behalf of <name of organisation/agency>:</i>			
Name:			
Title:			
Signature:		Date:	
<i>SIGNED for and on behalf of <name of organisation/agency>:</i>			
Name:			
Title:			
Signature:		Date:	
<i>SIGNED for and on behalf of <name of organisation/agency>:</i>			
Name:			
Title:			
Signature:		Date:	

10.4.2 ELECTED MEMBER, CHIEF EXECUTIVE OFFICER AND EMPLOYEE ATTENDANCE AT EVENTS POLICY

File Reference	13.5.4
Disclosure of Interest	The Author declares a Financial Interest that requires disclosure as the author of the report to whom the policy may benefit, noting that the law requires preparation of such a policy.
Applicant	Not applicable
Previous Item Numbers	Nil
Date	23 December 2019
Author	Dale Stewart – Chief Executive Officer
Authorising Officer	Dale Stewart – Chief Executive Officer
Attachments 1. Local Government Operational Guideline – Attendance at events policy (December 2019). 2. Draft Policy.	

Summary

The State Government has released Local Government Operational Guidelines - Attendance at events policy, and accompanying sample policy, in December 2019 (Attachment 1).

The administration recommends adopting the proposed draft policy as amended from the City of Stirling, to comply (Attachment 2).

Background

The Local Government Act 1995 was amended recently (October 2019) to require adoption of an attendance at events policy by all local governments.

Comment

In developing and recommending the proposed policy, the Chief Executive Officer has considered custom and practice of events over the last 20 months at Narrogin and also in his experience in the industry over 34 years.

The majority of events that the Elected Members and Chief Executive Officer or employees at the Shire get invited to are by far free non ticketed events to present at School Awards or free ARtS Narrogin launch Events.

Consultation

The Chief Executive Officer has consulted with the Executive Management Team and utilised the Department of Local Government, Sport and Cultural Industries (DLGSCI) and City of Stirling Policies as templates.

Statutory Environment

Section 5.90A of the Local Government Act 1995, states:

“5.90A. Policy for attendance at events

(1) In this section —

event includes the following —

(a) a concert;

(b) a conference;

(c) a function;

(d) a sporting event;

(e) an occasion of a kind prescribed for the purposes of this definition.

(2) A local government must prepare and adopt a policy that deals with matters relating to the attendance of council members and the CEO at events, including —*

(a) the provision of tickets to events; and

(b) payments in respect of attendance; and

(c) approval of attendance by the local government and criteria for approval; and

(d) any prescribed matter.

** Absolute majority required.*

(3) A local government may amend the policy.*

** Absolute majority required.*

(4) When preparing the policy or an amendment to the policy, the local government must comply with any prescribed requirements relating to the form or content of a policy under this section.

(5) The CEO must publish an up-to-date version of the policy on the local government’s official website”.

DLGSCI has established the following Guideline that relate:

https://www.dlgsc.wa.gov.au/docs/default-source/local-government/operational-guidelines/operational-guideline---attendance-at-events-policy.pdf?sfvrsn=f053677a_9

Policy Implications

The proposal recommends establishment of a new policy, consistent with the intent of the legislation and the DLGSCI Guidelines and has been adopted to include reference to all Shire of Narrogin employees (not just the Chief Executive Officer) as permitted by the Guidelines.

Strategic Implications

Objective	3. Provide community facilities and promote social Interaction.
Outcome:	3.2 Existing strong community spirit and pride is fostered, promoted and encouraged
Strategy:	3.2.2 Engage and support community groups and volunteers
Strategy:	3.2.3 Facilitate and support community events
Strategy:	3.3.1 Increase resource usage efficiency
Objective	4. Continually enhance the Shire's organisational capacity to service the needs of a growing community.
Outcome	4.1 An efficient and effective organisation
Strategy	4.1.2 Continue to enhance communication and transparency

Voting Requirements

Absolute majority

OFFICERS' RECOMMENDATION

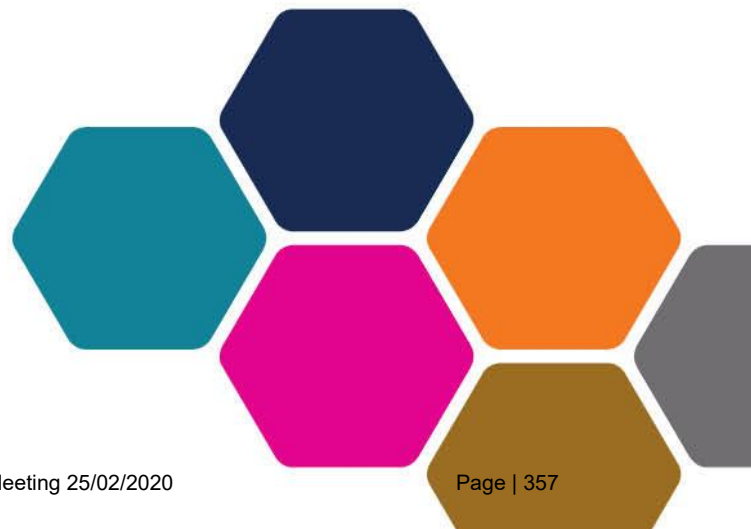
That, with respect to the requirement to adopt an attendance at events policy pursuant to section 5.90A of the Local Government Act 1995, Council adopt the Policy as per Attachment 2 and the Chief Executive Officer include the Policy on the Shire's website.



Local Government Operational Guidelines

December 2019

Attendance at events policy



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About DLGSC

The DLGSC works with partners across government and within its diverse sectors to enliven the Western Australian community and economy through support for and provision of sporting, recreational, cultural and artistic policy, programs and activities for locals and visitors to the State.

The department provides regulation and support to local governments and the racing, gaming and liquor industries to maintain quality and compliance with relevant legislation, for the benefit of all Western Australians. This publication is current at December 2019.

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1. Introduction

Council members are expected to make decisions in the best interests of their community. To do this, they must consider each issue on its merits.

Decision-making could be influenced – or perceived to be influenced – in a number of ways, including through financial relationships, personal relationships and the receipt of gifts. The *Local Government Act 1995* sets out requirements on council members, Chief Executive Officers (CEOs) and other employees to ensure transparency and accountability in decision-making.

Certain gifts received by council members and CEOs are specifically excluded from the conflict of interest provisions (section 5.62(1B)), including a gift that is received in accordance with an Attendance at Events policy. This guideline gives an overview of matters which could be included in the Attendance at Events policy.

Note: this guideline does not apply to the gift provisions in the code of conduct that relates to employees (other than the CEO).

Other related operational guidelines:

- Operational Guideline: Disclosure of gifts and disclosure of interests relating to gifts
- Operational Guideline: Disclosure of interests affecting impartiality
- Operational Guideline: Primary and annual returns

2. Gifts

A gift is defined under section 5.57 of the Act as a conferral of a financial benefit (including a disposition of property) made by one person in favour of another person unless adequate consideration in money or money's worth passes from the person in whose favour the conferral is made to the person who makes the conferral. It includes any contributions to travel.

For the purposes of both disclosure of receipt and disclosing an interest when a matter comes before council, a gift is any gift valued at over \$300 or a cumulative value of \$300 where the gifts are received from the same donor in a 12-month period.

2.1. Interests in matters before council

The interest provisions are aimed at ensuring that decision-making is free from influence and so decisions can be made in the best interests of the community.

An interest created from receipt of a gift recognises that a relationship is formed between the donor and a recipient of a gift which could be perceived to affect decision-making. This applies to any gift received, not just a gift that must to be disclosed under sections 5.87A and 5.87B.

The basic principle is, that unless the gift is an excluded gift (section 5.62(1B) and Administration Reg. 20B), the council member who has received the gift is not to participate in any part of the meeting dealing with the matter. They must be absent from any deliberations (unless approval is granted by the council or the Minister).

If the council member has such an interest they must disclose this interest before the meeting to the CEO or to the presiding member before the matter is discussed.

If it is the CEO who has the interest due to receipt of a gift, they are not to provide advice to council or prepare reports for council, either directly or indirectly. They must disclose their interest to the mayor or president.

2.2. Gifts excluded from the interest provisions

Any gift received over \$300 is specifically excluded from the conflict of interest provisions if:

- the gift relates to attendance at an event where attendance has been approved by the council in accordance with the council endorsed Attendance at Events policy, or
- the gifts is from specified entities.

Regulation 20B of the *Local Government (Administration) Regulations 1996* prescribes the specified entities as WALGA (but not LGIS), ALGA, LG Professionals, a State public service department, a Commonwealth, State or Territory government department or another local government or regional local government.

Excluded gifts are still a gift that must be disclosed and published on the gifts register if over the value of \$300 and received in the capacity of council member or CEO.

3. Attendance at events policy

Section 5.90A of the Local Government Act requires that local governments have an attendance at events policy. The purpose of the policy is for the council to actively consider the purpose of and benefits to the community from council members and CEOs attending events.

The policy provides a framework for the acceptance of invitations to various events and clarifies who will pay for tickets or the equivalent value of the invitation.

The tickets should be provided to the local government and not individual council members. A ticket or invitation provided by a donor to an individual in their capacity as a council member or CEO is to be treated as a gift to that person, unless the tickets or invitation is referred to the local government to be considered in accordance with the policy.

3.1. The legislation [section 5.90A]

5.90A. Policy for attendance at events

- (1) In this section —

event includes the following —

- (a) a concert;
 - (b) a conference;
 - (c) a function;
 - (d) a sporting event;
 - (e) an occasion of a kind prescribed for the purposes of this definition.
- (2) A local government must prepare and adopt* a policy that deals with matters relating to the attendance of council members and the CEO at events, including —
- (a) the provision of tickets to events; and
 - (b) payments in respect of attendance; and
 - (c) approval of attendance by the local government and criteria for approval; and
 - (d) any prescribed matter.
- * Absolute majority required.
- (3) A local government may amend* the policy.
- * Absolute majority required.
- (4) When preparing the policy or an amendment to the policy, the local government must comply with any prescribed requirements relating to the form or content of a policy under this section.
- (5) The CEO must publish an up-to-date version of the policy on the local government's official website.

4. Matters for consideration in developing the policy

In developing the policy, there are a number of matters which need to be considered. Principally, the council needs to consider what is the benefit to the community or local government in having members of council or the CEO attend the event.

The Attendance at Events policy is to enable council members to attend events as a representative of council without restricting their ability to participate in council meetings. It is not intended to be used as a mechanism to avoid conflict of interest provisions where significant matters are likely to come before council from the provider of the invitation.

