



## **NOTICE OF AN ORDINARY COUNCIL MEETING**

Dear Council Member,

The next Ordinary Meeting of the Dandaragan Shire Council will be held on **Thursday 23 August 2018** at the **Council Chambers Jurien Bay** commencing at **11.00am**.

Attached is your copy of the agenda and business papers for the meeting.

*The format for the day is as follows:*

- |                |  |
|----------------|--|
| <b>9.00am</b>  | <b>Agenda Briefing Session</b>                     |
| <b>9.45am</b>  | <b>Community Consultation Process Overview</b>     |
| <b>10.00am</b> | <b>School Visit – Tour</b>                         |
| <b>11.00am</b> | <b>Ordinary Meeting of Council</b>                 |
| <b>12.30pm</b> | <b>Lunch</b>                                       |
| <b>1.30pm</b>  | <b>Continuation of Council Meeting if required</b> |
|                | <b>Public Forum (following Council Meeting)</b>    |
|                | <b>Councillor Discussion Session</b>               |

**Brent Bailey**  
**CHIEF EXECUTIVE OFFICER**

16 August 2018



**SHIRE**  
*of*  
**DANDARAGAN**

**AGENDA AND BUSINESS PAPERS**

for the

**ORDINARY COUNCIL MEETING**

to be held

**AT THE COUNCIL CHAMBERS, JURIEN BAY**

on

**THURSDAY 23 AUGUST 2018**

**COMMENCING AT 11.00AM**

*(THIS DOCUMENT IS AVAILABLE IN LARGER PRINT ON REQUEST)*



## ORDINARY COUNCIL MEETING

**THURSDAY 23 AUGUST 2018**

Welcome to the Ordinary Council Meeting of the Shire of Dandaragan.

Please be advised that the Ordinary Meeting of Council will be held on the following dates, times and venues:

DAY	DATE	TIME	MEETING VENUE
Thurs	23 August 2018	11.00am	Jurien Bay School Visit
Thurs	27 September 2018	4.00pm	Dandaragan
Thurs	25 October 2019	4.00pm	Jurien Bay
Thurs	22 November 2018	4.00pm	Cervantes
Thurs	20 December 2018	4.00pm	Jurien Bay
Thurs	24 January 2019	4.00pm 6.00pm	Badgingarra AGM of Electors
Thurs	28 February 2019	4.00pm	Jurien Bay
Thurs	28 March 2019	4.00pm	Jurien Bay
Wed	24 April 2019	4.00pm	Badgingarra
Thurs	23 May 2019	4.00pm	Jurien Bay
Thurs	27 June 2019	4.00pm	Jurien Bay

Public Forums commence immediately following the closure of the Council Meeting which is generally about 5.00pm.

Members of the public are most welcome to attend both the Council Meetings and the Public Forums.

**Brent Bailey**  
**CHIEF EXECUTIVE OFFICER**



## **DISCLAIMER**

INFORMATION FOR THE PUBLIC ATTENDING A COUNCIL MEETING

**Please note:**

The recommendations contained in this agenda are Officer's Recommendations only and should not be acted upon until Council has considered the recommendations and resolved accordingly.

The resolutions of Council should be confirmed by perusing the Minutes of the Council Meeting at which these recommendations were considered.

Members of the public should also note that they act at their own risk if they enact any resolution prior to receiving official written notification of Council's Decision.

**Brent Bailey**  
**CHIEF EXECUTIVE OFFICER**



## COUNCIL MEETING INFORMATION NOTES

1. Your Council generally handles all business at Ordinary or Special Council Meetings.
2. From time to time Council may form a Committee, Working Party or Steering group to examine subjects and then report to Council.
3. Generally all meetings are open to the public; however, from time to time Council will be required to deal with personal, legal and other sensitive matters. On those occasions Council will generally close that part of the meeting to the public. Every endeavour will be made to do this as the last item of business of the meeting.
4. Public Question Time. It is a requirement of the Local Government Act 1995 to allow at least fifteen (15) minutes for public question time following the opening and announcements at the beginning of the meeting. Should there be a series of questions the period can be extended at the discretion of the Chairman.

*Written notice of each question should be given to the Chief Executive Officer fifteen (15) minutes prior to the commencement of the meeting. A summary of each question and response is included in the Minutes.*

*When a question is not able to be answered at the Council Meeting a written answer will be provided after the necessary research has been carried out. Council staff will endeavour to provide the answers prior to the next meeting of Council.*

*Council has prepared an appropriate form and Public Question Time Guideline to assist.*

5. **Councillors** may from time to time have a financial interest in a matter before Council. Councillors must declare an interest and the extent of the interest in the matter on the Agenda. However, the Councillor can request the meeting to declare the matter **trivial, insignificant or in common with a significant number of electors or ratepayers**. The Councillor must leave the meeting whilst the matter is discussed and cannot vote unless those present agree as above.

**Members of staff**, who have delegated authority from Council to act on certain matters, may from time to time have a financial interest in a matter on the Agenda. The member of staff must declare that interest and generally the Chairman of the meeting will advise the Officer if he/she is to leave the meeting.

6. Agendas including an Information Bulletin are delivered to Councillors within the requirements of the Local Government Act 1995, i.e. seventy-two (72) hours prior to the advertised commencement of the meeting. Whilst late items are generally not considered there is provision on the Agenda for items of an urgent nature to be considered.

**Should an elector wish to have a matter placed on the Agenda the relevant information should be forwarded to the Chief Executive Officer in time to allow the matter to be fully researched by staff. An Agenda item including a recommendation will then be submitted to Council for consideration should it be determined appropriate by the Chief Executive Officer.**

**The Agenda closes the Monday week prior to the Council Meeting (i.e. ten (10) days prior to the meeting).**

The Information Bulletin produced as part of the Agenda includes items of interest and information, which does not require a decision of Council.

7. Agendas for Ordinary Meetings are available in the Shire of Dandaragan Administration Centre and all four libraries as well as on the website [www.dandaragan.wa.gov.au](http://www.dandaragan.wa.gov.au) seventy-two (72) hours prior to the meeting and the public are invited to secure a copy.
8. Agenda items submitted to Council will include a recommendation for Council consideration. Electors should not interpret and/or act on the recommendations until after they have been considered by Council. Please note the Disclaimer in the Agenda (page 3).
9. Public Inspection of Unconfirmed Minutes (Reg 13)

A copy of the unconfirmed Minutes of Ordinary and Special Meetings will be available for public inspection in the Shire of Dandaragan Libraries and on the website [www.dandaragan.wa.gov.au](http://www.dandaragan.wa.gov.au) within ten (10) working days after the Meeting.

### NOTE:

### 10.3 Unopposed Business

- (1) Upon a motion being moved and seconded, the person presiding may ask the meeting if any member opposes it.
- (2) If no member signifies opposition to the motion the person presiding may declare the motion in sub clause (1) carried without debate and without taking a vote on it.
- (3) A motion carried under sub clause (2) is to be recorded in the minutes as a unanimous decision of the Council or committee.
- (4) If a member signifies opposition to a motion the motion is to be dealt with according to this Part.

This clause does not apply to any motion or decision to revoke or change a decision which has been made at a Council or committee meeting.

## SHIRE OF DANDARAGAN QUESTIONS FROM THE PUBLIC

The Shire of Dandaragan welcomes community participation during public question time as per the Shire of Dandaragan Standing Orders Local Law.

A member of the public who raises a question during question time is requested to:

- (a) provide a copy of his or her questions at least 15 minutes prior to the commencement of the meeting;
- (b) first state his or her name and address;
- (c) direct the question to the President or the Presiding Member;
- (d) ask the question briefly and concisely;
- (e) limit any preamble to matters directly relevant to the question;
- (f) ensure that the question is not accompanied by any expression of opinion, statement of fact or other comment, except where necessary to explain the question;
- (g) each **member of the public** with a question is **entitled to ask up to 3 questions** before other members of the public will be invited to ask their questions;
- (h) when a member of the public gives written notice of a question, the President or Presiding Member may determine that the question is to be responded to as normal business correspondence.

The following is a summary of procedure and a guide to completion of the required form.

1. This is a "question" time only. Orations, explanations or statements of belief will not be accepted or allowed.
2. Questions must relate to a matter affecting the Shire of Dandaragan.
3. Questions must be appropriate and made in good faith. Those containing defamatory remarks, offensive language or question the competency or personal affairs of council members or employees may be ruled inappropriate by the Mayor or Presiding Member and therefore not considered.
4. Frame your question so that it is both precise and yet fully understood. Long questions covering a multitude of subjects are easily misunderstood and can result in poor replies being given.
5. Write your question down on the attached form, it helps you to express the question clearly and provides staff with an accurate record of exactly what you want to know.
6. When the President or presiding member calls for any questions from the public, stand up and wait until you are acknowledged and invited to speak. Please start by giving your name and address first, then ask the question.
7. Questions to be put to the President or presiding member and answered by the Council. No questions can be put to individual Councillors.
8. The question time will be very early in the meeting. **There is only 15 minutes available for Question Time.** Questions not asked may still be submitted to the meeting and will be responded to by mail.
9. When you have put your question, resume your seat and await the reply. If possible, the President or presiding member will answer directly or invite a staff member with special knowledge to answer in his place. However, it is more likely that the question will have to be researched, in which case the President or presiding member will advise that the question will be received and that an answer will be forwarded in writing. Please note under NO circumstances, will the question be debated or discussed by Council at that meeting.
10. To maximise public participation only three questions per person will initially be considered with a time limit of 2 minutes per person. If there is time after all interested persons have put their questions the President or presiding member will allow further questions, again in limits of two per person.
11. To fill out the form, just enter your name and address in the appropriate areas together with details of any group you are representing, then write out your question.
12. Please ensure your form is submitted to the minute's secretary.

If you have difficulty in or are incapable of writing the question, Shire staff are available on request to assist in this task.

We hope this note assists you in the asking of your question and thank you for your interest and participation in the affairs of our Shire.

SHIRE OF DANDARAGAN

QUESTIONS FROM THE PUBLIC

Any member of the public wishing to participate in Public Question Time during Council or Committee meetings is welcome to do so, however, Council requires your name, address and written questions to be provided to the meeting secretary.

Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Contact No: \_\_\_\_\_ Meeting Date: \_\_\_\_\_

Council Agenda Item No: \_\_\_\_\_

Name of Organisation Representing: \_\_\_\_\_  
(if applicable)

**QUESTION:**

*Each member of the public is entitled to ask up to 3 questions before other members of the public will be invited to ask their question. 15 Minutes is allotted to Public Question Time at Council Meetings.*

Please see notes on Public Question Time overleaf...



# SHIRE OF DANDARAGAN

## Record of Disclosure

### Person making disclosure:

Surname: \_\_\_\_\_

Given Names: \_\_\_\_\_

Member of Council       Officer of Council       Committee Member

Date of Meeting: \_\_\_\_\_

Type of Meeting:       Ordinary Meeting of the Council       Committee Meeting

Special Meeting of the Council       Selection Panel       Other \_\_\_\_\_

Report Item No: \_\_\_\_\_

Report Title: \_\_\_\_\_

Type of Interest:       Financial (section 5.60A)       Proximity (section 5.60B)

Indirect Financial (section 5.61)       Impartiality

Nature of Interest: \_\_\_\_\_

\_\_\_\_\_

Extent of Interest: \_\_\_\_\_

\_\_\_\_\_

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

(Office Use Only)

Minute Book Page: \_\_\_\_\_

Signature of Staff Recording Entry: \_\_\_\_\_

## Local Government Act 1995 - Extract

### 5.60A. Financial interest

*For the purposes of this Subdivision, a person has a financial interest in a matter if it is reasonable to expect that the matter will, if dealt with by the local government, or an employee or committee of the local government or member of the council of the local government, in a particular way, result in a financial gain, loss, benefit or detriment for the person.*

### 5.60B. Proximity interest

- 1) *For the purposes of this Subdivision, a person has a proximity interest in a matter if the matter concerns —*
  - a) *a proposed change to a planning scheme affecting land that adjoins the person's land; or*
  - b) *a proposed change to the zoning or use of land that adjoins the person's land; or*
  - c) *a proposed development (as defined in section 5.63(5)) of land that adjoins the person's land.*
- 2) *In this section, land (the proposal land) adjoins a person's land if —*
  - a) *the proposal land, not being a thoroughfare, has a common boundary with the person's land; or*
  - b) *the proposal land, or any part of it, is directly across a thoroughfare from, the person's land; or*
  - c) *the proposal land is that part of a thoroughfare that has a common boundary with the person's land.*
- 3) *In this section a reference to a person's land is a reference to any land owned by the person or in which the person has any estate or interest.*

### 5.61. Indirect financial interests

*A reference in this Subdivision to an indirect financial interest of a person in a matter includes a reference to a financial relationship between that person and another person who requires a local government decision in relation to the matter.*

## Local Government Operational Guideline 1 – Extract

### Impartiality Interest

*The existence of an interest affecting impartiality is dependent on –*

- *the member or employee having an association with a person or organisation that has a matter being discussed at a council or committee meeting;*
- *the employee being required to give advice on a matter where they have an association with a person or an organisation related to that matter; and*
- *the type of matter being discussed at a council or committee meeting.*

*The Department would not expect a disclosure to be made in matters which are solely related to –*

- *an individual's beliefs, philosophies or attitudes;*
- *a member's election pledges; or*
- *any other public pledges made by a member.*

# Table of Contents

<b>1</b>	<b>DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS .....</b>	<b>3</b>
1.1	DECLARATION OF OPENING.....	3
1.2	DISCLAIMER READING .....	3
<b>2</b>	<b>RECORD OF ATTENDANCE / APOLOGIES / APPROVED LEAVE OF ABSENCE.....</b>	<b>3</b>
<b>3</b>	<b>RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE .....</b>	<b>3</b>
<b>4</b>	<b>PUBLIC QUESTION TIME.....</b>	<b>3</b>
<b>5</b>	<b>APPLICATIONS FOR LEAVE OF ABSENCE.....</b>	<b>4</b>
<b>6</b>	<b>CONFIRMATION OF MINUTES .....</b>	<b>4</b>
6.1	MINUTES OF THE ORDINARY MEETING HELD 26 JULY 2018.....	4
<b>7</b>	<b>NOTICES AND ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION.....</b>	<b>4</b>
<b>8</b>	<b>PETITIONS / DEPUTATIONS / PRESENTATIONS / SUBMISSIONS .....</b>	<b>4</b>
<b>9</b>	<b>REPORTS OF COMMITTEES AND OFFICERS .....</b>	<b>5</b>
<b>9.1</b>	<b>CORPORATE &amp; COMMUNITY SERVICES.....</b>	<b>5</b>
9.1.1	ACCOUNTS FOR PAYMENT – JULY 2018.....	5
9.1.2	JURIEN SPORT AND RECREATION CENTRE PART ELECTRICITY BILL WRITE OFF .....	7
9.1.3	FINANCIAL STATEMENTS - MONTHLY REPORTING FOR THE PERIOD ENDING 31 JULY 2018 .....	9
9.1.4	REVIEW OF COMMUNITY GRANT APPLICATIONS .....	12
9.1.5	REVIEW OF TRONOX GRANT APPLICATIONS 2018/19.....	15
<b>9.2</b>	<b>INFRASTRUCTURE SERVICES .....</b>	<b>19</b>
9.2.1	CERVANTES COMMUNITY CENTRE PLAYGROUND BUDGET AMENDMENT.....	19
<b>9.3</b>	<b>DEVELOPMENT SERVICES.....</b>	<b>24</b>
9.3.1	NAMING OF RESERVE REQUEST – RESERVE 30824 – LOT 596 ALVA WAY, CERVANTES.....	24
9.3.2	PROPOSED RETAIL NURSERY – LOT 172 VALLEY VIEW, JURIEN BAY HEIGHTS .....	29
9.3.3	PROPOSED PIPELINE EASEMENT – JURIEN BAY GOLF CLUB IRRIGATION PROJECT .....	38
9.3.4	LEASE OF PORTION RESERVE 40711 LOT 850 ARAGON STREET, CERVANTES - CENTRAL WEST MEN’S SHED CERVANTES.....	43
9.3.5	LEASE OF PORTION RESERVE 31884 LOT 503 BASHFORD STREET, JURIEN BAY – JURIEN BAY COMMUNITY MEN’S SHED.....	48
<b>9.4</b>	<b>GOVERNANCE &amp; ADMINISTRATION .....</b>	<b>53</b>
9.4.1	PROPOSED VERGE BOND POLICY NO 7.8.....	53
9.4.2	CERVANTES COUNTRY CLUB – REQUEST FOR FINANCIAL SUPPORT AND DEBTOR RELIEF.....	55
9.4.3	JURIEN BAY INTERPRETIVE COMPLEX LEASE OF PORTION RESERVE 31884 AND LOT 33 JURIEN BAY MARINA.....	67
9.4.4	VISITOR CENTRE WORKING GROUP.....	70
9.4.5	CONTRACT VARIATION REQUEST – SPECTRUM HEALTH .....	75
<b>9.5</b>	<b>COUNCILLOR INFORMATION BULLETIN.....</b>	<b>77</b>
9.5.1	SHIRE OF DANDARAGAN – JULY 2018 COUNCIL STATUS REPORT.....	77

9.5.2	SHIRE OF DANDARAGAN – EXECUTIVE MANAGER INFRASTRUCTURE REPORT – AUGUST 2018.....	77
9.5.3	SHIRE OF DANDARAGAN – BUILDING STATISTICS – JULY 2018 .....	77
9.5.4	SHIRE OF DANDARAGAN – PLANNING STATISTICS – JULY 2018.....	77
9.5.5	WAPC – LPS 7 – AMENDMENT 29 – REZONING LOTS 5,7,8,9,10 & 362 CATALONIA STREET AND LOT 11 MADRID STREET FROM 'RESIDENTIAL' & 'INDUSTRIAL' TO 'SPECIAL USE 5'.....	77
9.5.6	WAPC – LPS 7 – AMENDMENT 35 – CITY CENTRE STRATEGY .....	77
9.5.7	SHIRE OF DANDARAGAN TOURISM / LIBRARY REPORT FOR JULY 2018.....	77
9.5.8	WALGA AGM MINUTES – HELD ON WEDNESDAY 1 AUGUST 2018.....	78
<b>10</b>	<b>NEW BUSINESS OF AN URGENT NATURE – INTRODUCED BY RESOLUTION OF THE MEETING .....</b>	<b>78</b>
<b>11</b>	<b>CONFIDENTIAL ITEMS FOR WHICH MEETING IS CLOSED TO THE PUBLIC.....</b>	<b>78</b>
<b>12</b>	<b>ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN.....</b>	<b>78</b>
<b>13</b>	<b>CLOSURE OF MEETING .....</b>	<b>78</b>

## 1 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

### 1.1 DECLARATION OF OPENING

### 1.2 DISCLAIMER READING

*“No responsibility whatsoever is implied or accepted by the Shire of Dandaragan for any act, omission, statement or intimation occurring during this meeting.*

*It is strongly advised that persons do not act on what is heard, and should only rely on written confirmation of Council’s decision, which will be provided within fourteen days.”*

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

### Members

Councillor L Holmes	(President)
Councillor W Gibson	
Councillor K McGlew	
Councillor J Clarke	
Councillor R Shanhun	
Councillor D Slyns	
Councillor D Richardson	
Councillor A Eyre	

### Staff

Mr B Bailey	(Chief Executive Officer)
Mr S Clayton	(Executive Manager Corporate & Community Services)
Mr G Yandle	(Executive Manager Infrastructure)
Mr D Chidlow	(Executive Manager Development Services)
Ms R Headland	(Council Secretary & Personal Assistant)
Mr R Mackay	(Planning Officer)

### Apologies

### Approved Leave of Absence

Cr Scharf 20 August – 31 August 2018

## 3 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

## 4 PUBLIC QUESTION TIME

- 5 APPLICATIONS FOR LEAVE OF ABSENCE**
  
- 6 CONFIRMATION OF MINUTES**
  - 6.1 MINUTES OF THE ORDINARY MEETING HELD 26 JULY 2018**
  
- 7 NOTICES AND ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION**
  
- 8 PETITIONS / DEPUTATIONS / PRESENTATIONS / SUBMISSIONS**

## 9 REPORTS OF COMMITTEES AND OFFICERS

### 9.1 CORPORATE & COMMUNITY SERVICES

#### 9.1.1 ACCOUNTS FOR PAYMENT – JULY 2018

Location:	Shire of Dandaragan
Applicant:	N/A
Folder Path:	Business Classification Scheme / Financial Management / Creditors / Expenditure
Disclosure of Interest:	None
Date:	10 August 2018
Author:	Scott Clayton, Executive Manager Corporate & Community Services
Senior Officer:	Brent Bailey, Chief Executive Officer

#### PROPOSAL

To accept the cheque, EFT and direct debit listing for the month of July 2018.

#### BACKGROUND

As part of the Local Government Act 1995, Financial Management Regulations 1996, a list of expenditure payments is required to be presented to Council.

#### COMMENT

The cheque, electronic funds transfer (EFT) and direct debit payments for July 2018 totalled \$691,874.06 for the Municipal Fund.

Should Councillors wish to raise any issues relating to the July 2018 Accounts for payment, please do not hesitate to contact the Executive Manager Corporate and Community Services prior to the Council Meeting, in order that research can be undertaken and details provided either at the time of the query or at the meeting.

#### CONSULTATION

- Chief Executive Officer

#### STATUTORY ENVIRONMENT

- Regulation 13 of the Local Government Financial Management Regulations 1997.

#### POLICY IMPLICATIONS

There are no policy implications relevant to this item.

#### FINANCIAL IMPLICATIONS

There are no adverse trends to report at this time.

#### STRATEGIC IMPLICATIONS

2016 – 2026 Strategic Community Plan

*Goal 5: Proactive and leading local government*

Business as Usual

k) Finance

**ATTACHMENTS**

Circulated with the agenda are the following items relevant to this report:

- Cheque, EFT and direct debit listings for July 2018 (Doc Id: 113296)

***(Marked 9.1.1)***

**VOTING REQUIREMENT**

Simple majority

**OFFICER RECOMMENDATION**

**That the Municipal Fund cheque and EFT listing for the period ending 30 July 2018 totalling \$691,874.06 for the Municipal Fund be accepted.**

### 9.1.2 JURIEN SPORT AND RECREATION CENTRE PART ELECTRICITY BILL WRITE OFF

Location:	Jurien Bay
Applicant:	Jurien Sport and Recreation Centre
Folder Path:	Business Classification Scheme / Council Properties / Leasing Out / Community Centres
Disclosure of Interest:	Nil
Date:	2 August 2018
Author:	Tony O'Gorman, Club Development Officer
Senior Officer:	Scott Clayton, Executive Manager Corporate and Community Services.

#### PROPOSAL

To write off a portion of the electricity bill for the Jurien Sport and Recreation Centre for the period 2 March 2018 to 7 May 2018.

#### BACKGROUND

The Jurien Sport and Recreation Centre is billed through the Shire of Dandaragan for its portion of electricity used in each billing period. Over the billing period in question the Coordinator recognised a much larger than usual bill for the same periods in previous years.

An investigation of the reason for the unusually high bill was conducted. The cause appears to be that a leak in the heating water pipes occurred during the billing period. This leak was not detected for some time and the water heating systems ran continuously for a period of approximately three days over the Easter weekend holiday period.

The leak in the pipework is the responsibility of the Shire under the Management Agreement currently in place with the Recreation Centres. The leak has now been repaired at the Shire's cost.

#### COMMENT

The leak occurred over the Easter holiday weekend and therefore it is expected that the electricity bill for the Jurien Sport and Recreation Centre (JSRC) would be larger than in the periods before and after the Easter period.

Information provided by the JSRC shows that the bills for the corresponding periods in 2016 and 2017 are significantly smaller than the current bill.

The centre's management have been monitoring the power usage at the centre and significant reductions have been achieved over the past two years. A comparison spreadsheet of the power usage and bills for the three years 2016 to 2018 has been provided. The power usage bills for the corresponding periods in the previous two years were 2016 \$1,318 and 2017 \$1,152. The current bill is \$1,711.

<b>AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018</b>
---

Considering that the leaking pipe appears to be the cause for the increased costs on the current bill then it reasonable that a figure of the average between the previous two years be considered as the appropriate amount for the current bill.

This would equate to the Shire writing off an amount of \$321.17 from the current bill. This figure has been arrived at by averaging the unit usage over the past two years and then using that average to calculate the current usage using the current unit tariff.

From	Date To	No of Days	Supply Charge	Units used	Use Charges	Bill Amount
27/02/2016	2/05/2016	65	\$14.95	4380	\$ 1,303.53	\$1,318.48
1/03/2017	3/5/82017	64	\$14.72	3705	\$ 1,137.43	\$1,152.15
2/03/2018	7/05/2018	67	\$15.46	5028	\$ 1,726.53	\$1,711.07
				Average units for 2016/2017	4042.5	
				Current Unit Cost	\$ 0.34	
				Average usage cost 2016/2017	\$1,374.45	
				Average usage including Standing Charge		<u>\$1,389.91</u>
				Write Off amount		<u>\$ 321.17</u>

#### CONSULTATION

- Chief Executive Officer
- Executive Manager Corporate and Community Services.
- Manager Building Services.
- Coordinator Jurien Sport and Recreation Centre.

#### STATUTORY ENVIRONMENT

Local Government Act 1995 Section 6.12(c)

#### POLICY IMPLICATIONS

There are no policy implications relevant to this item.

#### FINANCIAL IMPLICATIONS

An expense of \$321.71 will not be reimbursed by JSRC if the recommendation is supported.

STRATEGIC IMPLICATIONS

2016 – 2026 Strategic Community Plan

<i>Goal 2: Healthy Safe and Active Community</i>	
Objectives	How the Shire will contribute
2.4 Provide recreation and community facilities and activities	b) Manage club leases and other community leases

ATTACHMENTS

Circulated with the agenda are the following items relevant to this report:

- Jurien Sport and Recreation Centre Spreadsheet (Doc Id: 115716)
- Shire of Dandaragan Invoice Number 29031 (Doc Id: 116069)  
**(Marked 9.1.2)**

VOTING REQUIREMENT

Absolute Majority

**OFFICER RECOMMENDATION**

**That Council write off an amount of \$321.17 of the March to May 2018 electricity bill of the Jurien Sport and Recreation Centre.**

### 9.1.3 FINANCIAL STATEMENTS - MONTHLY REPORTING FOR THE PERIOD ENDING 31 JULY 2018

Location:	Shire of Dandaragan
Applicant:	N/A
Folder	Business Classification Scheme / Financial Management / Financial Reporting / Periodic Reports
Disclosure of Interest:	None
Date:	12 June 2018
Author:	Scott Clayton, Executive Manager Corporate and Community Services
Senior Officer:	Brent Bailey, Chief Executive Officer

#### PROPOSAL

To table and adopt the monthly financial statements for the period ending 31 July 2018.

#### BACKGROUND

As part of the Local Government Act 1995 and Financial Management Regulations (1996), monthly financial statements are required to be presented to Council. Circulated are the monthly financial statements for the period ending 31 July 2018.

#### COMMENT

Regulation 34 of the Financial Management Regulations (1996) requires the following information to be provided to Council:

##### 1. Net Current Assets

Council's Net Current Assets [i.e. surplus / (deficit)] position as at the 31 July 2018 was \$1,660,923. The composition of this equates to Current Assets minus Current Liabilities less Cash Assets that have restrictions on their use placed on them, in this case Reserves and Restricted Assets. The current position indicates that Council can easily meet its short-term liquidity or solvency.

The Net Current Asset position is reflected on page 8 and reconciled with the Statement of Financial Activity on page 1 of the financial statements.

The amount raised from rates, shown on the Statement of Financial Activity (page 1), reconciles with note 6 (page 9) of the financial statements and provides information to Council on the budget vs actual rates raised.

##### 2. Material Variances

During budget adoption a 10 percent and \$10,000 threshold for these variances to be reported was set.

Note 14 of the attached report details any significant variances. Should Councillors wish to raise any issues relating to the 31 July 2018 financial statements, please do not hesitate to contact the

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018**

Executive Manager Corporate and Community Services prior to the Council Meeting in order that research can be undertaken and details provided either at the time of the query or at the meeting.

**CONSULTATION**

- Chief Executive Officer

**STATUTORY ENVIRONMENT**

- Regulation 34 of the Local Government Financial Management Regulations (1996)

**POLICY IMPLICATIONS**

There are no policy implications relevant to this item.

**FINANCIAL IMPLICATIONS**

There are no adverse trends to report at this time.

**STRATEGIC IMPLICATIONS**

2016 – 2026 Strategic Community Plan

<i>Goal 5: Proactive and leading local government</i>	
Business as Usual	k) Finance

**ATTACHMENTS**

Circulated with the agenda is the following item relevant to this report:

- Financial statements for the period ending 31 July 2018 (116741)

***(Marked 9.1.3)***

**VOTING REQUIREMENT**

Simple majority

**OFFICER RECOMMENDATION**

**That the monthly financial statements for the period 31 July 2018 be adopted.**

**9.1.4 REVIEW OF COMMUNITY GRANT APPLICATIONS**

Location:	N/A
Applicant:	Shire of Dandaragan
Folder Path:	Business Classification Scheme / Grants and Applications / Shire Community Grants
Subsidies /	
Disclosure of Interest:	Nil
Date:	14 August 2018
Author:	Michelle Perkins, Community Development Officer
Senior Officer:	Scott Clayton, Executive Manager Corporate and Services
Community	

**PROPOSAL**

The purpose of this report is to authorise the allocation of funds for the Shire of Dandaragan Community Grants for 2018 / 2019.

**BACKGROUND**

In accordance with the Community Grants Program Policy 1.6, notices were placed in each of the four local community newspapers and by other formats, inviting applications for community groups. The objective of the Community Grants is to provide funds to community-based organisations and individuals, to support the promotion and development of social, economic, recreation, art and cultural benefits for the residents of the Shire of Dandaragan.

**COMMENT**

This year, the funding pool, including a carryover from the previous financial year, is \$28,521. The Grants Program received a total of 14 applications with a total funding request of \$17,820.

ORGANISATION	PROJECT DESCRIPTION	GRANT REQUEST
Advance Dandaragan	Quiet Achievers Dinner	\$500
Badgingarra Community Association	Inspirational Dinner	\$1500
Cervantes Historical Society	Royal WA Historical Society State History Conference Welcome Event	\$1500
Coastal Kids Care	Community Christmas Party and Open Day	\$1500
Dandaragan Community Resource Centre	Dandaragan Christmas Carols Event	\$800
Dandaragan Golf Club	Men & Ladies Open Days	\$1000
Dandaragan Playgroup	Tiny Hearts First Aid Course	\$1020
ICAN - Inspirational Community Arts Network	Art Workshops	\$1500
Jurien Bay Camera Club	2018 Turquoise Coast Photo Competition	\$1500
Jurien Bay District High School P & C	Senior Ball	\$1000
Jurien Bay Interpretive Complex	Feasibility Study, Business Case, MOU & Management / Operational Plan	\$1500
Jurien Bay Youth	Basic Survival and First Aid Trek	\$1500

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018**

Group		
Jurien Sport and Recreation Centre	Country Arts WA 'Show on the Go'	\$1500
Wolba Wolba Heritage Site Management Committee	Aggies Cottage Christmas Pop Up Shop	\$1500
	<b>TOTAL</b>	<b>\$17,820</b>

This will be the tenth consecutive year of the Shire of Dandaragan Community Grants Program. The assistance provided by the Shire is to support community events and is not intended to be the sole source of funding.

The Community Grants Committee met on 8 August 2017 to consider the applications.

The first item of discussion was to consider the eligibility of the applications. All applications were considered eligible.

Despite being eligible, it was recommended that the following application not be funded:

Applicant: Cervantes Historical Society

Request: Royal WA Historical Society State History Conference - Welcome Event

Comment: The applicant was funded through the Shire's annual budget allocation to the value of \$2,500 therefore it was recommended that this application be declined.

The remaining applications were deemed eligible and the working party recommends Council award grants to all remaining groups to the value of \$16,320.50.

#### CONSULTATION

- Councillor Leslee Holmes
- Councillor Dahlia Richardson
- Councillor Kaye McGlew
- Councillor Darren Slys

#### STATUTORY ENVIRONMENT

There are no statutory implications relevant to this item.

#### POLICY IMPLICATIONS

In accordance with Shire of Dandaragan's Policy 1.6 Community Grants Program.

#### FINANCIAL IMPLICATIONS

A budget of \$28,521.45 is available in 2018 / 2019.

**STRATEGIC IMPLICATIONS****2016 - 2026 Strategic Community Plan**

<i>Goal 3: Strong and Connected Community</i>	
Objective	How the Shire will contribute
3.4 Support community-led initiatives	a) Provide community grant program, set at a percentage of rates and reviewed four yearly in the Corporate Business Plan

**ATTACHMENTS**

Nil

**VOTING REQUIREMENT**

Simple Majority

**OFFICER RECOMMENDATION****That Council:****1. Fully fund the following grant applications:**

ORGANISATION	PROJECT DESCRIPTION	GRANT
Advance Dandaragan	Quiet Achievers Dinner	\$500
Badgingarra Community Association	Inspirational Dinner	\$1500
Coastal Kids Care	Community Christmas Party and Open Day	\$1500
Dandaragan Community Resource Centre	Dandaragan Christmas Carols Event	\$800
Dandaragan Golf Club	Men and Ladies Open Days	\$1000
Dandaragan Playgroup	Tiny Hearts First Aid Course	\$1020
ICAN	Art Workshops	\$1500
Jurien Bay Camera Club	2018 Turquoise Coast Photo Competition	\$1500
Jurien Bay District High School P & C	Senior Ball	\$1000
Jurien Bay Interpretive Complex	Feasibility Study, Business Case, MOU, Management / Operational Plan	\$1500
Jurien Bay Youth Group	Basic Survival and First Aid Trek	\$1500
Jurien Sport and Recreation Centre	Country Arts WA 'Shows on the Go'	\$1500
Wolba Wolba Heritage Site Management Committee	Aggies Cottage Christmas Pop Up Shop	\$1500
	<b>TOTAL</b>	<b>\$16,320</b>

**2. Reject the following grant applications:**

ORGANISATION	PROJECT DESCRIPTION	GRANT
Cervantes Historical Society	Royal WA Historical Society State History Conference - Welcome Event	\$1500
	<b>TOTAL</b>	<b>\$1,500</b>

### **9.1.5 REVIEW OF TRONOX GRANT APPLICATIONS 2018/19**

Location:	N/A
Applicant:	Shire of Dandaragan
Folder Path:	Business Classification Scheme / Grants and Subsidies / Applications / Tronox Community Grants
Disclosure of Interest:	Nil
Date:	14 August 2018
Author:	Michelle Perkins, Community Development Officer
Senior Officer:	Scott Clayton, Executive Manager Corporate & Services
Community	

#### PROPOSAL

The purpose of this report is to consider the allocation of funds for the Tronox Management Shire of Dandaragan Sporting and Recreation Facilities Fund grant determinations for 2018 / 2019 financial year.

#### BACKGROUND

The purpose of this budget item is to allocate a sum of money each year for 'assisting local organisations to provide or improve sporting and recreational facilities and to purchase or improve items of durable equipment'. The funds are allocated by a Committee, made up of two (2) representatives from each community within the Shire of Dandaragan, a Tronox Management representative, Shire President, and Community Development Officer.

Council has allocated an amount of \$15,000 in the 2018 / 2019 Budget for the Sporting and Recreation Facilities Fund, and Tronox has once again contributed to match the funding. In addition, there are carry-over funds from last year's unallocated funds and funds foregone due to incomplete projects. The total funds available is \$38,061.

#### COMMENT

As indicated in the minutes of the grant committee meeting held 6 August 2018, this year 21 applications were submitted by sporting clubs and community organisations. The sum of all requests was \$83,619. The Committee indicated the process of reviewing and selecting grants would require all to be flexible and understanding, as the pool was again oversubscribed with worthy projects.

There were unspent grants to be carried over from allocations of last year – 2017 / 2018. In past years, when clubs were unable to complete projects, the unspent funding would be brought forward and reallocated.

The Committee agreed to support the following list of 16 projects:

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018**

Organisation	Project Description	Project Cost (\$)	Grant (\$)
Badgingarra Community Association	Stage	17,787.00	8,893.50
Cervantes Bowling Club	Bench Seating	2,656.50	1,328.25
Cervantes Community Recreation Centre	Tables and Trolley	3,967.70	1,983.82
Cervantes Community Recreation Centre	Kitchen Equipment	2,278.00	1,139.00
Cervantes Golf Club	Self-Propelled Ride-on Mower	5,379.00	2,689.50
Cervantes Historical Society	Office Equipment	1,568.00	784.00
Dandaragan Community Centre Management Committee	Crockery and Cutlery	6,277.50	3,138.75
Dandaragan Golf Club	Upgrade to Clubhouse and outdoor area	9,059.99	4,530.00
ICAN	Laptop and Mobile Printer	1,649.00	824.50
Jurien Bay Motor Cycle Club	Reticulation	2,870.15	1,435.00
Jurien Bay Motor Cycle Club	Fire Extinguisher and Fire Blanket	568.95	284
Jurien Bay RSL Sub-Branch	Audio Equipment	1,230.00	615.00
Jurien Sport and Recreation Centre	Stage	21,681.00	3,155.98
Jurien Sport and Recreation Centre	Tables and Trolley	4,011.70	2,000.00
Lions Club of Jurien Bay	PA / Sound System	8,027.80	4,013.90
Wolba Wolba Heritage Site Management Committee	Market Umbrellas	2,492.00	1,246.00
<b>Total</b>		<b>\$91,504.29</b>	<b>\$38,061.20</b>

**CONSULTATION**

- Badgingarra Community Association
- Cervantes Ratepayers and Progress Association
- Advance Dandaragan
- Jurien Bay Progress Association

**STATUTORY ENVIRONMENT**

There are no statutory implications relevant to this item.

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018**

POLICY IMPLICATIONS

Shire of Dandaragan Policy 6.6 Sport and Recreation Funding

FINANCIAL IMPLICATIONS

Council has made provision in the budget for \$30,000 expenditure and matching income from Tronox of \$15,000 and general purpose revenue of \$15,000, plus balance brought forward from 2017 / 2018 of \$8,061.20.

STRATEGIC IMPLICATIONS

2016 2026 Strategic Community Plan

<i>Goal 3: Strong and Connected Community</i>	
Objectives	How the Shire will contribute
3.4 Support community-led initiatives	b) Support community self-management of resources where appropriate

ATTACHMENTS

Circulated with the agenda is the following item relevant to this report:

- Minutes of the Tronox Shire of Dandaragan Grant Committee meeting on 6 August 2018 (Doc Id: 116716)
- Tronox & Shire of Dandaragan Sporting and Recreation Facilities Fund Assessment Criteria (Doc Id:100448)

**(Marked 9.1.5)**

VOTING REQUIREMENT

Simple Majority

**OFFICER RECOMMENDATION**

**That Council:**

- 1. Receive the minutes from the Tronox Shire of Dandaragan Grant Committee meeting from 6 August 2018;**
- 2. Approve the following grant applications for the Sporting and Recreation Facilities Fund for the 2018 / 2019 financial year, as recommended at the committee meeting on 6 August 2018;**

Organisation	Project Description	Project Cost (\$)	Grant (\$)
Badgingarra Community Association	Stage	17,787.00	8,893.50
Cervantes Bowling Club	Bench Seating	2,656.50	1,328.25
Cervantes Community Recreation Centre	Tables and Trolley	3,967.70	1,983.82
Cervantes Community Recreation Centre	Kitchen Equipment	2,278.00	1,139.00
Cervantes Golf Club	Self-Propelled Ride-on Mower	5,379.00	2,689.50
Cervantes Historical Society	Office Equipment	1,568.00	784.00
Dandaragan Community	Crockery and	6,277.50	3,138.75

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018**

Organisation	Project Description	Project Cost (\$)	Grant (\$)
Centre Management Committee	Cutlery		
Dandaragan Golf Club	Upgrade to Clubhouse and outdoor area	9,059.99	4,530.00
ICAN	Laptop and Mobile Printer	1,649.00	824.50
Jurien Bay Motor Cycle Club	Reticulation	2,870.15	1,435.00
Jurien Bay Motor Cycle Club	Fire Extinguisher and Fire Blanket	568.95	284
Jurien Bay RSL Sub-Branch	Audio Equipment	1,230.00	615.00
Jurien Sport and Recreation Centre	Stage	21,681.00	3,155.98
Jurien Sport and Recreation Centre	Tables and Trolley	4,011.70	2,000.00
Lions Club of Jurien Bay	PA / Sound System	8,027.80	4,013.90
Wolba Wolba Heritage Site Management Committee	Market Umbrellas	2,492.00	1,246.00
<b>TOTAL</b>		<b>\$91,504.29</b>	<b>\$38,061.20</b>

**and**

- 3. Reject the following grant applications for the Sporting and Recreation Facilities Fund for the 2018 / 2019 financial year, as recommended at the committee meeting on 6 August 2018;**

Organisation	Project Description	Project Cost (\$)	Grant Request (\$)
Badgingarra Primary School P & C	Sporting Equipment	1,344.50	672.25
Cervantes Cultural Committee	Sculpture	29,200.00	14,600
Coastal Kids Care	Nature Playground	39,884.97	19,942.49
Jurien Bay Progress Association	Aluminium Interpretive Signage	1,409.00	704.50
Jurien Horse Club	Horse Crush	5,080.00	2,540
<b>TOTAL</b>		<b>76,918.47</b>	<b>38,459.24</b>

## 9.2 INFRASTRUCTURE SERVICES

### 9.2.1 CERVANTES COMMUNITY CENTRE PLAYGROUND BUDGET AMENDMENT

Location:	Aragon Street, Cervantes
Applicant:	Garrick Yandle, Executive Manager Infrastructure
Folder Path:	Business Classification Scheme / Financial Management / Budgeting / Capital Works
Disclosure of Interest:	Nil
Date:	14 August 2018
Author:	Garrick Yandle, Executive Manager Infrastructure
Senior Officer:	Brent Bailey, Chief Executive Officer

#### PROPOSAL

That Council endorse a budget amendment to finalise the design and installation of the Cervantes Community Centre Playground.

#### BACKGROUND

As part of the Cervantes Community Centre (CCC) Redevelopment Project the existing playground associated with the building and adjacent recreation reserve was removed. This playground was in a condition such that it was coming to the end of its useful life and could not be relocated in a cost effective manner. Its condition was also such that it was unsafe for use and not in a state reflective of an updated and modern building or recreation precinct.

The playground services the associated users of the CCC recreation precinct. It has predominantly been used by the Cervantes Playgroup, which operates out of the CCC building, children associated with the Cervantes Football Club during the winter sports season, as well as other community events held in the precinct.

A funding amount of \$40,000, was allocated in the 2017 / 18 Council Budget for the procurement and installation of a replacement playground.

In the Shire of Dandaragan Playground Replacement and Management Strategy 2007 - 2012 (Attachment 1 Doc Id: 116887) it is classified under the following playground hierarchy for playground management and budgeting capital renewal purposes:

**Class 4 (Controlled use)** - playground is fenced, and use is controlled by a committee of management, or similar, and used within limited times, e.g.: kindergarten playgrounds used during kindergarten operating hours.

#### Class 4 Playground

Funding to be dependent on group fundraising and requirements but could be

Playground	10,000	Including supply and installation
Border	400	Concrete kerbing
Shire Work	1,500	Labour and plant
Softfall Sand	<u>1,600</u>	
	<u>13,500</u>	

#### COMMENT

During the replacement playground procurement process the hierarchy of the nominated playground was reviewed by Shire officers in consultation with Council. It was indicated that a more appropriate hierarchy classification and budget capital renewal would be:

**Class 2 (District)** – would be located centrally within the town and as well as providing a multi aged playground it will also be incorporated within a multi-function park.

#### Class 2 Playground

Playground	45,000	Including supply and installation
Border	3,500	Limestone blocks
Shire Work	4,000	Labour and plant
Soft fall Sand	<u>7,500</u>	
	<u>60,000</u>	

The reasoning behind the reclassification was:

- The previous playground only catered for a small age group.
- The redevelopment of the CCC building was focused on improving the Cervantes recreation precinct to cater for greater multi-purpose activities and events for varying age demographics.
- It is centrally located in town within a multi-function park.

An example of a similar playground within the Shire that was recently replaced as part of Council's capital renewal process was "Pirate Park Playground" located at Baudin Park in Jurien Bay. The capital cost of this playground renewal in 2016 was \$48,000, which was for the playground components only. The Baudin Park site previously had soft fall and border work installed, which was at an acceptable standard that did not require additional renewal works.

The Shire of Dandaragan Playground Replacement and Management Strategy was published in 2008, it is proposed to be reviewed as part of the upcoming Public Open Space Asset Management Plan review.

### CONSULTATION

- Chief Executive Officer
- Community Development Officer
- Manager Building Services
- Council via Council Forum

#### Cervantes Community Groups

- Cervantes Playground
- Cervantes Community Centre
- Cervantes Men's Shed

Shire officers have engaged closely with various community groups within Cervantes to determine key elements of the replacement playground. This engagement has included onsite meetings and review of proposed concepts. Key outcomes from this engagement included:

1. Theme
  - a. Nature style playground
  - b. Cervantes based theme
2. Construction
  - a. Of adequate materials to last a reasonable amount of time.
  - b. Built to appropriate standards.
3. Location
  - a. Closer enough to the CCC without impeding potential views of the sports oval.
  - b. Protected from high traffic areas to provide increased safety for children and peace of mind for parents.
  - c. Close to other children's amenities such as the skate park.

#### Design Consultant

- Nature Playgrounds – Steward Windsor

Shire officers have worked closely with staff from Nature Playgrounds to develop an appropriate concept design based upon the outcomes of the community engagement. Shire officers reviewed previous works undertaken by Nature Playgrounds that were of a similar standard and theme to requirements of the new CCC playground and developed specifications to provide to their representatives. This included the following:

- Concept Brief.
- Indicative Budget.
- Indicative Timeframe.
- Proposed Site Details.

The engagement process with Nature Playgrounds commenced in February 2018. The process has been iterative and entailed a concept sketch being provided to Shire officers to review in May 2018. This concept was reviewed by Shire officers and discussed with various community groups for endorsement. Following this a Request for Proposal was issued to the consultant to provide a design and quote for installation of the proposed playground. This

updated documentation was received in early August 2018 (Attachment 2 – Doc Id: 116730).

### STATUTORY ENVIRONMENT

- Section 6.8 Local Government Act – 1995

#### **6.8. Expenditure from municipal fund not included in annual budget**

- (1) A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —
- a) is incurred in a financial year before the adoption of the annual budget by the local government; or
  - b) is authorised in advance by resolution\*; or
  - c) is authorised in advance by the mayor or president in an emergency.

\* Absolute majority required.

### POLICY IMPLICATIONS

Shire of Dandaragan Purchasing Policy and Tender Guide 1.15.

### FINANCIAL IMPLICATIONS

The proposed budget for the CCC Playground in Council's 2018/19 Annual Budget was \$40,000. This was a carryover from the 2017 / 18 Annual Budget, which was based upon estimated design, supply and installation costs.

The proposal received from Nature Playgrounds provided a budget quote as follows:

Nature Playgrounds		
Playground	43,157	Including supply and installation
Soft fall and Landscaping	19,688	Limestone blocks
Shire Work	3,000	Labour and plant
	65,845	

The proposed figure is \$25,845 over the amount budgeted in Council's 2018/19 Annual Budget. It is slightly over the proposed budgetary figure of \$60,000 for Class 2 Playgrounds, but is within 10% of this figure.

Council staff or local contractors could potentially undertake the entire soft fall and landscaping components of this project for less than the proposed \$22,688. This option will be further investigated prior to construction commencing.

A proposed budget amendment of \$25,845 exclusive of GST is requested from Council to continue the progress of this project.

This is proposed to be funded from the Infrastructure Renewal Reserve.

### STRATEGIC IMPLICATIONS

2016 – 2026 Strategic Community Plan

<i>Goal 1: Great Place for Residential and Business Development</i>
Objective
1.3 Ensure timely provision of essential and strategic infrastructure
<i>Goal 2: Health, Safe and Active Community</i>
Objective
2.4 Provide Recreation and community facilities and activities

### ATTACHMENTS

Circulated with the agenda is the following item relevant to this report:

- Shire of Dandaragan Playground Replacement and Management Strategy 2007 - 2012 (Doc Id: 116887)
- Nature Playgrounds CCC Playground Design 20180717 (Doc Id: 116730)

**(Marked 9.2.1)**

### VOTING REQUIREMENT

Absolute Majority.

### **OFFICER RECOMMENDATION**

**That Council approve a budget amendment of \$25,845 for the procurement of the design and installation of the new Cervantes Community Centre Playground; with the additional funds coming from the Infrastructure Renewal Reserve.**

### 9.3 DEVELOPMENT SERVICES

#### 9.3.1 NAMING OF RESERVE REQUEST – RESERVE 30824 – LOT 596 ALVA WAY, CERVANTES

Location:	Lot 596 Alva Way, Cervantes
Applicant:	Cervantes Ratepayers & Progress Association Inc.
Folder Path:	Business Classification Scheme / Parks and Reserves / Naming / Sites
Disclosure of Interest:	Nil
Date:	1 August 2018
Author:	Rory Mackay, Planning Officer
Senior Officer:	David Chidlow, Executive Manager of Development Services

#### PROPOSAL

To consider a request from the Cervantes Ratepayers and Progress Association (CRPA) to name Reserve No.30824 “Allen Ogden Park” in recognition of the community work the late Mr Ogden had done in Cervantes.



Location Map

#### BACKGROUND

The ability to name features, localities and roads is afforded by way of delegated authority from the Minister of Lands to the Geographic Names Committee (GNC) under sections 26 and 26A

of the *Land Administration Act 1997*. The procedure for naming reserves and parks is outlined in the *Policies and Standards for Geographical Naming in Western Australia 2017* (PSGN).

Any person, community group, organisation, government department or local authority can request a new name or an amendment to an existing name by contacting the GNC within Landgate. However, consultation with the relevant local authority is required in each case, as the PSGN outlines local governments and State government departments/authorities are required to make submissions to the GNC for any naming proposals within their jurisdiction. To expedite the process, such requests should be put to the relevant local authority for their comment and / or endorsement prior to the submission being sent to the GNC for consideration.

This is what has transpired in this instance. Correspondence (attached to this report) has been received from the CRPA stating two years has passed since the death of Mr Allen Ogden (this was the recently amended required time period before an official request can be made to the GNC for the naming of a reserve). Mr Ogden had been the President of CRPA for several years and the numerous community projects he was involved with included work on the subject park. The CRPA request Council's endorsement of the naming proposal in recognition of Mr Ogden's contributions to the community and seek the Shire forward such endorsement (if forthcoming) to the GNC for formal determination in check with the PSGN.

Local governments and other authorities are to ensure that all naming submissions conform to Section 1: General policy and standards as well as all the procedures outlined in Section 5: Local parks and recreational reserves of the PSGN. Notwithstanding these sections, selection of a local park or recreational reserve names must take into consideration the impact the name will have on the wider community.

There is no minimum or maximum size requirement for a proposed named local park or recreational reserve. However, all naming submissions must clearly define the area or extent to which the name shall apply. The same name shall only be applied to contiguous land parcels and shall not be applied to unconnected land parcels. The names shall not bisect a lot and shall only apply to whole cadastral land parcels. This proposal complies with these locational requirements as the submission seeks only the naming of Reserve 30824 – Lot 596 Alva Way, Cervantes (as shown in the location map above). The local park is a uniquely and clearly defined administrative geographical extent. The crown land parcel which has been reserved for public purpose includes infrastructure

such as shelters, ablutions and walk paths as shown in the picture below.



Reserve 30824

### COMMENT

The local park is currently informally known as Tranquilla Park (which translates to calm, peaceable, quiet); however, this name has never been officially registered with the Geographic Names Committee. Such a name is highly unlikely of being formally approved by the GNC. Reasons for this is as the PSGN states, the use of a unique name may only be considered when the name is derived from a historical reference indicating that the name has been in use in the same area for some extended period of time and meets one of the following criteria:

- names from Aboriginal languages formerly identified within the general area;
- names of pioneers who were relevant to the area;
- names of persons who died during war service; or
- names associated with historical events connected with the immediate area.

Further to the above, local park or recreational reserve naming or renaming proposals will not be approved if:

- the proposed name has no relationship to the area or is a made-up name;
- petitions presented in support only represent one point-of-view;
- the proposal is not supported by local government; and
- the renaming proposal does not have strong local community support.

CRPA's 'Allen Ogden Park' proposal satisfies the following in accordance with the PSGN:

- easy to pronounce, spell and write;
- does not exceed more than three words;
- is in Australian English;
- does not use discriminatory, derogatory and inappropriate language;
- does not use the definite article 'The';
- does not use prepositions;
- uses the accepted use of capitalisation;

- does not use hyphens and the word 'and';
- does use the following types of punctuation - period (full stop), comma, colon, semi-colon, quotation marks, exclamation mark, question mark, ellipsis, hyphen, dash, apostrophe and parenthesis;
- does not use symbols and logos;
- does not use nicknames, epithets or informal names;
- does not use initials or abbreviations;
- does not use titles, honorifics and post nominals;
- does not use numbers / numerics;
- consists of a name element (specific) followed by a feature class (generic); and
- use the acceptable feature class 'Park'.

Adding to the correct use of grammar and punctuation of the name proposal is the following in regards to the use of commemorative names for local parks and recreational reserves:

- is posthumously;
- uses the first name and surname of a person (although it is preferred that only the surname is used);
- recognises the outstanding achievement and significant contributions a person has made to the subject community directly;
- the proposal is in public interest;
- does not commemorate victims of, or mark the location of, accidents or tragedies; and
- a well-established and acceptable name doesn't already exist for the feature.

The local park naming proposal from the CRPA is supported by Shire staff, subject to further advertising to the wider Cervantes community for a period of 30 days and confirmation from the immediate family of the late Allen Ogden that they have no objection to the proposal in accordance with the PSGN.

#### CONSULTATION

As per the PSGN local governments must ensure that the level and form of consultation undertaken reflects the significance of the naming proposal.

Although the naming proposal has come from the CRPA, the recommendation of this report is to seek further consultation with the affected residents of Cervantes before the proposal is formally endorsed by Council. If authorised, a public notice will be placed in the Pinnacles local paper and on the Shire's Website and Facebook pages to invite submissions for period of 30 days.

The outcomes of this consultation period will then be presented to the next available Council meeting.

STATUTORY ENVIRONMENT

- Land Administration Act 1997

POLICY IMPLICATIONS

Policies and Standards for Geographical Naming in Western Australia 2017

FINANCIAL IMPLICATIONS

The CRPA have agreed to bear all cost involved in the installation of the park signage if the naming application is successful.

STRATEGIC IMPLICATIONS

2016 – 2026 Strategic Community Plan

<i>Goal 2: Healthy, Safe and Active Community</i>	
Objectives	How the Shire will contribute
2.4 Provide recreation and community facilities and activities	g) Promote local ownership of projects and facilities for community groups
<i>Goal 3: Strong and Connected Community</i>	
3.4 Support community-led initiatives	b) Support community self-management of resources where appropriate
<i>Goal 5: Proactive and Leading Local Government</i>	
5.3 Ensure the community is well informed and facilitate community engagement in visioning, strategic planning and other significant decisions that affect the community	a) Consult and engage with the community on issues, projects and decision that affect them.

ATTACHMENTS

Circulated with the agenda is the following item relevant to this report:

- Letter from the CRPA (Doc Id: 114084)

**(Marked 9.3.1)**

VOTING REQUIREMENT

Simple Majority

**OFFICER RECOMMENDATION**

**That Council:**

- 1. Refuse the name “Allen Ogden Park” as it does not meet the recommended criteria of only using surnames when naming parks, and generally Shire parks only consist of surnames;**
- 2. advertise the naming proposal “Ogden Park” to the wider Cervantes community for a period of 30 days; and**
- 3. authorise Shire staff to contact the immediate family of the late Mr Allen Ogden to ensure they have no objection to the proposal.**

### 9.3.2 PROPOSED RETAIL NURSERY – LOT 172 VALLEY VIEW, JURIEN BAY HEIGHTS

Location:	Lot 172 Valley View, Jurien Bay Heights
Applicant:	GK Auzins
File Ref:	Development Services Apps/ Development Applications/ 2018/ 49
Disclosure of Interest:	Nil
Date:	10 August 2018
Author:	Rory Mackay, Planning Officer
Senior Officer:	David Chidlow, Executive Manager of Development Services

#### PROPOSAL

The proponent is seeking planning approval for a small-scale retail nursery on Lot 172 (#101) Valley View, Jurien Bay Heights.



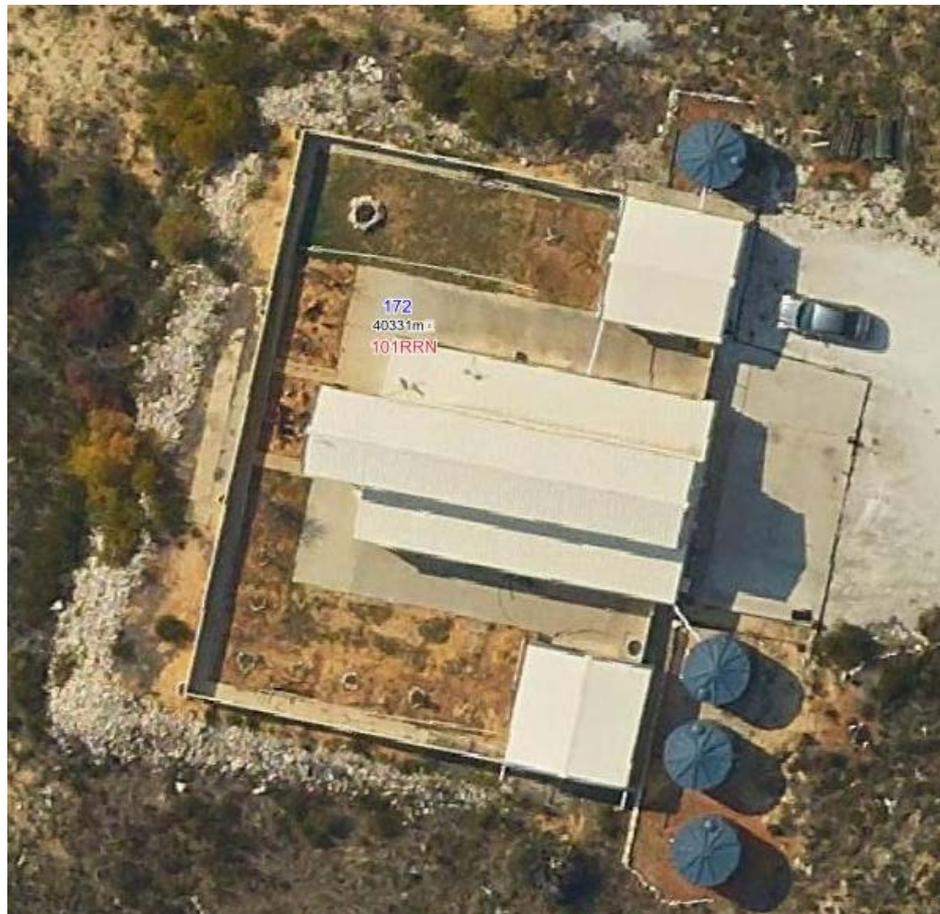
Location Map

#### BACKGROUND

The subject property is located within Local Planning Scheme No.7's (LPS7) Special Use Area 1 – Rural Development, which is commonly known as Jurien Bay Heights. This estate is divided into three categories with specific LPS7 conditions universal to the whole estate and further conditions specific to each category.

The subject property is within Category 2 of the estate, where the proposed land use of a Retail Nursery is an 'A' use. This means that the use is not permitted unless the local government has exercised its discretion by granting development approval after giving special notice in accordance with clause 64 of the Deemed Provisions of LPS7. Such special notice has been undertaken for the proposal as detailed in the consultation section below.

The proponent intends to situate the retail nursery in the enclosed area around the existing dwelling, while effectively utilising the two existing 6m x 6m outbuildings, as shown in the attached application and aerial image below. This region of the property is approximately 30m from the front boundary and 80m to the next nearest boundary, the rear boundary, and 140m to the nearest neighbouring dwelling.



The small-scale retail nursery will consist of:

- native and exotic terrestrial plants;
- native and exotic aquatic plants;
- garden supplies including fertilizers, potting mix, mulch and ornaments, and worm farms;
- garden ponds and accessories including pumps, liners and fountains;
- freshwater pond and aquarium fish;
- small aquarium less than 200L and relevant accessories;

- pond and aquarium chemicals; and
- aquaponics and accessories.

The proponent is also seeking planning approval for a 12m x 6m x 3m shade house to be located adjacent to the existing secluded area proposed for the land use.

The subject property is located over 2km south of the Department of Water and Environmental Regulation's Priority 2 Public Drinking Water Source Area (Jurien Bay Water Reserve). A private bore was installed on the property by the previous landowner with the water table extraction some 90m below natural ground level. The property is also approximately 1.5km from the nearest natural surface waterbody (Hill River). Nonetheless careful assessment of the proposal is required to ensure the land use does not result in an increase of nutrient release into the soil.

Specific guidance on the avoidance of soil and groundwater contamination from the proposed land use is provided in the Department of Water and Environmental Regulation's *Water Quality Protection Note No.32 - Nurseries and Garden Centres* (WQPN32). A number of the officer's recommend conditions of approval have been taken from this document.

Local strategic planning guidance is given in the Shire's *Local Planning Strategy - Rural Land Use and Settlement 2012* and *Draft Local Planning Strategy 2016*. Whereby, both strategies outline the Environmental Protection Authority's *Guidance Statement No.3 - Separation Distances between Industrial and Sensitive Land Uses* (GS3) should be referenced in development applications. These generic separation distances and buffer areas have been developed to complement and assist the implementation of the Western Australian Planning Commission's (WAPC) *Draft State Planning Policy No.4.1 - Industrial Interface*. GS3 is intended to provide an approach to minimise the land use conflict between industry, including rural industries and surrounding sensitive land uses. These buffer distances are not a substitute for taking all necessary measures to contain impacts on-site.

Further to the above, the WAPC's *Rural Planning Guidelines* (RPG) provide direction on the unique characteristics of the rural development estate or what is noted in the document as a Rural Enterprise zone. The RPG states development in such zones need to carefully achieve reasonable separation between the residential and business activities and additionally address amenity. Residents would need to accept some degree of nuisance from business operations therefore careful consideration of permitted land uses and the physical layout of the area should be undertaken. Some relevant considerations the RPG state

include:

- the hours of operation that will maintain a reasonable level of amenity for the area;
- the type of roads necessary to address amenity for the residential component and sufficient exposure for the businesses onsite;
- the provision of services and roads to cater for heavy vehicles;
- the level of services required for the development, in particular electricity and domestic water provision;
- the requirement for notification on title, to alert prospective owners of existing or future amenity issues;
- provisions to address potential land use conflicts with surrounding areas; and
- provisions to protect the amenity of the area (visual, noise, smell, dust and/or pollution).

#### COMMENT

The following are comments on the major concerns of the proposed small-scale retail nursery.

#### Services and Infrastructure

- All roads within Jurien Bay Heights are sealed.
- The applicant will utilise a private bore and four rainwater tanks for service water for the nursery. This is expected to provide adequate quality and quantity of water.
- There is not expected to be a major impact of the land use on the existing power supply to the property.

#### Land Capability

As shown in the previous aerial image the land denoted for the land use is the most cleared and level region of the property. A condition of approval will ensure a 20m vegetation exclusion zone is implemented around this area to reduce the bushfire threat. There are no further reasons to suggest the site would not be suitable for the intended use if best management practises are undertaken by the proponent.

#### Soil and Nutrient Management

- The Department of Water and Environmental Regulation (DWER) were consulted for comment on the proposal and at the time of writing had not provided any feedback. Advice from the Department will be forwarded to the proponent if forthcoming in the coming weeks.
- A condition of approval ensures a nutrient and irrigation management plan is submitted and approved by the Shire prior to development taking place, pursuant to the specific conditions of the estate contained in LPS7.
- Further conditions will be enforced from WQPN32 to limit/reduce adverse nutrient impacts and ensure the nursery uses best management practices.

#### Buffers and Land Use Conflict

- GS3 states nurseries should be at minimum 100m from any sensitive land use. The proposal complies as it is 140m from the dwelling on the neighbouring property, Lot 1171 Ocean View Parade.
- The development should not significantly detract from any scenic landscape and/or conservation attributes of the estate.
- The proponent has stated there is no intention to utilise substantial machinery as part of the development and does not expect noise generated to be more than what has been generated by the existing residential land use.
- There is potential for land use conflict from things such as spray drift from proposed use, but this is minimal given the small-scale venture and the requirement via conditions of best practice. Additionally, surrounding landowners were aware such ventures could take place in the locality and impinge on their amenity when purchasing the land given the specific LPS7 conditions which layover the Rural Development estate.

#### Size and Timing of the Operation

The applicant has advised that he aims to trade only on the weekends from 0800 to 1700 with the potential to open on weekdays if the business progresses. A condition of approval will ensure any expansion both in operation and footprint from the current proposed will be subject to written confirmation from the Shire to do so.

#### Social and Community Benefit

- As provided in the applicant's cover letter the proposal will be a new venture not currently undertaken in Shire and unique from the current business which trade horticulture and will be the first known in aquaculture.
- The proponent has stated he will be looking to employ juniors from the local community, with a target on adolescents who have struggled to find work elsewhere.
- If the business progresses there may be the opportunity for the proponent to offer certificate qualifications in horticulture and aquaculture.
- The applicant would also like to use the business as a retail opportunity hub for community members to promote their brand and sell their variety of unique and upcycled craft products related to plants and gardens.

Given the above information it is the Officer's view that if the site is well managed to the protocols listed, there will be minimal impact to neighbouring properties and the environment in contrast to the positive social and community benefits of the business venture, and is therefore supported with conditions.

### CONSULTATION

- Department of Water & Environment Regulation
- Surrounding landowners
- Principal Environmental Health Officer

At the time of writing no submissions were received from the consulted parties. If submissions are received before the Council meeting they will be forwarded to Councillors at the earliest convenience.

### STATUTORY ENVIRONMENT

- Local Planning Scheme No 7
- Environmental Protection Act 1986
- Environmental Protection Regulations 1987

### POLICY IMPLICATIONS

- Rural Planning Guidelines
- Guidance Statement No.3 - Separation Distances between Industrial and Sensitive Land Uses
- Water Quality Protection Note No.32 - Nurseries and Garden Centres
- There are no local policy implications relevant to this item.

### FINANCIAL IMPLICATIONS

The proponent has paid a fee of \$147 for the planning application.

### STRATEGIC IMPLICATIONS

- Local Planning Strategy - Rural Land Use and Settlement 2012
- Draft Local Planning Strategy 2016
- 2016 – 2026 Strategic Community Plan:

<b><i>Goal 1: Great Place for Residential and Business Development</i></b>	
<b>Objectives</b>	<b>How the Shire will contribute</b>
1.2 Ensure effective and efficient development and building services	a) Process development applications and undertake building regulation functions and services
<b><i>Goal 2: Healthy, Safe and Active Community</i></b>	
2.5 Provide environmental health and safety services	a) Provide inspection and enforcement services to protect environmental and public health and control nuisances
<b><i>Goal 5: Proactive and Leading Local Government</i></b>	
5.3 Ensure community is well informed and facilitate community engagement in visioning, strategic planning and other significant decisions that affect the community	a) Consult and engage with the community on issues, projects and decisions that affect them

ATTACHMENTS.

Circulated with the agenda are the following items relevant to this report:

- Development Application (Doc Id: 115805)  
**(Marked 9.3.2)**

VOTING REQUIREMENT

Simple majority

**OFFICER RECOMMENDATION**

**That Council approve the planning application for a retail nursery on Lot 172 Valley View, Jurien Bay Heights subject to the following conditions:**

- 1. All development shall be in accordance with the attached plans date stamped 23 August 2018 subject to any modifications required as a consequence of any conditions of this approval and shall not be altered without the prior written approval of the local government.**
- 2. The use and development must be substantially commenced within 2 years of the date of this approval.**
- 3. A 20m vegetation exclusion zone around the building envelope must be maintained.**
- 4. The use and development must be conducted so that it has minimum impact on the amenity of the area by reason of:**
  - i. transportation of materials, goods and commodities to and from the premises;**
  - ii. appearance of any buildings, works and materials; and**
  - iii. the emission of noise, odour, vibration, dust, wastewater, waste products or reflected light.**
- 5. The development should not stock plants that are declared under the *Agriculture and Related Resources Act 1976*, as they are considered environmental weeds. For a current list of declared plants see the Department of Primary Industries and Regional Development's website at [www.dpird.wa.gov.au](http://www.dpird.wa.gov.au).**
- 6. Pesticides, fertilisers, manures and soil amendment materials should be stored on impermeable surfaces that are weatherproof and exclude stormwater runoff from other areas.**
- 7. Bulk liquid chemical, pesticides, fertilisers and any fuel storage and use should follow the Department of Water and Environmental Regulation's water quality protection notes, *WQPN No.65: Toxic and hazardous substances* and *WQPN No.56: Tanks for elevated ground chemical storage*.**
- 8. Pesticides should be applied in accordance with best management practices (i.e. in accordance with label directions). For more information see the Department of Water's *WQPN No.104: Aerial spraying of crops with pesticides*, brochure: *Liquid chemicals on agricultural land* and the Department of Health's *A guide to the use of***

***pesticides in Western Australia.***

9. Prior to the commencement of the development, a Nutrient and Irrigation Management Plan shall be submitted to the Shire and approved by the Executive Manager of Development Services. Please see *WQPN No.33: Nutrient and irrigation management plans* and *Water Quality Information Sheet No. 4: Nutrient and irrigation management plan checklist* for guidance.
10. Reject soil, discarded green waste, sediment from silt traps and spilt media should be contained in a purpose-built, weatherproof storage container, skip or on an impermeable sheltered surface. This ensures that liquids can be collected and stored pending reuse or disposal.
11. Gravel, rolled limestone or forestry by-products over plastic film should be used for walking paths and under benches. These areas should be well drained (e.g. on a slope using a coarse stone aggregate 10 to 25 mm in diameter, and laid more than 75 mm deep).
12. Disposal of wastewater to the environment should comply with the Australian and New Zealand *Guidelines for Fresh and Marine Water Quality 2000*.
13. Any chemical spill or contaminated water that escapes containment should immediately be reported to the Department of Water and Environmental Regulation Pollution Watch Hotline, phone 1300 784 782.
14. Aquaculture projects should be operated so that fish or pond plant species, discoloured water, sludge, silt, toxic chemicals and/or unstable organic material are not discharged into waterways or wetlands as a result of pond overflow, cleaning or emptying.
15. Solid aquaculture waste matter such as dead stock, dewatered pond sludge should be composted, then either applied to land as a soil conditioner, exported off site for a useful purpose, or if these options are not viable, disposed of at an approved putrescible waste landfill.
16. In the event of any adverse environmental conditions caused by the proponent, the Chief Executive Officer may impose conditions to rectify and remediate the environment by and at the cost to the proponent.

**Advice Notes:**

1. The applicant is advised a building permit is required for the shade house.
2. The applicant is advised to study *WQPN No.32: Nurseries and garden centres*, *WQPN No.2: Aquaculture* and *WQPN No. 39: Ponds for stabilising organic matter*.
3. Water wastage and chemical leaching should be minimised by limiting the space between plant containers as this maximises the water delivery to pots.
4. The applicant is advised to contact the Department of

Health for advice on the use of pesticides where they may contact people, food or water supplies. Contact details available at [www.health.wa.gov.au](http://www.health.wa.gov.au).

### 9.3.3 PROPOSED PIPELINE EASEMENT – JURIEN BAY GOLF CLUB IRRIGATION PROJECT

Location:	Unmade Airstrip Road Reserve & Unmade / Unnamed Road Reserve, Jurien Bay
Applicant:	Jurien Bay Country Golf Club
File Ref:	Business Classification Scheme / Parks & Reserves / Service Provision / Jurien Bay Country Golf Club
Disclosure of Interest:	Nil
Date:	3 August 2018
Author:	Rory Mackay, Planning Officer
Senior Officer:	David Chidlow, Executive Manager of Development Services

#### PROPOSAL

The proponent is seeking Council's endorsement of an easement over the proposed pipeline route to facilitate the upgrading of irrigation infrastructure to the Jurien Bay Country Golf Course.



#### BACKGROUND

In 2016 the Jurien Bay Country Golf Club (JBCGC) formally adopted a policy to pursue irrigated fairways as part of its strategic plan. It is proposed that irrigated fairways will increase participation rates in golf year round.

Currently an estimated 4ha of the course is irrigated year round. To cover the entire playing surface a watered area of 25ha is required. A prerequisite for an increase in irrigation is a suitable supply of additional water, which is not available from within the

golf course area. Groundwater below the golf course, and immediately to its east is shallow and underlain by saline water. Bores in this area, and throughout the Jurien Bay town-site are limited to an approximate depth of 2m of usable water, and hence have low productivity, usually less than 50kl per day.

Various studies by the Department of Water and Environmental Regulation (DWER) covering the Jurien Bay Groundwater resource reveal that over 26Gl of water per year is available for allocation from a targeted surficial aquifer located at a distance of some 2km to the east of the town-site. The requirement for irrigating 25ha of golf course fairways is estimated to be less than 0.3Gl per year, 1% of the estimated water available.

To establish this required water supply, a test bore needed to be drilled in the target area, and pumping test results provided to the DWER. Only then would a license be issued by the DWER permitting water extraction. The JBCGC has entered into a lease with Ardross Estates Pty Ltd for a parcel of land where the test bore has been established. The following tasks were undertaken as part of the bore establishment:

- licenses for the test bore and the subsequent water production have been approved by DWER;
- test bore installation completed by a licensed driller; and
- pumping tests undertaken on test bore by a hydrologist with, the requisite report forwarded to the DWER to obtain license to draw water.

Once the DWER issues the license to draw water, the JBCGC proposed to commence the staged irrigation project. This will be accompanied by staged applications for funding from the relevant State and local government authorities.

The first stage covers the establishment of the first two bores, solar power arrays and the 2.7km transmission pipeline from the bore-field to the first collection tank in the golf course centre. As this proposed pipeline runs through an unmade/unnamed road reserve the JBCGC have requested the Shire to apply to the Department of Planning, Lands and Heritage (DPLH) for an easement.

#### COMMENT

The water pipeline delivery route will run past both, the existing diesel-powered bore used for irrigating the public open space of Beachridge, and the Water Corporation's Jurien Bay Wastewater Treatment Plant (JB WWTP).

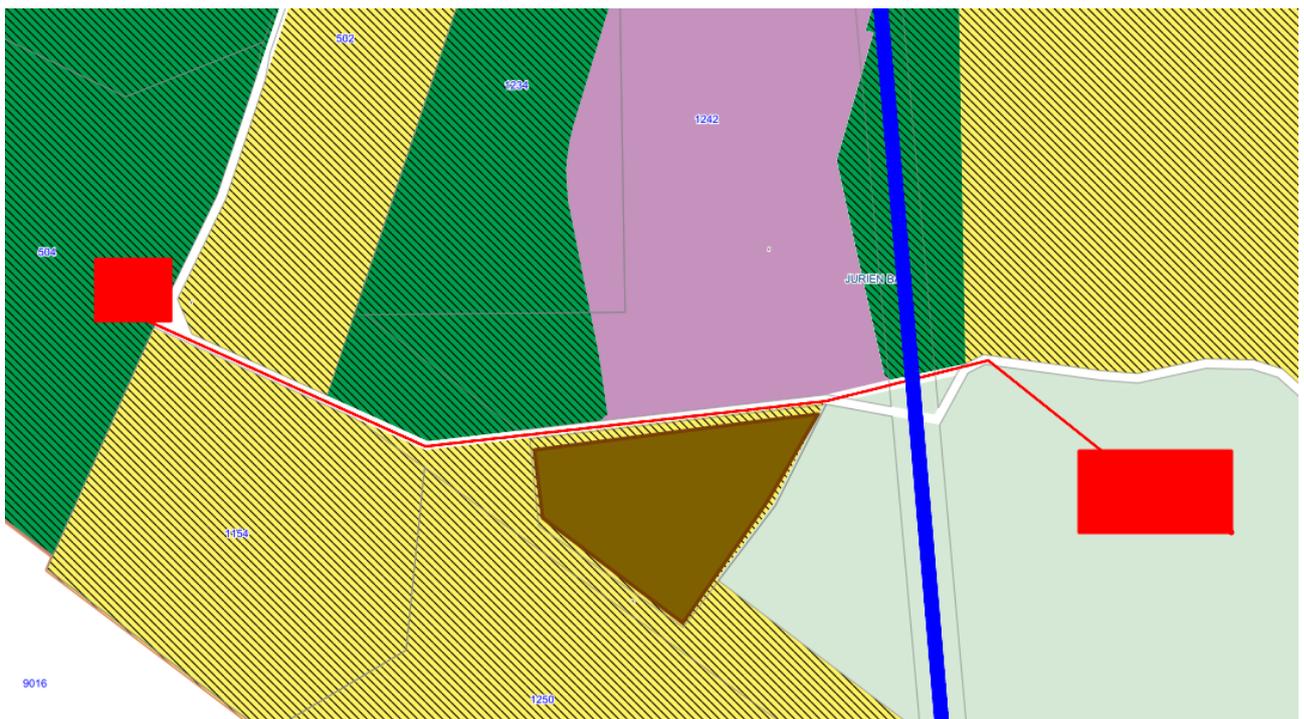
The pipeline has been sized to deliver 100% of the golf club peak demand in 10 hours of pumping, five or six days a week. Additional capacity is available for pumping at night, using wind

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018**

generators, or eventually electrical bore pumps should the power network be extended to the bore-field. Should the Shire wish to integrate its future public open space irrigation requirements with the proposed JBCGC water supply, the pipeline route lends itself to feeding additional stage pumping tanks at the JBCGC boundary where electrical power currently exists, or could be readily developed further.

Additionally, it is estimated the expanded JB WWTP will not have excess water requiring disposal for at least another ten years. Depending on the growth of Jurien Bay, it is envisaged that eventually there will be sufficient water available for recycling which could feasibly replace the bore water supply being sought by the JBCGC.

An identified constraint to the proposal is that the easement will cross over the possible future Jurien Bay bypass as detailed in the Local Planning Scheme No.7 map below. Main Roads WA will be consulted on this matter.



<b>Legend</b>	
<b>Colour</b>	<b>Symbolises</b>
	UNMADE/UNNAMED ROAD RESERVE
	BORE-FIELD & PIPELINE
	POSSIBLE FUTURE BYPASS
	WASTE WATER TREATMENT PLANT
	RESERVED FOR PARKS & RECREATION
	RESERVED FOR PUBLIC PURPOSES
	ZONED INDUSTRIAL

Nonetheless, given the small footprint of the pipeline within the rarely used, unmade/unnamed road reserve, and the seeking of the easement ensures access to the proponent and protects the integrity of the pipeline; the proposal is supported at an officer level subject to further consultation with affected public authorities.

#### CONSULTATION

- Executive Manager Infrastructure
- Jurien Bay Country Golf Club

The officer's recommendation seeks further consultation from the Water Corporation and Main Roads WA as the proposal affects land under their jurisdiction.

#### STATUTORY ENVIRONMENT

Land Administration Act 1997

The Land Administration Act 1997 (LAA) is the State's legislation dealing with the disposition of Crown land. The LAA is administered by the Minister for Lands, assisted by the DPLH.

Part 8 of the LAA provides for the granting and administration of easements over Crown land. Section 193 of the LAA also provides for the granting of easements over land designated for a public work, while Sections 195 and 196 provide for creation of public access easements. Public access easement may be limited in any way, including, for example:

- (a) limitations on use by vehicles;
- (b) limitations by time, so that the right may only be exercised between particular hours, at particular times of year, or on the occurrence of particular events.

#### POLICY IMPLICATIONS

There are no policy implications applicable to this matter.

#### FINANCIAL IMPLICATIONS

There are no immediate financial implications applicable to this matter.

Further to the easement request, Council are requested to note the JBCGC intends to seek future funding assistance from the Shire, as well as State funding, and JBCGC own funding on a 1/3:1/3:1/3 basis as part of a proposed Community Sporting Recreation Facilities Fund (CSRFF) application. Shire support for the overall concept is a prerequisite for CSRFF submission, and such support is also requested, in the required form during funding applications.

STRATEGIC IMPLICATIONS

2016 – 2026 Strategic Community Plan:

<i>Goal 2: Healthy, Safe and Active Community</i>	
Objectives	How the Shire will contribute
2.4 Provide recreation and community facilities and activities	g) Promote local ownership of projects and facilities for community groups
<i>Goal 3: Strong and Connected Community</i>	
3.4 Support community-led initiatives	b) Support community self-management of resources where appropriate

ATTACHMENTS

- JBCGC Irrigation Project Overview (Doc Id: 115816)  
**(Marked 9.3.3)**

VOTING REQUIREMENT

Simple majority

**OFFICER RECOMMENDATION****That Council:**

- 1. endorse the easement proposal from the Jurien Bay Country Golf Club;**
- 2. seek comment on the easement proposal from Main Roads and the Water Corporation; and**
- 3. on receipt of the above, request formal approval of the easement from the Department of Planning, Lands and Heritage on behalf of the Jurien Bay Country Golf Club.**

### 9.3.4 LEASE OF PORTION RESERVE 40711 LOT 850 ARAGON STREET, CERVANTES - CENTRAL WEST MEN'S SHED CERVANTES

Location:	Lot 850 (Parks & Recreation Reserve 40711) Aragon Street, Cervantes
Applicant:	Central West Men's Shed Cervantes
File Path:	Business Classification Scheme / Recreation and Cultural Services / Museum and Galleries / Management
Disclosure of Interest:	Nil
Date:	16 August 2018
Author:	Rory Mackay, Planning Officer
Senior Officer:	David Chidlow, Executive Manager Development Services

#### PROPOSAL

The Central West Men's Shed Cervantes (CWMSC) is seeking Council's authorisation to enter into a community lease agreement for a portion of Parks and Recreation Reserve 40711, Lot 850 Aragon Street, Cervantes to accommodate a new men's shed.

#### BACKGROUND

A community lease is an agreement between the Shire and an external organisation to manage a reserve or facility on behalf of the Shire and for the community. This agreement supports the organisation in conducting their activities/services, and in doing so, provides benefit to the wider community. In many cases this arrangement provides a service to the community that would otherwise not be available or would require significant Shire input.

The Shire of Dandaragan seeks to support community groups in increasing capacity and improving facilities within the Shire that result in strengthening of the community helping to build vibrant, inclusive and healthy communities.

CWMSC have been in discussion with Shire staff and Councillors about obtaining a new larger and more appropriate site as they have reached their extremities and had ongoing neighbouring landowner disputes at their current Cervantes foreshore reserve location of 800m<sup>2</sup>.

The CWMSC's proposed location of the new men's shed is an unused portion of the parks and recreation reserve (R40711) which homes the Cervantes Community Centre, Cervantes Football Club and borders the Cervantes Golf Club.



Approximate proposed portion of Lot 850

### COMMENT

The land is currently a Parks and Recreation reserve comprising an area of 6.2ha. As above the applicant has requested a portion of land that aligns with the existing northeast boundary of the reserve and northwest golf club boundary. This equates to approximately a 3600m<sup>2</sup> portion of Lot 850. Final details of the exact portion of land will be determined based on the lease agreement and future development application. Concept plans provided by the Men's Shed are attached for reference.

The Shire currently holds a management order over Lot 850, however, as of yet, does not hold the ability to lease the reserve to a third party. Part of the officer's recommendation seeks the ability to lease the reserve from the Department of Planning, Lands and Heritage. It assumed such ability will be forthcoming from this Department in due course. It is further assumed any such lease agreement is to be in counterpart with the classification of the reserve, Parks and Recreation. A men's shed aligns with the recreation classification and therefore can facilitate a lease for such a development, if the ability to lease is granted.

The proposed site is in keeping with the locality being located between existing community recreation infrastructure. This new site will also eliminate the issues the CWMSC is having at their current site.