While attending events is generally considered an important function for council members and the CEO to represent the local government, if there are costs involved, especially significant costs, it can lead to criticism from the community for spending ratepayer's money if the tangible benefits are not identified. Similarly, if the council is accepting tickets, including those as a result of sponsorship, there can be a perception of bias when matters affecting that organisation come before council.

The policy should also consider the role that the person attending will have at the event - for example, speaking, giving an award or being a member of the audience – especially if there are significant costs associated with attendance. The community perception will be different for a person attending to undertake a specific role or function versus being a member of the audience.

Note that examples are provided in the legislation of what constitutes an event: concerts, conferences, functions and sporting events. This is not an exhaustive list and councils should consider the full range of events that may be relevant to their local government, such as agricultural shows, field days, school awards nights and cultural events.

Ultimately, it is the decision of the council as to what is contained within the policy and this will vary between local governments.

Matters that could be included are:

- To whom invitations are to be directed,
- Who authorises attendance at an event, including how the decision is made for a council member or CEO to attend an event,
- How many people are authorised to attend an event,
- Who is responsible for the cost of attending (if any), including whether there is a requirement for the council member or CEO to contribute to the cost, particularly if the person's partner is also attending;
- Whether there are any events that are authorised in advance by council (preauthorised events),
- Whether the location of the event is within the district,
- Attendance at sponsored events, and
- Attendance at events that are outside the policy.

The council, with accountability to the local community, is in the best position to determine the design and content of the policy. Some local governments have requested guidance from the Department. To this end a sample policy is included on the following pages.

The policy may provide authorisation for the CEO to be the decision maker where decisions align with the policy intent. In that case, the policy must set out clear criteria by which the CEO may make such determinations.

5. Concluding remarks

In developing the Attendance at Events policy, councils need to actively consider the purpose of and benefits to the community from council members and CEOs attending events. The policy should not be used to intentionally circumvent conflict of interests which may arise from attending events hosted by a provider who will have a significant matter before council.

Local governments are encouraged to use this template as a guide and to adapt it to reflect the needs and expectations of their communities. The policy can also be adapted to include attendance at events by employees other than the CEO.

The community's trust in local government is crucial to its success.

Attendance at Events – template policy

Introduction

Section 5.90A of the *Local Government Act 1995* provides that a local government must prepare and adopt an Attendance at Events policy.

This policy is made in accordance with those provisions.

Purpose

This policy addresses attendance at any events, including concerts, conferences, functions or sporting events, whether free of charge, part of a sponsorship agreement, or paid by the local government. The purpose of the policy is to provide transparency about the attendance at events of council members and the chief executive officer (CEO).

Attendance at an event in accordance with this policy will exclude the gift holder from the requirement to disclose an interest if the ticket is above \$300 and the donor has a matter before council. Any gift received that is less than \$300 (either one gift or cumulative over 12 months from the same donor) also does not need to be disclosed as an interest. Receipt of the gift will still be required under the gift register provisions.

Legislation

5.90A. Policy for attendance at events

- (1) In this section —
event includes the following —
 - (a) a concert;
 - (b) a conference;
 - (c) a function;
 - (d) a sporting event;
 - (e) an occasion of a kind prescribed for the purposes of this definition.
- (2) A local government must prepare and adopt* a policy that deals with matters relating to the attendance of council members and the CEO at events, including —
 - (a) the provision of tickets to events; and
 - (b) payments in respect of attendance; and
 - (c) approval of attendance by the local government and criteria for approval; and
 - (d) any prescribed matter.

* Absolute majority required.

- (3) A local government may amend* the policy.
* Absolute majority required.
- (4) When preparing the policy or an amendment to the policy, the local government must comply with any prescribed requirements relating to the form or content of a policy under this section.
- (5) The CEO must publish an up-to-date version of the policy on the local government's official website.

Provision of tickets to events

1. Invitations

- 1.1 All invitations or offers of tickets for a council member or CEO to attend an event should be in writing and addressed to the [Click or tap here to enter text.]
- 1.2 Any invitation or offer of tickets not addressed to the [Click or tap here to enter text.] is not captured by this policy and must be disclosed in accordance with the gift and interest provisions in the Act.
- 1.3 A list of events and attendees authorised by the local government in advance of the event is at Attachment A.

2 Approval of attendance

- 2.1 In making a decision on attendance at an event, the council will consider:
 - a) who is providing the invitation or ticket to the event,
 - b) the location of the event in relation to the local government (within the district or out of the district),
 - c) the role of the council member or CEO when attending the event (participant, observer, presenter) and the value of their contribution,
 - d) whether the event is sponsored by the local government,
 - e) the benefit of local government representation at the event,
 - f) the number of invitations / tickets received, and
 - g) the cost to attend the event, including the cost of the ticket (or estimated value of the event per invitation) and any other expenses such as travel and accommodation.
- 2.2 Decisions to attend events in accordance with this policy will be made by simple majority or by the CEO in accordance with any authorisation provided in this policy.

Guidance Note: If the local government is proposing to provide authorisation to the CEO to determine matters in accordance with this policy, then it will be necessary for the policy statement to include specific principles / criteria by which the CEO may make such determinations.

3 Payments in respect of attendance

- 3.1 Where an invitation or ticket to an event is provided free of charge, the local government may contribute to appropriate expenses for attendance, such as travel and accommodation, for events outside the district if the council determine attendance to be of public value.
- 3.2 For any events where a member of the public is required to pay, unless previously approved and listed in Attachment A, the council will determine whether it is in the best interests of the local government for a council member or the CEO or another officer to attend on behalf of the council.
- 3.3 If the council determines that a council member or CEO should attend a paid event, the local government will pay the cost of attendance and reasonable expenses, such as travel and accommodation.
- 3.4 Where partners of an authorised local government representative attend an event, any tickets for that person, if paid for by the local government, must be reimbursed by the representative unless expressly authorised by the council.

Attachment A – events authorised in advance

Event	Date of event	Approved Attendee/s	Approved local government contribution to cost	Date of council resolution or CEO authorisation
Example: Greater Westralia Regional Agricultural Ball	20 December 2019	<ul style="list-style-type: none"> • President Cr Brown and partner • Deputy President Cr Green and partner • CEO and partner 	6 tickets @ \$190 each Total cost \$1,140	Ordinary Council Meeting 4 November 2019

x.x Elected Member, Chief Executive Officer and Employee Attendance at Events Policy

Statutory context	Local Government Act 1995 – <ul style="list-style-type: none">- Section 5.90A – requirement to prepare and adopt a policy Local Government (Administration) Regulations 1996 – <ul style="list-style-type: none">- r.34B – required code of conduct contents about gifts to employees
Corporate context	Council Policy Manual – <ul style="list-style-type: none">- 1.1 Code of Conduct- 1.8 Elected Members – Conference, Training, Travel and out of pocket Expenses- 8.13 Training, Study and Education
History	Adopted dd mmmm yyyy

Policy Statement

Objective

The Shire of Narrogin is required under the Local Government Act 1995 to adopt a policy on attendance at events for Elected Members and the Chief Executive Officer.

This policy applies to Elected Members, the Chief Executive Officer and all employees of the Shire of Narrogin (the Shire) in their capacity as an Elected Member or employee of the Shire and where they may receive free or discounted tickets or invitations to attend events to represent the Shire to fulfil their leadership roles in the community, generally, from a third party.

Attendance at an event, in accordance with this policy, will exclude a gift recipient from the requirement to disclose a potential conflict of interest if the ticket is above \$300 (inclusive of GST) and the donor has a matter before Council. Any gift received that is \$300 or less (either one gift or cumulative over 12 months from the same donor) also does not need to be disclosed as an interest.

Notations

- If an Elected Member receives a ticket in their name, in their role as an Elected Member, of \$300 or greater value, they are still required to comply with normal gift disclosure requirements.
- Whilst the law permits gifts greater than \$300 to be accepted by the Chief Executive Officer (but not other employees), in their role with the Shire, the Chief Executive Officer and all other employees, by operation of this Policy, are prohibited from accepting any gift greater than \$300, unless from the Shire as the organiser of the event, or as a gift pursuant to Section 5.50 of the Local Government Act 1995 (gratuity on termination).
- If the Chief Executive Officer or an employee receives a ticket in their name, in their role as an employee, of between \$50 and \$300, they are required to comply with normal gift disclosure requirements and the Code of Conduct re notifiable and prohibited gifts.
- An event does not include training, which is dealt with separately via Policies 1.8 Elected Members – Conference, Training, Travel and out of pocket Expenses or 8.13 Training, Study and Education.
- Nothing in this Policy shall be construed as diminishing the role of the Chief Executive Officer in attending or approving attendance at activities or events by other employees, that in the opinion of the CEO, are

appropriate, relevant and beneficial to the Shire of Narrogin and its employees as long as it does not involve gifted or discounted attendance fees.

Definitions

District: is defined as the Wheatbelt Region of Western Australia.

Elected Members: includes the Shire President and all Councillors.

Shire: is the local government of the Shire of Narrogin.

In accordance with Section 5.90A of the Local Government Act 1995, an event is defined as a:

- Concert
- Conference
- Function
- Sporting event
- Occasions prescribed by the Local Government (Administration) Regulations 1996.

Acronyms

- CEO - Chief Executive Officer
- GST - Goods & Services Tax
- LGIS - Local Government Insurance Services
- WALGA - Western Australian Local Government Association

1. Permitted Events

All Elected Members, the Chief Executive Officer and employees with the approval of the CEO or their respective Executive Manager, are entitled to attend permitted events to assist represent the Shire of Narrogin.

If there is a fee associated with a permitted event, the fee, including the attendance of a partner, and if deemed necessary, travel and accommodation, may be paid for by the Shire out of the Shire's budget by way of reimbursement, unless the event is a conference which is dealt with under clause 4 of this policy.

If there are more Elected Members than tickets provided then the Shire President shall allocate the tickets.

Notewell: Donated or Discounted individual tickets and any associated hospitality with a discount / donated estimated or face value above \$500 (inclusive of GST and if relevant, travel) provided to the Shire are to be referred to Council for determination.