In accordance with the Shire's Policy 6.5 Reserves the length of the lease will be twenty one (21) years unless otherwise terminated. Section 1 of the Policy 6.5 outlines matters to be included as conditions of the lease agreement. The Council will reserve the right to terminate the lease if it is not carried out in

accordance with these conditions.

Council are requested to endorse the lease proposal and authorise the Chief Executive Officer to execute the lease agreement documentation, subject to the Department of Planning, Lands and Heritage providing the ability to lease the reserve.

#### CONSULTATION

- Central West Men's Shed Cervantes

#### STATUTORY ENVIRONMENT

- Local Planning Scheme No. 7
- Land Administration Act 1997
- Government Act 1995

#### POLICY IMPLICATIONS

- Shire Policy 6.5 Reserves:

##### *1. Lease Provisions - Reserves*

*Where Council resolves to lease a Reserve Vested in its control or resolves to lease land owned by it to a local sporting or community organisation, the following notes are to form the basis for the lease agreement:*

- a) Length of lease to be for twenty-one (21) years unless otherwise terminated. (Maximum permissible under management order).*
- b) Annual rental to be "a peppercorn".*
- c) The Lessee shall not carry out any permanent structural improvements on the reserve without the prior written approval from the Council.*
- d) All structural improvements on the reserve shall be and remain at law, the property of the Shire. The Club shall have the sole use, benefit and enjoyment of the reserve and all structural improvements thereon during the operation of the lease.*
- e) The Lessee shall comply with all Acts of Parliament, Orders, Regulations, Local Laws, etc., that apply to the reserve and structural improvements.*
- f) The Lessee shall keep the Reserve area and all structural improvements in a maintained, clean and tidy condition at all times and shall comply with any directions of the Council that may be issued requiring works to have the Reserve area and structural improvements placed in a maintained, clean and tidy condition.*
- g) The Lessee shall not disturb the surface soil and vegetation in a manner likely to cause erosion. If erosion damage does occur, the Club shall take remedial action as directed by the Council.*
- h) The Lessee shall permit the Shire's officers access to the Reserve and structural improvements at all reasonable times to ensure that the lease conditions are being complied with.*

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018**

- i) The lease may be terminated by the Council if the Club fails to comply with provisions of the lease agreement. The Council shall give the Lessee at least thirty (30) days' notice in writing requiring the Club to rectify the breach of lease before taking action to terminate the lease under this provision.*
- j) The Lessee shall not assign or part with possession of any Crown lease without prior approval from the Council and the responsible Minister.*
- k) The Lessee shall meet all costs in relation to preparing and stamping the lease document.*
- l) Any leases entered into relating to Council's Reserves are to include a plan completed by a licensed surveyor depicting the area of land to be leased as an attachment to the lease document.*

**FINANCIAL IMPLICATIONS**

All costs associated with the lease process, including valuation and legal agreements, should be borne by the applicant.

**STRATEGIC IMPLICATIONS**

2016 – 2026 Strategic Community Plan

<i>Goal 5: Proactive and Leading local Government</i>	
<b>Objectives</b>	<b>How the Shire will contribute</b>
2.4 Provide recreation and community facilities and activities	a) Maintain Civic buildings, community centres and public halls to provide facilities for a range of community activities (note the community centres are run by community organisations)
3.4 Support community-led initiatives e.g. community owned assets and visual art	b) Support community self-management of resources where appropriate

**ATTACHMENTS**

Circulated with the agenda is the following item relevant to this report:

- Email from Central West Men's Shed Cervantes (Doc Id: 116895)
  - Concept Plan (Doc Id: 108601)
  - Reserve Enquiry (Doc Id: 116877 & 116880)
- (Marked 9.3.4)**

**VOTING REQUIREMENT**

Simple majority

**OFFICER RECOMMENDATION**

**That Council:**

- 1. seek the ability to lease for period up to 21 years portion of Reserve 40711, Lot 850 Aragon Street, Cervantes from the Department of Planning, Heritage and Lands;**

2. on receipt of the above, endorse the Central West Men's Shed Cervantes lease agreement proposal; and
3. authorise the Chief Executive Officer to formulate and finalise the lease agreement documentation to be forwarded to the Minister of Lands for final approval.

### 9.3.5 LEASE OF PORTION RESERVE 31884 LOT 503 BASHFORD STREET, JURIEN BAY – JURIEN BAY COMMUNITY MEN'S SHED

Location:	Lot 503 (Parks & Recreation Reserve 31884) Bashford Street, Jurien Bay
Applicant:	Jurien Bay Community Men's Shed
File Path:	Business Classification Scheme / Recreation and Cultural Services / Museum and Galleries / Management
Disclosure of Interest:	Nil
Date:	16 August 2018
Author:	Rory Mackay, Planning Officer
Senior Officer:	David Chidlow, Executive Manager Development Services

#### PROPOSAL

The Jurien Bay Community Men's Shed (JBCMS) is seeking Council's authorisation to enter into a lease agreement for a portion of Parks and Recreation Reserve 31884, Lot 503 Bashford Street, Jurien Bay to accommodate a new men's shed.

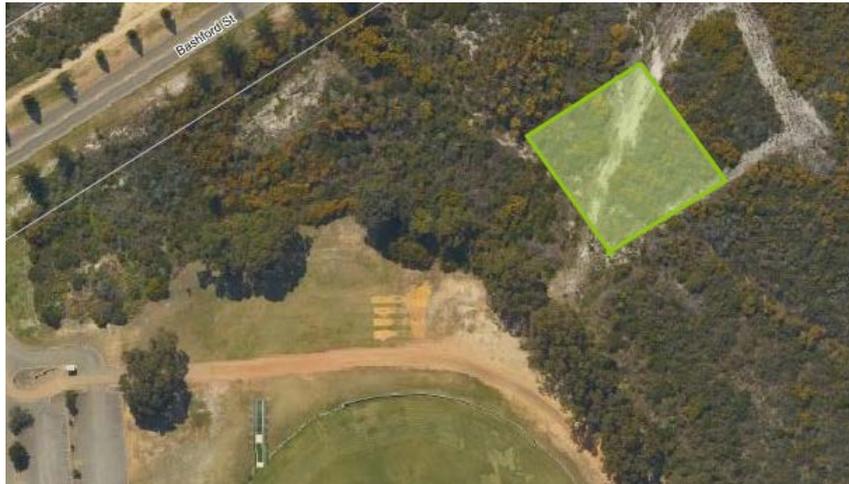
#### BACKGROUND

A community lease is an agreement between the Shire and an external organisation to manage a reserve or facility on behalf of the Shire and for the community. This agreement supports the organisation in conducting their activities/services, and in doing so, provides benefit to the wider community. In many cases this arrangement provides a service to the community that would otherwise not be available or would require significant Shire input.

The Shire of Dandaragan seeks to support community groups in increasing capacity and improving facilities within the Shire that result in strengthening of the community helping to build vibrant, inclusive and healthy communities.

JBCMS have been in discussion with Shire staff and Councillors about obtaining a new larger and more appropriate site as they have reached their extremities at their current Lot 118 (#9) Doust Street site.

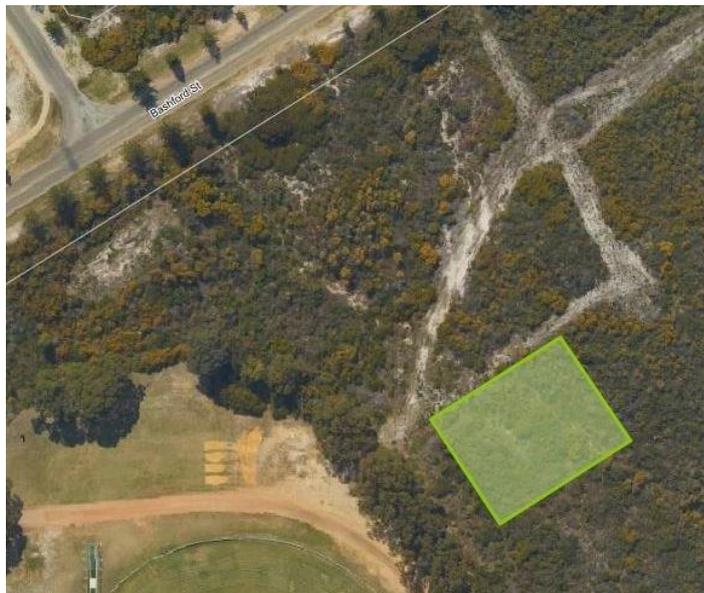
The proposed location of the new men's shed is an unused portion of the Parks and Recreation Reserve (31884) which homes the Jurien Bay Recreation Centre and the number of sporting/community clubs which operate from this venue.



Approximate proposed portion of Lot 503

**COMMENT**

The land is currently a Parks and Recreation reserve comprising an area of 37.4ha. The applicant has requested a portion of uncleared land in the central north section of the reserve. This equates to approximately a 2500m<sup>2</sup> portion of Lot 503. The request is for a portion of land within the proposed lease area set aside for the Jurien Bay Interpretive Complex Group (JBICG). Jurien Bay Community Men's Shed were a party to the original Interpretive Group. However due to the Interpretive Group seeking to use the sheds at the Department of Transport Jurien Bay Harbour property in the short term, the JBCMS are seeking a more permanent location. The requested site is within the propose lease area for the JBICG. It is considered by staff that JBCMS new site should be outside of the land set aside for the JBICG to avoid conflicting land uses in the future. An alternate location abutting the proposed location is recommended by staff as detailed in the site plan below.



Approximate Shire proposed portion of Lot 503

The Shire currently holds a management order over Lot 850 with the ability to lease for no longer than 21 years for the purposes of the classification of the reserve, Parks and Recreation. A men's shed aligns with the recreation classification and therefore can facilitate a lease for such a development.

Furthermore, the proposed site is in keeping with the locality being located adjacent existing community recreation infrastructure. This new site will also eliminate the issues the JBCMS is having at their current site.

In accordance with the Shire's Policy 6.5 Reserves the length of the lease will be 21 years unless otherwise terminated. Section 1 of the Policy 6.5 outlines matters to be included as conditions of the lease agreement. The Council will reserve the right to terminate the lease if it is not carried out in accordance with the set conditions.

Council are requested to refuse the requested lease area and approve an area adjoining the JBICG lease area in the same locality and same dimensions as requested.

Council is then requested to authorise the Chief Executive Officer to formulate and finalise the lease agreement documentation for final approval from the Minister of Lands.

#### CONSULTATION

- Jurien Bay Community Men's Shed

#### STATUTORY ENVIRONMENT

- Local Planning Scheme No. 7
- Land Administration Act 1997
- Local Government Act 1995

#### POLICY IMPLICATIONS

- Shire Policy 6.5 Reserves

##### *1. Lease Provisions - Reserves*

*Where Council resolves to lease a Reserve Vested in its control or resolves to lease land owned by it to a local sporting or community organisation, the following notes are to form the basis for the lease agreement:*

- a) Length of lease to be for twenty-one (21) years unless otherwise terminated. (Maximum permissible under management order).*
- b) Annual rental to be "a peppercorn".*
- c) The Lessee shall not carry out any permanent structural improvements on the reserve without the prior written approval from the Council.*

- d) *All structural improvements on the reserve shall be and remain at law, the property of the Shire. The Club shall have the sole use, benefit and enjoyment of the reserve and all structural improvements thereon during the operation of the lease.*
- e) *The Lessee shall comply with all Acts of Parliament, Orders, Regulations, Local Laws, etc., that apply to the reserve and structural improvements.*
- f) *The Lessee shall keep the Reserve area and all structural improvements in a maintained, clean and tidy condition at all times and shall comply with any directions of the Council that may be issued requiring works to have the Reserve area and structural improvements placed in a maintained, clean and tidy condition.*
- g) *The Lessee shall not disturb the surface soil and vegetation in a manner likely to cause erosion. If erosion damage does occur, the Club shall take remedial action as directed by the Council.*
- h) *The Lessee shall permit the Shire's officers access to the Reserve and structural improvements at all reasonable times to ensure that the lease conditions are being complied with.*
- i) *The lease may be terminated by the Council if the Club fails to comply with provisions of the lease agreement. The Council shall give the Lessee at least thirty (30) days' notice in writing requiring the Club to rectify the breach of lease before taking action to terminate the lease under this provision.*
- j) *The Lessee shall not assign or part with possession of any Crown lease without prior approval from the Council and the responsible Minister.*
- k) *The Lessee shall meet all costs in relation to preparing and stamping the lease document.*
- l) *Any leases entered into relating to Council's Reserves are to include a plan completed by a licensed surveyor depicting the area of land to be leased as an attachment to the lease document.*

### FINANCIAL IMPLICATIONS

All costs associated with the lease process, including valuation and legal agreements, should be borne by the applicant.

### STRATEGIC IMPLICATIONS

2016 – 2026 Strategic Community Plan

<i>Goal 5: Proactive and Leading local Government</i>	
<b>Objectives</b>	<b>How the Shire will contribute</b>
2.4 Provide recreation and community facilities and activities	a) Maintain Civic buildings, community centres and public halls to provide facilities for a range of community activities (note the community centres are run by community organisations)
3.4 Support community-led initiatives e.g. community owned assets and visual art	b) Support community self-management of resources where appropriate

ATTACHMENTS

Circulated with the agenda is the following item relevant to this report:

- Letter from Jurien Bay Community Men's Shed (Doc Id: 116913)
- Reserve Enquiry (Doc Id: 116879 & 116878)  
**(Marked 9.3.5)**

VOTING REQUIREMENT

Simple majority

**OFFICER RECOMMENDATION**

**That Council:**

- 1. refuse the Jurien Bay Men's Shed's request to use portion of Lot 503 Reserve 31884 for the purposes of a Men's Shed; and**
- 2. authorise the CEO to negotiate an alternative 2500m<sup>2</sup> site immediately adjacent to the Jurien Bay Interpretive Complex Group lease for the purposes of a Men's Shed; and**
- 3. subject to acceptance of the alternate site by the Jurien Bay Community Men's Shed, authorise the Chief Executive Officer to formulate and finalise the lease agreement documentation to be forwarded to the Minister of Lands for final approval.**

## 9.4 GOVERNANCE & ADMINISTRATION

### 9.4.1 PROPOSED VERGE BOND POLICY NO 7.8

Location:	Shire of Dandaragan
Applicant:	N/A
Folder Path:	Business Classification Scheme / Corporate Management / Policy / Policy Register
Disclosure of Interest:	None
Date:	8 August 2018
Author:	David Chidlow, Executive Manger Development Services
Senior Officer:	Brent Bailey, Chief Executive Officer

#### PROPOSAL

To adopt a Verge Bond Policy for the purpose of recouping the cost of repairing verge and footpath damage during construction and providing clear guidance to builders and their contractors.

#### BACKGROUND

Council resolved at the meeting held on Thursday 26 July 2018 that Council advertise the proposed new Verge Bond Policy – 7.8 on the Shire website and social media for a period of 21 days.

#### COMMENT

The Verge Bond Policy is designed to provide financial security against damage which occurs during the building construction stages within the residential town sites.

The Policy will outline procedures to be put in place for its implementation. The first step is that the verge bond is accepted at the time of submitting the Building Permit application followed by a pre-construction inspection.

At the site inspection, recording and photographing of the current verge / footpath condition is undertaken. On completion of the building works, the Builder requests the refund of the bond by submitting and Application for Verge Bond Refund along with a BA7 Notice of Completion which will trigger a second site inspection and further photographing and recording.

If no damage is recorded the bond is refunded. If damaged is recorded the builder is given 21 days to rectify otherwise the Shire will repair the damaged asset using the bond monies. Following the rectification works and if any bond funds remain, they will be refunded to the builder.

If the asset damage is above the deposited bond value, an invoice will be forwarded to the builder for the additional works. The builder (applicant) will be required to lodge with the Shire of Dandaragan a security deposit in accordance with the Schedule of Fees & Charges, as determined annually by Council.

It will be the responsibility of the person obtaining a Building Permit to pay the bond. The person obtaining the Building Permit is required to give notification in writing, prior to the commencement of works, of any damage to kerbs or paths that exist before the commencement of works.

If the owner of the property where the work is being undertaken contracts another builder, it is the responsibility of the builder who paid the bond to make sure the other contractor does not damage the kerbs or footpaths.

#### CONSULTATION

The proposed Verge Bond Policy 7.8 was advertised on the Shire of Dandaragan Website and Facebook page for a period of 21 days. It was also advertised in the local Craytales.

There were no submissions received.

#### STATUTORY ENVIRONMENT

There are no statutory implications relevant to this item.

#### POLICY IMPLICATIONS

This item proposes the adoption of proposed new policy to be included in the Shire of Dandaragan Policy Manual.

#### FINANCIAL IMPLICATIONS

The proposed bond is to be set at \$500 which is compatible with adjoining Shire's verge bond charges.

#### STRATEGIC IMPLICATIONS

2016 – 2026 Strategic Community Plan

<i>Goal 5: Proactive and Leading Local Government</i>	
Objectives	How the Shire will contribute
5.2 High performing Administration	c) compliance with all legislative requirements and functions

#### ATTACHMENTS

Circulated with the agenda is the following item relevant to this report:

- Proposed Verge Bond Policy (Doc Id: 113371)  
**(Marked 9.4.1)**

#### VOTING REQUIREMENT

Simple majority

#### **OFFICER RECOMMENDATION**

**That Council adopt the proposed new Verge Bond Policy – 7.8 to be included in the Shire of Dandaragan Policy Manual.**

## 9.4.2 CERVANTES COUNTRY CLUB – REQUEST FOR FINANCIAL SUPPORT AND DEBTOR RELIEF

Location:	Cervantes
Applicant:	Cervantes Country Club
Folder Path:	Business Classification Scheme / Council Properties / Leasing Out / Reserves and Public Land
Disclosure of Interest:	Nil
Date:	13 August 2018
Author:	Brent Bailey, Chief Executive Officer
Senior Officer:	Not Applicable

### PROPOSAL

This item addresses a request from the Cervantes Country Club (The Club) for Council to provide financial support by way of an operational grant (or loan) and moratorium on other debtor obligations to allow the Club to continue to trade in its current format as it aims to return the business to a profit making entity. The recommendation is to decline the request for funding and to provide a 12 month deferral of debtor obligations associated with insurance and self-supporting loan repayment.

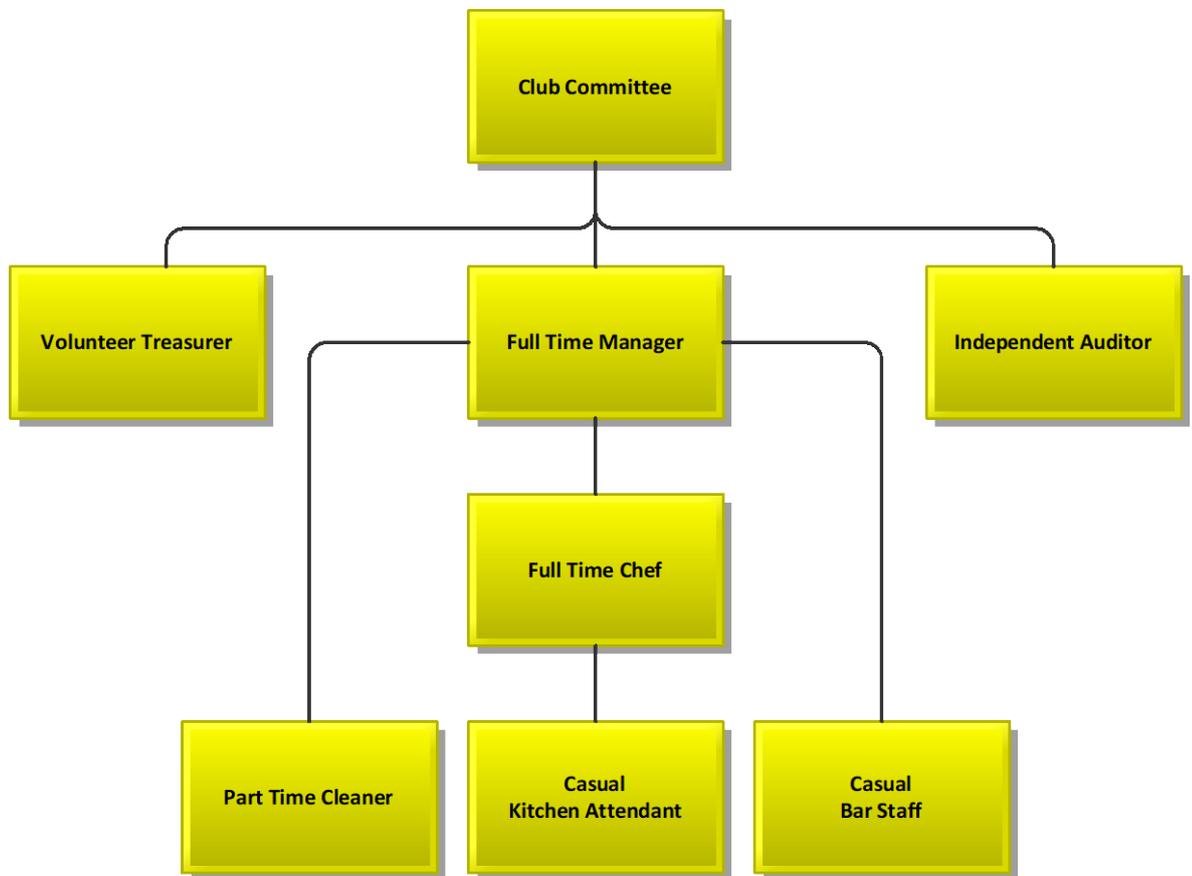
### BACKGROUND

The Club holds the lease over the clubhouse building on reserve 32133. The lease is for a term of 20 years and expires on 1 March 2037. The Club hosts a number of facilities including:

- 1) 18 hole golf course
- 2) 1 Synthetic bowling green
- 3) Clubhouse including bar, kitchen and meeting room facilities.
- 4) Tennis Courts

The Golf, Tennis (in recess) and Bowls Clubs are their own separate entities and utilise the clubrooms for their functions and sporting days. The Club covers the cost of electricity for the outdoor lights over the bowling green. The football club also hosts a number of events and their post-match awards at the Club. The Club itself services the wider community and visitors to Cervantes offering a bar, restaurant, TAB, gaming and other associated product offerings. It is open 7 days a week from 11:00am – 11:30pm and was granted a Tavern License by the Department of Racing Gaming and Liquor in 2017.

The current organisational structure of the Club is demonstrated below:



Council has previously supported the Club with a self-supporting loan for renovations of the clubhouse and installation of the synthetic bowling green (on behalf of the Cervantes Bowls Club).

The Club has endured a number of years of challenging trading conditions which the club has attributed in part to the reopening of the Cervantes Bar and Bistro which has a similar product offering. During this time the Club's liquid assets have been drawn down to meet operating expenses. As a result the Club is currently in a position where net current liabilities exceed net current assets and if trade creditors were to call in their debts the club would need an external source of immediate funding to meet these requirements.

In response to this situation the Committee has approached the Shire requesting the following to continue with the current business model:

- 1) \$40,000 to clear current outstanding accounts
- 2) \$15,000 of cash for working capital
- 3) A moratorium / deferment of current debtor obligations until July 2019.

- 4) These amounts to be provided as either a grant or loan over 7 years.

**COMMENT**

To fully consider the merits of this request staff have conducted a detailed review of the financials, audit reports and club comments provided. The following analysis provides a summary of the staff review.

**Current Business Model**

The Club notes in its application letter that it considers the current business model and employment structure (shown above in background) as a viable way forward as it expects to return to profit with improving market conditions. It references the valuable contribution its restaurant facility provides to the local tourism market with it recently being awarded a certificate of excellence from Trip Advisor.

The Club has also advised that there has been concerted efforts made over the past financial year to reduce fixed and operational costs however increased costs associated with building and kitchen repairs have offset these cost savings.

**Current Financial Position**

The following table provides a summary of the Club's current financial position (as at 30 June 2018). It has been restructured and simplified and the loan liabilities to the Shire have been corrected. The Club's audited statements and management letters for the past 2 years are provided as an attachment to this report.

The 30 June 2018 balance sheet reports there is still a substantial amount being carried in unpaid creditors (\$57k) superannuation (\$30k) and tax liabilities (\$23k) which is offset partially by liquid cash assets of (\$31k).

	30 June 2018		
	\$	\$	\$
<b>CURRENT ASSETS</b>			
Cash	31,000		
Stock	21,867		
Other current assets	900	53,768	
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	219,084	219,084	
<b>TOTAL ASSETS</b>			272,851
<b>CURRENT LIABILITIES</b>			
Accounts payable	(57,373)		
Employee liabilities	(33,986)		

<b>AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018</b>
---

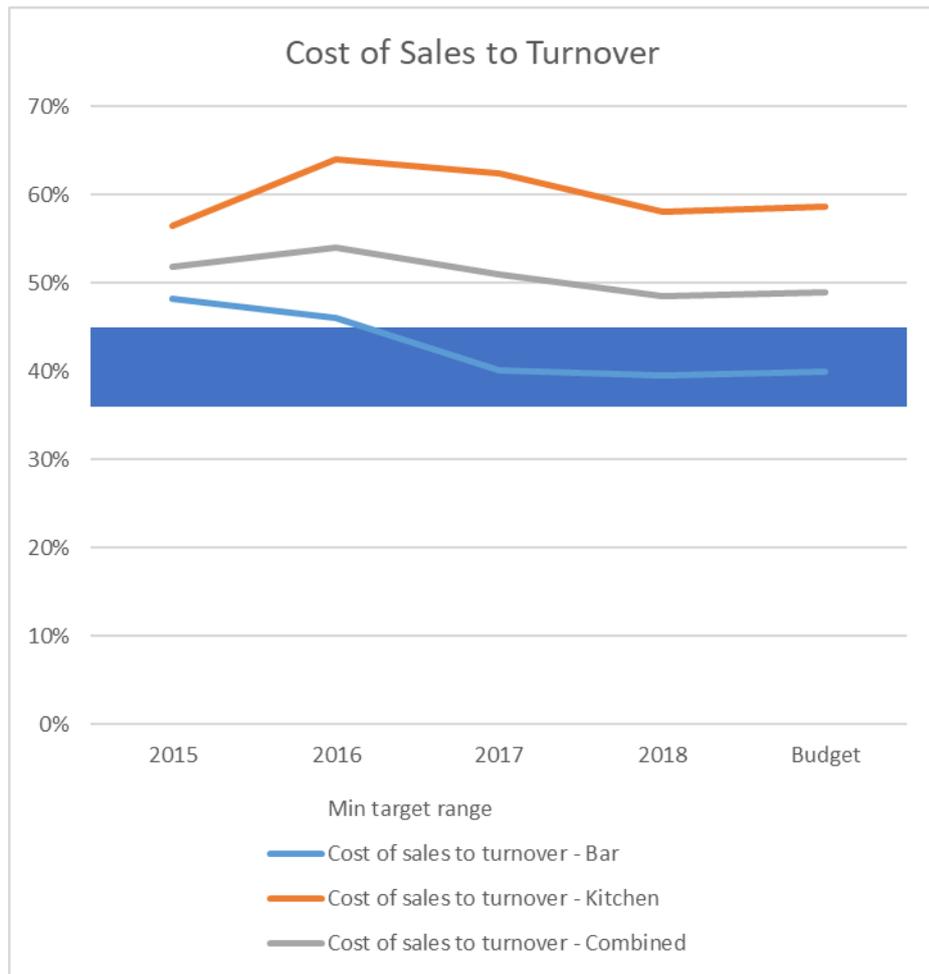
ATO liabilities	(23,786)	
Dandaragan Shire loan	(17,529)	
Other current liabilities	(10,408)	(143,083)
NON-CURRENT LIABILITIES		
Dandaragan Shire loan	(9,247)	
Member bonds	(10,000)	
Other non-current liabilities	(11,985)	(31,232)
<b>TOTAL LIABILITIES</b>		<b>(174,315)</b>
<b>NET ASSETS</b>		<b>98,536</b>
EQUITY		
Retained earnings		72,164
Asset Revaluation Reserve		26,372
<b>TOTAL EQUITY</b>		<b>98,536</b>

	Ratios	Score	Target
Current Ratio		38%	>100%
Debt Service Coverage Ratio		(0.41)	Basic >2

### Financial Position Benchmarks and Observations

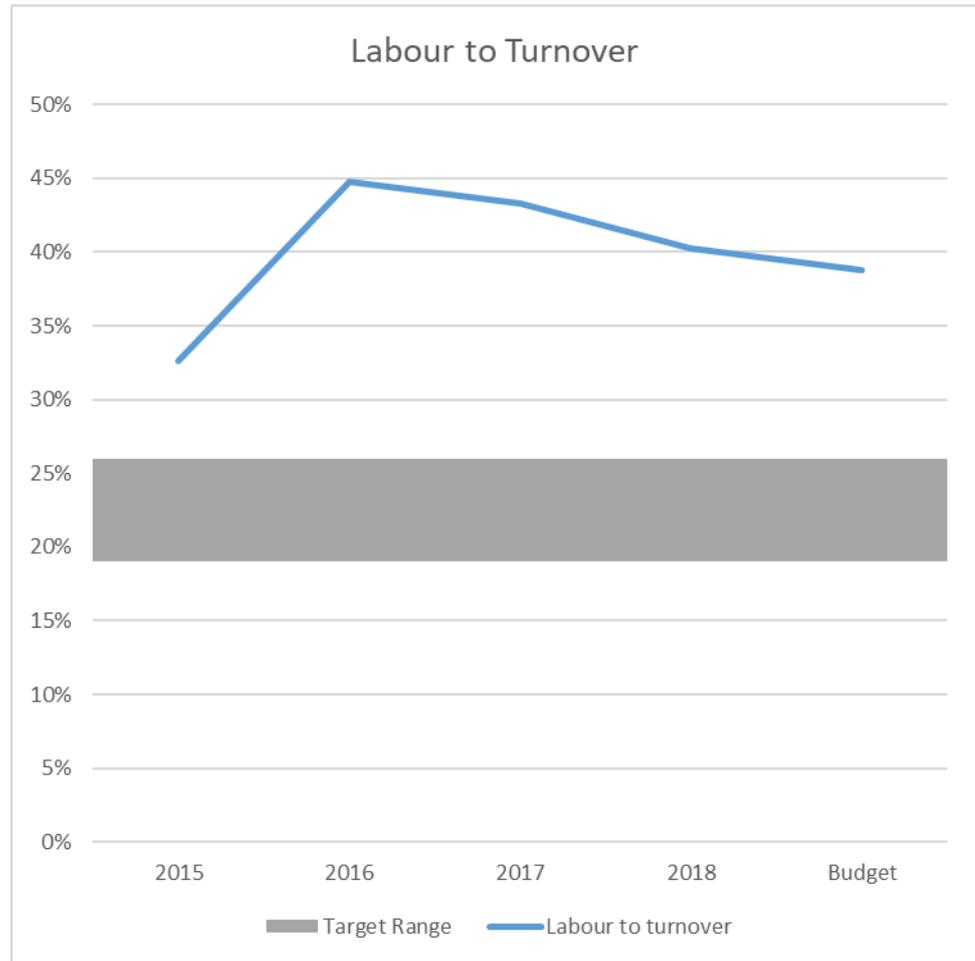
The Australian Tax Office publishes guidance on financial benchmarks for small businesses based on costs and turnover. The current business model falls into the category of “Pubs, Taverns and Bars”. The graphs below provide an overview of the current business model’s performance in relation to these benchmarks. While the benchmarks are established for private enterprise (profit seeking) the financial returns to the associated sporting groups in the town and reinvestment in buildings and infrastructure requires a similar albeit lower level profitability from revenue making initiatives at the Club.

The Club has provided an updated Profit and Loss Statement structure classifying the bar and kitchen separately for the year ending 30 June 2018 which also shows 2017 comparative figures. This structure has been used in calculating the benchmark scores.



From a cost of sales to turnover perspective the operation of the bar is within the benchmark targets however the kitchen / restaurant component of the business is significantly over the recommended standard. Consequently this business unit detracts from the overall performance of the Club making the overall measure of the business as a whole above the benchmark target range. It is important to note that this measure does not consider employee costs within its calculation nor is there recognition that some bar revenue is driven from the kitchen customers.

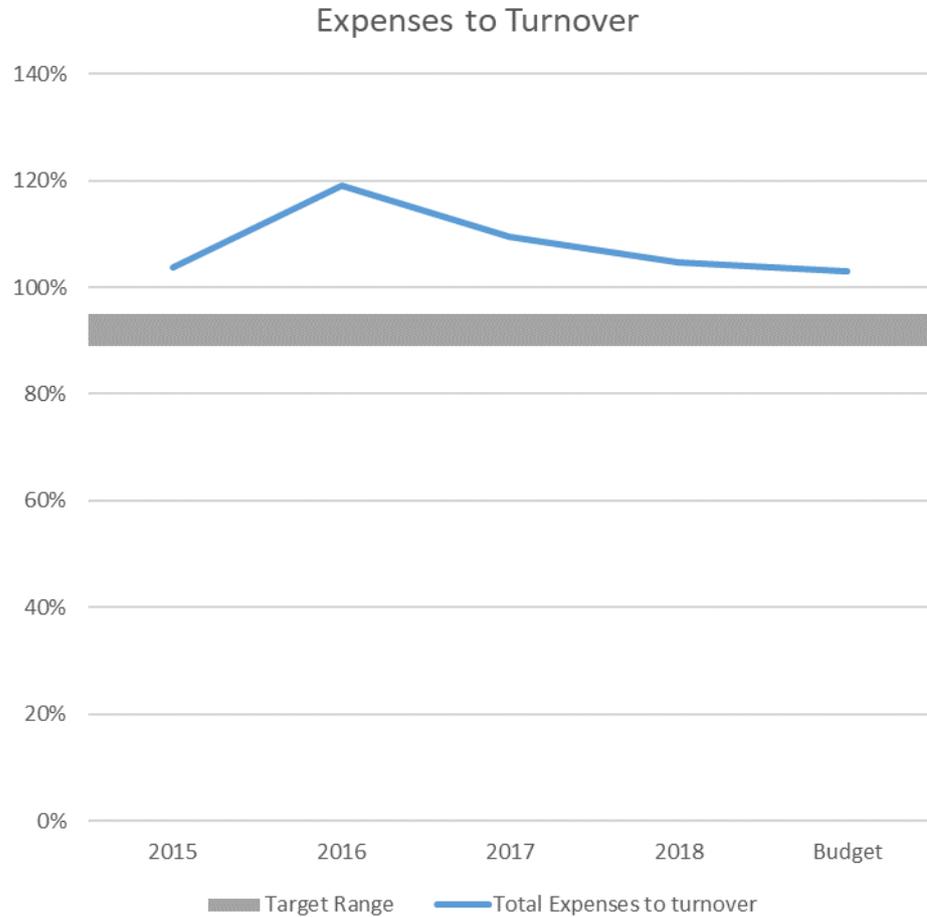
**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018**



The labour to turnover ratio shows that employee costs are significantly higher than the benchmark target range.

The 2016 management letter from the Club's auditor highlights that the current business model / profitability is impeded by high labour costs relative to revenue.

This can be seen in the “Expenses to Turnover” benchmark measure.



This benchmark considers all expenses, including employee costs, and shows the improvement over the last few years beginning to plateau above the benchmark targets. This trend is primarily as a result of the high labour costs. The Club notes that its employment of a qualified chef “to better match the service offer of the Bar and Bistro” requires a substantial investment in labour costs which they expected to impact their cost base by “\$20-\$30k”. The competitiveness of this model / service level has been unable to drive profitability with this increased cost of labour.

While the auditor notes an improvement in trading terms in the 2017 management letter the lack of profitability is still observed. This is supported by analysis of the financials against the ATO benchmarks.

On review of the existing structure, benchmarks and comments from the auditor it is evident that ongoing labour costs need to be addressed by the committee. The auditor has provided the Club with recommendations in 2016 to reduce labour units required in the food service process by automating food ordering from a bar Point of Sale (POS) system and through management position

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018**

adjustments. The Club responded that it didn't agree with the auditor's recommendation on a revised food ordering process from a logistical perspective due to the structure of the facility (however it is now reviewing this position subject to affordability), expense associated with POS software and the need for a dedicated kitchen hand to also clean up tables and take orders.

Despite the Club disagreeing with the auditor on labour cost savings the matter should still be addressed by the committee. To continue with the current employment structure relies solely on a significant increase in market conditions which is a significant risk for ongoing solvency. The benchmarking of the current performance against ATO guidelines highlights the current labour inputs are significantly above profitable levels. No other clubs within the region have the capacity to employ a full-time non-operational managerial staff member and the current financials indicate that the Club is unable to afford this position as well. It is noted that the Club's budget forecast indicates a small reduction in hours for the managerial position with associated expense reduction of \$6,677.

**Current Debtor Obligations to Shire of Dandaragan**

At present the Club has the following debtor obligations to the Shire of Dandaragan. The total amount currently outstanding is \$12,007.22 as per the table below.

In addition the bottom of the table demonstrates the additional payments expected to be raised this financial year which are the subject of this agenda item.

Debtor Item	Amount	Due Date
<i>Currently Outstanding (17/18 Financial Year Obligations)</i>		
Loan (17/18 2 <sup>nd</sup> Payment Balance)	\$2,342.97	21/02/2018
Loan (18/19 1 <sup>st</sup> Payment)	\$9,571.15	17/08/2018
Government Guarantee Fee (18/19 1 <sup>st</sup> Payment)	\$93.10	30/07/2018
<b>Total Currently Outstanding</b>	<b>\$12,007.22</b>	
<i>Future Estimates 18/19</i>		
Building Insurance	\$5,284.74	30/09/2018
Loan	\$9,571.15	31/01/2019
Government Guarantee Fee	\$95.00	30/06/2019
<b>Total Projected / Deferral Request</b>	<b>\$14,950.89</b>	

**Current Financial Trajectory / Budget Targets**

The Club has provided the Shire with a proposed budget for the coming year. The budget shows limited upside capable of meeting its debtor obligations and relies on further cost cutting and

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018**

increasing monthly revenue by \$4,000 for the whole year. While the Club is of the opinion that the proposed budget is “worst-case” scenario there is significant risk that if the forecast 2% cost savings don’t eventuate and revenue doesn’t increase 5% then the Club will be in even worse financial condition if it manages to trade through the financial year.

The budget submitted includes the assumption that the Shire will provide immediate relief as requested, but should this not occur the budget as structured provides no ability to materially reduce current liabilities including trade creditors and superannuation amounts owing in the short term.

The proposed cash flow budget highlights that the Club is reliant on the Shire deferring the 18/19 debtor obligations. Without this concession the trading position is a further \$8,383 reduction in cash liquidity while trade creditors continue to increase.

The proposed budget is included in the graphs against ATO benchmarks as above and show a stagnant pattern over the coming year.

### **Alternative Business Models**

Currently in the Shire of Dandaragan there are a number of similar sports clubs but with varying degrees of trading activity. The table below shows a basic comparison in services and business models:

	<i>Cervantes</i>	<i>Jurien Bowls Club</i>	<i>Dandaragan Community and Recreation Club</i>	<i>Jurien Golf Club</i>
<i>Open Days</i>	7	Only operates on Bowls days and special events	Wednesday, Friday, Saturday, 1/2 day Sunday.	Only operates on Golf days and special events
<i>Management</i>	<i>Full time manager</i>	Volunteer Management committee, with paid part time bar manager	100% volunteer	100% volunteer
<i>Kitchen Operation</i>	<i>Full time chef and casual kitchen hand</i>	100% volunteer Run various events through the season	Commercial kitchen, Friday night meals by community groups on rotation basis	100% volunteer Run various events through the year
<i>Bar Structure</i>	<i>Tavern License, Casual staff</i>	Club license, part time operational manager, casual and some volunteers	Club Licence Volunteer staff	Club Licence Volunteer staff
<i>Other Services</i>	<i>TAB, gaming</i>	Nil	Nil	Nil
<i>Profitability</i>	<i>As highlighted above</i>	Meeting all commitments and building reserves	Meeting all commitments and building reserves	Meeting all commitments and building reserves

The difference in the business model in Cervantes and other clubs in the Shire is significant. It bears greater resemblance to a commercial operation and accordingly isn't able to leverage a volunteer labour resource to reduce labour costs. It will take a significant shift in the Club's and community's approach to the operation of the club to implement a similar model to other towns.

### **Consequences of Default**

Given the uncertain financial future of the Club the committee may be forced to consider winding up the current association if additional funding cannot be obtained to continue as an ongoing concern. The process of winding up an insolvent association is complex and would require the appointment of administrators and an application to the Supreme Court. Accordingly the costs of this course of action would leave little if any funds to settle debts to creditors of the Club. There would also be impacts on the current employees whose employment would be terminated if the Club goes into administration.

During any administration period (which would be lengthy) the Club would be required to cease all operations and incur no further debts. This would limit access to the facilities and the Shire would likely be required to manage access to the building until a new entity was established to take on the management of the facility. If there is no caretaking group for an extended period of time there is a risk that the building's condition will deteriorate and also become a potential vandalism target.

There is also the question of the Shire's financial losses if the Club is to go into administration. The Shire would incur costs as insurance expenses (\$5,284) would not be reimbursed and any backlog of building maintenance may ultimately fall to the Shire if no volunteer based association chooses to take on the building's management. The balance of the self-supporting loan (\$19,156) and current debtor obligations of the Club (\$12,007) would also be in question however these could be renegotiated with any future management committee.

### **Officer's Recommendation and rationale**

While it is not the Shire's role to instruct the club on its preferred structure the guidance from the Club's auditor should be considered along with reviewing models of other clubs. The current business structure has been unable to demonstrate ongoing financial viability and its continued operation below the costs of production is likely to be affecting the profitability of other businesses in the same markets within Cervantes.

The current request for \$55,000 is beyond the current budget capacity and would need to be reallocated from an existing project which has been considered and prioritised through the budget process. Alternatively Council would need to draw on reserve

funds to provide finance requiring public notice as there are no specific reserve funds applicable to this purpose. It should also be noted that there is no form of security should Council provide the funding as a loan to the Club.

In light of the analysis above the officer's recommendation is for Council to decline the request for funding. Doing so will require the Club to again review its operations and product offering, address the current levels of employee costs relative to turnover and consider its solvency status. It is recommended that the request for a deferral of the 2018/2019 year's insurance premium and self-supporting loan repayment is approved subject to the provision of a revised Club business model that can demonstrate the 2016 management letter comments being addressed to the satisfaction of the CEO.

#### CONSULTATION

- Cervantes Country Club

#### STATUTORY ENVIRONMENT

Local Government Act 1995 Section 6.8

#### **6.8. Expenditure from municipal fund not included in annual budget**

- (1) A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —
- d) is incurred in a financial year before the adoption of the annual budget by the local government; or
  - e) is authorised in advance by resolution\*; or
  - f) is authorised in advance by the mayor or president in an emergency.

\* Absolute majority required.

#### POLICY IMPLICATIONS

There are no policy implications relevant to this item.

#### FINANCIAL IMPLICATIONS

The Club's request seeks an operational grant (or loan over 7 years) for \$55,000. There are no current budget provisions for this funding and it would need to be reallocated from an existing budgeted project or drawn from a reserve with associated public disclosure and advertising if Council support the application.

The Club's debtor obligations in the current financial year total \$14,950.89 and this proposal seeks a 12 month deferral of this amount. Acceptance of this proposal would only impact the Shire's

cash flow for this financial year assuming the Club will be able to meet the commitments in the future.

The current debtor balances from 17/18 financial year are still expected to be settled this financial year however the cash flow budget provided by the Club only accommodates payments totalling \$3,000.

### STRATEGIC IMPLICATIONS

2016 – 2026 Strategic Community Plan

<i>Goal 2: Healthy Safe and Active Community</i>	
Objectives	How the Shire will contribute
2.4 Provide recreation and community facilities and activities	b) Manage club leases and other community leases

### ATTACHMENTS

Circulated with the agenda are the following items relevant to this report:

- Club Financial Statements (Doc Id: 116625), Auditors Report 2016 (Doc Id: 116629) Management Letter 2016 (Doc Id: 116630) and Management Letter 2017 (Doc Id: 116628), Minutes (Doc Id: 116624), Signed Auditors Report (Doc Id: 116627)
  - Response to Auditors Report (Doc Id: 116631)
  - Correspondence and Supporting Financial Notes from the Club (Doc Id: 116626 & 116623)
  - Correspondence Cervantes Football Club (Doc Id: 117013)
- (Marked 9.4.2)**

### VOTING REQUIREMENT

Simple Majority

(Absolute Majority is required if the request for funding is approved)

### **OFFICER RECOMMENDATION**

**That Council:**

- 1. decline the request {Doc Id: 116626} from the Cervantes Country Club for an operational grant of \$55,000**
- 2. subject to the provision of a revised club business model to the satisfaction of the CEO, agree to a 12 month deferral on the following debtor obligations and set the due dates at 31 October 2019.**
  - a) 2018/2019 insurance premium;**
  - b) 2018/2019 self-supporting loan repayment;**

### 9.4.3 JURIEN BAY INTERPRETIVE COMPLEX LEASE OF PORTION RESERVE 31884 AND LOT 33 JURIEN BAY MARINA

Location:	Jurien Bay Reserve 31844, Lot 33 Jurien Bay Marina
Applicant:	Jurien Bay Interpretative Complex Management Committee
Folder Path:	Business Classification Scheme / Recreation and Cultural Services / Museum and Galleries / Management
Disclosure of Interest:	Club Development Officer is a member of one of the groups.
Date:	17 July 2018
Author:	Tony O'Gorman, Club Development Officer
Senior Officer:	Scott Clayton, Executive Manager Corporate and Community Development.

#### PROPOSAL

To provide a lease on a portion of Jurien Bay Recreation Reserve 31884 to the Jurien Bay Interpretative Complex.

The Shire of Dandaragan to enter into a lease on lot 33 Jurien Bay Marina from the Department of Transport for a period of five years. Once the lease has been secured with the Department, then to sub lease the property to the Jurien Bay Interpretative Complex for a period of five years.

#### BACKGROUND

The Jurien Bay Interpretative Complex Inc. is a group of four organisations comprising the Jurien Bay Lions Club, the Inspirational Community Arts Network, the Museum Group and the Jurien Bay Community Men's Shed.

The groups have come together to seek a suitable venue from which to operate their particular organisations.

At the July 2014 Council meeting the Council agreed in principle to lease a portion of the Jurien Bay Recreation Reserve 314884 to the group. (*Appendix 1 Minute extract*).

Since that July 2014 meeting the group have become incorporated and have explored a number of other options for accommodation for the group. These options have up until recently been in vain.

The Department of Transport (DoT) have provided an opportunity for the Shire of Dandaragan to lease unused facilities at the Jurien Bay Marina site, lot 33. This opportunity arose following a request from the group to the Department to lease lot 33 to house the group. DoT's preference is to lease the facility to the Shire for a period of five years. The Shire could then sub lease the premises to the group. The cost of the lease to DoT could be offset by making the necessary repairs to the building to make it habitable for their needs.

The DoT opportunity has been presented to the Interpretative Complex Committee and in turn they have presented the option to their respective groups. The outcome is that three of the groups are willing to take the opportunity for the period of five years and remain hopeful that the lease can be extended past that time period. The fourth group (Jurien Bay Community Men's Shed) have decided that the risk is too great that an extended lease will not be provided. Their preferred option is to continue with obtaining a lease through the Interpretative Complex for the Bashford Street site. Council resolved at its meeting on 24 July 2014 to agree in principal to the establishment of the Jurien Interpretive Complex on Bashford Street (Reserve 31884) and sought power to lease. In 2015 the Minister for Lands granted Council approval to issue a lease for a maximum period of 21 years over this site.

The Interpretative Complex Committee are happy to proceed with both options.

#### COMMENT

Council needs to consider whether or not to enter into a five year lease with the Department of Transport on lot 33 Jurien Bay Marina. Then a sub-lease lot 33 to the interpretative complex for the same period could be facilitated. This solution provides a home for three of the groups immediately.

Providing a lease for the portion of land on the Bashford Street site will enable the Interpretative Complex Committee to continue planning for their future permanent home. Having a long term lease on the portion of land will allow the group to seek grant funding for the future development of the site. It can also negotiate synergies with the Men's Shed portion also being determined by Council this month.

#### CONSULTATION

- Jurien Bay Interpretative Complex,
- Executive Manager Corporate and Community Services.
- Chief Executive Officer
- Shire President
- Shelley Grice, Department of Transport.

#### STATUTORY ENVIRONMENT

Land Administration Act 1997

#### POLICY IMPLICATIONS

Policy 6.5 Reserves

#### **OBJECTIVE**

*To provide guidance regarding the usage and leasing arrangement of Shire Reserves.*

FINANCIAL IMPLICATIONS

There are no financial implications attached to this item as all costs for leases are typically borne by the groups applying for the lease.

STRATEGIC IMPLICATIONS

2016 – 2026 Strategic Community Plan

<i>Goal 2: Healthy Safe and Active Community</i>	
Objectives	How the Shire will contribute
2.3 Enhance vibrancy and community identity through culture and arts	b) Support arts and cultural activities in community precincts
2.4 Provide recreation and community facilities and activities	b) Manage club leases and other community leases

ATTACHMENTS

Circulated with the agenda are the following items relevant to this report:

- Letter of offer to lease from DoT (Doc Id: 115313)
- Surveyed portion Reserve 31884 Jurien Bay Recreation Reserve (Doc Id: 115129,115130,115131)
- Minute Extract 10.1.1 – 24 July 2014 (Doc Id: 33308)

**(Marked 9.4.3)**

VOTING REQUIREMENT

Simple majority

**OFFICER RECOMMENDATION**

**That Council:**

- 1. authorise the CEO negotiate with DoT to lease Lot 33 Jurien Bay Marina**
- 2. if negotiations are successful in acquiring a lease from DoT authorise a sub-Lease of Lot 33 Jurien Bay Marina to the Jurien Bay Interpretative Complex INC.**

#### 9.4.4 VISITOR CENTRE WORKING GROUP

Location:	N/A
Applicant:	Shire of Dandaragan
Folder Path:	Business Classification Scheme / Economic Development / Industries / Tourism
Disclosure of Interest:	Nil
Date:	8 August 2018
Author:	Alison Slyns, Economic Development Coordinator
Senior Officer:	Brent Bailey, Chief Executive Officer

#### PROPOSAL

For Council to endorse the recommendations of the Turquoise Coast Visitor Centre Working Group (TCVCWG) in regards to their review of the Turquoise Coast Visitor Centre Business Plan (5 Year Plan) 2016-2021 (TCVCBP) and to recommend the TCVCWG be discontinued due to the successful completion of their Terms of Reference tasks.

#### BACKGROUND

In April 2016 the Turquoise Coast Visitor Centre received a \$17,573 grant from Tourism Western Australia in their 'Regional Visitor Centre Sustainability Grant' through the Royalties for Regions program. The grant funds engaged a tourism consultant to develop a Plan, operating model and governance. At the Council forum on 23 February 2017 Kim Hewson from Economic Transitions presented the draft plan that included five key recommendations to be implemented over the next five years.

At the Council meeting on 23 March 2017 the TCVCBP was received and a motion to create a visitor centre working group was endorsed:

#### *COUNCIL DECISION*

*Moved Cr Slyns, seconded Cr Kulisa*

*That Council acknowledge and receive the Turquoise Coast Visitor Centre Business Plan (5 Year Plan) 2016-2021 (Doc ID 79720)*

*CARRIED 8 / 0*

#### *COUNCIL DECISION*

*Moved Cr Richardson, seconded Cr Sheppard*

*That Council:*

- 1. Agree to establish a Turquoise Coast Visitor Centre Working Group to establish an appropriate Terms of Reference to be presented to Council by 31 May 2017 to further review and develop the Turquoise Coast Visitor Centre Business Plan (5 Year Plan) 2016-2021 to provide support to the Turquoise Coast Visitor Centre service.*
- 2. Agree that the newly established Turquoise Coast Visitor Centre Working Group consist of:*
  - a. 2 x Councillor representatives*
  - b. 2 x community representatives*
  - c. 2 x business representatives*

- d. 1 x Department of Parks and Wildlife representative  
Request the CEO advertise for the vacant community and business representatives.*

*CARRIED 8 / 0*

The vacancies were advertised in an open call for business and community representatives in April 2017 and in addition to the nominated two Councillors and one Parks and Wildlife representative, there were nominations received from two business representatives, two community representatives and one combined business / community representative applied. It was agreed by Shire staff to accept all nominations and in addition to a Shire officer; there was a total of nine persons in the working group.

An informal gathering of the TCVCWG was held in June 2017 and the first official meeting was held on 13 October 2017 where a Terms of Reference was developed and presented to Council at their meeting 26 October 2017:

**COUNCIL DECISION**

*Moved Cr Scharf, seconded Cr McGlew  
That Council*

- 1. Receive the Turquoise Coast Visitor Centre Working Group meeting minutes from 13 October 2017;*
- 2. Endorse the Turquoise Coast Visitor Centre Working Group Terms of Reference to enable the TCVCWG to provide recommendation to Council regarding the Turquoise Coast Visitor Centre Business Plan (TCVCBP).*

*CARRIED 9 / 0*

A further seven meetings of the TCVCWG were held in between November 2017 and May 2018 to review the key recommendations of the TCVCBP. Each of these meeting minutes has been received by Council.

**COMMENT**

After the initial meeting on 13 October 2017 the TCVCWG met a further six times to continue reviewing the TCVCBP. The minutes of each of these meetings has been received by Council.

The TCVCWG recommendations based on a review of the five key recommendations from the TCVCBP are as follows:

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018**

TCVCBP Recommendation	Recommendation Details	TCVCWG Recommendation
Introduction of a membership program	To unite local businesses for tourism, create a networking group specifically tourism focused and an additional revenue stream for businesses	Agree to implement a membership program. A draft membership prospectus has been prepared by the working group but the contents of that document would have to be endorsed by the members of the proposed Incorporated Association so this document is being left in its draft state for the time being.
Provision of sub-let opportunities	Lease the southern area of the VC space to potential café operation or similar business activity to drive numbers into the visitor centre	Agree to defer this recommendation unless a suitable commercial opportunity was presented. The current visitor centre staff has capacity to continue running the library so unless it was commercially viable to relocate the library and pay other staff or an external agency to offer library services it would not make sense to move it.
Implementation of an overarching governance structure	Introduction of a not-for-profit incorporated association providing an additional support network and strategy development for long term sustainability	Agree to implement a governance structure with a new Incorporated Association being created. A draft constitution has been prepared by the working group but as with the draft membership prospectus the final contents of the document would need to be endorsed by the founding members of the Association. Two different governance structures have been prepared by the TCVCWG and will be discussed at Council forum.
Change of name for the visitor centre	To improve identification of the destination of Jurien Bay, change of name from Turquoise Coast Visitor Centre to Jurien Bay Visitor Centre	Agree to defer this item and let the final decision rest with the members of the Incorporated Association. Whoever has operational control of the visitor centre (whether that be Shire of Incorporated Association) should have the authority to retain or change the trading name. Once the governance structure is decided, the decision will rest with the party governing the visitor centre.
Introduction of technology	<ol style="list-style-type: none"> <li>1. Implementation of booking software package to manage the bookings of accommodation, tours and packages</li> <li>2. Point of sale software to capture accurate sales of retail product</li> </ol>	Agree to implement all of these recommendations; these items have now been implemented since they were already underway at the time the business plan was being prepared.

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 23 AUGUST 2018**

Based on the framework from the TCVCWG Terms of Reference the members have now completed the review of the Plan and provide these recommendations to Council.

For many of these items to progress further it will be up to the founding members of the proposed tourism association to become incorporated and then approach Council with the level of involvement or authority the association would have over the visitor centre or other Shire tourism services.

**CONSULTATION**

- Council via Council forum
- Turquoise Coast Visitor Centre Working Group

**STATUTORY ENVIRONMENT**

There are no statutory implications relevant to this item.

**POLICY IMPLICATIONS**

There are no policy implications relevant to this item. However, the Plan may suggest a direction that Council may wish to consider in a policy at a future time.

**FINANCIAL IMPLICATIONS**

There are no financial implications relevant to this item. However, the implementation of the TCVCBP may incur financial costs, which would be subject to Budget consideration in the future.

**STRATEGIC IMPLICATIONS**

2016-2026 Strategic Community Plan

<i>Goal 1: Great Place for Residential and Business Development</i>	
<b>Objectives</b>	<b>How the Shire will contribute</b>
1.5 Facilitate population and visitor attraction and growth to expand and diversify the regional economy	a) Tourism and marketing with a focus on promotion and product development based on natural assets in partnership with the Department of Parks and Wildlife  c) Expand and improve the visitors' centres network

**ATTACHMENTS**

Circulated with the agenda are the following items relevant to this report:

- 20171010 VC Working Group TOR (Doc Id: 99594)
- 20170118 TCVC Business Plan (Doc Id: 116686)  
**(Marked 9.4.4)**

**VOTING REQUIREMENT**

Simple Majority

**OFFICER RECOMMENDATION*****That Council:***

- 1. Endorse the recommendations of the Turquoise Coast Visitor Centre Working Group in regards to their review of the Turquoise Coast Visitor Centre Business Plan (5 Year Plan) 2016-2021 as follows:***
  - a. Agree with the recommendation of implementing a membership program;***
  - b. Defer the recommendation of sub-letting the existing Jurien Bay Public Library tenancy unless a proposal was found to be commercially viable to relocate and re-staff the library;***
  - c. Agree with the recommendation of implementing a governance structure including the creation of an incorporated association with local industry and community members representing regional tourism;***
  - d. Defer the recommendation of re-naming the visitor centre until such time that the governance structure of the centre is confirmed. The body with operational control of the visitor centre, whether that be Shire or incorporated association, should be responsible for the trading name;***
  - e. Agree with the recommendation that the introduction of technology items, including booking and point of sale systems, be implemented.***
- 2. Discontinue the Turquoise Coast Visitor Centre Working Group due to the successful completion of their Terms of Reference tasks.***

### **9.4.5 CONTRACT VARIATION REQUEST – SPECTRUM HEALTH**

Location:	Jurien Bay Wellness Centre
Applicant:	Spectrum Health Pty Ltd
Folder Path:	Business Classification Scheme / Community Services / Service Provision / Medical Services
Disclosure of Interest:	Nil
Date:	13 August 2018
Author:	Brent Bailey, Chief Executive Officer
Senior Officer:	Not Applicable

#### PROPOSAL

This item considers a request from Spectrum Health Pty Ltd to provide minor amendments to the contract with the Shire to deliver medical services and operate the Practice at the Jurien Bay Wellness Centre. The recommendation supports the applicant's request.

#### BACKGROUND

In November 2017 the applicant and the Shire entered into an agreement for the provision of medical services from the Jurien Bay Wellness Centre for a 5 year term with one 5 year option. The contract stipulates a number of minimum services / KPIs which are to be achieved by Spectrum Health Pty Ltd. An extract of the contract listing these services is provided within the attachments.

The contract has been in place for 9 months and there are two items that Spectrum Health would like varied in the contract to reflect the actual operations of the business.

1. Requirement for an on-site practice manager.
2. Requirement to open on public holidays.

The letter from Spectrum Health details the operational justifications for this.

#### COMMENT

Officer's discussed these two items at the first 6 monthly meeting having observed that there was no resident practice manager and that the clinic was closed on public holidays.

While the contract is silent on the operation of the practice on public holidays, Item 1 (2) requires that the GP's are available for consultations for at least 5.5 days per week, Monday to Saturday.

Spectrum Health Pty Ltd were asked to formalise these arrangements by requesting Council consent to vary the contract to reflect their preferred operational model. The arrangements in their practical operation have not proven to have an impact on public health nor the substantial performance of the expectations of the contract. Accordingly it is recommended that Council authorise the CEO to modify the contract as requested by the applicant.

The practice GP's are also still to be accredited by WA Country Health Service to be able to fully meet their commitments to provide 24/7 emergency services for the Jurien Bay townsite. This application and accreditation process is currently underway and expected to be completed in the near future.

#### CONSULTATION

- Spectrum Health Pty Ltd

#### STATUTORY ENVIRONMENT

There are no statutory implications relevant to this item.

#### POLICY IMPLICATIONS

There are no policy implications relevant to this item.

#### FINANCIAL IMPLICATIONS

There are no financial implications relevant to this item.

#### STRATEGIC IMPLICATIONS

2016 – 2026 Strategic Community Plan

<i>Goal 2: Healthy Safe and Active Community</i>	
Objectives	How the Shire will contribute
2.1 Develop health and wellbeing centre and services	a) Health and medical facilities b) Jurien Bay Wellness Centre

#### ATTACHMENTS

Circulated with the agenda are the following items relevant to this report:

- Letter from Spectrum Health (Doc Id: 116727)
  - Schedule Item 1 from the contract. (Doc Id: 116726)
- (Marked 9.4.5)**

#### VOTING REQUIREMENT

Simple majority

#### **OFFICER RECOMMENDATION**

**That Council:**

- 1. Provide consent to the modification of the Contract for the Provision of Medical Services to Jurien Bay to permit the following:**
  - a. Remove the requirement for the practice manager to be based at the Practice.**
  - b. Closure of the Practice on Public Holidays.**
- 2. Authorise the Chief Executive Officer to execute the contract modifications with Spectrum Health Pty Ltd.**

## 9.5 COUNCILLOR INFORMATION BULLETIN

### 9.5.1 SHIRE OF DANDARAGAN – JULY 2018 COUNCIL STATUS REPORT

Document ID: 115854

Attached to the agenda is a copy of the Shire's status report from the Council Meeting held 26 July 2018. **(Marked 9.5.1)**

### 9.5.2 SHIRE OF DANDARAGAN – EXECUTIVE MANAGER INFRASTRUCTURE REPORT – AUGUST 2018

Document ID: 116745

Attached to the agenda is a copy of the Shire of Dandaragan's Executive Manager Infrastructure Report for August 2018. **(Marked 9.5.2)**

### 9.5.3 SHIRE OF DANDARAGAN – BUILDING STATISTICS – JULY 2018

Document ID: 116526

Attached to the agenda is a copy of the Shire of Dandaragan Building Statistics for July 2018. **(Marked 9.5.3)**

### 9.5.4 SHIRE OF DANDARAGAN – PLANNING STATISTICS – JULY 2018

Document ID: 116241

Attached to the agenda is a copy of the Shire of Dandaragan Planning Statistics for July 2018. **(Marked 9.5.4)**

### 9.5.5 WAPC – LPS 7 – AMENDMENT 29 – REZONING LOTS 5,7,8,9,10 & 362 CATALONIA STREET AND LOT 11 MADRID STREET FROM 'RESIDENTIAL' & 'INDUSTRIAL' TO 'SPECIAL USE 5'

Document ID: 116194

Attached to the agenda is correspondence from WAPC advising the Minister has approved the above amendment in accordance with section 87(2)(a) of the Act. **(Marked 9.5.5)**

### 9.5.6 WAPC – LPS 7 – AMENDMENT 35 – CITY CENTRE STRATEGY

Document ID: 116196

Attached to the agenda is correspondence from WAPC advising the Minister has approved the above amendment in accordance with section 87(2)(a) of the Act. **(Marked 9.5.6)**

### 9.5.7 SHIRE OF DANDARAGAN TOURISM / LIBRARY REPORT FOR JULY 2018

Document ID: 116315

Attached to the agenda is monthly report for Tourism / Library for July 2018. **(Marked 9.5.7)**

**9.5.8 WALGA AGM MINUTES – HELD ON WEDNESDAY 1 AUGUST 2018**

Document ID: 116648

The Minutes of the AGM can be located on the WALGA website  
<https://walga.asn.au/About-WALGA/WALGA-AGM-Agenda-and-Minutes.aspx>

- 10 NEW BUSINESS OF AN URGENT NATURE – INTRODUCED BY RESOLUTION OF THE MEETING**
  
- 11 CONFIDENTIAL ITEMS FOR WHICH MEETING IS CLOSED TO THE PUBLIC**
  
- 12 ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**
  
- 13 CLOSURE OF MEETING**

**SHIRE OF DANDARAGAN**

**ACCOUNTS FOR PAYMENT**

**FOR THE PERIOD ENDING**

**31 JULY 2018**

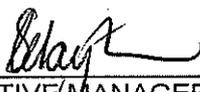
**SUMMARY OF SCHEDULE OF ACCOUNTS JULY 2018**

<u>FUND</u>					<u>AMOUNT</u>	
<b><u>MUNICIPAL FUND</u></b>						
CHEQUES	33502	-	33512		\$54,220.45	
EFT'S	EFT	260	-	EFT	264	\$575,150.73
DIRECT DEBITS	GJBDEB-			GJBDEB-		\$62,502.88
<b>TOTAL MUNICIPAL FUND</b>					<u>\$691,874.06</u>	

**TRUST FUND**  
CHEQUES - NIL

This schedule of accounts to be passed for payment, covering vouchers as detailed above, which was submitted to each member of Council has been checked and is fully supported by vouchers and invoices which are submitted herewith and which have been duly certified as to the receipt of goods and the rendition of services and as to prices, computations, and costings and the amounts shown the amounts show are due for payment.

  
\_\_\_\_\_  
CHIEF EXECUTIVE OFFICER

  
\_\_\_\_\_  
EXECUTIVE MANAGER CORPORATE &  
COMMUNITY SERVICES

<b>MUNICIPAL ACCOUNT</b>				
<b>DATE</b>	<b>CHEQUE</b>	<b>PAYEE</b>	<b>INVOICE DETAILS</b>	<b>AMOUNT</b>
13/07/2018	33502	Jurien Bay IGA	Jurien Admin Consumables June 2018	\$794.72
13/07/2018	33504	Synergy	Various Electricity Usage	\$20,484.75
13/07/2018	33505	Telstra Corporation	Various Telephone Usage	\$11,718.21
13/07/2018	33507	Water Corporation	Various Water Usage	\$7,512.43
19/07/2018	33508	Synergy	Various Electricity Usage	\$1,004.75
19/07/2018	33509	Telstra Corporation	Various Telephone Usage	\$5,429.57
30/07/2018	33510	Synergy	Various Electricity Usage	\$6,912.55
30/07/2018	33511	Telstra Corporation	Various Telephone Usage	\$209.85
30/07/2018	33512	Water Corporation	Various Water Usage	\$153.62
				<b>\$54,220.45</b>

<b>DIRECT DEBITS</b>				
<b>DATE</b>		<b>JOURNAL NUMBER</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>
2/07/2018		GJBDEB-3254	Cervantes Country Club - Loan 114	\$9,571.15
2/07/2018		GJBDEB-3255	Councillors Laptops lease 010718 - 300918	\$1,976.32
2/07/2018		GJBDEB-3256	BWA - Paper Transaction Fee	\$40.20
2/07/2018		GJBDEB-3257	BWA - BPay Mtnce Fee	\$15.00
2/07/2018		GJBDEB-3258	BWA - Over the Counter Service Fee	\$37.00
2/07/2018		GJBDEB-3259	BWA - BPay Transaction Fee	\$109.60
2/07/2018		GJBDEB-3260	BWA - Mtnce Fee Ex 117-005816-7	\$20.00
2/07/2018		GJBDEB-3261	BWA - OBB Record Fee	\$7.45
2/07/2018		GJBDEB-3262	ANZ Merchant Trans Fees - June 2018	\$204.52
3/07/2018		GJBDEB-3263	CBA - Merchant Fees Jun 2018 - Visitor Ctr	\$57.28
3/07/2018		GJBDEB-3264	CBA - Merchant Fees Jun 2018 - Jurien Admin	\$112.88
4/07/2018		GJBDEB-3267	M/Card - Training Accom - Quest West Perth	\$422.68
4/07/2018		GJBDEB-3268	M/Card - Annual Card Fee	\$39.00
4/07/2018		GJBDEB-3269	M/Card - Training Accom - Peninsula Riverside	\$265.00
4/07/2018		GJBDEB-3270	M/Card - Parking - Perth Training	\$17.00
4/07/2018		GJBDEB-3271	M/Card - Windows 10 Pro purchase	\$339.00
4/07/2018		GJBDEB-3272	M/Card - Windows 10 Pro purchase	\$339.00
4/07/2018		GJBDEB-3273	M/Card - Conference Accom - Mont Clare	\$680.00
4/07/2018		GJBDEB-3274	M/Card - Conference Accom - Airbnb	\$166.98
4/07/2018		GJBDEB-3275	M/Card - Pop up Power Points for Chambers	\$827.55
4/07/2018		GJBDEB-3276	M/Card - SAI Global Australian Standards	\$582.32
12/07/2018		GJBDEB-3265	Salary Packaging	\$2,607.88
12/07/2018		GJBDEB-3266	Click Super	\$18,748.64
16/07/2018		GJBDEB-3277	SecurePay Transaction Fees June 18 - ZDN00	\$5.76
23/07/2018		GJBDEB-3278	WA Treasury Corp - GUAR FEE 300618	\$1,614.29
24/07/2018		GJBDEB-3280	Aust Post Commission - June 2018	\$31.04
24/07/2018		GJBDEB-3281	BookEasy Commission - June 18 + Refund	\$4.27
25/07/2018		GJBDEB-3282	ERV Lease 16 of 48 - July 2018	\$1,569.99
26/07/2018		GJBDEB-3283	Salary Packaging	\$2,607.88
26/07/2018		GJBDEB-3284	SuperChoice	\$19,483.20
				<b>\$62,502.88</b>

**ELECTRONIC FUNDS TRANSFER**

<b>DATE</b>	<b>EFT #</b>	<b>PAYEE</b>	<b>INVOICE DETAILS</b>	<b>AMOUNT</b>
12/07/2018	260	PAYROLL	PAYROLL	\$101,931.22
<b>12/07/2018</b>	<b>260</b>			<b>\$101,931.22</b>
13/07/2018	261/908	Akitsu Pty Ltd	Merchandise for Visitor Centre	\$689.70
13/07/2018	261/908	AMPAC Debt Recovery (WA) Pty Ltd	Legal Expenses - 25/6-29-6/18	\$222.48
13/07/2018	261/908	Australia Post	Postage - June 18	\$3.00
13/07/2018	261/908	Australia Post	Postage - June 18	\$385.62
13/07/2018	261/908	Avdata Australia	Jurien Airport Flight Data June 18	\$199.10
13/07/2018	261/908	Comen Limited T/as Jurien Boatlifters	Fuel - Cervantes BFB Vehicles - 22.32 lts	\$36.38
13/07/2018	261/908	Dandaragan Mechanical Services	TMN70ZZ Battery - PTH015	\$751.50
13/07/2018	261/908	Family Affair Cafe	Refreshments - Council Meeting	\$54.00
13/07/2018	261/908	Family Affair Cafe	Morning tea - Manual Handling Training	\$112.00
13/07/2018	261/908	Fuel Distributors of WA Pty Ltd	Diesel - Jurien Depot	\$7,052.80
13/07/2018	261/908	Inspirational Community Arts Network	Tronox Grant 2018	\$275.00
13/07/2018	261/908	Jurien Bay CRC	Shire Matters - Cray Tales 321	\$335.00
13/07/2018	261/908	Jurien Bay Newsagency	Newspapers June 2018	\$47.30
13/07/2018	261/908	Jurien Home Timber & Hardware	Washers, Nuts & Bolts, raw pine	\$8.40
13/07/2018	261/908	Jurien Home Timber & Hardware	Rheem Hot Water Element	\$85.00
13/07/2018	261/908	Jurien Home Timber & Hardware	Rheem Hot Water Element	\$85.00
13/07/2018	261/908	Jurien Signs	DBAC Signage Sandy Cape	\$160.00
13/07/2018	261/908	Jurien Signs	Cliff Risk Area - Signage	\$456.00
13/07/2018	261/908	Jurien Signs	Reflective Signs	\$274.00
13/07/2018	261/908	Kaye McGlew (Cr)	Travel Exp Claimed 5/4-29/06/18	\$1,629.42
13/07/2018	261/908	LGIS Risk Management	RRC programme 2nd instalment 2017/18	\$7,342.50
13/07/2018	261/908	Ricoh Finance	Copier lease 29/07-28/08/18	\$1,512.30
13/07/2018	261/908	The Workwear Group Pty Ltd	Staff Uniforms	\$217.80
13/07/2018	261/908	Waterlogic Australia Pty Ltd	Lease W/filters Civic Centre 07/18	\$678.70
13/07/2018	261/908	Waterlogic Australia Pty Ltd	Lease W/Filters JB Admin 07/18	\$286.00
13/07/2018	261/908	Waterlogic Australia Pty Ltd	Lease W/Filters JB Depot 07/18	\$591.80
13/07/2018	261/908	Wattleup Tractors	Blade Kit	\$617.10
13/07/2018	261/908	Westcoast Painting Contractors	Exterior Painting	\$6,930.00
13/07/2018	261/908	Courier Australia	Freight - Dandy Library	\$38.54
13/07/2018	261/908	Courier Australia	Freight - Cerv Library	\$31.06
13/07/2018	261/908	Courier Australia	Freight - Jurien Admin	\$10.49
13/07/2018	261/908	Courier Australia	Freight - Jurien Depot	\$10.49
13/07/2018	261/908	Courier Australia	Freight - Dandy Depot	\$26.58
13/07/2018	261/908	Courier Australia	Freight - Water Sampling	\$10.44
13/07/2018	261/908	Mid Coast Contracting	Replace Lights - JB Jetty	\$5,411.45
13/07/2018	261/908	Avon Waste	Rubbish Collection 05/03/18-16/03/18	\$283.08
13/07/2018	261/908	Avon Waste	Recycling 05/03/18-16/03/18	\$188.72
13/07/2018	261/908	Avon Waste	Street Bins 05/03/18-16/03/18	\$16.68
13/07/2018	261/908	Avon Waste	Service Jetty Bins 5/3-16/3/18	\$1.44
13/07/2018	261/908	Avon Waste	Recycling Processing Charges 5/3-16/3/18	\$23.25
13/07/2018	261/908	Avon Waste	Skip bins Cervantes Waste 5/3-16/3/18	\$40.04
13/07/2018	261/908	Avon Waste	Badgingarra Waste Frontlift bins 5/3-16/3/18	\$31.68
13/07/2018	261/908	Avon Waste	Sandy Cape Frontlift bins 5/3-16/3/18	\$35.00
13/07/2018	261/908	Avon Waste	Fish Cleaning Bins 5/3-16/3/18	\$16.08
13/07/2018	261/908	Avon Waste	Additional Street Bins 5/3-16/3/18	\$8.64
13/07/2018	261/908	Avon Waste	Rubbish Collection 19/03/18-30/30/18	\$283.08
13/07/2018	261/908	Avon Waste	Recycling 19/03/18-30/30/18	\$188.72
13/07/2018	261/908	Avon Waste	Street Bins 19/03/18-30/30/18	\$16.68
13/07/2018	261/908	Avon Waste	Service Jetty Bins 19/03/18-30/30/18	\$1.44
13/07/2018	261/908	Avon Waste	Recycling Processing Charges 19/3-30/3/18	\$22.70
13/07/2018	261/908	Avon Waste	Skip bins Cervantes Waste 19/3-30/3/18	\$40.04
13/07/2018	261/908	Avon Waste	Badgingarra Waste Frontlift bins 19/3-30/3/18	\$31.68
13/07/2018	261/908	Avon Waste	Sandy Cape Frontlift bins 19/3-30/3/18	\$35.00
13/07/2018	261/908	Avon Waste	Fish Cleaning Bins 19/3-30/3/18	\$16.08
13/07/2018	261/908	Avon Waste	Additional Street Bins 19/3-30/3/18	\$8.64
13/07/2018	261/908	Avon Waste	Rubbish Collection 2/4 - 13/4/18	\$283.08
13/07/2018	261/908	Avon Waste	Add Sandy Cape Frontlift bins 2/4 - 13/4/18	\$52.50
13/07/2018	261/908	Avon Waste	Recycling 2/4 - 13/4/18	\$188.72
13/07/2018	261/908	Avon Waste	Additional Weekly Recycle 2/4 - 13/4/18	\$203.12

13/07/2018	261/908	Avon Waste	Street Bins 2/4 - 13/4/18	\$16.68
13/07/2018	261/908	Avon Waste	Service Jetty Bins 2/4 - 13/4/18	\$1.44
13/07/2018	261/908	Avon Waste	Recycling Processing Charges 2/4 - 13/4/18	\$28.06
13/07/2018	261/908	Avon Waste	Skip bins Cervantes Waste 2/4 - 13/4/18	\$60.06
13/07/2018	261/908	Avon Waste	Badgingarra Waste Frontlift bins 2/4 - 13/4/18	\$31.68
13/07/2018	261/908	Avon Waste	Sandy Cape Frontlift bins 2/4 - 13/4/18	\$35.00
13/07/2018	261/908	Avon Waste	Fish Cleaning Bins 2/4 - 13/4/18	\$16.08
13/07/2018	261/908	Avon Waste	Jurien Oval Frontlift Bins 2/4 - 13/4/18	\$45.00
13/07/2018	261/908	Avon Waste	Jurien Info Bay Skip Bins 2/4 - 13/4/18	\$23.34
13/07/2018	261/908	Avon Waste	Additional Street Bins 2/4 - 13/4/18	\$8.64
13/07/2018	261/908	Avon Waste	Sandy Cape Frontlift 9m3 2/4 - 13/4/18	\$10.56
13/07/2018	261/908	Avon Waste	Rubbish Collection 16/4-27/4/18	\$283.80
13/07/2018	261/908	Avon Waste	Recycling 16/4-27/4/18	\$189.20
13/07/2018	261/908	Avon Waste	Additional Weekly Recycle 16/4-27/4/18	\$195.43
13/07/2018	261/908	Avon Waste	Street Bins 16/4-27/4/18	\$16.68
13/07/2018	261/908	Avon Waste	Service Jetty Bins 16/4-27/4/18	\$1.44
13/07/2018	261/908	Avon Waste	Recycling Processing Charges 16/4-27/4/18	\$30.24
13/07/2018	261/908	Avon Waste	Skip bins Cervantes Waste 16/4-27/4/18	\$40.04
13/07/2018	261/908	Avon Waste	Badgingarra Waste Frontlift bins 16/4-27/4/18	\$31.68
13/07/2018	261/908	Avon Waste	Anzac Day Street Bins 16/4-27/4/18	\$8.64
13/07/2018	261/908	Avon Waste	Sandy Cape Frontlift bins 16/4-27/4/18	\$35.00
13/07/2018	261/908	Avon Waste	Fish Cleaning Bins 16/4-27/4/18	\$16.08
13/07/2018	261/908	Avon Waste	Jurien Oval Frontlift Bins 16/4-27/4/18	\$30.00
13/07/2018	261/908	Avon Waste	Cervantes Info Bay 16/4-27/4/18	\$2.50
13/07/2018	261/908	Avon Waste	Additional Street Bins 16/4-27/4/18	\$8.64
13/07/2018	261/908	Avon Waste	Jurien Info Bay Skip Bins 16/4-27/4/18	\$15.56
13/07/2018	261/908	Avon Waste	Jurien Info Bay Skip Bins 16/4-27/4/18	\$7.78
13/07/2018	261/908	Avon Waste	Rubbish Collection 30/4-11/5/18	\$283.80
13/07/2018	261/908	Avon Waste	Recycling 30/4-11/5/18	\$189.20
13/07/2018	261/908	Avon Waste	Additional Weekly Recycle 30/4-11/5/18	\$195.43
13/07/2018	261/908	Avon Waste	Sandy Cape Frontlift bins 30/4-11/5/18	\$21.12
13/07/2018	261/908	Avon Waste	Street Bins 30/4-11/5/18	\$16.68
13/07/2018	261/908	Avon Waste	Cervantes Rec Ground 30/4-11/5/18	\$15.56
13/07/2018	261/908	Avon Waste	Service Jetty Bins 30/4-11/5/18	\$1.44
13/07/2018	261/908	Avon Waste	Recycling Processing Charges 30/4-11/5/18	\$19.42
13/07/2018	261/908	Avon Waste	Skip bins Cervantes Waste 30/4-11/5/18	\$20.02
13/07/2018	261/908	Avon Waste	Badgingarra Waste Frontlift bins 30/4-11/5/18	\$31.68
13/07/2018	261/908	Avon Waste	Sandy Cape Frontlift bins 30/4-11/5/18	\$35.00
13/07/2018	261/908	Avon Waste	Fish Cleaning Bins 30/4-11/5/18	\$16.08
13/07/2018	261/908	Avon Waste	Jurien Oval Frontlift Bins 30/4-11/5/18	\$30.00
13/07/2018	261/908	Avon Waste	Rubbish Collection 14/5-25/5/18	\$283.80
13/07/2018	261/908	Avon Waste	Recycling 14/5-25/5/18	\$189.20
13/07/2018	261/908	Avon Waste	Additional Weekly Recycle 14/5-25/5/18	\$195.43
13/07/2018	261/908	Avon Waste	Street Bins 14/5-25/5/18	\$16.68
13/07/2018	261/908	Avon Waste	Service Jetty Bins 14/5-25/5/18	\$1.44
13/07/2018	261/908	Avon Waste	Recycling Processing Charges 14/5-25/5/18	\$23.53
13/07/2018	261/908	Avon Waste	Skip bins Cervantes Waste 14/5-25/5/18	\$40.04
13/07/2018	261/908	Avon Waste	Badgingarra Waste Frontlife bins 14/5-25/5/18	\$31.68
13/07/2018	261/908	Avon Waste	Sandy Cape Frontlift bins 14/5-25/5/18	\$35.00
13/07/2018	261/908	Avon Waste	Fish Cleaning Bins 14/5-25/5/18	\$16.08
13/07/2018	261/908	Avon Waste	Jurien Info Bay Skip Bin 28/5-8/6/18	\$7.78
13/07/2018	261/908	Avon Waste	Rubbish Collection 28/5-8/6/18	\$283.80
13/07/2018	261/908	Avon Waste	Recycling 28/5-8/6/18	\$189.20
13/07/2018	261/908	Avon Waste	Additional Weekly Recycle 28/5-8/6/18	\$195.43
13/07/2018	261/908	Avon Waste	Street Bins 28/5-8/6/18	\$16.68
13/07/2018	261/908	Avon Waste	Service Jetty Bins 28/5-8/6/18	\$1.44
13/07/2018	261/908	Avon Waste	Recycling Processing Charges 28/5-8/6/18	\$21.36
13/07/2018	261/908	Avon Waste	Skip bins Cervantes Waste 28/5-8/6/18	\$20.02
13/07/2018	261/908	Avon Waste	Badgingarra Waste Frontlift bins 28/5-8/6/18	\$31.68
13/07/2018	261/908	Avon Waste	Sandy Cape Frontlift bins 28/5-8/6/18	\$35.00
13/07/2018	261/908	Avon Waste	Fish Cleaning Bins 28/5-8/6/18	\$16.08
13/07/2018	261/908	Avon Waste	Jurien Oval Frontlift Bin 28/5-8/6/18	\$7.78
13/07/2018	261/908	Avon Waste	Rubbish Collection 11/6-22/6/18	\$4,966.50