The following events are permitted subject to the provisions of this policy:

- a. Advocacy, lobbying or Members of Parliament or Ministerial briefings (Elected Members, the Chief Executive Officer and Executive Management only);
- b. Meetings of clubs or organisations within the Shire of Narrogin;
- c. Any free event held within the Shire of Narrogin;
- d. Australian or West Australian Local Government events;
- e. Events hosted by Clubs or Not for Profit Organisations within the Shire of Narrogin to which the Shire President, Elected Member, Chief Executive Officer or employee has been officially invited;
- r. Shire hosted ceremonies and functions;
- g. Shire hosted events with employees;
- h. Shire run tournaments or events;
- i. Shire sponsored functions or events;
- j. Community art exhibitions within the Shire of Narrogin or District;
- k. Cultural events/festivals within the Shire of Narrogin or District;

- l. Events run by a Local, State or Federal Government;
- m. Events run by schools and universities within the Shire of Narrogin;
- n. Major professional bodies associated with local government at a local, state and federal level;
- o. Opening or launch of an event or facility within the Shire of Narrogin or District;
- p. Recognition of Service event's within the Shire of Narrogin or District;
- q. RSL events within the Shire of Narrogin or District;
- r. Events run by WALGA, LGIS or a recognised and incorporated WA based local government professional association;
- s. ARtS Narrogin events; and
- t. Where Shire President, Elected Member or Chief Executive Officer representation has been formally requested.

2. Approval Process

Where an invitation is received to an event that is not listed as permitted and not prohibited or requiring Council approval, it may be submitted for approval prior to the event for approval as follows:

- Events for the Shire President may be approved by the Deputy Shire President;
- Events for Councillors may be approved by the Shire President;
- Events for the Chief Executive Officer may be approved by the Shire President; and
- Events for employees may be approved by the Chief Executive Officer or their respective Executive Manager.

Considerations for approval of the event include:

- Any justification provided by the applicant when the event is submitted for approval.
- The benefit to the Shire of the person attending.
- Alignment to the Shire's Strategic Objectives.
- The number of Shire representatives already approved to attend.

3. Other Matters

- If the event is a free event to the public then no action is required.
- If the event is ticketed and the Elected Member, Chief Executive Officer or employee pays the full ticketed price and does not seek reimbursement, then no action is required.
- If the event is ticketed and the Elected Member, Chief Executive Officer or employee pays a discounted rate, or is provided with a free ticket(s), with a discount value, then the recipient must disclose receipt of the tickets (and any other associated hospitality) within 10 days to the Chief Executive Officer (or President if the CEO) if the discount or free value is greater than \$50 for employees, other than the Chief Executive Officer, and greater than \$300 for Elected Members and the CEO.

4. Conference Registration, Bookings, Payment and Expenses

Shall be dealt with in accordance with Council Policies and relevant employment contracts:

- 1.8 Elected Members – Conference, Training, Travel and out of pocket Expenses
- 8.13 Training, Study and Education (for employees and the Chief Executive Officer)

6. Dispute Resolution

All disputes regarding the approval of attendance at events are to be resolved by the Shire President in relation to Elected Members and the Chief Executive Officer and the CEO in relation to other employees.

PROCEDURES

Organisations that desire attendance at an event by a particular person(s), such as the President, Deputy President, Elected Member, Chief Executive Officer or particular officer of the Shire, should clearly indicate that on the offer, together what is expected of that individual, should they be available, and whether the invite / offer or ticket is transferable to another Shire representative.

Free or discounted Invitations / Offers or Tickets that are provided to the Shire without denotation as to who they are for, are provided to the Chief Executive Officer and attendance determined by the Chief Executive Officer in liaison with the Shire President, based on relative benefit to the organisation in attending the event, the overall cost in attending the event, inclusive of travel or accommodation, availability of representatives, and the expected role of the relevant Elected Member or employee.

Forms and Templates

[FCEO0016 Declaration of Gifts/Contributions to Travel](#) Form is required to be completed and lodged within 10 days, if the gift of free or discounted attendance is provided in their name due to or as part of their role with the Shire of Narrogin as follows:

- If the gift is provided to the Elected Member and the discount or free value is over \$300, inclusive of GST, with the Chief Executive Officer;
- If the gift is provided to the Chief Executive Officer and the discount or free value is over \$300, inclusive of GST with the Shire President; and
- If the gift is provided to an employee, other than the Chief Executive Officer, and the discount or free value is over \$50, inclusive of GST, with the Chief Executive Officer.

– End of Policy

Notes

Nil

10.4.3 NARROGIN COMMUNITY SUPPORT ASSOCIATION - MACKIE PARK BUILDING LEASE

File Reference	A340056
Disclosure of Interest	The Author does not have any Impartiality, Financial or Proximity Interests that requires disclosure.
Applicant	Narrogin Community Support Association Inc.
Previous Item Numbers	Nil
Date	11 February 2020
Author	Dale Stewart – Chief Executive Officer
Authorising Officer	Dale Stewart – Chief Executive Officer
Attachments	1. Lease Narrogin Community Support Association Lease

Summary

The Narrogin Community Support Association Inc. seek a new 10 year lease over portion of Reserve No. 17386 (Mackie Park Offices) Federal Street, Narrogin. The Administration support the request.

Background

The current lease of the same property expired on 31 July 2018 with tenant (lessee) continuing to occupy the premises on a month by month basis. The lease commenced with the Town of Narrogin on 1 August 2008, with a 5 plus 5 option. The lessee wrote to the Shire in September 2018 seeking a new lease and negotiations have continued since that time, noting that they continued on the same terms and conditions.

The previous lease was in the name of Narrogin Youth Support, however this organisation changed into the Narrogin Community Support Association several years ago, with a focus more on financial counselling than on youth. They predominantly receive funding from and Commonwealth grants and some philanthropic donations.

Comment

The Association performs an essential local role for Narrogin and districts, employing two part time financial counsellors assisting with provision of free financial counselling services to an approximate 140 clients. Their employees staff the property for 2.5 days per week, with portion of the leased premises also utilised on a gratis basis by St Vinnie's (St Vincent De Paul Society) personnel for allied relief services (Hardship Utility Grants or HUGs for short).

Consultation

Consultation and negotiation has occurred between:

- The Chief Executive Officer; and
- Chairperson Narrogin Community Support Association Inc – Mr Gerald Saunders

Statutory Environment

- The Local Government Act 1995, Section.3.58, addresses the disposition of property.
- The Local Government (Function and General) Regulations 1993, Regulation 30, provides for exemptions from the disposition requirements for not for profit community groups (no need to advertise).
- The Delegations Register – 3.4 Disposing of land – leases, rentals etc provides for delegation to the Chief Executive Officer to exercise disputation (leasing) for periods up to 12 months maximum duration.
- The Local Government Act 1995, Section.6.12, addresses the matter waiving due debts.



Figure 1 Mackie Park Reserve showing the offices and ablutions

Policy Implications

There are no current or proposed relevant policy implications.

Financial Implications

There are no new major financial implications in extending the lease for a further 10 years. The lease and its lease option both provide for annual rental of \$1,000. This is based on the Shire attempting to recover outgoings that are predominantly not metered. For example, as the building is also used as a parenting room and ablutions for the adjoining park and Town, water and electricity is shared between the users. There is currently no sub-meter that would account for respective Shire and lessee usage. The lessee also has dedicated access to a refuse bin, that equates to \$231 per annum (adopted refuse bin fee for a commercial premise).

It should be stated that the lessee has asked for consideration to paying only \$500 per annum rent.

The previous (expired) lease stated that the lessee was to pay \$1,000 pa, (\$300 for rent and \$700 for utilities) to which the Town/Shire has not attempted to recover (invoice) from the lessee (for several years, at least since the creation of the new Shire from 1 July 2016).

The Administration, in acknowledging this ‘debt,’ proposes waiving these back rents, totalling \$3,666 (rent for the financial years 2016/17, 2017/18, 2018/19 and this financial year to the end of February).

Given the principle of the Shire of Narrogin as landlord and lessor not being ‘out of pocket’ (as opposed to making a commercial return), the Administration has retained the annual rent of \$1,000. This is at the discretion of the Council to determine, however.

Indicative power costs per annum are \$1,600 – noting this also services the ablutions and lights of Mackie Park.

Indicative water costs for the offices and ablutions are \$400 per annum.

Indicative building insurance costs on valuation of \$510,000 replacement cost for the offices and ablutions are \$700 per annum.

Total indicative proportionate cost of the offices are estimated at \$1,181 per annum made up as follows:

- Power \$500;
- Water \$100;
- Insurance premiums \$350;
- Refuse charges \$231.

Indicatively the market rent would be in the order of \$100 per week (\$5,200 per annum), plus outgoings, if the Shire was seeking to derive a market return from the property.

It should be noted that this organisation has occupied the premise for the preceding ten years on a ‘exempt from rates’ basis. It would be expected that this would continue and this is noted in the lease as it would be highly likely that they would be eligible, were they to apply, for rate exemption.

The structure of the facility is, in the opinion of the Chief Executive Officer, (from annual building maintenance inspections) sound.

Strategic Implications

The only potential strategic issue is the long term usage of the building on the reserve. The reserve is managed by the Shire on behalf of the Crown (the State Government) as a reserve for the purposes of ‘park and community’.

As mentioned earlier, the building is structurally sound and if properly maintained, there is no reason that it couldn’t last for another 30-40 serviceable years.

If for any reasons the Council needs to vacate the premises or modify it in such way or form that renders it unsuitable for the current lessee, the Shire does have a clause, numbered 31, ‘Right to terminate upon notice’ for any reason, by giving 6 months’ notice. This is exercisable by either party.

Shire of Narrogin Strategic Community Plan 2017-2027		
Objective	2.	Social Objective (To provide community facilities and promote social interaction)
Outcome:	2.2	Build a healthier and safer community
Strategy:	2.2.1	Support the provision of community security services and facilities

Outcome:	2.3 Existing strong community spirit and pride is fostered, promoted and encouraged
Strategy:	2.3.2 Engage and support community groups and volunteers

Objective	3. Environment Objective (Conserve, protect and enhance our natural and built environment)
Outcome:	3.3 Efficient use of resources
Strategy:	3.3.1 Increase resource usage efficiency

Voting Requirements

Absolute Majority for the waiving of due fees.

OFFICERS' RECOMMENDATION

That, with respect to the proposed lease with the Narrogin Community Support Association Inc. at portion of Reserve 17386 Federal Street, Narrogin (within Mackie Park), Council:

1. Waive the rent debts (not invoiced) from 1 July 2016 to the commencement of the new lease totaling \$3,666; and
2. Request the Chief Executive Officer to seek consent of the Minister for Lands and subject to receiving this, authorise the Shire President and the Chief Executive Officer to prepare, sign and affix the common seal to a new lease in the substantive form of the draft appended to this report, based on the following parameters:
 - a. A 10 year term commencing 1 March 2020; and
 - b. Based on a lease rent of \$1,000 plus GST per annum, to account for a contribution towards refuse charges and unmetered power and water utilities and an indicative discounted market rent of \$5,200 plus GST pa, due to the charitable nature of the activities of the Association.