13/07/2018	261/908	Avon Waste	Recycling 11/6-22/6/18	\$3,713.05
13/07/2018	261/908	Avon Waste	Street Bins 11/6-22/6/18	\$291.90
13/07/2018	261/908	Avon Waste	Additional Street Bins 11/6-22/6/18	\$144.90
13/07/2018	261/908	Avon Waste	Service Jetty Bins 11/6-22/6/18	\$27.44
13/07/2018	261/908	Avon Waste	Recycling Processing Charges 11/6-22/6/18	\$410.13
13/07/2018	261/908	Avon Waste	Skip bins Cervantes Waste 11/6-22/6/18	\$760.04
13/07/2018	261/908	Avon Waste	Badgingarra Waste Frontlift bins 11/6-22/6/18	\$601.68
13/07/2018	261/908	Avon Waste	Sandy Cape Frontlift bins 11/6-22/6/18	\$665.00
13/07/2018	261/908	Avon Waste	Fish Cleaning Bins 11/6-22/6/18	\$304.08
13/07/2018	261/908	Avon Waste	Cervantes Rec Ground Skip Bins 11/6-22/6/18	\$147.78
13/07/2018	261/908	AV Truck Services Pty Ltd	Air dryer spin PTH014	\$38.34
13/07/2018	261/908	AV Truck Services Pty Ltd	Air dryer spin PTH015	\$38.33
13/07/2018	261/908	Boc Gases	Container Service 29/05/18-27/06/18	\$81.82
13/07/2018	261/908	Boya Equipment	Fuel cap assy PTC017	\$29.80
13/07/2018	261/908	Moora Toyota	2018 Toyota Prado - DN000 - PLV257	\$21,314.31
13/07/2018	261/908	Moora Toyota	On Road Costs	\$429.00
13/07/2018	261/908	Bulkbags Australia	Bulk bags top open flat bottom	\$396.00
13/07/2018	261/908	Dandaragan CRC	Manual Handling N/C training 13/6/18	\$394.00
13/07/2018	261/908	Courier Australia	Dandy Library Freight	\$38.54
13/07/2018	261/908	Courier Australia	Jurien Library Freight	\$34.80
13/07/2018	261/908	Courier Australia	Jurien Depot Freight	\$10.73
13/07/2018	261/908	Cervantes Hardware and Marine	Crommelins engine mount PSP005	\$154.00
13/07/2018	261/908	Cervantes Hardware and Marine	Flat washers, galv cup head b+n	\$6.49
13/07/2018	261/908	Cervantes Hardware and Marine	Oil & fuel filters PTC017	\$24.20
13/07/2018	261/908	Cervantes Hardware and Marine	Fuchs high temp bearing grease	\$224.40
13/07/2018	261/908	Derricks Auto-Ag & Hardware Plus	Narva globes PTH014	\$85.50
13/07/2018	261/908	Derricks Auto-Ag & Hardware Plus	Narva globes PTH015	\$85.50
13/07/2018	261/908	Jurien Bay Liquor Store	Farewell for Hayden	\$102.98
13/07/2018	261/908	Jurien Bayview Realty	Staff Housing 22/7/18-04/8/18	\$600.00
13/07/2018	261/908	Jurien Hardware - Thrifty Link	Gas refill 9kg	\$33.25
13/07/2018	261/908	Jurien Hardware - Thrifty Link	Gal screws	\$9.50
13/07/2018	261/908	Jurien Hardware - Thrifty Link	Butt hinges & eye bolt & nuts	\$46.55
13/07/2018	261/908	Jurien Hardware - Thrifty Link	Plants	\$100.00
13/07/2018	261/908	Jurien Hardware - Thrifty Link	Cut off wheel inox	\$9.52
13/07/2018	261/908	Jurien Hardware - Thrifty Link	PVC pipe & general purpose cement	\$36.59
13/07/2018	261/908	Jurien Hardware - Thrifty Link	Nipples & elbows	\$11.41
13/07/2018	261/908	Jurien Hardware - Thrifty Link	Tank outlet-male barb-pvc solv-union-valves-pd	\$79.08
13/07/2018	261/908	Jurien Hardware - Thrifty Link	Anka foot valve	\$71.25
13/07/2018	261/908	Jurien Hardware - Thrifty Link	Heat gun, hose clamps	\$44.66
13/07/2018	261/908	Jurien Hardware - Thrifty Link	Tree tie	\$4.70
13/07/2018	261/908	Jurien Hardware - Thrifty Link	Ant killa gran	\$9.50
13/07/2018	261/908	Jurien Home Timber & Hardware	Anchor mas screw galv	\$14.72
13/07/2018	261/908	Jurien Home Timber & Hardware	CCA pine	\$28.95
13/07/2018	261/908	Jurien Home Timber & Hardware	Stihl fan housing outer	\$52.50
13/07/2018	261/908	Jurien Signs	Staff Uniforms & embroidery	\$355.80
13/07/2018	261/908	Jurien Signs	Directional chevron sign Cadiz Street	\$99.00
13/07/2018	261/908	Lowman Engineering	Welding consumables	\$55.00
13/07/2018	261/908	Lowman Engineering	Supply nuts & washers PSP022	\$77.00
13/07/2018	261/908	Mid Coast Contracting	Repl floating stack sub bore pump JB Oval	\$3,121.80
13/07/2018	261/908	RDI Transport	Cement slabs	\$34.80
13/07/2018	261/908	Ray White Jurien Bay	Staff Housing 20/07/18-02/08/18	\$670.00
13/07/2018	261/908	Seton Australia	SDS Binders with user guide	\$118.80
13/07/2018	261/908	StrataGreen	BioTek Coir Mesh & gripper pins	\$901.85
13/07/2018	261/908	The Workwear Group Pty Ltd	Staff Uniforms	\$59.40
13/07/2018	261/908	Vari-Skilled	Weld Park	\$338.32
13/07/2018	261/908	Vari-Skilled	Catalonia St reserve	\$208.59
13/07/2018	261/908	Vari-Skilled	Mowing Contract June18 - Jurien Admin Ctr	\$764.81
13/07/2018	261/908	Vari-Skilled	Memorial Park	\$182.81
13/07/2018	261/908	Vari-Skilled	Bauldin Park	\$255.22
13/07/2018	261/908	Vari-Skilled	Cervantes Rec ground	\$438.10
13/07/2018	261/908	Vari-Skilled	Cervantes Rec ground car park	\$101.56
13/07/2018	261/908	Vari-Skilled	Jurien CRC	\$152.96
13/07/2018	261/908	Vari-Skilled	Cervantes Rec ground surrounds	\$744.09
13/07/2018	261/908	Vari-Skilled	Dobbyn Park	\$568.10

13/07/2018	261/908	Vari-Skilled	Ronsard Park	\$98.87
13/07/2018	261/908	Vari-Skilled	Eric Collinson	\$255.56
13/07/2018	261/908	Vari-Skilled	Fauntleroy Park	\$217.06
13/07/2018	261/908	Vari-Skilled	Weston St Reserve	\$91.40
13/07/2018	261/908	Vari-Skilled	JCC Oval & Surrounds	\$280.85
13/07/2018	261/908	Vari-Skilled	Civic Ctr Precinct	\$618.69
13/07/2018	261/908	Vari-Skilled	Jurien Town Hall	\$63.42
13/07/2018	261/908	Vari-Skilled	JB Police Station	\$102.59
13/07/2018	261/908	Vari-Skilled	Passamani Park	\$280.74
13/07/2018	261/908	Vari-Skilled	Cervantes CBD	\$101.56
13/07/2018	261/908	Vari-Skilled	Pioneer Park	\$624.91
13/07/2018	261/908	Vari-Skilled	Pacman Park	\$280.66
13/07/2018	261/908	Vari-Skilled	5A Park Middleton Bvd	\$421.41
13/07/2018	261/908	Vari-Skilled	R E Snook Park	\$280.66
13/07/2018	261/908	Vari-Skilled	Seinor Park	\$146.69
13/07/2018	261/908	Vari-Skilled	Mowing Contract June 18 Catalonia St Rsv	\$208.59
13/07/2018	261/908	Vari-Skilled	Memorial Park	\$182.81
13/07/2018	261/908	Vari-Skilled	Cervantes Rec ground	\$438.10
13/07/2018	261/908	Vari-Skilled	Cervantes Rec ground car park	\$101.56
13/07/2018	261/908	Vari-Skilled	Cervantes Rec ground surrounds	\$744.09
13/07/2018	261/908	Vari-Skilled	Ronsard Park	\$98.87
13/07/2018	261/908	Vari-Skilled	Weston St Reserve	\$91.40
13/07/2018	261/908	Vari-Skilled	Cervantes CBD	\$101.56
13/07/2018	261/908	Vari-Skilled	Weld Park	\$338.32
13/07/2018	261/908	Vari-Skilled	Mowing Contract Ex Cut June 18 Bauldin Park	\$255.22
13/07/2018	261/908	Vari-Skilled	Jurien CRC	\$152.96
13/07/2018	261/908	Vari-Skilled	Dobbyn Park	\$568.10
13/07/2018	261/908	Vari-Skilled	Eric Collinson	\$255.56
13/07/2018	261/908	Vari-Skilled	Fauntleroy Park	\$217.06
13/07/2018	261/908	Vari-Skilled	Jurien Town Hall	\$63.42
13/07/2018	261/908	Vari-Skilled	Passamani Park	\$280.74
13/07/2018	261/908	Vari-Skilled	Pioneer Park	\$624.91
13/07/2018	261/908	Vari-Skilled	Pacman Park	\$280.66
13/07/2018	261/908	Vari-Skilled	5A Park Middleton Bvd	\$421.41
13/07/2018	261/908	Vari-Skilled	R E Snook Park	\$280.66
13/07/2018	261/908	Vari-Skilled	Seinor Park	\$146.69
13/07/2018	261/908	Visimax	Protective Clothing	\$242.40
13/07/2018	261/908	Woodlands Distributors & Agencies	NPK Blue bags-Response bulk-Nutri Fusion	\$2,004.42
13/07/2018	261/908	Woodlands Distributors & Agencies	NPK Blue bags-Response bulk-Nutri Fusion	\$2,004.42
13/07/2018	261/908	Woodlands Distributors & Agencies	NPK Blue bags-Response bulk-Nutri Fusion	\$250.56
13/07/2018	261/908	Woodlands Distributors & Agencies	NPK Blue bags-Response bulk-Nutri Fusion	\$250.55
13/07/2018	261/908	Woodlands Distributors & Agencies	NPK Blue bags-Response bulk-Nutri Fusion	\$250.55
13/07/2018	261/908	Woodlands Distributors & Agencies	NPK Blue bags-Response bulk-Nutri Fusion	\$250.55
13/07/2018	261/908	Allcom Communications	Vertex remote speaker microphones	\$715.00
13/07/2018	261/908	Depart of Water Enviromental	Controlled Waste tracking 15/06-28/06/18	\$704.00
13/07/2018	261/908	Fuel Distributors of WA Pty Ltd	Dandy Depot Diesel	\$8,204.45
13/07/2018	261/908	Landgate	Land Enquiries	\$25.30
13/07/2018	261/908	Landgate	GRVs 05/05/18-01/06/18	\$124.77
13/07/2018	261/908	Landgate	Mining Tenements 04/05/18-07/06/18	\$38.35
13/07/2018	261/908	Moora Rural Supplies	Roundup ultra max	\$1,463.00
13/07/2018	261/908	Moora Rural Supplies	Roundup ultra max	\$1,463.00
13/07/2018	261/908	Moora Rural Supplies	Roundup ultra max	\$1,463.00
13/07/2018	261/908	Moora Rural Supplies	Roundup ultra max	\$1,463.00
13/07/2018	261/908	Moora Rural Supplies	Roundup ultra max	\$1,463.00
13/07/2018	261/908	The Paper Company Of Australia	A4 white copy paper	\$1,584.00
13/07/2018	261/908	The Workwear Group Pty Ltd	Staff Uniforms	\$84.15
13/07/2018	261/908	The Workwear Group Pty Ltd	Staff Uniforms	\$59.40
13/07/2018	261/908	Bridged Group Pty Ltd	Virus Recovery	\$3,753.75
13/07/2018	261/908	Admiral Mechanical Services Pty Ltd	Repairs to Air Conditioners	\$12,387.65
13/07/2018	261/908	Admiral Mechanical Services Pty Ltd	Air Conditioner Repairs	\$627.00
<b>13/07/2018</b>	<b>261/908</b>			<b>\$138,832.31</b>
19/07/2018	262/909	AMPAC Debt Recovery (WA) Pty Ltd	Commissions & costs July 2018	\$275.00
19/07/2018	262/909	Coastal Garden Services	Install bore at Jurien Bay Depot	\$1,089.00
19/07/2018	262/909	Coastal Garden Services	Install bore at Jurien Bay Oval	\$1,089.00

19/07/2018	262/909	BookEasy Pty Ltd	Monthly fee June 2018	\$330.00
19/07/2018	262/909	The Britex Group	Ablution trough CCC renewal project	\$1,166.00
19/07/2018	262/909	Comen Limited T/as Jurien Boatlifters	Lift out, launch and hard standing of pontoon	\$2,952.00
19/07/2018	262/909	Dandaragan CRC	Dandaragan Depot cleaning 25/5/18-20/6/18	\$507.94
19/07/2018	262/909	Dandaragan CRC	Pioneer Park cleaning 25/5/18-20/6/18	\$112.22
19/07/2018	262/909	Dandaragan CRC	Dandaragan Depot cleaning 25/5/18-20/6/18	\$43.71
19/07/2018	262/909	Dandaragan CRC	Pioneer Park cleaning 25/5/18-20/6/18	\$97.16
19/07/2018	262/909	Department of Transport	Jurien Bay Fish Cleaning Stn Usage 20/04/18-3	\$227.43
19/07/2018	262/909	Desert Run Pty Ltd	Excavator Hire Cerv Foreshore Amenities	\$550.00
19/07/2018	262/909	Elite Builders Jurien Bay	Install ceiling & wall batts CCC renewal proj.	\$6,064.85
19/07/2018	262/909	Family Affair Cafe	Catering training Intro Structural Fire Fighting	\$80.00
19/07/2018	262/909	Hillmech Pty Ltd	Service & repairs PCL007	\$506.00
19/07/2018	262/909	IQ Merchandising	TQVC merchandise	\$735.35
19/07/2018	262/909	Jurien Bay Liquor Store	EOFY Function Jurien Depot	\$49.99
19/07/2018	262/909	Jurien Hardware - Thrifty Link	Protective Clothing	\$123.50
19/07/2018	262/909	Jurien Hardware - Thrifty Link	Saddle metal, Climogard & poly pipe	\$50.29
19/07/2018	262/909	Jurien Hardware - Thrifty Link	Male barb, poly bush, foot valve, tank outlet	\$92.65
19/07/2018	262/909	Jurien Hardware - Thrifty Link	Male barbs, hose clamps, elbow	\$27.09
19/07/2018	262/909	Jurien Hardware - Thrifty Link	Risers, tee barbs, ratchet clamp, sockets	\$42.51
19/07/2018	262/909	Jurien Hardware - Thrifty Link	PVC tees, tee slips, adaptors, end plugs	\$49.04
19/07/2018	262/909	Jurien Hardware - Thrifty Link	Ball valves	\$57.00
19/07/2018	262/909	Jurien Hardware - Thrifty Link	PVC union, grey sealer, elbows, socket	\$33.06
19/07/2018	262/909	Jurien Hardware - Thrifty Link	Ball valve	\$33.25
19/07/2018	262/909	Jurien Hardware - Thrifty Link	Clear hose, hose clamp, barb	\$38.01
19/07/2018	262/909	Jurien Home Timber & Hardware	Divers to fit HT101	\$67.00
19/07/2018	262/909	Jurien Home Timber & Hardware	Screws HX	\$41.25
19/07/2018	262/909	Jurien Home Timber & Hardware	Brass caps tef tapes brass bushes brass plugs	\$40.50
19/07/2018	262/909	Jurien Home Timber & Hardware	Adhesive fulaprenes	\$87.00
19/07/2018	262/909	Jurien Home Timber & Hardware	Primer bulbs	\$11.90
19/07/2018	262/909	Jurien Signs	Information Bay frames	\$430.00
19/07/2018	262/909	Jurien Tyre & Auto	Jockey wheel & RTX20-BS battery PCR006	\$275.00
19/07/2018	262/909	Leeman Plumbing and Excavation	Install o/door shower/drink fount Thirsty Point	\$1,057.19
19/07/2018	262/909	Mid Coast Contracting	Install RCD switch to power circuit JB Depot	\$244.20
19/07/2018	262/909	Mr. Fothergill's Seeds Pty Ltd	TCQV merchandise	\$132.17
19/07/2018	262/909	Avon Waste	Rubbish Collection 25/06-6/7/18	\$4,966.50
19/07/2018	262/909	Avon Waste	Recycling 25/06-6/7/18	\$3,713.05
19/07/2018	262/909	Avon Waste	Street Bins 25/06-6/7/18	\$291.90
19/07/2018	262/909	Avon Waste	Additional Street Bins 25/06-6/7/18	\$144.90
19/07/2018	262/909	Avon Waste	Service Jetty Bins 25/06-6/7/18	\$27.44
19/07/2018	262/909	Avon Waste	Recycling Processing Charges 25/06-6/7/18	\$386.06
19/07/2018	262/909	Avon Waste	Skip bins Cervantes Waste 25/06-6/7/18	\$20.02
19/07/2018	262/909	Avon Waste	Badgingarra Waste Frontlift bins 25/06-6/7/18	\$601.68
19/07/2018	262/909	Avon Waste	Sandy Cape Frontlift bins 25/06-6/7/18	\$665.00
19/07/2018	262/909	Avon Waste	Fish Cleaning Bins 25/06-6/7/18	\$304.08
19/07/2018	262/909	RDI Transport	Pallet delivery JB Depot - Sandy Cape	\$77.00
19/07/2018	262/909	RDI Transport	Pallet Freight copy paper to JB Depot	\$108.90
19/07/2018	262/909	Redgum Reports Inc	Advertising - Northern Growth Alliance	\$197.00
19/07/2018	262/909	CA & SA Frost	Refund Overpayment RRN	\$120.00
19/07/2018	262/909	SARI ASIA PTY LTD	TCVC merchandise	\$780.23
19/07/2018	262/909	Shadbolt Electrical	Repairs to faulty BBQ light Dobbyn Pk	\$262.24
19/07/2018	262/909	Vanguard Press	TCVC 160 brochure display	\$195.00
19/07/2018	262/909	The Workwear Group Pty Ltd	Staff Uniforms	\$438.90
19/07/2018	262/909	Westrac Equipment	Switch AS-WI, spring, kit-air vlv, filter	\$655.60
19/07/2018	262/909	Woodlands Distributors & Agencies	Flexible bollards with reflective 3M decal	\$2,566.30
19/07/2018	262/909	Courier Australia	Freight - Jurien Depot	\$21.46
19/07/2018	262/909	Courier Australia	Freight - FESA	\$11.17
19/07/2018	262/909	Green Head Plumbing & Gas	Progress Inv - Plumbing CCC	\$16,008.17
19/07/2018	262/909	Insight Call Centre Services	After hours calls June 2018	\$92.24
19/07/2018	262/909	J & R Carter's Fine Furniture	50% deposit - Manufacture Cabinetry	\$18,432.15
19/07/2018	262/909	J & R Carter's Fine Furniture	Man & Install Toilet & Shower Cubicles	\$10,609.50
19/07/2018	262/909	Jurien Hardware - Thrifty Link	PVC Pipe	\$85.50
19/07/2018	262/909	Jurien Hardware - Thrifty Link	Heavy Duty Timer	\$20.90
19/07/2018	262/909	Jurien Hardware - Thrifty Link	Antex Insecticide, Ant Granules	\$92.16
19/07/2018	262/909	Jurien Home Timber & Hardware	WK R/G H/FIN Char 1lt	\$71.00

19/07/2018	262/909	Jurien Home Timber & Hardware	Rotary Hammer, Drill Bits	\$310.95
19/07/2018	262/909	Jurien Home Timber & Hardware	Anchor Mas Scw Gal M8x60 PC	\$14.72
19/07/2018	262/909	Jurien Signs	4 X Rural Road Numbers	\$120.00
19/07/2018	262/909	Jurien Signs	1 x Caution Sign	\$94.00
19/07/2018	262/909	Jurien Tyre & Auto	Fan Belt	\$17.30
19/07/2018	262/909	Jurien Tyre & Auto	Fleet Gear Oil Mineral 20l	\$168.00
19/07/2018	262/909	Jurien Hardware - Thrifty Link	Gas Refills	\$50.35
19/07/2018	262/909	Jurien Hardware - Thrifty Link	Gas Refills	\$76.00
19/07/2018	262/909	Telstra	WHISPIR SMS Usage July 18	\$442.12
19/07/2018	262/909	WALGA	Governance Service - Membership	\$583.00
19/07/2018	262/909	WALGA	Local Laws Service - Membership	\$676.50
19/07/2018	262/909	WALGA	Employee Relations - Membership	\$5,762.44
19/07/2018	262/909	WALGA	Tax Services - Membership	\$1,925.00
19/07/2018	262/909	WALGA	Association - Membership	\$10,270.01
19/07/2018	262/909	WALGA	Procurement Services - Membership	\$2,750.00
19/07/2018	262/909	WALGA	Councils Connect - Membership	\$8,000.00
19/07/2018	262/909	The Workwear Group Pty Ltd	Staff Uniforms	\$99.00
19/07/2018	262/909	Jurien Bay Ceilings	Progress Pmt - Scissor Lift Hire	\$16,500.00
<b>19/07/2018</b>	<b>262/909</b>			<b>\$128,633.70</b>
26/07/2018	263	PAYROLL	PAYROLL	\$101,157.45
<b>26/07/2018</b>	<b>263</b>			<b>\$101,157.45</b>
30/07/2018	264/910	The Workwear Group Pty Ltd	Staff Uniform - Returned	-\$57.20
30/07/2018	264/910	AMPAC Debt Recovery (WA) Pty Ltd	Legal Expenses - 11/7 to 13/07/18	\$376.70
30/07/2018	264/910	Asphalt in a Bag	Asphalt	\$572.91
30/07/2018	264/910	Asphalt in a Bag	Asphalt	\$572.92
30/07/2018	264/910	Asphalt in a Bag	Asphalt	\$572.92
30/07/2018	264/910	Cervantes Hardware and Marine	Kamba M Herbicide	\$100.00
30/07/2018	264/910	Cervantes Hardware and Marine	Kamba M Herbicide	\$100.00
30/07/2018	264/910	Cervantes Hardware and Marine	Kamba M Herbicide	\$100.00
30/07/2018	264/910	Cervantes Hardware and Marine	Kamba M Herbicide	\$100.00
30/07/2018	264/910	Cervantes Hardware and Marine	Kamba M Herbicide	\$100.00
30/07/2018	264/910	Cervantes Hardware and Marine	Kamba M Herbicide	\$104.00
30/07/2018	264/910	Cervantes Hardware and Marine	Kamba M Herbicide	\$100.00
30/07/2018	264/910	Cervantes Hardware and Marine	Fuel/Oil Filters	\$88.00
30/07/2018	264/910	Cervantes Hardware and Marine	Fuchs Ultralube	\$1,001.00
30/07/2018	264/910	Cervantes Hardware and Marine	Galv Screws, Flat Washers	\$7.04
30/07/2018	264/910	Cervantes Hardware and Marine	Spark Plug, Fuel Filter	\$20.90
30/07/2018	264/910	Cervantes Hardware and Marine	Measuring Cup, respirator disp	\$22.55
30/07/2018	264/910	Cervantes Hardware and Marine	Cable Ties, araldite	\$37.95
30/07/2018	264/910	Cervantes Hardware and Marine	PVC suction hose	\$39.27
30/07/2018	264/910	Cervantes Hardware and Marine	Crescent Security Torx Set	\$23.10
30/07/2018	264/910	Conplant Australia	Cummins Water Pump	\$219.20
30/07/2018	264/910	Covs Parts Pty Ltd	Fuel Filter	\$50.78
30/07/2018	264/910	Derricks Auto-Ag & Hardware Plus	Macnaught Diesel Meter	\$465.00
30/07/2018	264/910	Derricks Auto-Ag & Hardware Plus	Maxus Shoe & Hardware Kit	\$380.00
30/07/2018	264/910	Derricks Auto-Ag & Hardware Plus	Clear Vinyl Tubing	\$21.00
30/07/2018	264/910	Derricks Auto-Ag & Hardware Plus	Gal 45 Deg Elbow, Galv Nipple	\$60.90
30/07/2018	264/910	Derricks Auto-Ag & Hardware Plus	Poly pipe, elbow, joiner, ratchet	\$150.90
30/07/2018	264/910	Derricks Auto-Ag & Hardware Plus	Mulch, pruner, Eromphila, lavendula	\$356.80
30/07/2018	264/910	Elite Electrical Contracting Pty Ltd	50% claim Electrical Work CCRC	\$24,320.14
30/07/2018	264/910	Elite Electrical Contracting Pty Ltd	Check Faulty Heat gun	\$104.50
30/07/2018	264/910	Hillmech Pty Ltd	Mechanical Repairs - PCL007	\$1,100.00
30/07/2018	264/910	Jurien Hardware - Thrifty Link	Protective Clothing	\$475.00
30/07/2018	264/910	Jurien Hardware - Thrifty Link	Protective Clothing	\$50.00
30/07/2018	264/910	Jurien Hardware - Thrifty Link	Black Night Gripmaster	\$6.18
30/07/2018	264/910	Jurien Hardware - Thrifty Link	9kg Gas Refill	\$66.50
30/07/2018	264/910	Jurien Hardware - Thrifty Link	9kg Gas Refill	\$66.50
30/07/2018	264/910	Jurien Hardware - Thrifty Link	Zenith Hang Cell Assorted	\$3.33
30/07/2018	264/910	Jurien Pest Management	Ant Treatment	\$154.00
30/07/2018	264/910	Jurien Signs	Staff Uniforms	\$2,488.20
30/07/2018	264/910	Jurien Signs	Visitor Information Flags	\$740.00
30/07/2018	264/910	Jurien Tyre & Auto	Cable 6mm Twin Core	\$105.00
30/07/2018	264/910	Landmark Operations Limited	Jolt Herbicide, Kens Kensban	\$609.25
30/07/2018	264/910	RBC Rural	Meterplan Charge - July 18	\$1,756.62

30/07/2018	264/910	RedMac Ag Services	Deflector	\$109.60
30/07/2018	264/910	Russ - Hills Contracting	Freight - Dandy Depot	\$122.32
30/07/2018	264/910	Shadbolt Electrical	Supply 2 LED downlights	\$73.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	St John Ambulance Australia	Staff Training - Senior First Aid	\$160.00
30/07/2018	264/910	The Workwear Group Pty Ltd	Staff Uniforms	\$141.35
30/07/2018	264/910	Vanessa Australia	Merchandise - visitors centre	\$375.62
30/07/2018	264/910	Westrac Equipment	Hydraulic Filters	\$162.93
30/07/2018	264/910	Young Motors	50,000km service - PLV245	\$336.03
30/07/2018	264/910	Jurien Bayview Realty	Staff Housing 5/08/18 - 18/08/18	\$600.00
30/07/2018	264/910	Ray White Jurien Bay	Staff Housing - 03/08/18-16/08/18	\$670.00
30/07/2018	264/910	ARA Manufacture Pty Ltd	Motorised roller shutters CCC renewal project	\$16,225.00
30/07/2018	264/910	Fairfax Media Publications Pty Ltd	TCVC Turquoise Coast Directory	\$450.00
30/07/2018	264/910	Shadbolt Electrical	Install submersible motor/pump kit Alta Mare	\$3,651.97
30/07/2018	264/910	Waterman Irrigation Australia	6mth standpipe supp & annual cloud server	\$1,154.45
30/07/2018	264/910	Vanguard Press	TCVC Turquoise Coast Planners	\$12,347.50
30/07/2018	264/910	Jurien Bay CRC	Advertising Craytales issue 323	\$70.00
30/07/2018	264/910	Jurien Bay CRC	Shire Matters Craytales issue 323	\$335.00
30/07/2018	264/910	Dandaragan Store	Meetings & kitchen supplies Dandy Depot	\$52.90
30/07/2018	264/910	Redgum Reports Inc	Annual Advert Fee - Shire Matters 2018/19	\$1,485.00
30/07/2018	264/910	Tourism Council Western Australia	Conference & tour registration	\$625.00
30/07/2018	264/910	Avon Waste	Rubbish Collection 9/7/18-20/7/18	\$4,985.40
30/07/2018	264/910	Avon Waste	Recycling 9/7/18-20/7/18	\$3,727.18
30/07/2018	264/910	Avon Waste	Street Bins 9/7/18-20/7/18	\$291.90
30/07/2018	264/910	Avon Waste	Additional Street Bins 9/7/18-20/7/18	\$144.90
30/07/2018	264/910	Avon Waste	Service Jetty Bins 9/7/18-20/7/18	\$27.44
30/07/2018	264/910	Avon Waste	Recycling Processing Charges 9/7/18-20/7/18	\$395.88
30/07/2018	264/910	Avon Waste	Skip bins Cervantes Waste 9/7/18-20/7/18	\$20.02
30/07/2018	264/910	Avon Waste	Badgingarra Waste Frontlift bins 9/7/18-20/7/18	\$601.68
30/07/2018	264/910	Avon Waste	Sandy Cape Frontlift bins 9/7/18-20/7/18	\$665.00
30/07/2018	264/910	Avon Waste	Fish Cleaning Bins 9/7/18-20/7/18	\$304.08
30/07/2018	264/910	Badgingarra Community Assn	July18 - Partial town maint - Badgingarra	\$3,300.00
30/07/2018	264/910	D Greenwood	Waste Maint. Cont. Badgy Tip July18	\$1,280.00
30/07/2018	264/910	Jurien Bay Liquor Store	Council Meeting July 2018	\$105.94
30/07/2018	264/910	Jurien Bay Liquor Store	Council Meeting July 2018	\$39.98
30/07/2018	264/910	Jurien Hardware - Thrifty Link	D size batteries	\$23.38
30/07/2018	264/910	Jurien Hardware - Thrifty Link	Foot valve-PVC cap-socket-elb-union-bush	\$94.53
30/07/2018	264/910	Jurien Hardware - Thrifty Link	Hose clamps, PVC valve sockets	\$10.46
30/07/2018	264/910	Jurien Hardware - Thrifty Link	Tank outlet-PVC union-socket-valve-bush-red d	\$48.46
30/07/2018	264/910	Jurien Hardware - Thrifty Link	Tree Tie	\$4.70
30/07/2018	264/910	Jurien Hardware - Thrifty Link	Wood garden stakes, tree tie	\$86.76
30/07/2018	264/910	Jurien Home Timber & Hardware	Power board	\$21.25
30/07/2018	264/910	Jurien Home Timber & Hardware	Car alarm A23 battery	\$18.60
30/07/2018	264/910	Jurien Home Timber & Hardware	Iron solder crescent	\$34.50
30/07/2018	264/910	Jurien Home Timber & Hardware	Plastics glue	\$11.25
30/07/2018	264/910	Jurien Tyre & Auto	Pentrite 2.5L	\$44.00
30/07/2018	264/910	L E & S Hotker	Waste Main. Cont. Dandy Tip July18	\$2,304.03
30/07/2018	264/910	Local Gov Professionals Australia WA	2018-2019 Membership	\$531.00
30/07/2018	264/910	Local Gov Professionals Australia WA	Registration 2018 LGSA Conference & Expo	\$1,094.50
30/07/2018	264/910	Robert Walker	Maintenance contract July 2018 - Cadiz St	\$524.00
30/07/2018	264/910	Robert Walker	Maintenance contract July 2018 - Catalonia	\$517.08

30/07/2018	264/910	Robert Walker	Maintenance contract July 2018 - Corunna	\$517.08
30/07/2018	264/910	The Workwear Group Pty Ltd	Staff Uniforms	\$153.59
30/07/2018	264/910	The Workwear Group Pty Ltd	Staff Uniforms	\$95.81
30/07/2018	264/910	WA Hino Sales & Service	200L tank PTL023	\$1,815.00
30/07/2018	264/910	Wayne Gibson (Cr)	Members Travel 17/07/2018	\$343.20
30/07/2018	264/910	Winc Australia Pty Limited	Stationery order July 2018	\$1,082.54
30/07/2018	264/910	Winc Australia Pty Limited	Coffee	\$211.40
<b>30/07/2018</b>	<b>264/910</b>			<b>\$104,596.05</b>
<b>Grand Total</b>				<b>\$575,150.73</b>

2015/2016			2017			2018		
	Units	Cost		Units	Cost		Units	Cost
29/08/15 - 27/10/15	2528	\$770.90						
28/10/15 - 24/12/15	2283	\$698.80	02/11/16 - 04/01/17	1700	\$543.84	31/01/17 - 2/01/18	1858	\$ 652.21
24/12/15 - 26/02/16	2572	\$785.53	29/12/16 - 28/02/17	1720	\$549.93	3/01/18 - 1/03/18	1677	\$ 588.79
27/02/16 - 02/05/16	4380	\$1,318.48	01/03/17 - 03/05/17	3705	\$1,152.51	2/03/18 - 7/05/18	5028	\$ 1,711.07



## Shire of Dandaragan

ABN: 64227602040  
PO Box 676  
JURIEN BAY WA 6516

Ph: (08) 9652 0800  
Fax: (08) 9652 1310

Email: council@dandaragan.wa.gov.au

## Tax Invoice

**To:** Jurien Sport & Recreation Centre  
PO Box 491  
JURIEN BAY WA 6516

Account No. C28690  
Ref No. 7492305  
Invoice No. 29031

Invoice Date 30/06/18  
Due Date 30/07/18

Description	Quantity	Unit Price	Amount Ex GST	GST Amount	Amount
Electricity usage 31/10/17 to 02/01/18 1858 units + supply charges	1	652.21	592.92	59.29	652.21
Electricity usage 03/01/18 to 01/03/18 1677 units + supply charges	1	588.79	535.26	53.53	588.79
Electricity usage 02/03/18 to 07/05/18 5028 units + supply charges	1	1,711.07	1,555.52	155.55	1,711.07
				Total Excl. GST	2,683.70
				Total GST	268.37
				<b>Total Incl. GST</b>	<b>2,952.07</b>

Payment of Amount \$2,952.07 for Invoice No. 29031 is due in 30 Days from the Invoice Date.

### Payment Methods



Make Cheques payable to:  
**Shire of Dandaragan**  
PO Box 676  
JURIEN BAY WA 6516



**POST billpay**

Please present this account  
intact when making payment  
at Jurien Admin Office,  
Dandy CRC or Australia Post

<b>B</b> PAY	<b>Biller Code: 18804</b> <b>Ref: 7492305</b>
<b>Telephone &amp; Internet Banking – BPAY*</b> Contact your bank or financial institution to make this payment from your cheque, savings, debit or transaction account. More info: www.bpay.com.au	



Ph: 1300 766 981  
www.dandaragan.wa.gov.au  
**Ref: 7492305**



\*2683 7492305



# Monthly Statements

for the period ended  
31 July 2018

Rates Setting Statement	3
Statement of Financial Position	4
Income Statement by Department	5
Income Statement by Nature or Type	6
Statement of Changes in Equity	7
Note 2 – Acquisition/Construction of Assets	8
Note 3 – Disposal of Assets	9
Note 4 – Loan Repayment Schedule	10
Note 5 – Net Current Assets	11
Note 6 – Rating Information	12
Note 7 – Cash, Investments & Receivables	13
Note 8 - Reserves-Cash/Investment Backed	14
Note 9 - Trust Funds	15
Note 10 - Restricted Assets	15
Note 11 - Budget Amendments	16
Note 12 - Grants & Contributions	17
Note 13 - Variances	18

**SHIRE OF DANDARAGAN**  
**RATE SETTING STATEMENT by Department**  
**as at 31 July 2018**

Description	Note	Y-T-D		Variance
		Budget 2018/2019	Budget 2018/2019	
<b>OPERATING ACTIVITIES</b>				
<b>Net current assets at start of financial year - surplus/(deficit)</b>		1,833,416	1,832,598	1,832,598
<b>Revenue from operating activities (excluding rates)</b>				
Governance		38,242	879	1,162 132%
General purpose funding		856,370	6,167	8,140 132%
Law, order & public safety		460,783	1,525	5,137 337%
Health		16,565	417	68 16%
Education & welfare		15,000	0	0 100%
Community amenities		1,386,002	10,299	7,959 77%
Recreation and culture		417,523	17,093	17,831 104%
Transport		325,508	42	(9,613)
Economic services		243,316	28,358	28,674 101%
Other property and services		130,877	30,670	231,158 754%
		3,890,186	95,449	290,516
<b>Expenditure from operating activities</b>				
Governance		(571,426)	(26,698)	(24,466) 92%
General purpose funding		(170,998)	(11,616)	(6,213) 53%
Law, order & public safety		(1,340,943)	(46,073)	(39,253) 85%
Health		(331,006)	(24,208)	(16,359) 68%
Education & welfare		(135,880)	(8,679)	(4,387) 51%
Community amenities		(2,142,518)	(87,386)	(78,967) 90%
Recreation and culture		(3,304,953)	(110,082)	(102,041) 93%
Transport		(5,561,874)	(123,485)	(116,983) 95%
Economic services		(664,821)	(47,500)	(38,325) 81%
Other property and services		(345,677)	(5,162)	10,655 -206%
		(14,570,097)	(490,890)	(416,340)
<b>Operating activities excluded from budget</b>				
(Profit)/loss on asset disposals	3	91,010	(25,128)	(224,661)
Movement in accrued interest		0	0	(8,402)
Movement in accrued salaries and wages		0	0	(40,694)
Movement in employee provisions		0	0	(28,054)
Movement in deferred rates		0	0	0
Movement in accrued expenses		0	0	(10,157)
Loss on fair value of asset through profit & loss		0	0	0
Depreciation on assets		6,003,478	13,312	0
<b>Amount attributable to operating activities</b>		(2,752,006)	(11,816)	(311,967)
<b>INVESTING ACTIVITIES</b>				
Non-operating grants, subsidies and contributions	12	1,248,242	0	8,704
Proceeds from disposal of assets	3	624,000	0	437,773
Purchase land and buildings	2	(551,016)	0	0
Purchase furniture and equipment	2	(48,000)	0	0
Purchase plant and equipment	2	(798,649)	0	(57,578)
Purchase infrastructure assets - roads	2	(3,112,328)	0	0
Purchase infrastructure assets - parks & reserves	2	(106,000)	0	0
Purchase infrastructure assets - other	2	(294,500)	0	0
Purchases - Works in Progress (Not Capitalised)	2	0	0	(115,691)
<b>Amount attributable to investing activities</b>		(3,038,252)	0	273,207
<b>FINANCING ACTIVITIES</b>				
Proceeds from new borrowings		0	0	0
Repayment of borrowings	4	(118,788)	0	(8,607)
Payment of self supporting loan to community group		0	0	0
Self-supporting loan principal income	4	54,362	0	8,607
Community group cash advance principal income	4	4,152	0	0
Transfer to reserves	8	(594,857)	0	(7,084)
Transfer from reserves	8	243,213	0	0
<b>Amount attributable to financing activities</b>		(411,918)	0	(7,084)
<b>Budgeted deficiency before general rates</b>		<b>(6,202,176)</b>	<b>(11,816)</b>	<b>1,660,930</b>
<b>Estimated amount to be raised from general rates</b>	<b>6</b>	<b>6,202,176</b>	<b>11,816</b>	<b>(7)</b>
<b>Net current assets at end of financial year - surplus/(deficit)</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1,660,923</b>

This statement is to be read in conjunction with the accompanying notes.

**SHIRE OF DANDARAGAN**  
**STATEMENT OF FINANCIAL POSITION**  
as at 31 July 2018

Description	Note	2018	2019
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	7	6,152,114	6,677,234
Trade and other receivables		1,269,637	385,838
Inventories		35,309	23,094
<b>TOTAL CURRENT ASSETS</b>		<b>7,457,060</b>	<b>7,086,166</b>
<b>NON-CURRENT ASSETS</b>			
Land		3,060,000	2,940,000
Buildings and improvements		30,370,919	30,316,695
Furniture and equipment		871,648	871,648
Plant and equipment		4,354,512	4,373,203
Infrastructure		206,810,302	206,925,993
Trade & other receivables		164,633	156,026
<b>TOTAL NON-CURRENT ASSETS</b>		<b>245,632,014</b>	<b>245,583,565</b>
<b>TOTAL ASSETS</b>		<b>253,089,075</b>	<b>252,669,731</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables		(296,962)	(31,406)
Provisions		(582,983)	(554,929)
Current portion of long term borrowings		(118,788)	(110,180)
<b>TOTAL CURRENT LIABILITIES</b>		<b>(998,733)</b>	<b>(696,516)</b>
<b>NON-CURRENT LIABILITIES</b>			
Provisions		(36,525)	(36,525)
Long term borrowings		(315,747)	(315,747)
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>(352,272)</b>	<b>(352,272)</b>
<b>TOTAL LIABILITIES</b>		<b>(1,351,005)</b>	<b>(1,048,788)</b>
<b>TOTAL NET ASSETS</b>		<b>251,738,070</b>	<b>251,620,943</b>
<b>EQUITY</b>			
Reserves - cash backed	8	(5,386,753)	(5,393,837)
Revaluation surplus		(43,367,167)	(43,367,167)
Retained earnings		(202,984,150)	(202,859,939)
<b>TOTAL EQUITY</b>		<b>251,738,070</b>	<b>251,620,943</b>

This statement is to be read in conjunction with the accompanying notes.

**SHIRE OF DANDARAGAN**  
**STATEMENT OF COMPREHENSIVE INCOME by Department**  
**as at 31 July 2018**

		Y-T-D		
	Note	Budget 2018/2019	Budget 2018/2019	Actual 2018/2019
<b>Revenue</b>		\$	\$	\$
Governance		38,242	879	1,162
General purpose funding		7,058,546	6,167	8,133
Law, order & public safety		460,783	1,525	5,137
Health		16,565	417	68
Education & welfare		15,000	(0)	(0)
Community amenities		1,386,002	10,299	7,959
Recreation and culture		417,523	17,093	17,831
Transport		301,925	42	(9,613)
Economic services		243,316	28,358	28,674
Other property and services		101,465	5,542	5,382
		10,039,367	70,321	64,733
<b>Expenses excluding finance costs</b>				
Governance		(537,455)	(26,698)	(29,324)
General purpose funding		(170,998)	(11,616)	(6,213)
Law, order & public safety		(1,340,943)	(46,073)	(39,253)
Health		(331,006)	(24,208)	(16,359)
Education & welfare		(135,880)	(8,679)	(4,387)
Community amenities		(2,139,032)	(87,386)	(78,967)
Recreation and culture		(3,298,308)	(109,118)	(103,479)
Transport		(5,468,054)	(123,485)	(116,983)
Economic services		(664,821)	(47,500)	(38,325)
Other property and services		(318,200)	(5,162)	10,628
		(14,404,697)	(489,926)	(422,662)
		(4,365,331)	(419,606)	(357,929)
<b>Finance costs</b>				
Governance		(14,674)	(0)	5,973
General purpose funding		(0)	(0)	(0)
Law, order & public safety		(0)	(0)	(0)
Health		(0)	(0)	(0)
Education & welfare		(0)	(0)	(0)
Community amenities		(0)	(0)	(0)
Recreation and culture		(6,645)	(964)	1,438
Transport		(0)	(0)	(0)
Economic services		(0)	(0)	(0)
Other property and services		(75)	(0)	27
		(21,394)	(964)	7,438
<b>Non- operating grants and subsidies</b>				
Governance		(0)	(0)	(0)
General purpose funding		(0)	(0)	(0)
Law, order & public safety		(0)	(0)	(0)
Health		(0)	(0)	(0)
Education & welfare		(0)	(0)	(0)
Community amenities		(0)	(0)	(0)
Recreation and culture		61,345	(0)	8,704
Transport		1,186,897	(0)	(0)
Economic services		(0)	(0)	(0)
Other property and services		(0)	(0)	(0)
		1,248,242	(0)	8,704
<b>Profit / (loss) on asset disposal</b>				
Governance		(19,297)	(0)	(1,115)
General purpose funding		(0)	(0)	(0)
Law, order & public safety		(0)	(0)	(0)
Health		(0)	(0)	(0)
Education & welfare		(0)	(0)	(0)
Community amenities		(3,486)	(0)	(0)
Recreation and culture		(0)	(0)	(0)
Transport		(70,237)	(0)	(0)
Economic services		(0)	(0)	(0)
Other property and services		2,010	25,128	225,776
		(91,010)	25,128	224,661
<b>Net result</b>		<b>(3,229,493)</b>	<b>(395,441)</b>	<b>(117,127)</b>
<b>Other comprehensive income</b>				
Changes on revaluation of non-current assets		(0)	(0)	(0)
<b>Total other comprehensive income</b>		<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Total comprehensive income</b>		<b>(3,229,493)</b>	<b>(395,441)</b>	<b>(117,127)</b>

This statement is to be read in conjunction with the accompanying notes

**SHIRE OF DANDARAGAN**  
**STATEMENT OF COMPREHENSIVE INCOME by Nature or Type**  
as at 31 July 2018

	Note	Budget 2018/2019	Y-T-D Budget 2018/2019	Actual 2018/2019
		\$	\$	\$
<b>Revenue</b>				
Rates	6	6,202,176	(0)	(7)
Operating grants and subsidies		1,055,849	(0)	(0)
Contributions, reimbursements & donations		249,755	4,972	6,149
Fees and charges		2,307,169	50,314	42,973
Interest earnings		109,000	5,417	7,343
Other revenue		115,418	9,618	8,275
		10,039,367	70,321	64,733
<b>Expenses</b>				
Employee costs		(4,088,037)	(269,625)	(241,859)
Materials and contracts		(2,757,624)	(164,800)	(148,313)
Utilities		(488,072)	(38,712)	(30,208)
Insurance		(380,777)	(1,673)	(1,955)
Other expenses		(686,709)	(1,804)	(328)
Depreciation		(6,003,478)	(13,312)	(0)
		(14,404,697)	(489,926)	(422,662)
		(4,365,331)	(419,606)	(357,929)
Borrowing costs expense		(21,394)	(964)	7,438
Non-operating grants & subsidies		1,248,242	(0)	8,704
Profit / (loss) on asset disposal	3	(91,010)	25,128	224,661
<b>Net result</b>		<b>(3,229,493)</b>	<b>(395,441)</b>	<b>(117,127)</b>
<b>Other comprehensive income</b>				
Changes on revaluation of non-current assets		(0)	(0)	(0)
<b>Total other comprehensive income</b>		<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Total comprehensive income</b>		<b>(3,229,493)</b>	<b>(395,441)</b>	<b>(117,127)</b>

This statement is to be read in conjunction with the accompanying notes

**SHIRE OF DANDARAGAN**  
**STATEMENT OF CHANGES IN EQUITY**  
as at 31 July 2018

Note	Retained Surplus \$	Reserves Cash Backed \$	Revaluation Surplus \$	Total Equity \$
<b>Balance as at 30 June 2018</b>	<b>202,984,150</b>	<b>5,386,753</b>	<b>43,367,167</b>	<b>251,738,070</b>
Comprehensive Income				
Net result	(117,127)	0	0	(117,127)
Changes on revaluation of non-current assets	0	0	0	0
<b>Total comprehensive income</b>	<b>(117,127)</b>	<b>0</b>	<b>0</b>	<b>(117,127)</b>
Transfers from/(to) reserves	(7,084)	7,084	0	0
<b>Balance as at as at 31 July 2018</b>	<b>202,859,939</b>	<b>5,393,837</b>	<b>43,367,167</b>	<b>251,620,943</b>

This statement is to be read in conjunction with the accompanying notes.

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 31 July 2018

2. ACQUISITION / CONSTRUCTION OF ASSETS

	Actual Actual 18/19	Total Budget 18/19	Land & Buildings Actual 18/19	Budget 18/19	Plant & Equipment Actual 18/19	Budget 18/19	Furniture & Equipment Actual 18/19	Budget 18/19	Parks & Reserves Actual 18/19	Budget 18/19	Roads Actual 18/19	Budget 18/19	Other Actual 18/19	Budget 18/19
<b>Governance</b>														
Jurien Admin Centre - Create active project room	-	2,000		2,000										
Admin Vehicle	57,578.37	56,649			57,578	56,649								
Jurien Admin Office - Office Layout	-	6,600		6,600										
Jurien Admin Ctre - Aircon Renewal	-	9,090		9,090										
Admin Vehicle	-	48,000				48,000								
<b>Community Amenities</b>														
Dand CRC Drainage Kerb & Carpark trip hazard	-	2,300		2,300										
Corunna Road toilet renovation	-	13,230		13,230										
Cervantes Tip - Roller doors & safe warning monitor	-	27,000		27,000										
Family Resource Centre - Exterior Paint	-	6,270		6,270										
Family Resource Centre - Replace Gutters & downpipes	-	2,980		2,980										
Family Resource Ctr - Playground Shade sails	-	4,000		4,000										
Family Resource Centre - Revised Security Fencing	-	2,100		2,100										
Admin Vehicle	-	37,000				37,000								
<b>Transport</b>														
Dandaraqan Depot Roller Door for Tyre Store	-	4,315		4,315										
Jurien Depot - Security gates to open workshop area	-	14,400		14,400										
Jurien Depot - Lunch Room	-	26,000		26,000										
Coalara Road - Gravel Resheet	-	113,285									113,285			
Marchagee Track - Gravel Resheet	-	110,909									110,909			
Mazza Road - Gravel Resheet	-	110,909									110,909			
Cantabilling Rd - Gravel Resheet	-	82,223									82,223			
Minyulo Road - Gravel Resheet	-	107,968									107,968			
Waddi Road - Gravel Resheet	-	107,968									107,968			
Yeeramullah Rd - Gravel Resheet	-	119,278									119,278			
Banovich Road - Gravel Resheet	-	119,278									119,278			
Cowalla Road - Gravel Resheet	-	126,818									126,818			
Kolburn Rd Drainage - Gravel Resheet	-	109,342									109,342			
Gillingarra Road - Gravel Resheet	13,038.49	222,950								13,038	222,950			
Dandaraqan Road - Regional Road Group	-	322,486									322,486			
Dandaraqan Rd (Final Seal) - Regional Road Group	-	171,000									171,000			
Jurien East Rd (Final Seal) - Regional Road Group	-	165,000									165,000			
Rowes Road - Regional Road Group	-	301,256									301,256			
Jurien East Rd - Regional Road Group	-	150,696									150,696			
Santander Way - Roads to Recovery	-	250,000									250,000			
Cordoba Way - Roads to Recovery	-	150,000									150,000			
Airstrip Rd - Seal	-	100,000									100,000			
Cervantes Community Centre - Carpark	-	80,000												80,000
Tree Box Solution - continuation of seal program	-	30,000									30,000			
Beachridge Swales	-	30,000									30,000			
Turquoise Way - Staged Replacement	-	30,000												30,000
Cervantes Entry Stmt (sth) - Reskin	-	12,000												12,000
Sandy Cape Rd - Gravel Resheet	-	52,500									52,500			
Bashford St (Roberts to Doust) Path	-	70,000												70,000
Bashford St (Hastings to Seaward) Path	-	65,000												65,000
Rowes Road Underpass - (Farmer Funded)	-	88,463									88,463			
Tractor	-	69,000				69,000								
Tractor	-	90,000				90,000								
Truck	-	100,000				100,000								
Truck	-	105,000				105,000								
Loader Bucket	-	21,000				21,000								
Loadrite Scales	-	17,000				17,000								
Loader Bucket	-	10,000				10,000								
Bobcate Bucket	-	4,000				4,000								
<b>Recreation and Culture</b>														
Badgingarra Library Messanine	-	22,370		22,370										
Badgingarra Community Ctr - Replace Exit Doors	-	4,330		4,330										
Jurien Sport & Rec - Paint Change Rooms	-	13,739		13,739										
Jurien Sport & Rec - Ceining tiles to Change Rooms	-	5,937		5,937										
Jurien Sport & Rec - Downlights, fans, vent grilles	-	4,800		4,800										
Jurien Sport & Rec - Auto Front Doors	-	11,000		11,000										
Amphitheatre Jurien - Replace projection screen	-	7,360		7,360										
Marina Park - Disabled Beach Acces	-	31,000								31,000				
CCC Renewal Project	100,694.33	350,874	100,694	350,874										
Cervantes Rec Reserve - Playground	-	40,000					40,000							
Dobbyn Park - BBQ Replacement	-	25,000								25,000				
Fauntleroy Park - Lights	-	35,000								35,000				
Catalonia Park - Tank Replacement	-	15,000								15,000				
Cervantes Oval Bore	-	7,500												7,500
Civic Centre - Aircon-outside fan	-	1,993		1,993										
ABC Local Radio JB	-	5,500					5,500							
Outdoor Shower Thirsty Point	961	10,000								961				
Sandy Cape Project	997									997				
<b>Economic Services</b>														
Drone	-	2,500					2,500							
<b>Other Property &amp; Services</b>														
7A Dandaraqan Rd - Renovation taps, benchtops, fittings	-	8,330		8,330										
Utility	-	43,000				43,000								
Utility	-	56,000				56,000								
Utility	-	45,000				45,000								
Utility	-	45,000				45,000								
Van	-	52,000				52,000								
<b>Totals</b>	<b>173,269.48</b>	<b>4,920,496</b>	<b>100,694</b>	<b>551,018</b>	<b>57,578</b>	<b>798,649</b>	<b>0</b>	<b>48,000</b>	<b>1,958</b>	<b>106,000</b>	<b>13,038</b>	<b>3,142,329</b>	<b>0</b>	<b>264,500</b>

WIP 115,691  
**CAPITALISED** 57,578  
TOTAL 173,269

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 31 July 2018

3. DISPOSAL OF ASSETS

Class of Asset	Proceeds from Sale		Cost of Replacement Asset		Net Cost for Change Over	
	2018 / 2019 Actual	2018/2019 Budget	2018 / 2019 Actual	2018/2019 Budget	2018 / 2019 Actual	2018/2019 Budget
	\$	\$	\$	\$	\$	\$
<b>Plant &amp; Machinery</b>						
Tractor		8,000		69,000	0	61,000
Tractor		10,000		90,000		80,000
Trailer		10,000				
Truck		22,000		100,000		78,000
Truck		20,000		105,000		85,000
Admin Vehicle		22,727		48,000		25,273
Admin Vehicle		20,000		37,000		17,000
Utility		4,000		43,000		39,000
Utility		25,000		56,000		31,000
Utility		5,000		45,000		40,000
Utility		5,000		45,000		40,000
Van		15,000		52,000	0	37,000
Admin Vehicle	37,773	37,272	57,578	56,649		19,377
Loader Bucket		10,000		21,000		11,000
Pole Saw disposal		10,000				
<b>Land</b>						
Lot 96 Bashford Street, Jurien Bay	345,776	345,128				
<b>Building</b>						
Lot 96 Bashford Street, Jurien Bay	54,224	54,872				
<b>Totals</b>	<b>437,773</b>	<b>623,999</b>	<b>57,578</b>	<b>767,649</b>	<b>0</b>	<b>563,650</b>

Class of Asset	Proceeds from Sale		Written Down Value		Profit/(Loss) on Disposal	
	2018 / 2019 Actual	2018/2019 Budget	2018 / 2019 Actual	2018/2019 Budget	2018 / 2019 Actual	2018/2019 Budget
	\$	\$	\$	\$	\$	\$
<b>Plant &amp; Machinery</b>						
Tractor	0	8,000		8,588	0	(588)
Tractor	0	10,000		12,644	0	(2,644)
Trailer	0	10,000		7,275	0	2,725
Truck	0	22,000		1,142	0	20,858
Truck	0	20,000		29,052	0	(9,052)
Admin Vehicle	0	22,727		40,409	0	(17,682)
Admin Vehicle	0	20,000		23,486	0	(3,486)
Utility	0	4,000		6,144	0	(2,144)
Utility	0	25,000		30,546	0	(5,546)
Utility	0	5,000		19,733	0	(14,733)
Utility	0	5,000		716	0	4,284
Van	0	15,000		19,979	0	(4,979)
Admin Vehicle	37,773	37,272	38,888	38,888	(1,115)	(1,616)
Loader Bucket		10,000		10,000		0
Pole Saw disposal		10,000		91,536		(81,536)
<b>Land</b>						
Lot 96 Bashford Street, Jurien Bay	345,776	345,128	120,000	320,000	225,776	25,128
<b>Building</b>						
Lot 96 Bashford Street, Jurien Bay	54,224	54,872	54,224	54,872	0	0
<b>Totals</b>	<b>437,773</b>	<b>623,999</b>	<b>213,112</b>	<b>715,010</b>	<b>224,661</b>	<b>(91,011)</b>

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 31 July 2018

4. LOAN REPAYMENT SCHEDULE

No.	Loan Details	Amount	New Loans	Interest Repayments		Principal Repayments		Principal
		Outstanding	2018/2019 Budget	2018 / 2019 Actual	2018/2019 Budget	2018 / 2019 Actual	2018/2019 Budget	Outstanding
		\$	\$	\$	\$	\$	\$	\$
	<b>Self-Supporting Loans</b>							
113	Advance Dandaragan	2,531			75		2,531	0
114	Cervantes Community Club	26,776		964	1,618	8,607	17,529	9,247
130	Jurien Bowling Club	91,846			4,277		21,309	70,537
131	Jurien Bowling Club	15,499			375		6,076	9,423
132	Jurien Sport & Rec Centre	17,602			375		6,917	10,685
	<b>Other Loans</b>							0
127	Jurien Admin Centre	280,281			14,674		64,426	215,855
	<b>Total</b>	<b>434,535</b>	<b>0</b>	<b>964</b>	<b>21,394</b>	<b>8,607</b>	<b>118,788</b>	<b>315,747</b>
	<b>Self-Supporting</b>							
	Cervantes Bowling Club	7,456						7,456
	<b>Total</b>	<b>7,456</b>				<b>0</b>	<b>4,152</b>	<b>7,456</b>
	<b>GRAND TOTAL</b>	<b>536,902</b>	<b>21000</b>	<b>37,248</b>	<b>27,115</b>	<b>112,514</b>	<b>106,736</b>	<b>430,166</b>

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 31 July 2018

**5. NET CURRENT ASSETS**

	Note	2018	2019
		\$	\$
<b>Composition of estimated net current assets</b>			
<b>Current assets</b>			
Cash - unrestricted		765,361	1,283,397
Cash - restricted reserves	8	5,386,753	5,393,837
Receivables	13	1,269,637	385,838
Inventories		35,309	23,094
		<u>7,457,060</u>	<u>7,086,166</u>
<b>Less: current liabilities</b>			
Trade, other payables and provisions		(237,709)	(31,406)
Long term borrowings		(118,788)	(110,180)
		<u>(356,497)</u>	<u>(141,587)</u>
<b>Unadjusted net current assets</b>		7,100,563	6,944,579
<b>Adjustments</b>			
Less: Cash - restricted reserves	8	(5,386,753)	(5,393,837)
Add: Current portion of borrowings		118,788	110,180
<b>Adjusted net current assets - surplus/(deficit)</b>		<u>1,832,598</u>	<u>1,660,923</u>

**Reason for Adjustments**

The differences between the net current assets at the end of each financial year in the rate setting statement and net current assets detailed above arise from amounts which have been excluded when calculating the budget deficiency in accordance with *Local Government (Financial Management) Regulation 32* as movements for these items have been funded within the budget estimates. These differences are disclosed as adjustments above.

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 31 July 2018

6. RATING INFORMATION

Rate Type	2018/19 BUDGET					2018/19 ACTUAL			
	Rate in \$	Number of Properties	Rateable Value	Budget Rate Revenue	Budget Total Revenue	Rate Revenue	Interim Rate	Back Rates	Total Revenue
<b>General Rate</b>									
General GRV	0.078972	1,842	31,092,253	2,455,417	2,455,417			-	0
General UV	0.007622	682	381,214,251	2,905,615	2,905,615			-	0
<b>Sub-Total</b>		<b>2,524</b>	<b>412,306,504</b>	<b>5,361,032</b>	<b>5,361,032</b>	-	-	-	-

Minimum Rates

General GRV	\$ 933	1012	5,425,321	944,196	944,196		-	-	0
Lesser GRV (Dandaragan & Badgingarra)	\$ 704	30	120,382	21,120	21,120		-	-	0
General UV	\$ 811	82	1,572,137	72,242	72,242		-	-	0
Lesser UV (non-mining)	\$ 704	53	2,880,000	37,312	37,312		-	-	0
<b>Sub-Total</b>		<b>1,177</b>	<b>9,997,840</b>	<b>1,074,870</b>	<b>1,074,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ex Gratia Rates					1,273				0
		3,701	422,304,344	6,435,902	6,437,175	0			0
Discounts					(235,000)				(7)
<b>Total as per Rate Setting Statement</b>					<b>6,202,175</b>				<b>-7</b>

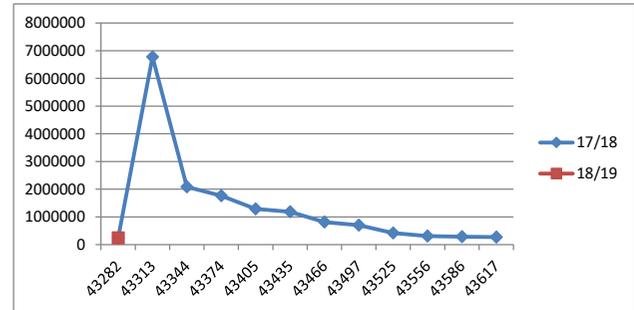
**NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS**  
**as at 31 July 2018**

**7. CASH, INVESTMENTS & RECEIVABLES**

Note	2018	2019
	\$	\$
<b>Cash And Cash Equivalents</b>		
Unrestricted	765,361	1,283,397
Restricted	5,386,753	5,393,837
	<u>6,152,114</u>	<u>6,677,234</u>
<b>Receivables</b>		
Rates outstanding	268,677	238,013
Sundry debtors	750,912	147,825
GST receivable	186,673	(0)
	<u>1,206,262</u>	<u>385,838</u>

**Rates Outstanding**

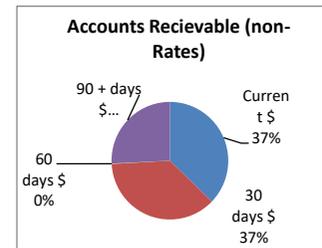
	YTD	30-Jun-18
Opening Arrears Previous Years	268,678	286,721
Levied this Year		7,378,635
Supplimentary rates		
<u>Less Collections to date</u>	<u>- 30,665</u>	<u>- 7,396,679</u>
Equals Current Outstanding	238,013	268,678
<b>Net Rates Collectable</b>	238,013	268,678
% Collected	11.41	96.49



**Sundry Debtors**

	Current	30 days	60 days	90 + days
	\$	\$	\$	\$
Receivables General	55,019.49	54,542.75	175.00	38,088.07
<b>Total Receivables General Outstanding</b>				<u>147,825.31</u>

Amounts shown above include GST (where applicable)



**NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 31 July 2018**

**8. RESERVES - CASH / INVESTMENT BACKED**

	<b>Opening Balance</b>	<b>Transfer to</b>	<b>Transfer from</b>	<b>Closing Balance</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Plant Replacement Reserve	259,131.21	348.71		259,480
Building Renewal Reserve	1,055,763.07	1388.57		1,057,152
Rubbish Reserve	437,166.49	574.97		437,741
Community Centre reserve	397,290.90	514.64		397,806
Television Reserve	95,131.69	125.12		95,257
Computer Reserve	55,502.83	73.00		55,576
Caravan Parks Reserve	385,665.39	507.24		386,173
Land Development Reserve	68,784.14	90.47		68,875
Parking Requirements Reserve (Lot 1154 Sandpiper Street)	11,102.23	14.60		11,117
Parks and Recreational Grounds Development Reserve (Seagate Estate)	366,293.14	481.76		366,775
Sport and Recreation Reserve	289,428.98	380.66		289,810
Landscaping Reserve (Lot 1154 Sandpiper Street)	2,576.49	3.39		2,580
Aerodrome Reserve	96,929.69	127.48		97,057
Public Open Space Renewal Reserve	418,705.20	550.69		419,256
Infrastructure Renewal Reserve	920,257.45	1209.50		921,467
Infrastructure Construction Reserve	109,904.36	144.55		110,049
Building Construction Reserve	113,103.81	148.76		113,253
Leave Reserve	253,625.51	333.57		253,959
Turquoise Way Path Reserve	50,390.27	66.27		50,457
	<b>5,386,753</b>	<b>7,084</b>	<b>0</b>	<b>5,393,837</b>

**NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 31 July 2018**

**9. TRUST FUND**

	Movement			Closing Balance
	Opening Balance	Inwards	Outwards	
	\$	\$	\$	\$
Housing Bonds	250			250
Seagate Estate	37,300			37,300
Dust Bond	11,049			11,049
Fire Fighting Facility	5,000			5,000
Housing Relocation Bond	4,000			4,000
Footpath Deposit	2,600			2,600
Burial Plots	3,909			3,909
Other Development Bonds	19,000			19,000
Dandaragan Recreation Fund	9,500			9,500
Nomination Deposits	-			-
Unclaimed monies				-
Development Assessment Panel Fee	196		196	-
BSL	3,000			3,000
BCITF	-			-
Scheme Amendment Deposit	1,000			1,000
KidsSport				-
	<b>96,804</b>	<b>-</b>	<b>196</b>	<b>96,608</b>

**10. RESTRICTED ASSETS**

	Movement			Closing Balance
	Opening Balance	Inwards	Outwards	
	\$	\$	\$	\$
Central Coast Strategy - Regional Strategy	13,540			13,540
DOLA - Stage 1 Fencing & Footpaths, Cervantes	41,401			41,401
Landcorp - Cash in Lieu POS	162,500			162,500
Jurien Bay Heights - \$500 x 11 Lot Contrib. Mtce of Canover Rd Stage 2	15,900			15,900
Seagate Estate - Footpath Foreshore Management Plan	20,814			20,814
Cash in Lieu of Landscaping - Lot 1146 Sandpiper Street	2,000			2,000
Rehab Bond - Lot 290 Canover	5,000			5,000
Interest	59,550			59,550
	<b>320,706</b>	<b>-</b>	<b>-</b>	<b>320,706</b>

Funds held at balance date over which the Municipality has no control and are not included in the financial statements are as follows:

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 31 July 2018

11. BUDGET AMMENDMENTS

Description	Council Resolution	Schedule	Classification	Non-Cash Adjustment	Increase in cash available	Decrease in cash available	Amended Budget Running Balance
Budget Adoption			Opening Surplus				0
Permanent Changes							
				0	0	0	0

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 31 July 2018

12. GRANTS & CONTRIBUTIONS

Program / Details	Grant Provider	Previous Years Outstanding	2018 /19 Budget	2018 / 19 Budget	Received	Recoup Status		
				Amendments		Expenditure	Not Received	
				\$	\$	\$		
<b>Operating</b>								
<b>Other General Purpose Income</b>								
Grants Commission - General	WALGGS	379,469	343,233		379,469		343,233	
Grants Commission - Roads	WALGGS	474,355	376,337		474,355		376,337	
<b>Fire Prevention</b>								
ESL Operating Grant	FESA		50,798				50,798	
<b>Other Welfare</b>								
Spray the Grey Grant Estimate			15,000					
<b>Streets Roads Bridges Depots Maint</b>								
MRWA Direct Grant	MRWA		116,000				116,000	
Blackspot Funding - Jurien East / Munbinea			31,047					
Blackspot Funding - Jurien East / Black Arrow			31,671					
Street Light Subsidy			3,300				3,300	
		<b>853,824</b>	<b>967,386</b>		<b>853,824</b>		<b>889,668</b>	
<b>Non-Operating</b>								
<b>Swimming Areas and Beaches</b>								
Beach Numbering Project			15,000				15,000	
<b>Other Recreation and Sport</b>								
Fauntleroy Park- Solar Lights			23,935		8,704		15,231	
<b>Heritage</b>								
LotteryWest N/Head heritage grant			22,410				22,410	
<b>Streets Roads Bridges Depots Maint</b>								
Regional Road Group RRG	RRG	-	558,716				558,716	
Commodity Route Funding		-	140,000			13,038	140,000	
SCR funding carryover - sandy cp			22,000					
DoT Dual Use Path - Bashford to Roberts / Doust	DoT	-	35,000				35,000	
DoT Dual Use Path - Bashfors to Hasting / Seaward	DoT	-	32,500				32,500	
JAV Brown contribution to underpass	JAV Brown		88,463				88,463	
RTR Grant	RTR	-	398,681				398,681	
		-	<b>1,336,705</b>	-	-	<b>13,038</b>	<b>1,253,360</b>	
		<b>853,824</b>	<b>2,304,091</b>	-	<b>853,824</b>	<b>13,038</b>	<b>2,143,028</b>	

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 31 July 2018

13. VARIANCES

Reporting Program	Var \$	Var %	Var	Timing / Permanent	Explanation of Variance
<b>Operating Revenue</b>					
Governance	283	132%	▲		
General Purpose Funding	1,973	132%	▲		
Law, Order & Public Safety	3,612	337%	▲		
Health	(349)	16%	▼		
Education and Welfare	0	100%	▲		
Community Ammenities	(2,339)	77%	▼		
Recreation and Culture	738	104%	▲		
Transport	(9,655)	0%	▼		Note: Balance day adjustment journal for landing fees
Economic Services	316	101%	▲		
Other Property and Services	200,489	754%	▲	Permanent	Profit on Sale of Lot 96 Bashford St Budget data error, non-cash item, will be corrected at budget review
<b>Operating Expenses</b>					
Governance	2,232	92%	▲		
General Purpose Funding	5,404	53%	▲		
Law, Order & Public Safety	6,819	85%	▲		
Health	7,849	68%	▲		
Education and Welfare	4,291	51%	▲		
Community Ammenities	8,419	90%	▲		
Recreation and Culture	8,040	93%	▲		
Transport	6,503	95%	▲		
Economic Services	9,175	81%	▲		
Other Property and Services	15,817	-206%	▲	Timing	Overhead oncosts

**MINUTES OF THE SHIRE OF DANDARAGAN AND TRONOX  
MANAGEMENT SPORTING AND RECREATION FACILITIES FUND  
COMMITTEE MEETING HELD IN THE COUNCIL CHAMBERS, JURIEN  
BAY ON Monday 6 AUGUST 2018**

---

**1. DECLARATION OF OPENING**

The Shire President, Councillor Leslee Holmes, declared the meeting open at 11:01 am.

Councillor Holmes welcomed Mrs Christine Bean from Tronox and thanked all present for their attendance.

**2. RECORD OF ATTENDANCE / APOLOGIES**

Councillor Leslee Holmes	Shire President
Ms Michelle Perkins	Community Development Officer
Mr Tony O’Gorman	Club Development Officer

**Tronox Representative:**

Mrs Christine Bean	Community Liaison Officer
--------------------	---------------------------

**Community Representatives:**

Mrs Faye Wilkinson	Badgingarra
Mr Graham Lethlean	Badgingarra
Mr Kerry Howe	Cervantes
Mr Richard Hayman	Cervantes
Mrs Colleen Johnson	Dandaragan
Mr Ric Ellison	Dandaragan
Mr Jim Clarke	Jurien Bay
Mr Bevin Paxman	Jurien Bay

**3. CONFIRMATION OF MINUTES FROM THE 2017/2018 TRONOX/SOD  
GRANT ROUND**

That the minutes of the previous Tronox and Shire of Dandaragan Community Sporting and Recreation Facilities Fund Committee Meeting held on 7 August 2017 is a true and accurate record.

**4. DETERMINATION OF ELIGIBILITY AND GRANT ALLOCATIONS**

The Committee considered each of the applications submitted by sporting clubs and community organisations. The total grant available is \$38,061.20 and the sum of all requests was \$83,619.49.

There were unspent grants to be carried over from allocations of last year - 2017/2018, as well as funds when clubs were unable to complete projects, the unspent funding has been brought forward and reallocated.

The Committee considered the grant applications and found four to be non-compliant due to being incomplete or ineligible.

The Committee considered each of the other applications as follows:

Badgingarra Community Association: the application for a stage was compliant and all documentation was completed appropriately.

Badgingarra Primary School P & C Association: the application for sporting equipment was eligible but documentation was not complete. The group had advised that they had received all of their Tronox School Partnership Program funds on STEM projects. Christine Bean from Tronox confirmed that they had fully expended the school fund and that even if the application was complete, she would give it lower consideration due to expending their school funds. The application was deemed non-compliant under sections 6 and 11 of the guidelines.

Cervantes Bowling Club: the application for bench seating was compliant and all documentation was completed appropriately. Under section 29 of the guidelines, the application was given lower consideration due to being funded in previous rounds, however it was noted that this was a continuation of the replacement of a number of timber bench seating, not purchase of the same item.

Cervantes Community Recreation Centre: the application for tables and table trolley was compliant and all documentation was completed appropriately. It was noted that despite the large amount of Shire funding received recently for renovations to the Centre, this project will build on the capacity of the Centre to utilise the additional space.

Cervantes Community Recreation Centre: the application for kitchen equipment was compliant and all documentation was completed appropriately. As this was the Centre's second preference for funding, this was recommended for funding if funds were available.

Cervantes Cultural Committee: the application for creation of an art sculpture was within the scope of the grant, however, the only quote provided was for the artist component, and therefore was considered incomplete and ineligible.

Cervantes Golf Club: the application for a self-propelled ride-on mower was compliant and all documentation was completed appropriately.

Cervantes Historical Society: the application for office equipment was compliant and all documentation was completed appropriately.

Coastal Kids Care: the application for a nature playground at the Family Resource Centre was within the scope of the grant, however outside funding was not submitted within the eligible time frame as per sections 21 and 23 of the guidelines, and therefore the application is not complete.

Dandaragan Community Centre Management Committee: the application for crockery and cutlery was compliant and all documentation was completed appropriately.

Dandaragan Golf Club: the application for minor upgrades to the clubhouse and outdoor area was compliant and all documentation was completed appropriately.

ICAN - Inspirational Community Arts Network: the application for a laptop and mobile printer was compliant and all documentation was completed appropriately.

Jurien Bay Motor Cycle Club WA: the application for reticulation of the track was compliant and all documentation was completed appropriately.

Jurien Bay Motor Cycle Club WA: the application for a fire extinguisher and blanket was compliant and all documentation was completed appropriately.

Jurien Bay Progress Association: the application for aluminium interpretive signage was eligible and complete, however it was not recommended for funding due to current development of Foreshore Commercial Policy, CHRMAP and proposed skate park/youth space at foreshore. It was recommended that projects such as this on the foreshore should be postponed until clearer vision for the site is established.

Jurien Bay RSL Sub Branch: the application for audio equipment was compliant and all documentation was completed appropriately.

Jurien Horse Club: the application for a horse crush was within the scope of the grant, however as per section 28 of the guidelines, the applicant did not submit information to the Shire outlining location, with complete siting diagram details of the proposed work, materials and durability, installation requirements, timeframes, approximate costs and any requests to the Shire as requested, therefore the application was considered ineligible.

Jurien Sport and Recreation Centre: the application for a stage was compliant and all documentation was completed appropriately. However due to the group receiving three previous grants for a stage which, under section 29 of the guidelines, was given lower consideration for items funded in previous rounds. The recommendation was to provide any remaining funding to the group for this project.

Jurien Sport and Recreation Centre: the application for tables and trolley was compliant and all documentation was completed appropriately.

Lions Club of Jurien Bay: the application for a PA/Sound system was compliant and all documentation was completed appropriately.

Wolba Wolba Heritage Site Management Committee: the application for market umbrellas was compliant and all documentation was completed appropriately.

#### 4. **COMMITTEE DECISION**

That it be recommended to Council that the following list of Grant Applications be approved:

<b>Organisation</b>	<b>Project Description</b>	<b>Project Cost (\$)</b>	<b>Grant (\$)</b>
Badgingarra Community Association	Stage	17,787.00	8,893.50
Cervantes Bowling Club	Bench Seating	2,656.50	1,328.25
Cervantes Community Recreation Centre	Tables and Trolley	3,967.70	1,983.82
Cervantes Community Recreation Centre	Kitchen Equipment	2,278.00	1,139.00
Cervantes Golf Club	Self-propelled Ride-on Mower	5,379.00	2,689.50
Cervantes Historical Society	Office Equipment	1,568.00	784.00
Dandaragan Community Centre Management Committee	Crockery and Cutlery	6,277.50	3,138.75
Dandaragan Golf Club	Upgrade to Clubhouse and outdoor area	9,059.99	4,530.00
ICAN	Laptop and Mobile Printer	1,649.00	824.50
Jurien Bay Motor Cycle Club	Reticulation	2,870.15	1,435.00
Jurien Bay Motor Cycle Club	Fire Extinguisher and Blanket	568.95	284
Jurien Bay RSL Sub-Branch	Audio Equipment	1,230.00	615.00
Jurien Sport and Recreation Centre	Stage	21,681.00	3,155.98
Jurien Sport and Recreation Centre	Tables and Trolley	4,011.70	2,000.00
Lions Club of WA	PA / Sound System	8,027.80	4,013.90
Wolba Wolba Heritage Site Management Committee	Market Umbrellas	2,492.00	1,246.00
<b>Total</b>		<b>\$91,504.29</b>	<b>\$38,061.20</b>

**CARRIED 10 / 0**

#### 5. **GENERAL BUSINESS**

It was noted that with the changes to guidelines and closing dates, the process for staff and groups seemed to roll out more efficiently.

All acquittals were received for the 2017 / 18 grant round.

Michelle advised the committee that Officers held two Grant Information Sessions around the Shire - one in Jurien Bay and one in Dandaragan which were well attended, and feedback was positive. The Committee supported continuing to run these in future years.

## 6. APPRECIATION

Mr Clarke put forward a vote of thanks to the Shire and Tronox for providing the funding for this year's grant round and also thanked the staff for putting the package together. The Committee noted that the prepared package was easy to understand and very helpful.

Councillor Holmes thanked Christine Bean and Tronox for their participation and the delegates from each of the towns for their attendance and consideration of the applications for this year. The process was very fair and conciliatory.

Meeting Closed at 12.30pm

# TRONOX



## TRONOX MANAGEMENT & SHIRE OF DANDARAGAN SPORTING AND RECREATION FACILITIES FUND

### ASSESSMENT CRITERIA

1. The Council may allocate a sum of money each year for the purpose of assisting local organisations to provide or improve sporting and recreational facilities and to purchase or improve items of **durable equipment**, (maintenance of buildings or equipment will not be considered).
2. The allocation shall be known as the "Tronox Management and Shire of Dandaragan Community Sporting and Recreation Facilities Fund".
3. Each year, Council will invite all local organisations to make written applications for assistance from the fund.
4. Applications will open in April of each year. Groups have until 31 May to submit an application. Only applicants who have submitted an application before close of business on 31 May are eligible to apply for a grant. A Shire of Dandaragan officer will work with applicants during June each year to ensure that applications are eligible and complete. Supporting documentation or changes to applications will not be accepted after 30 June. Late applications (for any of these dates) will be deemed ineligible for funding.
5. Applications are to be accompanied by a copy of the organisation's financial statements as at the 31 May of the year of the application. Organisations applying for funding have the opportunity of providing various Committee delegates with documentation of their current financial position up to the date of the annual CSRFF Meeting. To be eligible for the maximum grant of 50% of the project cost, the organisation should provide evidence that they have sufficient funds in their account to demonstrate their commitment to the successful completion of the project.  
  
Otherwise grants to organisations will only be issued to 50% of the maximum held by the organisation at the date of the annual committee meeting, provided the committee is satisfied that the organisation can complete the project given the grant reduction.
6. **Any application not containing ALL the required information will be deemed ineligible for funding (e.g. quotations and financial statements).**
7. Organisations may submit applications for as many projects as they desire. If an organisation is applying for two or more projects, then each application is required to be on a separate application form.
8. Applications for completed projects, such as equipment already purchased, will not be considered.
9. Council's assistance will not be greater than 50% of the total cost of the project described in the application and the grant is on the basis that the organisation will match the grant on a dollar for dollar basis. (If the items purchased are less than the grant amount, 50% of the purchase price will be reimbursed to the organisation).
10. The organisation, when calculating the total cost of the project, shall exclude the value of any members' labour being used and shall exclude the cost of donated materials being considered as part of the groups contribution to the project.
11. Applications must be supported by a quotation in writing from recognised business houses/companies/contractors/suppliers for all funding requested under this scheme.
12. Grants from the Department Of Sport and Recreation and any other source shall not be used towards the matching contribution being made by the organisation.
13. The organisation's cash on hand may be used to attract grants from both the Department Of Sport and Recreation and the Shire of Dandaragan / Tronox fund.
14. When the project requires the use of Council plant, the organisation is required to contact the Chief Executive Officer prior to submitting an application, to ascertain an estimate of cost. Every effort will be made to do the work within this estimate, however actual costs will be charged.

15. When projects involve the use of Council plant, the organisation shall pay their contribution to the Council, prior to the work commencing.
16. The organisation concerned shall manage all project purchases and construction.
17. On completion of the project, the organisation shall submit a Tronox Management & Shire of Dandaragan Sporting and Recreation Facilities Fund Acquittal Statement including supporting invoices from project suppliers, plus a (tax) invoice from the grant applicant to the Shire of Dandaragan to enable the Fund's contribution to be paid to the organisation. Funds must be recouped by 30 June of the financial year in which the grant was approved.
18. Any application that is not funded one year will not automatically be considered the following year. The organisation must re-apply.
19. Parents and Citizens Associations are eligible for assistance, but such assistance will only apply to development of sporting and recreation facilities on school grounds.
20. All Service clubs and emergency organisations are eligible for assistance under this grant scheme.
21. All applications received will be considered on their merit, however the Committee will take into consideration:
  - a) The numbers supporting the organisation.
  - b) The need for the facility.
  - c) The stability of the organisation.
  - d) The amount of self help provided in the past by the organisation's numbers.
  - e) The amount of previous assistance given to the organisation by the Council and/or the Department Of Sport and Recreation.
  - f) The amount of other Government grant monies, such as the Department of Sport and Recreation Grants, that project will attract into the Shire District.
  - g) Local organisations will not be eligible for Council assistance unless they provide proof that they have applied for financial assistance from another source or they can demonstrate that there is no alternative financial assistance available. The organisation must explain what other funds have been explored.
22. Applications must have a total project cost of less than \$40,000.
23. Large applications, (total grant request of \$5,000 or more) **must provide written evidence that at least one application** to other funding bodies has been made at the time of submitting an application to this grant program (a letter of confirmation will suffice, as the project may not yet be funded). The committee may request the status of the other application at the time of assessing these grants.
25. Applications from local schools are required to demonstrate that they have applied for funding through the Tronox School Partnership Program.
26. Day Care Centres and After School Activities Programs will be required to provide evidence that they have applied for funding through Lotterywest.
27. Funding applications from organisations that are the responsibility of another level of Government will be deemed ineligible.
28. Future applicants must demonstrate that they have discussed their project with Local Government authorities where necessary, to ensure that their project complies with regulations or is eligible for approvals. Building approval costs are the responsibility of the applicant.
 

Applications that involve modifications or additions to Shire-controlled buildings must have the approval of the Building Services Manager prior to the application being submitted. If buildings or facilities are managed by a Centre Management Committee, applications must be submitted to that Committee for approval of works prior to submitting grant application to Shire Building Services Manager.

Applications that involve projects on Shire-owned and/or vested land must comply with the Shire of Dandaragan Community Projects on Council Reserves / Road Reserves - Project Guidelines.

Requests for funding for shade structures over Shire-owned playgrounds must be in accordance with Shire of Dandaragan Policy 6.5.6 Reserves: Shade Structures over Playgrounds - Community Requests.
29. Lower consideration will be given to items that have been funded in previous grant rounds. Community Groups and organisations should be forward planning with their asset management, ensuring that replacement costs are set aside.
30. To reduce the amount of irrelevant information received through the grant process, a maximum of one (1) quote for each item relevant to project grant requests under \$5,000, plus one financial document to demonstrate the applicants' ability to meet their financial commitment to the project is required. For project grant requests \$5,000 and over, three (3) quotes for each item are required plus the organisation's financial position with reconciliation and most current bank statement.



**SHIRE OF DANDARAGAN**

**PLAYGROUND REPLACEMENT**

**&**

**MANAGEMENT STRATEGY**

**2007 – 2012**

## **GENERAL**

### **Summary**

This report will outline a strategy for the replacement of playground equipment throughout the Shire of Dandaragan on a prioritised basis and will drive playground works for the next 5 years.

The main benefit of this report will be the aligning of the replacement program to maximise community benefits from playground replacements rather than the continued replacement of equipment on a reactive basis.

The report will also introduce a playground management program to ensure that playgrounds are kept to an acceptable standard to minimize the risk to The Shire of Dandaragan and maximise the benefit to the community.

### **Introduction**

The purpose of this Playground Management Plan is to establish the clear management processes that the Dandaragan Shire uses to effectively manage the playgrounds under its control, for the benefit of its community, in both the operational and strategic sense.

The equipment within these playgrounds ranges from reasonable new (2-3 years old), to some items that are estimated at over 20 years old.

Playground equipment design, construction, inspection and reporting are required to comply with a number of Australian Standards.

From a public liability insurance claim point of view, playgrounds are high-risk areas for local government. The management of playgrounds, and playground equipment, is an operational area that can, and must be performed in a systematic, effective manner. Staff will be implementing an inspection and maintenance regime as part of this playground management plan.

The majority of the Shire's existing playgrounds presently have elements that do not conform to the current Australian Standards as a result of changes to the Standards. Whilst these changes are not retrospective the Shire, as the playground manager, needs to progressively upgrade the play equipment to achieve and maintain compliance. In most of these playgrounds, compliance through maintenance and/or repair is not viable, and therefore replacement of playground items will be required.