Lease **Portion of Mackie Park Offices** (Portion of Reserve 17386)

Shire of Narrogin

Narrogin Community Support Association Inc.

Disclaimer

This document has been prepared as a template for the Shire of Narrogin (**Shire**).

McLeods cannot be held responsible for any errors of the Shire in preparing this document.

If something arises which is not addressed in the template then we advise the Shire to contact us to seek advice.

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Details

Parties

Shire of Narrogin

of PO Box 1145, Narrogin, Western Australia
(Lessor)

Narrogin Community Support Association Inc.

of PO Box 28
NARROGIN WA 6312

(Lessee)

Background

- A The Lessor has the care, control and management of the Land pursuant to a management order.
- B Subject to the prior written approval of the Minister for Lands, the Lessor has agreed to lease and the Lessee has agreed to take a lease of the Premises upon the terms and conditions contained in this Deed.

Agreed terms

1. Definitions

In this Lease, unless otherwise required by the context or subject matter:

Amounts Payable means the Rent and any other money payable by the Lessee under this Lease;

Authorised Person means:

- (a) an agent, employee, licensee or invitee of the Lessor; and
- (b) any person visiting the Premises with the express or implied consent of any person mentioned in paragraph (a);

CEO means the Chief Executive Officer for the time being of the Lessor or any person appointed by the Chief Executive Officer to perform any of her or his functions under this Lease;

Commencement Date means the date of commencement of the Term specified in **Item 4** of the Schedule;

Contaminated Sites Act means the *Contaminated Sites Act 2003 (WA)*;

CPI means the Consumer Price Index (All Groups) Perth number published from time to time by the Australian Bureau of Statistics;

DER means the Department of Water and Environmental Regulation of Western Australia;

Environmental Contamination has the same meaning as the word “contaminated” in the Contaminated Sites Act;

EPA means the Environment Protection Agency of Western Australia;

Encumbrance means a mortgage, charge, lien, pledge, easement, restrictive covenant, writ, warrant or caveat and the claim stated in the caveat;

Further Term means each further term specified in **Item 3** of the Schedule;

Good Repair means good and substantial tenantable repair and in clean, good working order and condition;

Interest Rate means the rate at the time the payment falls due being 2% greater than the Lessor’s general overdraft rate on borrowings from its bankers on amounts not exceeding \$100,000.00;

Land means the land described at **Item 1** of the Schedule;

Lease means this deed as supplemented, amended or varied from time to time;

Lessee’s Agents includes:

- (a) the sublessees, employees, agents, contractors, invitees and licensees of the Lessee; and
- (b) any person on the Leased Premises by the authority of a person specified in paragraph (a);

Lessee’s Covenants means the covenants, agreements and obligations set out or implied in this Lease or imposed by law to be performed and observed by any person other than the Lessor;

Lessor’s Covenants means the covenants, agreements and obligations set out or implied in this Lease, or imposed by law to be observed and performed by the Lessor;

Management Order means the Management Order made under section 46 of the *Land Administration Act 1997*, under which the Land was vested in the Lessor to be held for the purpose of Recreation;

Notice means each notice, demand, consent or authority given or made to any person under this Lease;

Party means the Lessor or the Lessee according to the context;

Premises means the premises described at **Item 1** of the Schedule;

Rent means the rent specified in **Item 5** of the Schedule;

Schedule means the Schedule to this Lease;

Term means the term of years specified in **Item 2** of the Schedule and any Further Term; and

Termination means expiry by effluxion of time or sooner determination of the Term or any period of holding over.

2. Interpretation

In this Lease, unless expressed to the contrary:

- (a) words importing:
 - (i) the singular includes the plural and vice versa; and
 - (ii) a gender or genders include each other gender;
- (b) if a word or phrase is assigned a particular meaning, other grammatical forms of that word or phrase have a corresponding meaning;
- (c) a reference to:
 - (i) a natural person includes a body corporate or local government;
 - (ii) a body corporate or local government includes a natural person;
 - (iii) a professional body includes a successor to or substitute for that body;
 - (iv) a Party includes its legal personal representatives, successors and assigns and if a Party comprises two or more persons, the legal personal representatives, successors and assigns of each of those persons;
 - (v) a statute, includes an ordinance, code, regulation, award, town planning scheme, regulation, local law, by-law, requisition, order or other statutory instruments made under any of them and a reference to any of them, whether or not by name, includes any amendments to, re-enactments of or replacements of any of them from time to time in force;
 - (vi) a right includes a benefit, remedy, discretion, authority or power;
 - (vii) an obligation includes a warranty or representation and a reference to a failure to observe or perform an obligation includes a breach of warranty or representation;
 - (viii) this Lease or provisions of this Lease or any other deed, agreement, instrument or contract includes a reference to:
 - (A) both express and implied provisions; and
 - (B) that other deed, agreement, instrument or contract as varied, supplemented, replaced or amended;
 - (ix) writing includes any mode of representing or reproducing words in tangible and permanently visible form and includes facsimile transmissions;

- (x) any thing (including, without limitation, any amount) is a reference to the whole or any part of it and a reference to a group of things or persons is a reference to any one or more of them; and
- (xi) a subparagraph, paragraph, subclause, clause, Item, Schedule or Annexure is a reference to, respectively, a subparagraph, paragraph, subclause, clause, Item, Schedule or Annexure of this Lease;
- (d) the covenants and obligations on the part of the Lessee not to do or omit to do any act or thing include:
 - (i) covenants not to permit that act or thing to be done or omitted to be done by a Lessee's Agent; and
 - (ii) a covenant to take all reasonable steps to ensure that that act or thing is not done or omitted to be done;
- (e) the meaning of general words or phrases is not limited by specific examples introduced by 'including', 'for example' or similar expressions; and
- (f) if a Party comprises two or more persons, the covenants and agreements on their part bind them and must be observed and performed by them jointly and each of them severally, and may be enforced against any one or more of them.

3. Minister for Lands Consent

This Lease is subject to and conditional on the prior approval of the Minister for Lands under the *Land Administration Act 1997*.

4. Grant of lease

The Lessor, subject to clause 3 of this Lease, leases to the Lessee the Premises for the Term subject to:

- (a) all Encumbrances;
- (b) the payment of the Amounts Payable; and
- (c) the performance and observance of the Lessee's Covenants.

5. Quiet enjoyment

Except as provided in the Lease, for so long as the Lessor is the management body of the Premises under a management order, and subject to the performance and observance of the Lessee's Covenants the Lessee may quietly hold and enjoy the Premises during the Term without any interruption or disturbance from the Lessor or persons lawfully claiming through or under the Lessor.

6. Rent and other payments

The Lessee covenants with the Lessor:

Rent

To pay to the Lessor the Rent in the manner set out at **Item 5** of the Schedule on and from the Commencement Date clear of any deductions.

Outgoings

- (1) To pay to the Lessor or to such person as the Lessor may from time to time direct punctually all the following outgoings or charges, assessed or incurred in respect of the Premises:
 - (a) local government rates, specified area rates, taxes, service and other charges and including charges for rubbish and garbage removal;
 - (b) water, drainage and sewerage rates, charges for disposal of stormwater, meter rent and excess water charges;
 - (c) telephone, electricity, gas and other power and light charges including but not limited to meter rents and the cost of installation of any meter, wiring, internet connections or telephone connection;
 - (d) land tax and metropolitan regional improvement tax on a single ownership basis;
 - (e) premiums, excess and other costs arising from the insurance obtained by the Lessor pursuant to **clause 8.2**. For the avoidance of doubt, the parties agree:
 - (i) that if such premium or cost does not include a separate assessment or identification of the Premises or the Land, the Lessee must pay a proportionate part of such premium or cost determined by the Lessor acting reasonably; and
 - (ii) such insurance will include insurance for the full replacement value of buildings; and
 - (f) any other consumption charge or cost, statutory impost or other obligation incurred or payable by reason of the Lessee's use and occupation of the Premises.
- (2) If the Premises are not separately charged or assessed the Lessee will pay to the Lessor a proportionate part of any charges or assessments referred to in **clause 6(1)** being the proportion that the Premises bears to the total area of the land or premises included in the charge or assessment.

Interest

Without affecting the rights, power and remedies of the Lessor under this Lease, to pay to the Lessor interest on demand on any Amounts Payable which are unpaid for 35 days computed from the due date for payment until payment is made and any interest payable under this paragraph will be charged at the Interest Rate.

Costs

- (3) To pay to the Lessor on demand:
 - (a) all duty, fines and penalties payable under the *Duties Act 2008* and other statutory duties or taxes payable on or in connection with this Lease;
 - (b) all registration fees in connection with this Lease; and

- (c) all legal costs of and incidental to the instructions for the preparation, execution and stamping of this Lease and all copies.
- (4) To pay to the Lessor all costs, legal fees, disbursements and payments incurred by or for which the Lessor is liable in connection with or incidental to:
- (a) the Amounts Payable or obtaining or attempting to obtain payment of the Amounts Payable under this Lease;
 - (b) any breach of covenant by the Lessee or the Lessee's Agents;
 - (c) the preparation and service of a notice under Section 81 of the *Property Law Act 1969* requiring the Lessee to remedy a breach even though forfeiture for the breach may be avoided in a manner other than by relief granted by a Court;
 - (d) any work done at the Lessee's request; and
 - (e) any action or proceedings arising out of or incidental to any matters referred to in this **clause 6** or any matter arising out of this Lease.

Accrual of amounts payable

Amounts Payable accrue on a daily basis.

7. Rent Review

Not applicable.

8. Insurance

Insurance required

The Lessee must effect and maintain with insurers approved by the Lessor (noting the Lessor's and the Lessee's respective rights and interest in the Premises) for the time being:

- (a) adequate public liability insurance for a sum not less than the sum set out at **Item 8** of the Schedule in respect of any one claim or such greater amount as the Lessor may from time to time reasonably require;
- (b) insurance against all risks as the Lessor may require, of all plate glass windows, doors and display show cases forming part of or within the Premises for a sum which is not less than its full insurable value;
- (c) insurance to cover the Lessee's fixtures, fittings, equipment and stock against loss or damage by fire, fusion, smoke, lightning, flood, storm, tempest, earthquake, sprinkler leakage, water damage and other usual risks against which a Lessee can and does ordinarily insure in their full replacement value, and loss from theft or burglary;
- (d) employers' indemnity insurance including workers' compensation insurance in respect of all employees of the Lessee employed in, about or on the Premises; and
- (e) any other policy of insurance which the Lessor may reasonably require or specify from time to time.