### **Australian Standards:**

The Shires's playgrounds are required to be designed, developed and managed in accordance with the following Australian Standards:

- AS4422: 1996, Playground Surfacing - Specification's requirements & test method
- AS4486.1: 1997, Playground Equipment - Development, installation inspection maintenance & operation
- AS1924 Part 2: 1981, Design & Construction - Safety Aspects
- AS4685-1 – 2004, General Safety Requirements & test methods
- AS4685-2 – 2004, Particular safety requirements & test methods for swings
- AS4685-3 – 2004, Particular safety requirements & test methods for slides
- AS4685-4 – 2004, Particular safety requirements & test methods for runways
- AS4685-5 – 2004, Particular safety requirements & test methods for carousels
- AS4685-6 – 2004, Particular safety requirements & test methods for rocking equipment

## **Playground Inventory**

The Shire has previously engaged a playground safety consultant, Recreation Safety Australia, in June 2004 to undertake safety audits on all of the Shire's playground equipment. Overall the report found that the majority of the equipment did not conform to Australian Standards and that a significant number of faults were recorded at each site. Shire staff have undertaken some repair works but it is believed that the only option left is to replace the aging equipment with new equipment.

The Shire also has a number of playgrounds with CCA treated timber playground equipment, and/or barricades and fences.

The Australian Pesticides and Veterinary Medicines Authority have released findings of its review of the use of copper chrome arsenate (CCA), a chemical used to treat timber products to combat rot. The investigation was undertaken after increasing international pressure to phase out the use of CCA treated products.

The review was particularly concerned with children aged from three to five, and their potential to absorb/take up arsenic contamination from the treated timber.

The review has recommended that the use of CCA treated timber products be discontinued. No recommendations were made requiring the removal of existing CCA treated products.

Given the above information it is considered prudent to incorporate into this plan, a phased removal of any treated timber products in Shire controlled playgrounds.

The following actions will be undertaken, with the outcome that the Shire's playgrounds will be free of treated timber products by 30 June 2010.

Based on this recommendation, the Shire proposes to undertake the following actions:

- the removal of any play equipment or apparatus made from CCA treated timbers
- any new sofffall borders will be constructed of suitable material
- where existing sofffall borders are made of CCA treated timbers – these will be progressively replaced with other suitable material.

The shire currently has 5 of the 13 playgrounds containing treated timber playground equipment with other parks containing treated timber as borders or bollards around the parks.

### Playground Hierarchy

The Council has adopted the following playground hierarchy for playground management purposes:

**Class 1 (Regional)** – a playground adjacent to an area that is a prominent tourist attraction and will be designed as one off play environments which will generate local, district and regional interest.

**Class 2 (District)** – would be located centrally within the town and as well as providing a multi aged playground it will also be incorporated within a multi function park.

**Class 3 (Neighborhood)** – would provide your round the corner playground and would be aimed at the younger children.

**Class 4 (Controlled use)** - playground is fenced, and use is controlled by a committee of management, or similar, and used within limited times, eg: kindergarten playgrounds used during kindergarten operating hours.

The following table provides the hierarchical classification and management details of the current Shire managed playgrounds -

NAME	STREET	TOWN	RESERVE	CLASS
Dobbyn Park	Heatons Street	J	28541	1
Catalonia Street Park	Catalonia Street	C	31303	1
Weld Park	Hasting Street	J	36251	2
Pirate Park	Boronia Turn	J	48683	2
Dandaragan Recreation Centre	Dandaragan Road	D	24385	2

NAME	STREET	TOWN	RESERVE	CLASS
Weston Street Park	Weston Street	C	39194	2
Bandgingarra Oval	North West Road	B	32141	2
Jurien Recreations Centre	Bashford Street	J	31884	3
Snook Park	Lindsay Street	J	30695	3
Passamani Park	Lesueur Drive	J	45903	3
Jurien Bay Family Resource Centre	Bayliss Street	J	Lot 128	4
Cervantes Recreation Centre	Aragon Street	C	40711	4
Badginagarra Recreation Centre	North West Road	B	32141	4

The Shire has a total of 13 playgrounds located in or on reserves and parks throughout the Shire.

This list will only increase in the future as more subdivisions come on line and parks, including playground equipment, are handed over to the Shire for control and management.

### **Playground Lifespan**

It is estimated that the functional life of playground equipment is 10 to 25 years. This is based on a number of factors including:

- Changing user expectations
- User environmental considerations
- Materials used in construction/fabrication
- Changing Australian Standards requirements
- Use of asset

Currently 61% of the Shires playground equipment is older than 10 years and therefore in declining condition. It is becoming increasingly difficult to obtain replacement parts for the continued safe use of equipment.

## CAPITAL UPGRADING

### Playground Upgrading

Although the Australian Standards are not supposed to be retrospective there is a need to acknowledge that playgrounds do need to be upgraded to conform with standards as there are now a number of problems in regards to the repair of existing equipment.

The proposed budget for the upgrading of playgrounds is based on the hierarchy as defined previously –

#### Class 1 Playground

Playground	75,000	Including supply and installation
Border	4,000	Limestone blocks
Shire Work	6,000	Labour and plant
Softfall Sand	<u>10,000</u>	
	<b><u>95,000</u></b>	

#### Class 2 Playground

Playground	45,000	Including supply and installation
Border	3,500	Limestone blocks
Shire Work	4,000	Labour and plant
Softfall Sand	<u>7,500</u>	
	<b><u>60,000</u></b>	

#### Class 3 Playground

Playground	20,000	Including supply and installation
Border	800	Concrete kerbing
Shire Work	3,000	Labour and plant
Softfall Sand	<u>3,200</u>	
	<b><u>27,000</u></b>	

#### Class 4 Playground

Funding to be dependant on group fundraising and requirements but could be -

Playground	10,000	Including supply and installation
Border	400	Concrete kerbing
Shire Work	1,500	Labour and plant
Softfall Sand	<u>1,600</u>	
	<b><u>13,500</u></b>	

\*\*\*\*Note - In regards to Class 4 playgrounds it is envisaged that the controlling agency would also be required to contribute 50% towards the cost of the playground upgrade with the Shire contributing the other 50% of cost (as it is located on Shire land). These would be dealt with on an as required basis when equipment needs to be replaced and as agencies access their 50% of funding.

Council is especially interested in providing unique playgrounds and to distance itself from “run of the mill” playground equipment that can be found in most parks around the state.

The above budgets reflect a significant contribution that when achieved over a 5 year period would ensure that Shire’s oldest playground would be less than 5 years old and that all playgrounds would be compliant with current Australian Standards.

### Five Year Playground Replacement Program

Below is a prioritised five (5) year playground replacement program -

NAME	STREET	TOWN	RESERVE	CLASS	COST	2007/08	2008/09	2009/10	2010/11	2011/12
Dobbyn Park	Heatons Street	J	28541	1	95,000					95,000
Catalonia Street Park	Catalonia Street	C	31303	1	95,000	95,000				
Weld Park	Hasting Street	J	36251	2	60,000		60,000			
Pirate Park	Boronia Turn	J	48683	2	0					
Dandaragan Recreation Centre	Dandaragan Road	D	24385	2	60,000	60,000				
Weston Street Park	Weston Street	C	39194	2	60,000			60,000		
Badgingarra Oval	North West Road	B	32141	2	60,000				60,000	
Jurien Recreations Centre	Bashford Street	J	31884	3	27,000		27,000			
Snook Park	Lindsay Street	J	30695	3	27,000			27,000		
Passamani Park	Lesueur Drive	J	45903	3	27,000				27,000	
Jurien Bay Family Resource Centre	Bayliss Street	J	Lot 128	4	0					
Cervantes Recreation Centre	Aragon Street	C	40711	4	6,750	6,750				
Badgingarra Recreation Centre	North West Road	B	32141	4	0	Remove when the Oval equipment is replaced				
						<b>161,750*</b>	<b>87,000</b>	<b>87,000</b>	<b>87,000</b>	<b>95,000</b>

\*\$60,000 carried forward from 06/07

The above replacement program is based on a priority list including, the current condition of existing equipment, with a couple of the playgrounds having been

already removed due to their dangerous condition, age of equipment and the availability of other equipment in town.

The total capital cost over a 5 year period would be a minimum of \$517,750 which when annualised over the 15 year life span would be \$34,517 per year.

### **Funding**

The Shire will be seeking any and all funding opportunities such as the Community Facilities Grants Program through the Department of Local Government and Development and through Lottery West. Although they may or may not support capital construction costs for playgrounds there may be an opportunity for peripheral devices such as shade sails, rubber surfacing, drinking fountains, street furniture etc.

### **Consultation**

Where a playground is located in an area under the control of a management group, such as recreation committee's, then Council will consult with that group prior to the removal or replacement of that equipment.

## **MAINTENANCE**

### **Operations/Maintenance of playgrounds**

Playgrounds require on-going operational and maintenance inspections and actions to ensure that they are, and remain, fit for purpose. Play equipment that is inspected regularly, and well maintained, will stay safe and last for many years.

### **Maintenance**

Playground maintenance and inspections will continue to ensure that “fit for purpose” requirements of the equipment and “duty of care” requirements of the Shire are met.

### **Inspections**

Playground inspections will be undertaken in accordance with the provisions of this Plan. The regime of inspections and frequency intervals for the various inspections are to ensure that the playgrounds are managed effectively to minimise risk.

Inspection regimes will vary according to the playground hierarchy.

Manufacturers are required, in accordance with the relevant Australian Standard to provide instructions for inspections, including frequency and inspection locations (eg: potential high wear areas), with all new playground installations.

The inspection regime given below demonstrates that the Shire is meeting its “duty of care” requirements.

The following is the inspection schedule that will be followed:

#### **Routine/safety compliance inspections:**

**Frequency:** *Class 1 playgrounds: – 3 times a week*  
*Class 2 playgrounds: – weekly*  
*Class 3 playgrounds – monthly*  
*Class 4 playgrounds – weekly by the operating committee*

#### **Operational inspections:**

**Frequency:** *All playgrounds - monthly*

#### **Comprehensive inspections:**

**Frequency:** *All playgrounds - annually*

## **FUTURE DIRECTIONS**

### **New playgrounds**

The Shire should not develop, install or allow community groups to install any new playgrounds until all of the Councils existing playgrounds, under its control, meet the required operational, maintenance and relevant Australian Standards. This will allow the Shire to demonstrate that it has achieved a sustainable and effective playground management system.

Proposals for new playgrounds will be considered after the above criteria has been satisfied.

Factors to be considered when new playground proposals are received include -

- Council's Asset Management Policy and Plan including life-cycle costing analysis
- Proposed position in the Shire's playground hierarchy
- Requirements of / conformity to the Australian Standards (eg: design requirements, playground location and positioning, age groups, etc)
- Management arrangements – operational and strategic
- Funding contributions, including recurrent and renewal contributions
- Land tenure arrangements

All new playgrounds will be managed in accordance with this Plan, once accepted by the Shire of Dandaragan

### **Playground Reserve**

As previously stated the total replacement program when annualised over the 15 year lifespan of playground equipment equates to approximately \$35,000 per annum.

Council has created a playground reserve and will commence to include an annual allocation of \$35,000, from the 2007/08 financial budget, to the reserve to ensure adequate funds are available for the replacement of the playground equipment in 15 years time.

# Cervantes Oval Playground

PAGE#

1

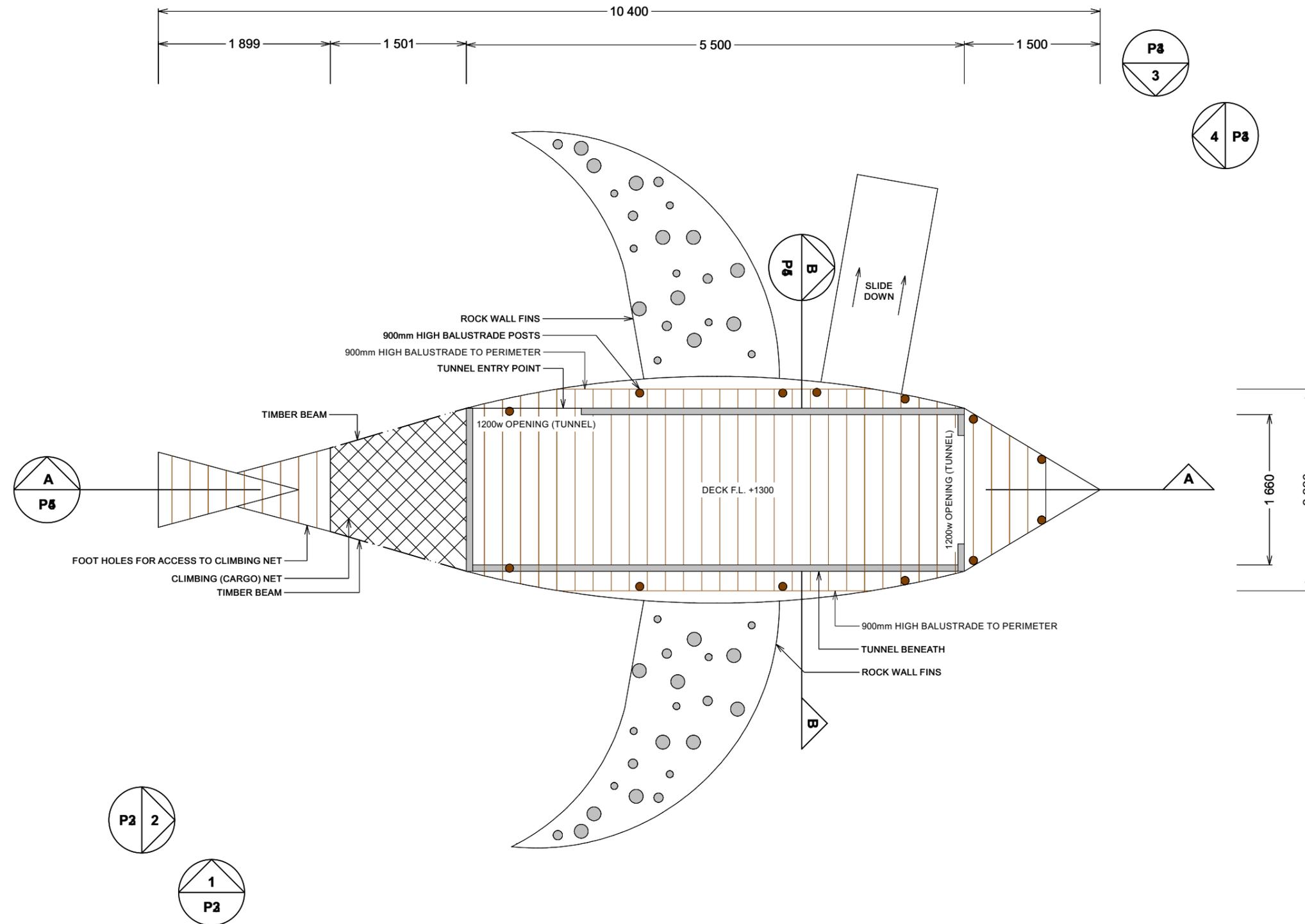
OF 5



**DIMENSIONS (mm) - VARIABLE**

Height: -  
 Length: -  
 Width: -

*All measurements are approximate due to varying sizes of natural materials. Please advise of specific requirements to be accommodated.*



**FLOOR PLAN**

SCALE: 1:50

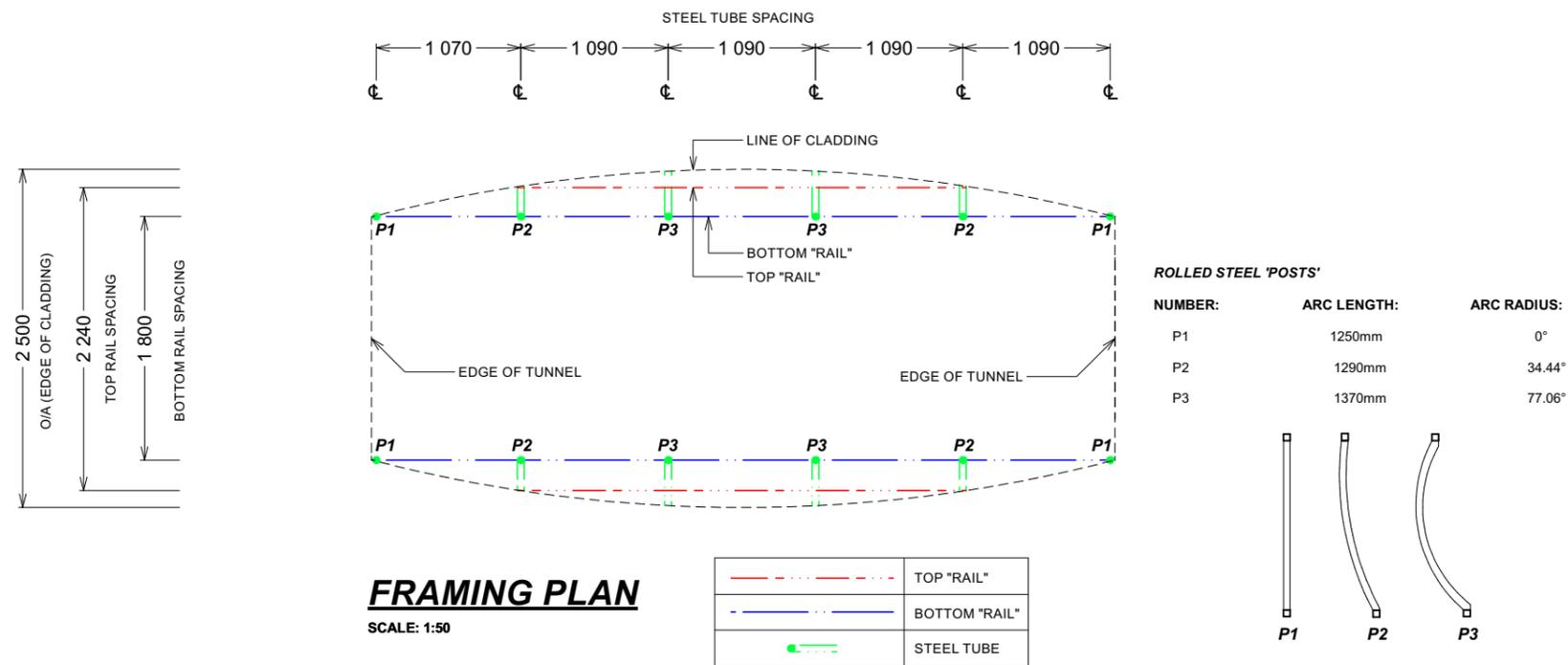
# Cervantes Oval Playground



**DIMENSIONS (mm) - VARIABLE**

Height: -  
Length: -  
Width: -

*All measurements are approximate due to varying sizes of natural materials. Please advise of specific requirements to be accommodated.*



# Cervantes Oval Playground

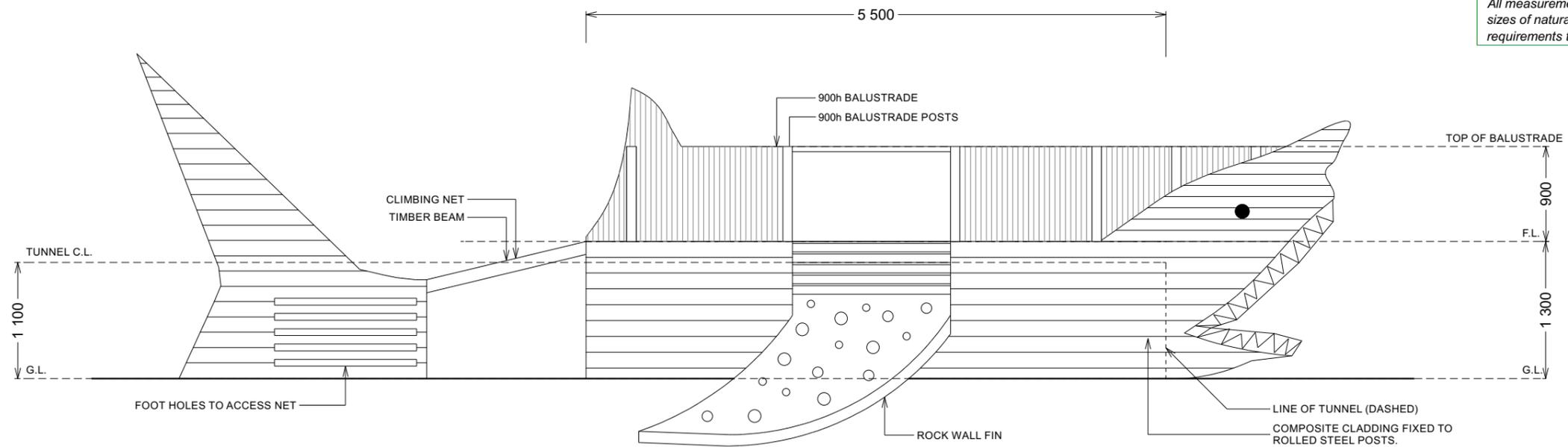
PAGE#  
3  
OF 5



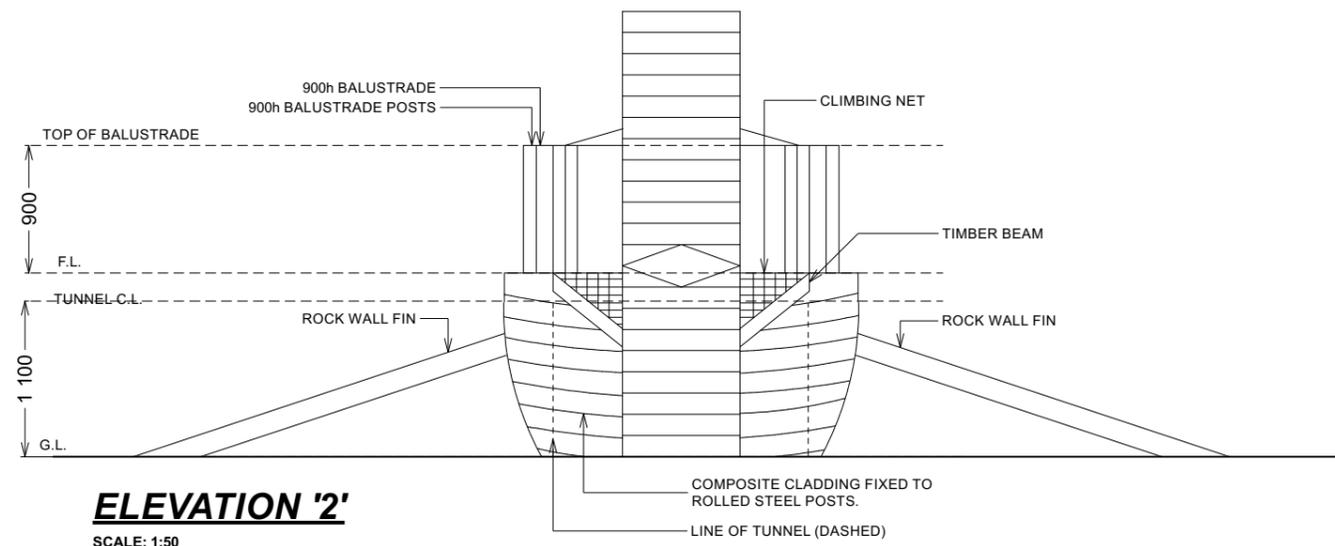
**DIMENSIONS (mm) - VARIABLE**

Height: -  
Length: -  
Width: -

*All measurements are approximate due to varying sizes of natural materials. Please advise of specific requirements to be accommodated.*



**ELEVATION '1'**  
SCALE: 1:50



**ELEVATION '2'**  
SCALE: 1:50

# Cervantes Oval Playground

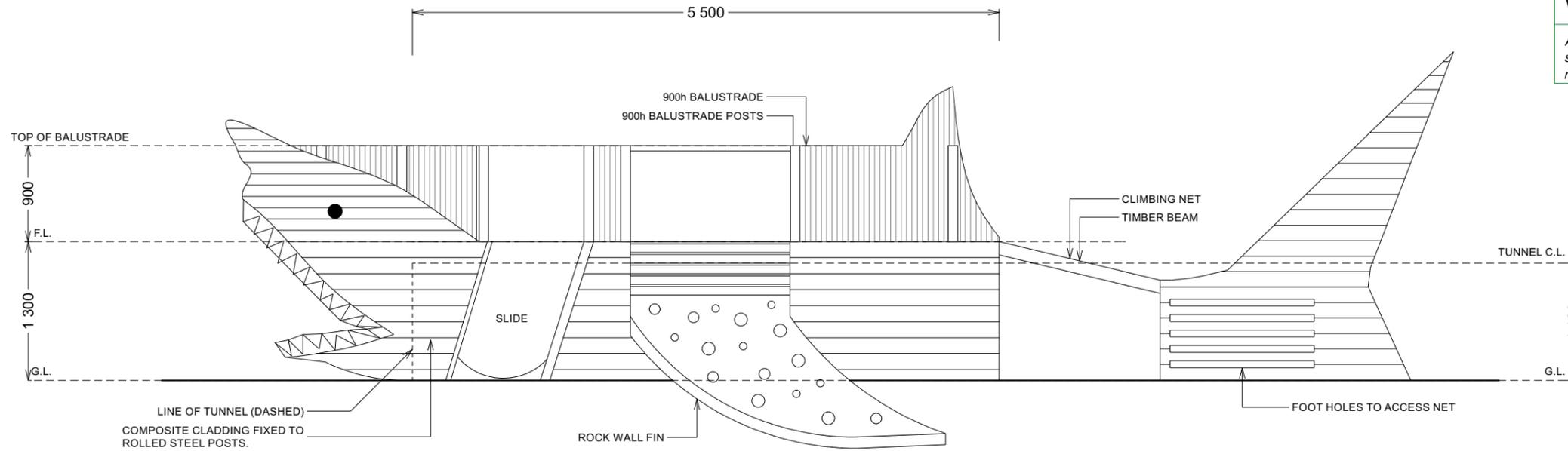
PAGE#  
4  
OF 5



**DIMENSIONS (mm) - VARIABLE**

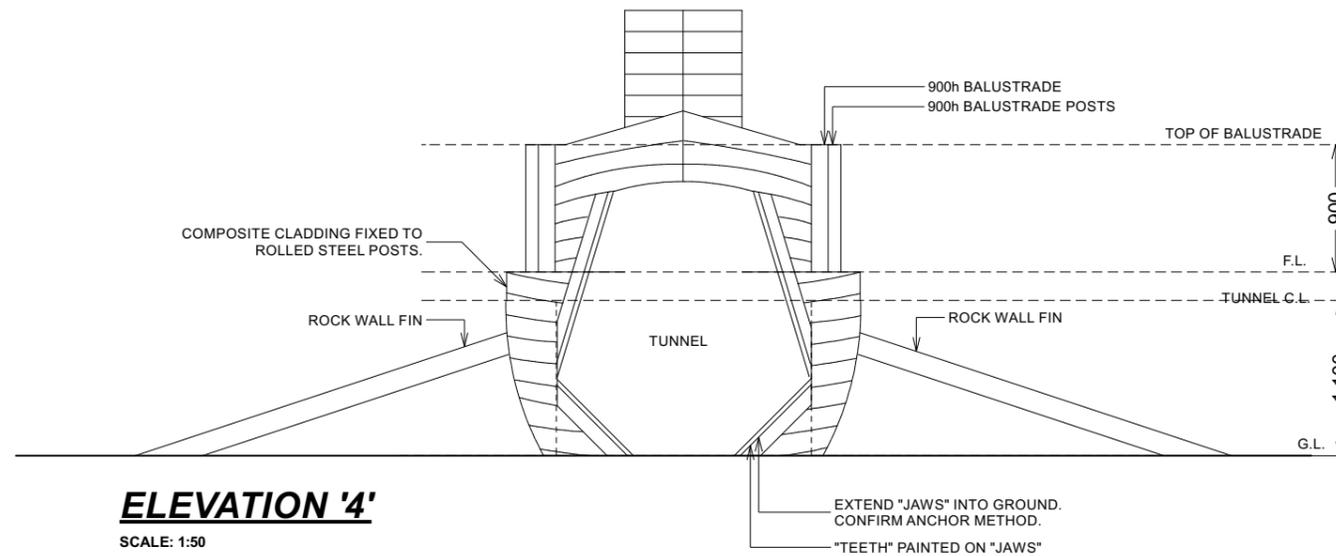
Height: -  
Length: -  
Width: -

*All measurements are approximate due to varying sizes of natural materials. Please advise of specific requirements to be accommodated.*



**ELEVATION '3'**

SCALE: 1:50



**ELEVATION '4'**

SCALE: 1:50

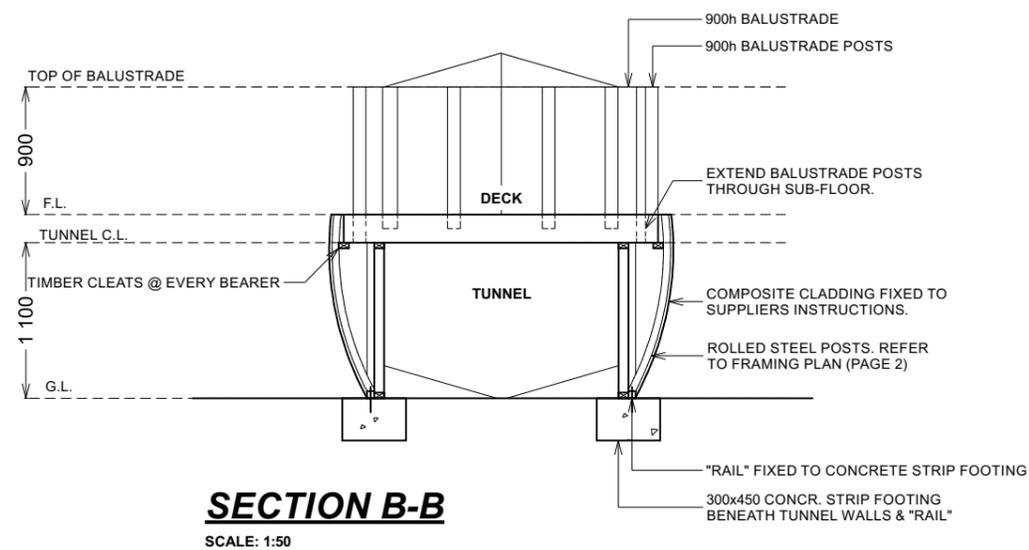
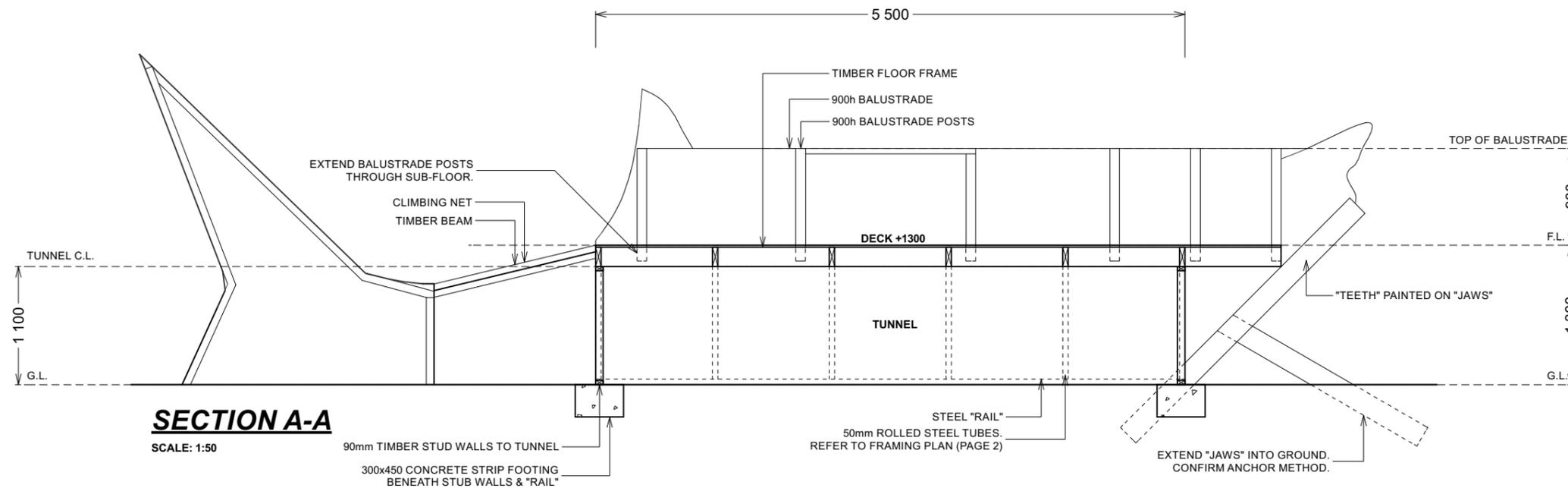
# Cervantes Oval Playground



**DIMENSIONS (mm) - VARIABLE**

Height: -  
Length: -  
Width: -

*All measurements are approximate due to varying sizes of natural materials. Please advise of specific requirements to be accommodated.*



CERVANTES RATEPAYERS & PROGRESS ASSOCIATION (Inc)

President: Mr K. Howe  
Secretary: Mrs Y. Caddy

SHIRE OF DANDARAGAN	Gannick
DATE RECEIVED	Will
25 JUN 2018	David
	Rony
DOC ID: .....	
Acknowledge	<input checked="" type="checkbox"/> Yes / No

P.O. Box 110.  
CERVANTES,,,6511

June 19<sup>th</sup>, 2018

The C.E.O.  
Dandaragan Shire Council.  
P.O. Box 676,  
JURIEN BAY...6516

Dear Sir,

At the June meeting of the above Association the following items were discussed and to be brought to Council -

1. The meeting was very appreciative of work carried out by Council in Cervantes over the past few weeks, especially the upgrade of Drummond Circus – a credit to the Company involved.
2. The installation of the Shower at Thirsty Point which will be much appreciated with all who Use this beach. However some have commented that the area left for patrons to stand under the shower is too small, especially for parents with several young children.
3. Two years ago the Association applied to Shire to have the park at Lot 593 Iberia Street named the "Allen Ogden Park" in recognition of the great work that Mr Ogden had done in Cervantes – as President of our Association – especially with regards this Park. We were advised that two years must elapse after his death before anything could be done regarding this and that Family permission would need to be sought also. This period has past and we now seek permission to finally recognise Mr Ogden's service to Cervantes. Our Association would be responsible for the cost and erection of a suitable sign for this. Your support of this matter would be very much appreciated.

Yours sincerely,

(Mrs Yvonne Caddy – Secretary)

BE

2282

CLAUSE 9.1.1

APPLICATION NO: 49/18  
DATE RECEIVED:  
RECEIPT NO:**SHIRE of DANDARAGAN**

**LOCAL PLANNING SCHEME NO.7  
DISTRICT ZONING SCHEME  
APPLICATION FOR PLANNING APPROVAL**

glen.auzins@gmail.com

<b>Owner details:</b>		
Name: <i>Glen Kristopher Auzins</i>		
ABN (if applicable)		
Address: <i>101 Valley View Parade, JURIEEN BAY WA</i>		Postcode: <i>6516</i>
Phone Home:	Fax:	Email:
Work:		
Mobile: <i>0420 559 343</i>		
Contact person for correspondence: <i>AS ABOVE</i>		
Signature:		Date: <i>20/07/2018</i>
Signature:		Date:
<small>The signature of the owner(s) is required on all applications. This application will not proceed without that signature. For the purposes of signing this application an owner includes the persons referred to in the Planning and Development (Local Planning Schemes) Regulations 2015 Schedule 2 Clause 62(2)</small>		
<b>Applicant details: AS ABOVE</b>		
Name:		
Address:		Postcode:
Phone Home:	Fax:	Email:
Work:		
Mobile:		
Contact person for correspondence:		
The information and plans provided with this application may be made available by local government for public viewing in connection with the application. <input type="checkbox"/> Yes <input type="checkbox"/> No		
Signature:		Date:
<b>Property Details:</b>		
Lot No: <i>172</i>	House/Street No: <i>101</i>	Location No:
Diagram or Plan No: <i>38303</i>	Certificate of Title Vol. No: <i>2555</i>	Folio: <i>397</i>
Title encumbrances (e.g. easements, restrictive covenants):		
Street Name: <i>Valley View Parade</i>	Suburb: <i>JURIEEN BAY</i>	
Nearest street intersection <i>Valley View Parade / Ocean View Parade</i>		
<b>Proposed development:</b>		
Nature of development: <input type="checkbox"/> Works <input type="checkbox"/> Use <input checked="" type="checkbox"/> Works and use		

Is an exemption from development claimed for part of the development? <input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, is the exemption for: <input type="checkbox"/> Works <input type="checkbox"/> Use
Description of the proposed works and/ or land use: <i>AS ATTACHED</i>
Description of exemption claimed (if relevant) <i>AS ATTACHED</i>
Nature of any existing buildings and/ or land use: <i>AS ATTACHED</i>
Approximate cost of proposed development: <i>\$14,000</i>
Estimate time of completion: <i>6 MONTHS</i>

<b>OFFICE USE ONLY</b>	
Acceptance Officer's initials:	Date received:
Local Government Reference No:	

**THIS FORM IS TO BE SUBMITTED WITH TWO COPIES OF PLANS COMPRISING THE INFORMATION SPECIFIED IN THE PARTICULARS REQUIRED WITH APPLICATION AS SHOWN BELOW.**

**THIS IS NOT AN APPLICATION FOR A BUILDING LICENCE**  
**Accompanying material**

Unless the local government waives any particular requirement every application for planning approval is to be accompanied by —

- (a) a plan or plans to a scale of not less than 1:500 showing —
  - (i) the location of the site including street names, lot numbers, north point and the dimensions of the site;
  - (ii) the existing and proposed ground levels over the whole of the land the subject of the application and the location, height and type of all existing structures, and structures and vegetation proposed to be removed;
  - (iii) the existing and proposed use of the site, including proposed hours of operation, and buildings and structures to be erected on the site;
  - (iv) the existing and proposed means of access for pedestrians and vehicles to and from the site;
  - (v) the location, number, dimensions and layout of all car parking spaces intended to be provided;
  - (vi) the location and dimensions of any area proposed to be provided for the loading and unloading of vehicles carrying goods or commodities to and from the site and the means of access to and from those areas;
  - (vii) the location, dimensions and design of any open storage or trade display area and particulars of the manner in which it is proposed to develop the same; and
  - (viii) the nature and extent of any open space and landscaping proposed for the site;
- (b) plans, elevations and sections of any building proposed to be erected or altered and of any building it is intended to retain;
- (c) any specialist studies that local government may require the applicant to undertake in support of the application such as traffic, heritage, environmental, engineering or urban design studies; and
- (d) any other plan or information that the local government may require to enable the application to be determined.

**The Council reserves the right to request an electronic version of the application to make a complete assessment of the development application.**

Proposal to Council – Shire of Dandaragan

## Turquoise Coast Plants & Fish

Retail Nursery Business

### Personal Details

Name: Glen Kristopher Auzins  
D.O.B.: 30/04/1988  
Phone: 0420 559 343  
Email: [glen.auzins@gmail.com](mailto:glen.auzins@gmail.com)  
Address: 101 Valley View Parade, Jurien Bay WA 6516  
Occupation: High School Science & Marine Tourism Teacher  
Emergency Service Cadets Unit Leader

### Location of Proposal

101 (Lot 172) Valley View Parade, Jurien Bay WA 6516



Figure 1 Property for where the proposed business will be located

### Current Zoning of Location

This lot is currently zoned as 'Special Use – Rural Development

### Current Infrastructure and Land Use

The property is currently used for a single residential dwelling consisting of one main house structure of 2 storeys and 2 sheds (6m x 6m).

### Nature of Proposed Business

#### Brief

I wish to start a retail nursery business within the above mentioned property (see figure 1) for the sale of terrestrial and aquatic plants as well as pond and aquarium products.

#### Extend of Retail Product

I wish to retail the following categories of product through this business:

- Native and exotic terrestrial plants
- Native and exotic aquatic plants
- Garden supplies including fertilizers, potting mix, mulch and ornaments and worm farms
- Garden ponds and accessories including pumps, liners and fountains
- Freshwater pond and aquarium fish
- Small aquariums <200L and relevant accessories
- Pond and aquarium chemicals
- Aquaponics set-ups and accessories

## Extent of Nursery Activities

I intend to engage in the following culturing activities as part of this business

- Small scale culturing of aquatic plants
- Small scale germination and culturing of terrestrial plants
- Small scale aquaculture of freshwater aquarium and pond fish (<100KL of aquaculture infrastructure)

## Extent of Land Use

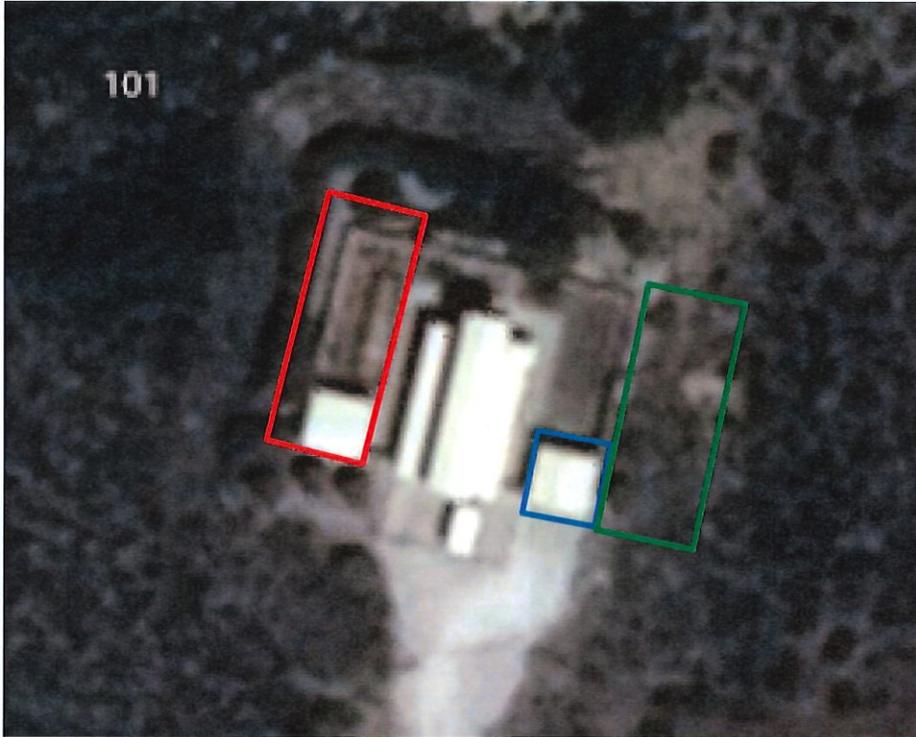


Figure 2 Proposed location of business activities and future works

It is my intention to initially utilise the 6m x 6m shed identified in blue within figure 2 for retail operations with adequate parking available on the adjoining driveway. The area demarked in red will be the limits of space I intend to use for aquaculture and horticulture activities initially.