Building Insurance to be effected by Lessor

The Lessor shall effect and keep effected insurance to the full insurable value on a replacement or reinstatement value basis of the Premises against damage arising from fire, tempest, storm, earthquake, explosion, aircraft, or other aerial device including items dropped from any device, riot, commotion, flood, lightning, act of God, fusion, smoke, rainwater, leakage, impact by vehicle, machinery breakdown and malicious acts or omissions and other standard insurable risks and the Lessee will reimburse the Lessor for any premiums, excess or other costs arising therefrom.

Details and receipts

In respect of the insurances required by **clause 8** the Lessee must:

- (f) upon renewal of any insurance policy immediately forward to the Lessor copies of Certificates of Currency and details of the insurances as held by the Lessee;
- (g) promptly pay all premiums and produce to the Lessor each policy or certificate of currency and each receipt for premiums or certificate of currency issued by the insurers; and
- (h) notify the Lessor immediately:
 - (i) when an event occurs which gives rise or might give rise to a claim under or which could prejudice a policy of insurance; or
 - (ii) when a policy of insurance is cancelled.

Lessee May be Required to Pay Excess on Insurances

The Lessee AGREES with the Lessor that it shall be responsible to pay any excess payable in connection with the insurances referred to in **clause 8**.

Not to invalidate

The Lessee must not do or omit to do any act or thing or bring or keep anything on the Premises which might:

- (i) render any insurance effected under **clause 8** on the Premises, or any adjoining premises, void or voidable; or
- (j) cause the rate of a premium to be increased for the Premises or any adjoining premises (except insofar as an approved development may lead to an increased premium).

Report

Each Party must report to the other promptly in writing and in an emergency verbally:

- (k) any damage to the Premises of which they are or might be aware; and
- (l) any circumstances of which they are aware and which are likely to be a danger or cause any damage or danger to the Premises or to any person in or on the Premises.

Settlement of claim

The Lessor may, but the Lessee may not without prior written consent of the Lessor, settle or compromise any claims under any policy of insurance required by **clause 8**.

Lessor as attorney

Deleted

9. Indemnity

Lessee responsibilities

- (1) The Lessee is subject to the same responsibilities relating to persons and property to which the Lessee would be subject if during the Term the Lessee were the owner and occupier of the freehold of the Premises.
- (2) The Lessee is responsible and liable for all acts or omissions of the Lessee's Agents on the Premises and for any breach by them of any covenants or terms in this Lease required to be performed or complied with by the Lessee.

Indemnity

- (3) The Lessee indemnifies, and shall keep indemnified, the Lessor and the Minister for Lands from and against all actions, claims, costs, proceedings, suits and demands whatsoever which may at any time be incurred or suffered by the Lessor or the Minister for Lands, or brought, maintained or made against the Lessor, in respect of:
 - (a) any loss whatsoever (including loss of use);
 - (b) injury or damage of, or to, any kind of property or thing; and
 - (c) the death of, or injury suffered by, any person,caused by, contributed to, or arising out of, or in connection with, whether directly or indirectly:
 - (i) the use or occupation of the Premises by the Lessee or the Lessee's Agents;
 - (ii) any work carried out by or on behalf of the Lessee on the Premises;
 - (iii) the Lessee's activities, operations or business on, or other use of any kind of, the Premises;
 - (iv) the presence of any Contamination, Pollution or Environmental Harm in on or under the Premises or adjoining land caused or contributed to by the act, neglect or omission of the Lessee or the Lessee's Agents;
 - (v) any default by the Lessee in the due and punctual performance, observance and compliance with any of the Lessee's covenants or obligations under this Lease; or
 - (vi) an act or omission of the Lessee.

Obligations Continuing

The obligations of the Lessee under this clause:

- (d) are unaffected by the obligation of the Lessee to take out insurance, and the obligations of the Lessee to indemnify are paramount, however if insurance money is received by the Lessor for any of the obligations set out in this clause then the Lessee's obligations under **clause 9** will be reduced by the extent of such payment.
- (e) continue after the expiration or earlier determination of this Lease in respect of any act, deed, matter or thing occurring or arising as a result of an event which occurs before the expiration or earlier determination of this Lease.

No indemnity for Lessor's negligence

The parties agree that nothing in this clause shall require the Lessee to indemnify the Lessor, its officers, servants, or agents against any loss, damage, expense, action or claim arising out of a negligent or wrongful act or omission of the Lessor, or its servants, agents, contractors or invitees.

Release

- (4) The Lessee:
 - (a) agrees to occupy and use the Premises at the risk of the Lessee; and
 - (b) releases to the full extent permitted by law, the Lessor and the Minister for Lands from:
 - (i) any liability which may arise in respect of any accident or damage to property, the death of any person, injury to any person, or illness suffered by any person, occurring on the Premises or arising from the Lessee's use or occupation of the Premises by;
 - (ii) loss of or damage to the Premises or personal property of the Lessee; and
 - (iii) all claims, actions, loss, damage, liability, costs and expenses arising from or connected with (directly or indirectly) the presence of any Contamination, Pollution or Environmental Harm in, on or under the Premises or surrounding area

except to the extent that such loss or damage arises out of a negligent or wrongful act or omission of the Lessor, or its servants, agents, contractors or invitees.
- (5) The release by the Lessee continues after the expiration or earlier determination of this Lease in respect of any act, deed, matter or thing occurring or arising as a result of an event which occurs before the expiration or earlier determination of this Lease.

10. Limit of Lessor's liability

No liability for loss on Premises

The Lessor will not be liable for loss, damage or injury to any person or property in or about the Premises however occurring unless caused by the lessor.

Limit on liability for breach of Lessor's covenants

- (1) The Lessor is only liable for breaches of the Lessor's Covenants set out in this Lease which occur while the Lessor is registered as the proprietor in fee simple in the Premises.
- (2) The Lessor will not be liable for any failure to perform and observe any of the Lessor's Covenants due to any cause beyond the Lessor's control.

11. Maintenance, repair and cleaning

Generally

- (1) The Lessee AGREES during the Term and for so long as the Lessee remains in possession or occupation of the Premises to maintain, replace, repair, clean and keep the Premises (which for the avoidance of doubt includes the Lessor's Fixtures and Fittings) and Appurtenances in Good Repair having regard to the age of the Premises at the Commencement Date PROVIDED THAT this subclause shall not impose on the Lessee any obligation:
 - (a) to carry out repairs or replacement that are necessary as a result of fair and reasonable wear and tear, EXCEPT when such repair or replacement is necessary because of any act or omission of or on the part of the Lessee (or its servants, agents, contractors or invitees), or the Lessor's insurances are invalidated by any act, neglect or default by the Lessee (or its servants, agents, contractors or invitees); and
 - (b) in respect of any structural maintenance, replacement or repair EXCEPT when such maintenance, repair or replacement is necessary because of any act or omission of or on the part of the Lessee (or its servants, agents, contractors or invitees), or by the Lessee's particular use or occupancy of the Premises.
- (2) In discharging the obligations imposed on the Lessee under this subclause, the Lessee shall where maintaining, replacing, repairing or cleaning:
 - (a) any electrical fittings and fixtures;
 - (b) any plumbing;
 - (c) any air-conditioning fittings and fixtures;
 - (d) any gas fittings and fixtures,

in or on the Premises use only licensed trades persons, or such trades persons as may be approved by the Lessor and notified to the Lessee, which approval shall not be unreasonably withheld.
- (3) The Lessee must take such reasonable action as is necessary to:
 - (a) prevent, if it has occurred as a result of the Lessee's use of the Premises; and

(b) rectify or otherwise ameliorate,

the effects of erosion, drift or movement of sand, soil, dust or water on or from the Premises.

Cleaning

The Lessee must at all times keep the Premises clean, tidy, unobstructed and free from rubbish.

Repair

Unless such damage is the Lessor's responsibility pursuant to the terms of the Lease, the Lessee must promptly repair at its own expense to the satisfaction of the Lessor, any damage to the Premises, regardless of how the damage is caused and replace any of the Lessor's fixtures and fittings which are or which become damaged.

Responsibility for Securing the Premises

The Lessee must ensure the Premises, including Lessor's and Lessee's fixtures and fittings, are appropriately secured at all times.

Maintain surroundings

- (4) The Lessee must regularly inspect and maintain in good condition any part of the Premises which surrounds any buildings, including but not limited to any flora, gardens, lawns, shrubs, hedges and trees.
- (5) The Lessee agrees that any major pruning of trees must be undertaken by a qualified tree surgeon.
- (6) If any flora, trees or lawn dies the Lessee must replace the flora, trees or lawn at its own expense.
- (7) The Lessee must plant and care for such trees on the Premises as the Lessor may from time to time reasonably require.
- (8) The Lessee may not remove any trees, shrubs or hedges without first consulting with and obtaining the approval of the Lessor, except where necessary for urgent safety reasons.

Lessor's Fixtures and Fittings

The Lessee covenants and agrees that the Lessor's Fixtures and Fittings will remain the property of the Lessor and must not be removed from the Premises at any time.

Pest control

With the exception of termite control, the Lessee must keep the Premises free of any pests and vermin and the cost of extermination will be borne by the Lessee.

12. Use

Restrictions on use

(1) Generally

The Lessee must not and must not suffer or permit a person to:

- (a) use the Premises or any part of it for any purpose other than the Permitted Purpose; or
- (b) use the Premises for any purpose which is not permitted under any local or town planning scheme, local laws, acts, statutes or any law relating to health.

(2) No offensive or illegal acts

The Lessee must not and must not suffer or permit a person to do or carry out on the Premises any harmful, offensive or illegal act, matter or thing.

(3) No nuisance

The Lessee must not and must not suffer or permit a person to do or carry out on the Premises any thing which causes a nuisance, damage or disturbance to the Lessor or to owners or occupiers of adjoining properties.

(4) No dangerous substances

The Lessee must not and must not suffer or permit a person to store any dangerous compound or substance on or in the Premises, otherwise than in accordance with the following provisions:

- (a) any such storage must comply with all relevant statutory provisions;
- (b) all applications for the approval or renewal of any licence necessary for such storage must be first referred to the Lessor;
- (c) the Lessor may within its absolute discretion refuse to allow the storage of any particular dangerous compound or substance on the Premises; and
- (d) upon the request of the Lessor, the Lessee will provide a list of all dangerous compounds or substances stored on the Premises.

(5) No harm or stress

The Lessee must not and must not suffer or permit a person to do any act or thing which might result in excessive stress or harm to any part of the Premises.

(6) No signs

The Lessee must not and must not suffer or permit a person to display from or affix any signs, notices or advertisements on the Premises without the prior written consent of the Lessor.

(7) No smoking

The Lessee must not suffer or permit a person to smoke inside any building or other enclosed area on the Premises.

(8) Consumption of alcohol

Deleted.

(9) Sale of Alcohol

The Lessee will not sell or supply liquor from the Premises or allow liquor to be sold or supplied from the Premises without the prior written consent of the Lessor and then only in accordance with the provisions of the *Liquor Control Act 1988, Health (Food Hygiene) Regulations 1993,*

Liquor Licensing Regulations 1989 and any other relevant written laws that may be in force from time to time.

(10) Removal of rubbish

The Lessee must keep the Premises free from dirt and rubbish and to store and keep all trade waste and garbage in proper receptacles.

(11) No pollution

The Lessee must do all things necessary to prevent pollution or contamination of the Premises by garbage, refuse, waste matter, oil and other pollutants.

No warranty

The Lessor gives no warranty:

- (a) as to the use to which the Premises may be put; or
- (b) that the Lessor will issue any consents, approvals, authorities, permits or licences required by the Lessee under any statute for its use of the Premises.

Lessee to Observe Copyright

In the event that the Lessee or any person sub-leasing, hiring, or in temporary occupation of the Premises provides, contracts for, or arranges for the performance, exhibition or display of any music or work of art the copyright of which is not vested in the Lessee or that person, the Lessee shall ensure that all obligations in regard to payment of copyright or licensing fees with the owner or licensor of the copyright are met before any such performance, exhibition or display is held.

Premises Subject to Restriction

The Lessee accepts the Premises for the Term subject to any existing prohibition or restriction on the use of the Premises.

Indemnity for Costs

The Lessee indemnifies the Lessor against any claims or demands for all costs, on a solicitor client basis, reasonably incurred by the Lessor by reason of any claim in relation to any matters set out in this **clause 12**.

13. Alcohol

Consumption of alcohol

The Lessee COVENANTS AND AGREES:

- (a) not to use or allow the Premises to be used for the consumption or sale of alcohol without first obtaining the written consent of the Lessor, and the Lessor shall determine any such application in its absolute discretion; and
- (b) that it shall not make an application for a licence or permit under the Liquor Control Act 1988 for the Premises, or apply for an amendment to a licence or permit it has been granted, without first obtaining the written consent of the Lessor.

Liquor licence

The Lessee COVENANTS AND AGREES that if a licence or permit is granted under the Liquor Control Act 1988 for the Premises it must:

- (c) comply with any requirements attaching to the licence or permit at its cost and where any alteration is required to the Premises **clause 15** shall apply;
- (d) comply with the requirements of the Harm Minimisation Policy (as amended from time to time) of the Department of Racing, Gaming & Liquor, which will require, without limitation the following:
 - (i) the development and implementation of a House Management Policy and Code of Conduct (as defined by the Harm Minimisation Policy) for the Premises, and such policies must be displayed in a prominent position on the Premises at all times; and
 - (ii) the development and implementation of a Management Plan (as defined by the Harm Minimisation Policy) for the Premises.
- (e) provide a copy of the licence or permit (as well as a copy of any document referred to in the licence or permit, including without limitation a copy of the House Management Policy, Code of Conduct and Management Plan (as defined by the Harm Minimisation Policy)) to the Lessor as soon as practicable after the date of grant; and
- (f) indemnify and keep indemnified the Lessor from and against any breach of the Liquor Control Act 1988, Health (Food Hygiene) Regulations 1993, Liquor Control Regulations 1989 or the licence or permit or any conditions imposed thereupon for which it may be liable as the owner of the Premises.

14. Minimise nuisance to neighbours

- (1) Deleted

15. Alterations

Restriction

- (1) The Lessee must not without prior written consent:
 - (a)
 - (i) from the Lessor;
 - (ii) from any other person from whom consent is required under this Lease;
 - (iii) required under statute in force from time to time, including but not limited to the planning approval of the Lessee under a town planning scheme of the Lessee;
 - (b) make or allow to be made any alteration, addition or improvements to or demolish any part of the Premises; or
 - (c) subject to the performance of the Lessee's obligations in **clause 11**, remove any flora or fauna, alter or cut down any flora, or sell, remove or otherwise dispose of any flora, sand, gravel, timber or other materials from the Premises.

Consent

- (2) If the Lessor and any other person whose consent is required under this Lease or at law consents to any matter referred to in **clause 15** the Lessor may:
- (a) consent subject to conditions; and
 - (i) require that work be carried out in accordance with plans and specifications approved by the Lessor or any other person giving consent; and
 - (ii) require that any alteration be carried out to the satisfaction of the Lessor under the supervision of an engineer or other consultant; and
 - (b) if the Lessor consents to any matter referred to in **clause 15**:
 - (i) the Lessor gives no warranty that the Lessor will issue any consents, approvals, authorities, permits or policies under any statute for such matters; and
 - (ii) the Lessee must apply for and obtain all such consent approvals, authorities, permits or policies as are required at law before undertaking any alterations, additions, improvements or demolitions.

Cost of Works

All works undertaken under this **clause 15** will be carried out at the Lessee's expense.

Conditions

If any of the consents given by the Lessor or other persons whose consent is required under this Lease or at law require other works to be done by the Lessee as a condition of giving consent, then the Lessee must at the option of the Lessor either:

- (c) carry out those other works at the Lessee's expense; or
 - (d) permit the Lessor to carry out those other works at the Lessee's expense,
- in accordance with the Lessor's requirements.

16. Lessor's right of entry

Entry on Reasonable Notice

The Lessee must permit entry by the Lessor or any Authorised Person onto the Premises without notice in the case of an emergency, and otherwise upon reasonable notice:

- (a) (i) at all reasonable times;
- (ii) with or without workmen and others; and
- (iii) with or without plant, equipment, machinery and materials;
- (b) for each of the following purposes:
 - (i) to inspect the state of repair of the Premises and to ensure compliance with the terms of this Lease;

- (ii) to carry out any survey or works which the Lessor considers necessary, however the Lessor will not be liable to the Lessee for any compensation for such survey or works provided they are carried out in a manner which causes as little inconvenience as is reasonably possible to the Lessee;
- (iii) to comply with the Lessor's Covenants or to comply with any notice or order of any authority in respect of the Premises for which the Lessor is liable; and
- (iv) to do all matters or things to rectify any breach by the Lessee of any term of this Lease but the Lessor is under no obligation to rectify any breach and any rectification under this **clause 16(b)(iv)** is without prejudice to the Lessor's other rights, remedies or powers under this Lease.

Costs of Rectifying Breach

All costs and expenses incurred by the Lessor as a result of any breach referred to at **clause 16(b)(iv)** together with any interest payable on such sums will be a debt due to the Lessor and payable to the Lessor by the Lessee on demand.

17. Statutory obligations and notices

Comply with Statutes

The Lessee must:

- (a) comply promptly with all statutes and local laws from time to time in force relating to the Premises;
- (b) apply for, obtain and maintain in force all consents, approvals, authorities, licences and permits required under any statute for the use of the Premises specified at **clause 12**;
- (c) ensure that all obligations in regard to payment for copyright or licensing fees are paid to the appropriate person for all performances, exhibitions or displays held on the Premises; and
- (d) comply promptly with all orders, notices, requisitions or directions of any competent authority relating to the Premises or to the business the Lessee carries on at the Premises.

Indemnity if Lessee Fails to Comply

The Lessee indemnifies the Lessor and the Minister for Lands against:

- (e) failing to perform, discharge or execute any of the items referred to in **clause 17**; and
- (f) any claims, demands, costs or other payments of or incidental to any of the items referred to in **clause 17**.

18. Report to Lessor

The Lessee must immediately report to the Lessor:

- (a) any act of vandalism or any incident which occurs on or near the Premises which involves or is likely to involve a breach of the peace or become the subject of a report or complaint to the police and of which the Lessee is aware or should be aware;

- (b) any occurrence or circumstances in or near the Premises of which it becomes aware, which might reasonably be expected to cause, in or on the Premises, pollution of the environment; and
- (c) all notices, orders and summonses received by the Lessee and which affect the Premises and immediately deliver them to the Lessor.

19. Default

Events of Default

A default occurs if:

- (a) the Lessee is in breach of any of the Lessee's Covenants for 28 days after a Notice has been given to the Lessee to rectify the breach or to pay compensation in money;
- (b) the association is wound up whether voluntarily or otherwise;
- (c) the Lessee passes a special resolution under the *Associations Incorporation Act 1997* altering its rules of association in a way that makes its objects or purposes inconsistent with the use permitted by this Lease;
- (d) a mortgagee takes possession of the property of the Lessee under this Lease;
- (e) any execution or similar process is made against the Premises on the Lessee's property;
- (f) the Premises are vacated, or otherwise not used, in the Lessor's reasonable opinion, for the Permitted Purpose for six month period; or
- (g) a person other than the Lessee or a permitted sublessee or assignee is in occupation or possession of the Premises or in receipt of a rent and profits.

Forfeiture

On the occurrence of any of the events of default specified in **clause 19** the Lessor may:

- (h) without notice or demand at any time enter the Premises and on re-entry the Term will immediately determine;
- (i) by notice to the Lessee determine this Lease and from the date of giving such notice this Lease will be absolutely determined; and
- (j) by notice to the Lessee elect to convert the unexpired portion of the Term into a tenancy from month to month when this Lease will be determined as from the giving of the notice and until the tenancy is determined the Lessee will hold the Premises from the Lessor as a tenant from month to month under **clause 20**,

but without affecting the right of action or other remedy which the Lessor has in respect of any other breach by the Lessee of the Lessee's Covenants or releasing the Lessee from liability in respect of the Lessee's Covenants.

Lessor may remedy breach

If the Lessee:

- (k) fails or neglects to pay the Amounts Payable by the Lessee under this Lease; or
- (l) does or fails to do anything which constitutes a breach of the Lessee's Covenants,

then, after the Lessor has given to the Lessee notice of the breach and the Lessee has failed to rectify the breach within a reasonable time, the Lessor may without affecting any right, remedy or power arising from that default pay the money due or do or cease the doing of the breach as if it were the Lessee and the Lessee must pay to the Lessor on demand the Lessor's cost and expenses of remedying each breach or default.

Acceptance of Amount Payable By Lessor

Demand for or acceptance of the Amounts Payable by the Lessor after an event of default has occurred will not affect the exercise by the Lessor of the rights and powers conferred on the Lessor by the terms of the Lease or at law and will not operate as an election by the Lessor to exercise or not to exercise any right or power.

Essential Terms

Each of the Lessee's Covenants in **clauses 6** (Rent and Other Payments), **7** (Insurance), **9** (Indemnity), **11** (Maintenance, Repair and Cleaning), **12** (Use), **26** (Assignment, Subletting and Charging) and **33** (Goods and Services Tax), is an essential term of this Lease but this **clause 19** does not mean or imply that there are no other essential terms in this Lease.

Breach of Essential Terms

If the Lessee breaches an essential term of this Lease then, in addition to any other remedy or entitlement of the Lessor:

- (m) the Lessee must compensate the Lessor for the loss or damage suffered by reason of the breach of that essential term;
- (n) the Lessor will be entitled to recover damages against the Lessee in respect of the breach of an essential term; and
- (o) the Lessee covenants with the Lessor that if the Term is determined:
 - (i) for breach of an essential term or the acceptance by the Lessor of a repudiation of this Lease by the Lessee; or
 - (ii) following the failure by the Lessee to comply with any notice given to the Lessee to remedy any default,

the Lessee must pay to the Lessor on demand the total of the Amounts Payable under this Lease which would have been payable by the Lessee for the unexpired balance of the Term as if the Term had expired by effluxion of time together with the losses incurred or reasonably expected to be incurred by the Lessor as a result of the early determination including but not limited to the costs of re-letting or attempting to re-let the Premises;

- (p) the Lessee agrees that the covenant set out in this **clause 19(o)** will survive termination or any deemed surrender at law of the estate granted by this Lease;
- (q) the Lessee may deduct from the amounts referred to at **clause 19(o)** the Rent and other money which the Lessor reasonably expects to obtain by re-letting the Premises

between the date of Termination and the date on which the Term would have expired by effluxion of time; and

- (r) the Lessor must take reasonable steps to mitigate its losses and endeavour to re-let the Premises at a reasonable rent and on reasonable terms but the Lessor is not required to offer or accept rent or terms which are the same or similar to the rent or terms contained or implied in this Lease.

20. Damage or destruction of Premises

Abatement of Rent

If the Premises are at any time during the Term, without neglect or default of the Lessee, destroyed or damaged by fire or other risk covered by insurance so as to render the same unfit for the occupation and use of the Lessee, then the Rent or a proportionate part thereof (according to the nature and extent of the damage) shall abate until the Premises have been rebuilt or made fit for the occupation and use of the Lessee, and in case of any dispute arising under this provision the same will be referred to arbitration under the provisions of the *Commercial Arbitration Act 1985* and the full Rent must be paid without any deduction or abatement until the date of the arbitrator's award whereupon the Lessor will refund to the Lessee any Rent which according to the aware appears to have been overpaid.

Total Damage or Destruction

If the premises are at any time during the Term destroyed or damaged to an extent as to be wholly unfit for the occupation and use of the Lessee either party may be notice in writing to the other of them given within sixty (60) days after the event elect to cancel and terminate this lease. The term will terminate upon such notice being given and the Lessee must vacate the premises and surrender the same to the Lessor, but such termination will be without prejudice however to the liability of the Lessee under this Lease up to the date of termination.

21. Option to renew

If the Lessee at least one month, but not earlier than 12 months, prior to the date for commencement of the Further Term gives the Lessor a Notice to grant the Further Term and:

- (a) all consents and approvals required by the terms of this Lease or at law have been obtained; and
- (b) there is no subsisting default by the Lessee at the date of service of the Notice in:
 - (i) the payment of Amounts Payable; or
 - (ii) the performance or observance of the Lessee's Covenants,

the Lessor shall **consider**, at the lessors absolute discretion, granting to the Lessee a lease for the Further Term at the Rent and on terms and conditions similar to this Lease other than this **clause 21** in respect of any Further Term previously taken or the subject of the present exercise and on such other terms and conditions as the Lessor may consider appropriate.

22. Holding over

If the Lessee remains in possession of the Premises after the expiry of the Term with the consent of the Lessor, the Lessee will be a monthly tenant of the Lessor at a rent equivalent to one twelfth of the Rent for the period immediately preceding expiry of the Term and otherwise on

the same terms and conditions of this Lease provided that all consents required under this Lease or at law have been obtained to the Lessee being in possession of the Premises as a monthly tenant.

23. Restore premises

Prior to Termination, the Lessee at the Lessee's expense must restore the Premises to a condition consistent with the observance and performance by the Lessee of the Lessee's Covenants under this Lease fair wear and tear excepted.

24. Yield up the premises

Peacefully surrender

On Termination the Lessee must:

- (a) peacefully surrender and yield up to the Lessor the Premises in a condition consistent with the observance and performance of the Lessee's Covenants under this Lease;
- (b) surrender to the Lessor all keys and security access devices and combination for locks providing an access to or within the Premises held by the Lessee whether or not provided by the Lessor.

25. Removal of property from Premises

Remove property prior to termination

Prior to Termination, unless otherwise mutually agreed between the parties, the Lessee must remove from the Premises all property of the Lessee which is not a fixture other than air-conditioning plant and fire equipment, security alarms and security systems and other fixtures and fittings which in the opinion of the Lessor form an integral part of the Premises and promptly make good, to the satisfaction of the Lessor, any damage caused by the removal.

Lessor can remove property on re-entry

On re-entry the Lessor will have the right to remove from the Premises any property of the Lessee and the Lessee indemnifies the Lessor against all damage caused by the removal of and the cost of storing that property.

26. Casual Hire of Premises

Casual Hire

- (1) The Lessee may hire out the Premises or any part thereof on a casual basis only PROVIDED:
 - (a) such use is consistent at all times with the Permitted Purpose;
 - (b) the Lessee ensures any hirer complies strictly with the relevant terms of this Lease; and
 - (c) the Lessee obtains the prior written consent for any hire arrangements, which consent may be withheld by the Lessor in its absolute discretion.

- (2) For the purposes of this Lease, “casual hire” means any hire of the Premises by the Lessee to a third party for a period of no more than 48 hours in any calendar month and does not include any formal transfer, assignment or sublease of the Premises.

Lessee remains responsible for Premises at all times

The Lessee ACKNOWLEDGES that at all times, including when the Premises are hired to a third party, it remains responsible for the Premises, including without limitation any damage that may be caused or occurs during any hire period.

27. Assignment, Subletting and Charging

No assignment or sub-letting without consent

The Lessee must not assign the leasehold estate in the Premises nor Sub-let, part with possession, or dispose of the Premises or any part of the Premises without the prior written consent of the Minister for Lands, the Lessor and any other persons whose consent is required under the terms of this Lease or at law.

Lessor’s Consent to Assignment and Sub-letting

Provided all parties whose consent is required, under this Lease or at law, to an assignment or Sub-letting, give their consent and any assignment or sublease is for a purpose consistent with the use of the Premises permitted by this Lease then the Lessor may not unreasonably withhold its consent to the assignment or Sub-letting of the leasehold estate created by this Lease if:

- (a) the proposed assignee or sublessee is a respectable and responsible person of good financial standing capable of continuing the permitted use for non-profit making community purposes;
- (b) all Amounts Payable due and payable have been paid and there is no existing unremedied breach, whether notified to the Lessee or not, of any of the Lessee’s Covenants;
- (c) the Lessee procures the execution by:
 - (i) the proposed assignee of a deed of assignment; or
 - (ii) the proposed sublessee of a deed of sublease,to which the Lessor is a party and which deed is prepared and completed by the Lessor’s solicitors; and
- (d) the assignment contains a covenant by the assignee or sublessee with the Lessor to pay all Amounts Payable and to perform and observe all the Lessee’s Covenants.

Where sublessee is a community group

If the proposed sublessee is a community group, whether or not a body corporate or unincorporated, the Lessor may not require a deed of sublease under **clause 27(c)**.

Consents of Assignee Supplementary

The covenants and agreements on the part of any assignee will be supplementary to the Lessee’s Covenants and will not release the assigning lessee from the Lessee’s Covenants.

Property Law Act 1969

Sections 80 and 82 of the *Property Law Act 1969* are excluded.

Costs for assignment and sub-letting

If the Lessee wishes to assign or sub-let the leasehold estate created by this Lease the Lessee must pay all reasonable professional and other costs, charges and expenses, incurred by the Lessor or other person whose consent is required under this Lease, of and incidental to:

- (e) the enquiries made by or on behalf of the Lessor as to the respectability, responsibility and financial standing of each proposed assignee or sublessee;
- (f) any consents required under this Lease or at law; and
- (g) all other matters relating to the proposed assignment or sub-letting,

whether or not the assignment or Sub-letting proceeds.

No mortgage or charge

The Lessee must not mortgage nor charge the Premises.

28. Disputes

Referral of Dispute: Phase 1

Except as otherwise provided any dispute arising out of this Lease is to be referred in the first instance in writing to the Lessor's Representative as nominated in writing by the Lessor from time to time (**the Lessor's Representative**) who shall convene a meeting within 10 days of receipt of such notice from the Lessee or such other period of time as is agreed to by the parties between the Lessor's Representative and an officer of the Lessee for the purpose of resolving the dispute (**the Original Meeting**).

Referral of Dispute: Phase 2

In the event the dispute is not resolved in accordance with **clause 28** of this Lease then the dispute shall be referred in writing to the CEO of the Lessor who shall convene a meeting within 10 days of the Original Meeting or such other date as is agreed to by the parties between the CEO and the President of the Lessee for the purpose of resolving the dispute.

Appointment of Arbitrator: Phase 3

In the event the dispute is not resolved in accordance with **clause 28** of this Lease then the dispute shall be determined by a single arbitrator under the provisions of the *Commercial Arbitration Act 1985* (as amended from time to time) and the Lessor and the Lessee may each be represented by a legal practitioner.

Payment of Amounts Payable to Date of Award

The Lessee must pay the Amounts Payable without deduction to the date of the award of the Arbitrator or the date of an agreement between the Parties whichever event is the earlier, and if any money paid by the Lessee is not required to be paid within the terms of the award of the Arbitrator or by agreement between the Lessor and the Lessee then the Lessor will refund to the Lessee the monies paid

29. Prior notice of proposal to change rules

The Lessee agrees that it will not change its rules of association under the Associations Incorporations Act 1987 without notifying the Lessor of its intention to make such a change prior to consideration of the required special resolution.

30. Provision of information

The Lessee agrees to provide to the Lessor:

- (a) a copy of the Lessee's audited annual statement of accounts for each year;
- (b) advice of any changes in its office holders during the Term; and
- (c) any information reasonably required by the Lessor.

31. Right to terminate upon notice

- (a) Notwithstanding any other provision of this Lease, the Parties AGREE that either party may terminate this Lease for any reason upon six months written notice to the other party.
- (b) If this Lease is terminated in accordance with this clause, **clause 24** will apply.

32. Caveat

No absolute caveat

The Lessee nor any person on behalf of the Lessee will, without the prior written consent of the Lessor and the Minister for Lands, lodge any absolute caveat at Landgate against the Certificate of Title for the Land, to protect the interests of the Lessee under this Lease.

CEO & Lessor as attorney

Deleted

Ratification

The Lessee undertakes to ratify all the acts performed by or caused to be performed by the Lessor, its agent or attorney under this clause.

Indemnity

The Lessee indemnifies the Lessor against:

- (a) any loss arising directly from any act done under this clause. and
- (b) all costs and expenses incurred in connection with the performance of any act by the attorney on behalf of the Lessee under this clause.

33. Goods and services tax

Definitions

- (1) The following definitions apply for the purpose of this clause:
 - (a) **Act** means the Commonwealth's *A New Tax System (Goods and Services Tax) Act 1999* and associated Acts and subsidiary legislation;
 - (b) **Consideration** means the Amounts Payable or any other money payable to the Lessor under this Lease, but does not include the amount of the GST which may apply to the Amounts Payable or other money payable under the Act;
 - (c) **GST** means a tax under the Act levied on a Supply including but not limited to the Amounts Payable or other money payable to the Lessor for goods or services or property or any other thing under this Lease; and
 - (d) **Supply** means a good or service or any other thing supplied by the Lessor under this Lease and includes but is not limited to a grant of a right to possession of the Premises.

Lessee to pay GST

- (2) The Consideration will be increased by the amount of the GST, if any, which the Lessor is required under the Act to pay on any Supply made under this Lease.
- (3) The Lessee must pay any increase referred to at **clause 33(2)** whether it is the Lessee or any other person who takes the benefit of any Supply.
- (4) The Lessee must pay the amount of the GST to the Lessor at the same time and in the same manner as the Lessee is required to pay the Consideration under this Lease.

Consideration in Kind

If consideration in kind is accepted by the Lessor for any Supply made under this Lease, the GST amount payable to the Lessor under **clause 33(3)** in respect of the consideration in kind will be calculated by using the prevailing market value of the consideration in kind as determined by the Lessor.

- (5) No Contribution from Lessor

If the Lessee is required under this Lease to make any payment of money or give other consideration to a third party for outgoings, goods, services and benefits of any kind, the Lessee is not entitled to any contribution from the Lessor for any GST payable by it to any person.

- (6) Statement of GST paid is Conclusive

A written statement given to the Lessee by the Lessor of the amount of the GST that the Lessor pays or is liable to pay or account for is conclusive as between the Parties except in the case of an obvious error.

- (7) Tax Invoices

For each payment by the Lessee under this clause the Lessor agrees to promptly deliver to the Lessee, as required under the Act, tax invoices and adjustment notes in a form which complies

with the Act, so as to enable the Lessee to claim input tax credits or decreasing adjustments for Supplies.

(8) Reciprocity

If the Lessee furnishes any Supplies to the Lessor under this Lease, then the requirements set out in this clause with respect to the Lessee will apply to the Lessor with the necessary changes.

34. No Fetter

Notwithstanding any other provision of this Lease, the Parties acknowledge that the Lessor is a local government established by the *Local Government Act 1995*, and in that capacity, the Lessor may be obliged to determine applications for consents, approvals, authorities, licences and permits having regard to any Written Law governing such applications including matters required to be taken into consideration and formal processes to be undertaken, and the Lessor shall not be taken to be in default under this Lease by performing its statutory obligations or exercising its statutory discretions, nor shall any provision of this Lease fetter the Lessor in performing its statutory obligations or exercising any discretion.

35. Additional Terms Covenants and Conditions

Each of the terms, covenants and conditions (if any) specified in **Item 10** of the Schedule are part of this Lease and are binding on the Lessor and the Lessee as if incorporated into the body of this Lease.

36. Commercial Tenancy Act

If at any time and for so long as the *Commercial Tenancy (Retail Shops) Agreements Act 1985* applies to this Lease and a provision of that Act conflicts with a provision of this Lease, then each conflicting provision of this Lease is deemed to be amended to the extent necessary to comply with that Act.

37. Acts by agents

All acts and things which the Lessor is required to do under this Lease may be done by the Lessor, the CEO, an officer or the agent, solicitor, contractor or employee of the Lessor.

38. Governing law

This Lease is governed by and is to be interpreted in accordance with the laws of Western Australia and, where applicable, the laws of the Commonwealth of Australia.

39. Statutory powers

The powers conferred on the Lessor by or under any statutes for the time being in force are, except to the extent that they are inconsistent with the terms and provisions expressed in this Lease, in addition to the powers conferred on the Lessor in this Lease.

40. Notice

Form of delivery

A Notice to a Party must be in writing and may be given or made:

- (a) by delivery to the Party personally; or
- (b) by addressing it to the Party and leaving it at or posting it by registered post to the address of the Party appearing in this Lease or any other address nominated by a Party by Notice to the other.

Service of notice

A Notice to a Party is deemed to be given or made:

- (c) if by personal delivery, when delivered;
- (d) if by leaving the Notice at an address specified in **clause 40(b)**, at the time of leaving the Notice, provided the Notice is left during normal business hours; and
- (e) if by post to an address specified in **clause 40(b)**, on the second business day following the date of posting of the Notice.

Signing of notice

A Notice to a Party may be signed:

- (f) if given by an individual, by the person giving the Notice;
- (g) if given by a corporation, by a director, secretary or manager of that corporation;
- (h) if given by a local government, by the CEO;
- (i) if given by an association incorporated under the *Associations Incorporation Act 1987*, by any person authorised to do so by the board or committee of management of the association; or
- (j) by a solicitor or other agent of the individual, corporation, local government or association giving the Notice.

41. Severance

If any part of this Lease is or becomes void or unenforceable, that part is or will be severed from this Lease to the intent that all parts that are not or do not become void or unenforceable remain in full force and effect and are unaffected by that severance.

42. Variation

This Lease may be varied only by deed executed by the parties subject to such consents as are required by this Lease or at law.

43. Moratorium

The provisions of a statute which would but for this clause extend or postpone the date of payment of money, reduce the rate of interest or abrogate, nullify, postpone or otherwise affect the terms of this Lease do not, to the fullest extent permitted by law, apply to limit the terms of this Lease.

44. Further assurance

The Parties must execute and do all acts and things necessary or desirable to implement and give full effect to the terms of this Lease.

45. Payment of money

Any Amounts Payable to the Lessor under this Lease must be paid to the Lessor at the address of the Lessor referred to in the Lease or as otherwise directed by the Lessor by Notice from time to time.

46. Waiver

No general waiver

Failure to exercise or delay in exercising any right, power or privilege in this Lease by a Party does not operate as a waiver of that right, power or privilege.

Partial exercise of right power or privilege

A single or partial exercise of any right, power or privilege does not preclude any other or further exercise of that right, power or privilege or the exercise of any other right, power or privilege.

Schedule

Item 1 Land and Premises

Land

Portion of Reserve 17386 and comprising offices as depicted in yellow on Annexure 1.

Premises

That part of the Land depicted on the plan in YELLOW annexed hereto as **Annexure 1**, including all buildings, structures, alterations, additions and improvements on that part of the Land, or erected on that part of the Land during the Term.

Item 2 Term

Commencing on 1 March 2020 and expiring on 28 February 2025.

Item 3 Further Term

5 years commencing on 1 March 2025 and expiring on 28 February 2030.

Item 4 Commencement Date

1 March 2020.

Item 5 Rent

\$1,000 plus GST payable annually in advance.

Item 6 Rent Review

Not applicable

Item 7 Permitted purpose

Financial Counselling and relief support & care uses reasonably ancillary thereto.

Item 8 Public liability insurance

Ten million dollars (\$10,000,000.00).

Item 9 Repainting Dates

Not applicable

Item 10 Additional terms and covenants

- 1) Notwithstanding Clause 6.2 and 8 of the lease, and due to the fact that;
 - a. There is no sub-meter; and
 - b. Only part of the buildings are used by the lessee; and
 - c. Taking into account the charitable use aspect of the activities of the Association; and
 - d. The annual rent payable reflects a conservative estimate of the proportionate cost of building insurance, refuse charges, and power and water utilities used by the lessee;

the lessor agrees to paying all outgoings including but not limited to all rates and refuse charges, emergency service levies and utilities on the property.

- 2) The lessors Building Surveyor or appointed agents or shall, at least on an annual basis (in conjunction with the lessee) inspect all leased buildings and land to ascertain their state of maintenance pursuant to the lease to determine the priority future and long term maintenance to be undertaken by either party.
- 3) The rent at Item 5 is based on the principle of a fair recovery of utilities and service charges on the property and not the indicative market rent for the property of \$5,200 per annum plus outgoings. This effectively operates as a subsidy that the Shire of Narrogin would like to acknowledge as its contribution to the Association's charitable activities and endeavours.

Signing page

EXECUTED [add day and month] 2020

THE COMMON SEAL of THE SHIRE OF NARROGIN was hereunto affixed in the presence of:

President

Leigh Ballard

Chief Executive Officer

Dale Stewart

Signed by the Narrogin Community Support Association pursuant to the constitution of the Lessee in the presence of each of the undersigned each of whom hereby declares by the execution of this document that he or she holds the office in the Lessee indicated under his or her name-

Office Holder Sign

Office Holder Sign

Name:

Name:

Address:

Address:

Office Held:

Office Held:

Annexure 2 – Minister for Lands' Consent

11. ELECTED MEMBERS' MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

12. NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE PERSON PRESIDING OR BY DECISION OF THE MEETING

13. CLOSURE OF MEETING

There being no further business to discuss, the Presiding Member declared the meeting closed at ___ pm and pursuant to Resolution 1219.010 of 18 December 2019, reminded Councillors of the next Ordinary Meeting of the Council, scheduled for 7.00 pm on Tuesday 24 March 2020, at this same venue.



Shire of
Narrogin
Love the life

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