I would further seek approval for the construction of a shade house of no more than 3m height and not exceeding 12m x 6m (72m<sup>2</sup>) located within the area identified in green. This shade house is to be constructed using a treated pine skeleton and covered neatly with a green or tan shade cloth. This shade house will be utilised for more extensive terrestrial horticulture activities and will not be constructed within 3 months of the business launching.

## Trading and Employment

It is my intention to initially trade within the times of 0800 and 1700 on a Saturday and Sunday with the potential of expanding to weekdays in the future as driven by business progress. It is my hope to utilise this opportunity to employ at least 1 junior staff member from the local community on a casual basis and will be considering juniors who have faced difficulty achieving work experience and employment opportunities.

## Current Market

I believe this market is not one that is heavily contested within the region and for that reason I do not expect to draw business away from other local businesses.

- Jurien Bay Nursery: whilst this business also deals in plants and some aquarium fish, a significant amount of their product is soils and mulches in large quantities which is an area I do not intend to trade.
- Thrifty Link Jurien Bay: This business also deals in plants but is primarily a hardware store and I do not believe I will draw any substantial business away from them.

There are currently no businesses I have identified in the region which deal extensively in aquarium and pond fish as well as aquatic plants and whole aquaponics set-ups.

### **Community Benefit**

As well as bringing extensive knowledge about the set-up maintenance and care of aquariums and garden ponds, it is my hope to employ at least 1 junior staff member from the local region and it is my desire if the business proves able to grow to subsequently offer traineeships leading to certificate qualifications in horticulture and aquaculture which I believe will be valuable skills as part of the future of a coastal community.

As identified through attending the markets in Jurien Bay there are a number of local community members who craft a variety of unique and upcycled products relating to the keeping of plants and the decorating of gardens. I would like to use this business as a retail opportunity hub for these members of the community to sell their products and promote their personal brand.

### **Environmental and Social Considerations**

The culturing and stocking of freshwater exotic plants and fish can be deemed as an environmental concern, however the property location lies approximately 1.5km from the nearest natural freshwater body with the landscape naturally sloping away from this body of water, therefore limiting if not eliminating any risk of translocation.

There is no intention to utilise substantial machinery as part of this business endeavour and do not expect to be generating any more noise than what has been generated by residential land use.

The existing property includes a substantial driveway area to allow adequate parking and will therefore not result in traffic and customers imposing on neighbouring land.



13 July, 2018

Planning  
Shire of Jurien Bay  
69 Bashford Street  
Jurien Bay WA 6516

To Whom It May Concern

In my capacity as a Business Advisor for Business Local, I would like to put forward my support of Glen Auzins who is planning to set up a plant & fish nursery.

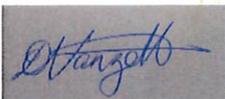
**Business Local** is an initiative of the Small Business Development Corporation to streamline the delivery of small business advisory services across Western Australia.

The **Business Local** objective is to develop a strong, vibrant small business sector in regional WA. This sector must be strongly supported as it provides jobs and builds a robust economy in our region.

Glen is my client and I have been impressed with his business planning so far and his knowledge of breeding fish and propagating water plants. He has great passion to set up a unique business that I believe would be an asset to Jurien Bay. I imagine that not only would it be another new retail business in town but could also, in the future, grow to be a lovely tourist attraction with people visiting to see the different varieties of fish and water plants on site.

I believe the proposed plant & fish nursery will bolster the small business sector in the local district and hope the Jurien Bay Shire supports this new business.

Kind Regards,



**Donna Vanzetti**  
**Business Advisor – Wheatbelt North**  
**Business Local Services**  
RSM Australia  
M: 0429 180 368  
E: [donna.vanzetti@rsmi.com.au](mailto:donna.vanzetti@rsmi.com.au)



## Jurien Bay Golf Club Irrigation Project.

### Introduction

Jurien Bay Country Golf Club was established in 1969, on public open space vested in the Shire of Dandaragan. The 18 hole course has sand greens. Greens surrounds and teeing areas, and grassed areas surrounding the club house are irrigated from limited supplies available on site. The fairways are watered by rain, and like other such country courses in southwestern Australia, are mainly useful in winter and spring. In 2016 the golf club formally adopted a policy to pursue irrigated fairways as part of its Strategic Plan. Irrigated fairways will increase participation rates in golf, both during the current winter season, and throughout the other half of the year. The option of establishing grassed greens has been relegated to a lower priority.

Currently an estimated 4 hectares of the course is irrigated year-round. To cover the entire playing surface will increase the watered area to 25 hectares. A prerequisite for an increase in irrigation is a suitable supply of additional water, which is not available from within the golf course area. Various studies by WA Department of Water covering the Jurien Groundwater resource reveal that over 26 Gl of water per year is available for allocation from a target surficial aquifer located at over 2 kilometres to the east of the town site. The requirement for irrigating 25 hectares of golf course fairways is estimated to be less than 300 ML per year, about 1 percent of the estimated water available. To establish this required water supply, a test bore needs to be drilled in the target area, and pumping test results provided to WA Department of Water and Environmental Regulation. Only then would a license be issued permitting the water extraction.

### Golf Course watering at present

Water for the irrigation is drawn from six shallow bores located within the golf course boundary, plus a soak excavated below the water table. In 1983 the club installed irrigation for three holes (No's 1, 8 and 9) using water from the soak. Three phase power was transmitted to this central location from the State grid, and used for pumping the water collected in the excavated soak.

It became immediately obvious that the water quality deteriorated rapidly when consuming the quantity required to reticulate these three fairways, and the system has since only been used to water approximately 10 metre wide strips around the sand greens, and the grass tee areas.

The central system caters for half the course tees and sand green areas, and a grassed area nearby the club house. The remaining greens surrounds and tee areas are watered from several shallow bores, using small collection tanks, and single phase power where available. Two of the shallow bores operate using petrol pumps. During summer months, the central pond water quality deteriorates until it is no longer usable for even the modest area covered by this source. Salinity measurements typically rise to 10 grams salt per litre by January, and at this level the water damages grassed areas, so has to be switched off. Some watering is available nearby the club house and two adjacent tees and greens using the domestic town water supply, and the independent small bores continue to operate with careful monitoring of water quality.

There is no possibility of using on-course water supply to extend irrigation to cover the fairways.

## **Plan for the future**

Once sufficient water of acceptable quality is available, the storage and distribution system to be installed is typical of irrigated golf courses in coastal Western Australia. Water will be collected in four large tanks located near the centre of the golf course, adjacent to the existing soak and pumping station. Each tank will have a capacity of 260,000 litres.

A pump house will be established to house three electric powered pumps, two operating, and one standby. Water from the tanks will be distributed around the golf course via three ring main pipelines. These pipes will be 150mm diameter PVC. Smaller lateral distribution pipes, and control valves will connect to the ring mains, and a typical pop-up sprinkler network fed by the lateral distributors. About 600 sprinklers will be needed to cover the whole golf course.

Groups of 6 sprinklers will typically operate from each control valve, which will be actuated electrically by a distributed signal cable following the ring main and lateral pipeline network.

Normally 4 or 5 groups of sprinklers will operate simultaneously for approximately 20 minutes per cycle. Fairways would be watered on alternate days, while green surrounds and tee boxes could be watered daily. Lower watering times and frequencies will be used during winter. Approximately 1 million litres of water will be distributed daily, for an estimated 200 days per year.

### **Installation in stages.**

Much of the installation will use skilled and semi-skilled volunteer labour, consisting of a core group of club members with agricultural and engineering backgrounds. Soil preparation and seeding will also use volunteer labour. Due to the volume of work to complete the installation, and disruptions to playing areas, it has been assumed the fairways irrigation will be undertaken in two or three stages.

Each stage of work will revolve around distribution systems per ring main, and there are three ring main pipelines planned. Provision of storage tanks; installation of additional supply bores; and pumps will be matched to the stage-wise volume of water to be covered.

The supply pipeline from the borefield will be about 2,700 metres long, and will need to be installed at the full project capacity from the start. Otherwise hardware and horticultural supplies will be purchased only according to the stage area being installed.

Developing the irrigation project in stages will enable both physical activity and financing considerations to reflect actual performance.

### **Stage 1 – water supply and first ring main**

This covers the establishment of the first two bores and solar power arrays, and the 2.7 km transmission pipeline from the borefield to the first collection tank in the golf course centre. The old distribution pipework from the early 1980's will be replaced by a new 150mm ring main running from the existing pump station to the club house between fairways 1 and 9, and returning to the pump station between fairways 10 and 15. Initially the new ring main can be fed by the existing pump, until the area covered by ongoing distribution network installation exceeds the pump capacity.

The ring main will cater for the clubhouse area, and holes 1,8,9, 10, 15 and the approach to hole 14. This arrangement would allow year round grassed and partially grassed fairways for a composite nine holes. Holes 15, 16 and 17 currently have grassed approaches from about 100 metres using independent small bores.

The estimated cost for this work is \$256,000 and is expected to take about a year to install.

### **Stage 2- complete front nine.**

Two additional bores, a second storage tank, the new pump shed and one new large pump, along with installing the second ring main will enable irrigation of the remaining fairways on the front nine holes, being 2,3,4,5,6, and 7. The second ring main will run from the pump station between 8 and 2 fairways, then between holes 3 and 7; and 4,5 and 6, returning to the pump station between holes 11 and 14.

In addition a transfer tank and booster pump will be needed at the borefield along with solar arrays for the booster and additional bores.

This stage cost estimate is \$330,000 and is estimated to take a year to complete.

### **Stage 3- Complete back nine.**

At a further estimated cost of \$465,000 the final ring main is installed; two new storage tanks; two new large pumps, and 3 more bores are required to supply the full water requirement. With eight complete fairways to establish it is estimated this stage could take up to two years.

The final ring main will connect from the club house, run between holes 16 and 17 &18, and then 13 and 12 to connect the second ring main at number 6.

### **Development of water supply**

Hydrology studies undertaken for WA Department of Water have been reported in 2009 and 2010, in connection with the future town water supply for Jurien Bay. The existing water bores supplying Jurien town site are located about 3 km northeast of the golf course, and draw from the surficial aquifer located in a geological domain known as the Tamala Limestone. Future bores to increase the supply of treated water for domestic consumption are planned to be installed to the north of the existing bores. Ground water is available to the south of the town water supply bores, and is the target for developing a supply for the golf course. Groundwater below the golf course, and immediately to its east is shallow and underlain by saline water. Bores in this area, and throughout

the Jurien town site are limited to about two metres of usable water, and hence have low productivity, usually less than 50 kl per day.

Historically Jurien town waste water was treated in private septic tanks, but in recent years a programme of deep sewer in-filling has been under way. A new waste water receival plant has been built about 2 km to the east of the golf course, and is now fed by pressure mains collecting and transmitting waste water from the town. It is estimated that this facility will not have excess water requiring disposal (for example as golf course irrigation water) for at least another ten years. Depending on the growth of Jurien Bay, it is envisaged that eventually there will be sufficient water available for recycling that this could feasibly replace the bore water supply being sought by the golf club. However the timing of this supply is uncertain, and not expected before 2030.

To the east of the waste water facility are the suburbs of Jurien Heights and Alta Mare. Water supply in these areas is from private bores, also tapping the surficial aquifer in the Tamala limestone. These bores sit in up to 20 metres of good quality water, and there is no saline layer. Geologically there is a fault dividing the strata below the town and golf course area, from the eastern suburbs. It is intended to establish the water supply for the golf course to the east of this fault (the Beagle Fault).

The WA Department of Water & Environmental Regulation which is responsible for licensing bores has advised the golf club it will need to establish a test bore in the target area, and conduct pumping tests, before a production licence can be issued. Construction of the test bore also requires a license from the Department. The Golf Club has entered into a lease with Ardross Estates Pty Ltd for a parcel of land where the test bore can be established. The licenses for the test bore and the subsequent water production have been submitted to the Department of Water and Environmental Regulation, and drilling companies contacted for quotations to install the test bore. Once the test bore is established, a hydrologist will supervise required pumping tests, and assemble the requisite report to the Department.

Once the Department of Water & Environmental Regulation issues the license to draw water, the Golf Club will commence the staged process to install bores, solar power arrays, the transmission line and first tank at the golf course. This and subsequent stages of the project will be accompanied by staged applications for funding from the relevant State and local Government authorities.

Following are responses to a list of questions from Garrick Yandle, Executive Manager Infrastructure, at Dandaragan Shire.

## **1. Summary of Project**

### **a. Objectives**

Stage-wise installation of suitable quality water supply, collection, and distribution system to irrigate 25 hectares of fairways at Jurien Bay Country Golf Club (Inc).

### **b. Timeframe**

Three to five years commencing 2018.

c. Staging

Three stages, see above.

d. Indicative Cost.

A project cost estimate was developed following consultation with other golf clubs that have recently irrigated their fairways on coastal locations. Pump and pipeline calculations were conducted by an experienced process engineer from TZMI Pty Ltd, and checked for reasonableness by discussion with an experienced hydrologist from Water Direct Pty Ltd that has assisted the Golf Club with its irrigation project in the past. The distribution network has been developed previously by other irrigation experts in Geraldton and Perth, and taken as suitably detailed for an initial project estimate. Hardware and tankage costs, and bore installations, solar arrays, and submersible pump costs were taken from oral and written quotes from a variety of Perth based suppliers.

Estimates for trenching, sand, grass seed, fertiliser and insecticide supplies were obtained mainly from local businesses.

A contingency of 25% has been allowed.

Summary cost estimates:

Bores and solar arrays	\$112,000
Collection tank, booster pump & solar array	\$37,000
Transmission line materials	\$40,000
Installation	\$27,000
Sub total, water supply	<b>\$216,000</b>

Tank farm & distribution pumps

Tanks, 4 x 260,000 litres @\$15,000 each	\$60,000
Site works, electrical supply (est)	\$4,000
Pump shed, manifolds, suction pipes, valves etc	\$15,000
Pumps and motors x3 sets @\$30,000 each	\$90,000
Instrumentation for pump controls	\$3,000
Sub total, tanks and pumps	<b>\$172,000</b>

Water distribution pipe supplies	\$91,100
----------------------------------	----------

Installation	\$96,000
Control wires, solenoids, computer	\$50,000
Sprinklers, 650 @ \$70 each	\$45,000
Sub total reticulation	<b>\$282,100</b>
Cultivation	
Seed, soil, soil treatment, fertiliser. Estimate	<b>\$171,700</b>
<b>Total in estimate</b>	<b>\$841,800</b>
25% contingency	<b>\$210,200</b>
<b>Total Project installed cost</b>	<b>\$1,052,000</b>

## 2. Existing Irrigation Infrastructure

- a. Approximately 4 hectares of the golf course is currently irrigated, being mainly the tee areas, green surrounds, and about 100 metres approach areas on four holes.
- b. Daily usage varies from summer to winter, and is not measured, but estimated to average around 25,000 kilolitres per year.
- c. Locations are described above.
- d. No 17 shallow bore is electrically powered, has two steel tanks approximately 150 kl in total, and waters #14 tees and green, #13, 16 and 17 greens and 100 m approaches. No 16 shallow bore is petrol engine powered, and directly irrigates 100m approach and green area on #15, tee boxes on # 15, 16 and 18. No 3 shallow bore is petrol engine powered, and directly waters #2 green and approaches, and #3 teeing area. These three bores produce the best quality water and average 2-3 gpl salt. No 6 shallow bore is solar powered, and has a 50 kilolitre steel tank. This supply waters the green surrounds on #5,12 and 11, and the tee areas for #12, 13 and 6. This water is typically 6 gpl salt. Remaining tee areas and greens are watered from the centrally located soak (the duck pond). Currently there are no tanks. The pump is three-phase electrically powered and has a 22kW motor. The water quality ranges from as low as 6gpl salt in winter to 11 gpl by the end of summer.
- e. During summer there is a trade-off between insufficient watering of greens and tee areas fed from the central main pump, versus the salt scouring that occurs wherever water accumulates on the surface, and deposits salt crystals when the water evaporates. The destruction of existing grassed areas has become worse during the past ten years. Around the club house the town domestic water supply is sometimes used in summer to partially alleviate this problem.

- f. Previously, an electric powered shallow bore with good quality, operated near the practice fairway, and also supplied the clubhouse surrounds. This bore went dry when the retirement village bores were installed around 2012, and despite attempts to redevelop this water supply, it remains unusable.

### **3. Proposed Production Bores**

- a. A total of 7 solar-powered bores located about 2.7 km east of the golf course are currently proposed, to be installed in stages matching the installation of collection and distribution infrastructure, see above. The first bores are intended to be installed on private land leased from Ardross Estates Pty Ltd. The land is described in Landgate deposited plan 411768, and borders Airstrip Road about half a kilometre east of the town waste water treatment plant ponds.
- b. Depth to water is estimated to be 20 metres, and the bores will be drilled a further 10-20 metres, ensuring a good depth of water without penetrating the deeper underlying aquifer.
- c. Associated infrastructure includes a 150mm diameter transmission pipeline to the golf club central pumping location. The line is designed to transmit up to 100 kilolitres per hour during daylight hours. Solar arrays will be supplied to power each bore pump. After the first four bores are installed, it will be necessary to provide a booster pump to increase pressure at the pipeline inlet to overcome friction losses in the transmission line. Prior to this, gravity should be sufficient to deliver the initial stage water volume. The booster pump will be progressively supplied up to 15 kW from a dedicated solar array.
- d. Costs are summarised above.

### **4. Estimated Irrigation Requirements**

- a. The fairways and club surrounds area to be irrigated in future is 25 hectares.
- b. Daily water usage will be approximately 1000 kilolitres during summer months. This will be distributed at night over half the course. The following day's water would then be distributed over the other half of the golf course. Up to three waterings per week may be necessary during the hottest and most windy summer days. In winter there will be some weeks when no watering is required.  
The total expected water requirement is unlikely to exceed 200,000 kilolitres in a year, however the license application has requested 250,000 kilolitres per annum.

### **5. Infrastructure Upgrades.**

The basic outline is described above. Apart from the three-phase power supply currently supplying the central pump, none of the existing infrastructure is expected to be used long term.

- a. Four x 260 kilolitre tanks and associated pumps will be installed at the central pumping location. Allowance is made for two operating pumps, each with 60kW variable speed electric motors, and a third standby pump. Initially the existing 22kW pump will be used and then it will become the first standby pump, for the first nine

holes. There will be three 150mm ring mains installed to distribute water around the course. Almost 10 km of reticulation pipework, including the ring mains, is planned.

- b. Cost estimates and staging are described above.

## **6. Shire Integration**

- a. There are currently no Shire owned infrastructure elements that will be used in the planned installation. However, the water pipeline delivery route will run past the waste water treatment plant and existing diesel-powered bore used for irrigating the football oval. In time the expected excess water from the waste treatment plant would be able to use the planned delivery pipeline. All downstream infrastructure on the golf course would simply switch the water supply without requirement for changes.
- b. The pipeline is sized to deliver 100% of the golf club peak demand in 10 hours of pumping, five or six days a week. Additional capacity is available for pumping at night, using wind generators, or eventually electrical bore pumps should the power network extend to the borefield. Should the Shire wish to integrate its future public open space irrigation requirements with the proposed golf club water supply, the pipeline route lends itself to feeding additional stage pumping tanks at the golf club boundary where electrical power currently exists, or could be readily developed.
- c. The Golf Club will seek funding assistance from the Shire, as well as State funding, and Golf Club own funding on a 1/3:1/3:1/3 basis. Formal approval will also be sought to install the transmission line in the easement as described, and already discussed with Shire Officers. Shire support for the overall concept is a prerequisite for State Government agency funding, and such support is also requested, in the required form during funding application.

Steve Gilman

President

Jurien Bay Country Golf Club (Inc).

30 April, 2018.

**From:** Bob Howe <[bobhowe13@gmail.com](mailto:bobhowe13@gmail.com)>  
**Sent:** Monday, 23 April 2018 10:37 AM  
**To:** Brent Bailey <[ceo@dandaragan.wa.gov.au](mailto:ceo@dandaragan.wa.gov.au)>  
**Subject:** Men's Shed Block of Land



**To** The CEO Dandaragan Shire

**FROM** Central West Men's Shed Cervantes

After discussions with councillors and your shire staff, the Men's Shed are happy to accept the block of land behind the CCRC hall.

This Block of land runs easterly on the Southern Boundary of the Golf club.

We envisage the block being 47mtr x 80mtr to allow us to build and expand the shed from our present site

At our next AGM a motion will be put forward to change our name to the "Cervantes Community Men's Shed "

To encompass the Historical society, Their display of Cervantes and storage of memorabilia, The Rate payers, repair and maintenance of the golf course equipment, Progress association and of course the Men's Shed.( any other community based group wishing to use the meeting room or our facilities )

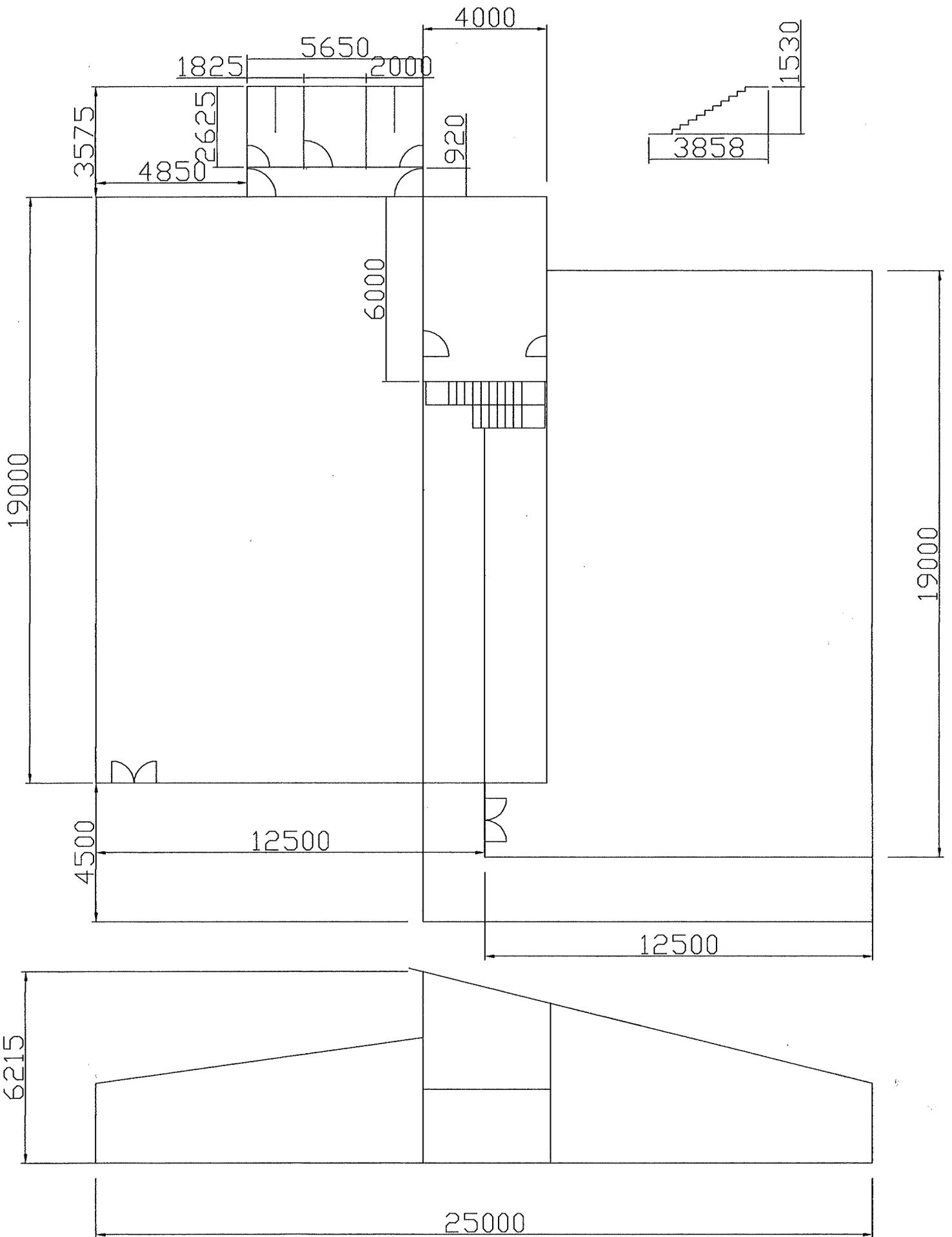
We understand that the council will supply power, water, fencing on 3 sides and clear the site with a covering of gravel to stop the southeast, southerly and westerly winds from top dressing the golf course and the easterly wind from filling the motel car park with sand.

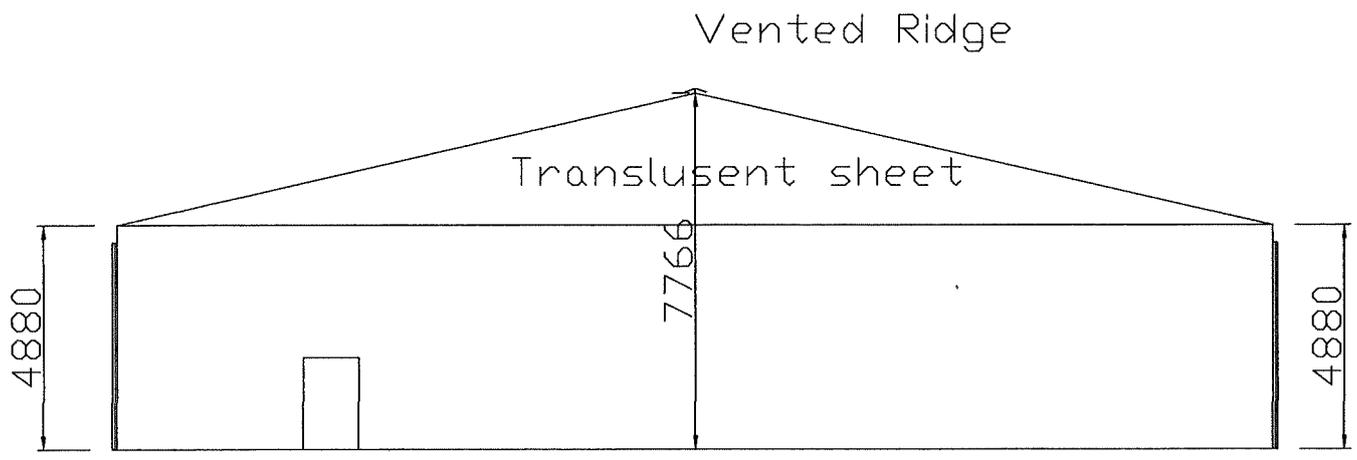
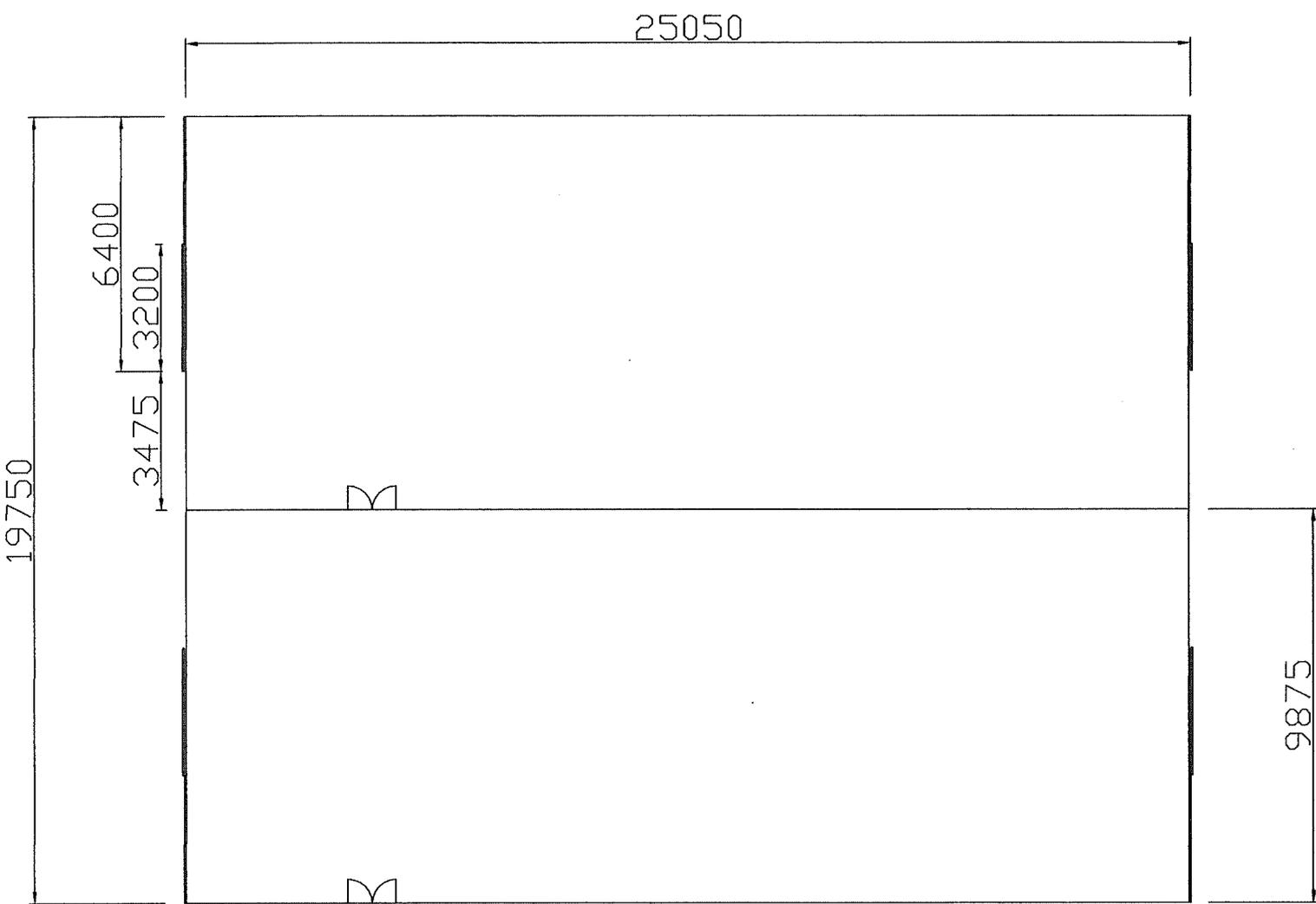
We hope this can be achieved in a short time frame to facilitate our future plans.

May we hear from you soon.

With Regards  
K.R. Howe (sec)

0466726409  
Po Box 141 Cervantes 6511  
[Bobhowe13@gmail.com](mailto:Bobhowe13@gmail.com)





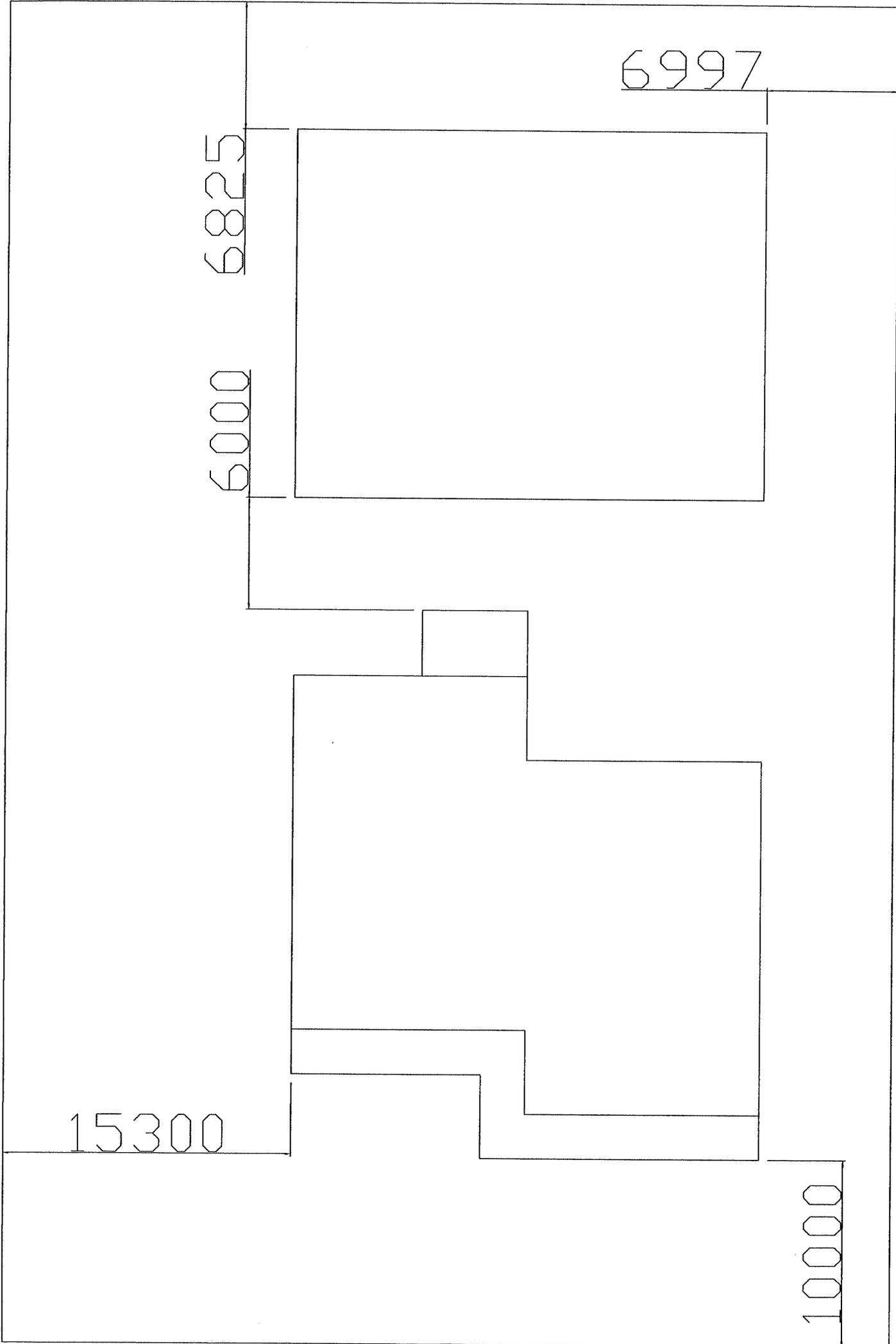
6997

6825

6000

15300

10000



# Reserve Enquiry Detail [ 5100L ]

[Screen Friendly](#) [Print Page](#)

<b>Reserve</b>	40711	<b>Legal Area (ha)</b>	6.1549
<b>Name</b>		<b>Status</b>	Current
<b>Type</b>		<b>Current Purpose</b>	RECREATION
<b>Notes</b>			
<b>File Number</b>	2153/988		

Class	Responsible Agency	Date of Last Change
C	DEPARTMENT FOR PLANNING AND INFRASTRUCTURE	02/06/2007

Management Orders	Document	Land Use	Local Government Authority
SHIRE OF DANDARAGAN		RECREATION	DANDARAGAN, SHIRE OF

Add Item	CLT Number	Parcel Identifier	Street Address	Suburb	File Number	PIN	Area (sqm)	Map Viewer
<input type="checkbox"/>	LR3140-46	Lot 850 On Plan 188678	2 ARAGON ST	CERVANTES	02153-1988-01RO	578834	61547.983	

**Reserve Number** 40711

Previous Certificates of Title	Historic Crown Allotments
	CERVANTES Town lot/Lot 850

Gaz Page/Document	Date	Type	Text
4235	21/10/1988	Current Vesting	VEST SHIRE OF DANDARAGAN
4242	21/10/1988	Current Area	6.1549
4242	21/10/1988	Class	C
4242	21/10/1988	Current Purpose	RECREATION
4242	21/10/1988	Correspondence File Number	2153/988
4242	21/10/1988	Lot/Town Lot	CERVANTES LOT 850
4242	21/10/1988	Original Gazettal and page	ORIGINAL GAZETTE
4242	21/10/1988	Public Plan	CERVANTES (02) 5.24 AND 5.25
4242	21/10/1988	Street Name	ARAGON STREET
4242	21/10/1988	Survey Number	DIA:88678

This product is for information purposes only. A search of the original documentation is required for all legal purposes  
Western Australian Land Information Authority (Landgate)

69462

L.196

LAND ACT, 1933  
(Section 33)

VESTING ORDER

File No. 2153/988

I, Professor Gordon Reid, Companion of the Order of Australia, Governor of the State of Western Australia, do hereby, in pursuance of the powers enabling me in that behalf, and under and by virtue of the provisions of Section 33 of the Land Act, 1933, direct that Reserve No. 40711 (Cervantes Lot 850)

shall vest in and be held by the Shire of Dandaragan

in trust for the following objects and purposes (that is to say)

"Recreation"

subject nevertheless to the powers reserved to me by Section 37 of the said Act.

*Cervantes Reserve  
Rise. Anisa  
(CNR 521/1213 ST)  
Anson St*

Given under my hand, at Perth

this *11th* day  
of *October* 19*88*

*Gordon Reid*  
GOVERNOR



PO Box 288, Jurien Bay, WA 6516  
 ABN 39 984 3453 661  
 A/President: Bob Hendry Secretary: Rob Shanhun  
 Tel: (08) 9652 2848 Mob: 0475516288  
 Email: rob.kdm@bigpond.com

Brent Bailey  
 Chief Executive Officer  
 Shire of Dandaragan  
 Bashford Street  
 Jurien Bay WA 6516

SHIRE OF DANDARAGAN DATE RECEIVED	Drvin
	Name SCOTT
4 JUL 2018	
DOC ID: .....	
Acknowledge	Yes / No

3 July 2018

Dear Brent

**Jurien Bay Community Men’s Shed (JBCMS) – Land and Building Requirements**

We refer to recent discussions between Shire representatives and the Jurien Bay Interpretive Complex group, comprising JBCMS; Lions Club of Jurien Bay; ICAN; and the Museum group, in regard to a proposal to lease the old fish farm shed, owned by the Department of Transport (Dot).

This matter has been discussed for some time by members of JBCMS, who were initially enthusiastic regarding the possibility of utilising the DoT shed and the opportunities it would afford all of the groups involved in the Interpretive Complex. This enthusiasm, however, waned when the DoT offered only a 5 year term and was not prepared to move from that position.

The Interpretive Complex Group (ICG) rejected the 5 year offer at its meeting on 29 May 2018, requiring a 20 year lease or 10 plus 10. This position was supported by the JBCMS. It is now our understanding that other organisations within the ICG have reconsidered their position in regard to the proposed 5 year lease. This is yet to be considered at a meeting of the ICG.

Following a presentation by the Shire’s Club Development Officer to a meeting of the JBCMS on 18 June 2018, it was agreed to put the DoT shed proposal, including the 5 year lease term, to a meeting of all interested JBCMS members on 2 July 2018. Following a lengthy discussion during which every member present was invited to speak on the matter, it was resolved:

**That the Jurien Bay Community Men's Shed:**

- 1. Thank the Shire of Dandaragan for its work in regard to the proposal to lease the former Fish Farm shed at the Marina from the Department of Transport (DoT), however advise the Shire the Jurien Bay Community Men's Shed (JBCMS) does not wish to be involved with the lease and associated DoT shed remediation project, as the proposed 5 year lease term is untenable and the project financially unviable.**
- 2. Request the Shire of Dandaragan provide the JBCMS with a 20 year lease over a 2500m2 section of land at the rear of the previously surveyed Interpretive Complex site at lot 503 Bashford Street, Jurien Bay (Reserve land). The exact location to be identified and on which the JBCMS will construct a purpose built "Men's Shed" and associated facilities.**
- 3. Commence the project to construct a purpose built Men's Shed on the greenfield site at the rear of the site previously surveyed on lot 503 Bashford Street Jurien Bay.**
- 4. Instruct the JBCMS Building Committee to instigate all required processes to procure the chosen site; design the required building; seek required funding and other (in-kind) support for the yet to be agreed design; and to bring the construction project to fruition.**
- 5. Advise Mr Glen Featherby, owner of the Doust Street industrial yard and shed we currently occupy, of our plans to build a new shed and seek his support for our continued occupancy pending completion of the project and our subsequent relocation.**

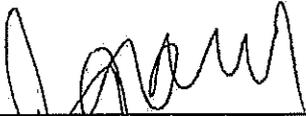
In making this decision the JBCMS took into consideration the risks associated with a 5 year lease term, with no option of renewal. Also taken into account were the costs of initially making the shell of the DoT shed suitable for occupancy plus power and water connection, estimated at \$35,000 to \$45,000. In addition the JBCMS would have to meet costs associated with an internal fit-out required to make it suitable for JBCMS activities, estimated at \$35,000.

Regardless of the circumstances or any assurances given by Shire staff, there is no guarantee the DoT will provide an ongoing lease after the initial term of 5 years. Nor is there any guarantee that a future lease, if granted, would be on the same terms, conditions or rental trade-off. Any expenditure incurred by JBCMS within the DoT shed would be at significant risk and if lost would not be recoverable. In short, a 5 year term is untenable as far as the JBCMS is concerned. If the other groups involved wish to pursue the DoT shed option that is their prerogative.

The JBCMS now seeks your assistance in regard to items 1 and 2 of the above resolution and will make ourselves available to discuss this with you at the first opportunity.

We look forward to working with you and the Shire to achieve a much needed community men's shed building for Jurien Bay.

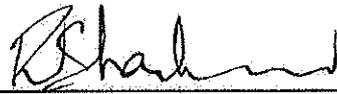
Yours Sincerely



---

**Bob Hendry**  
**A/President**

**Mob: 0427 270 103**



---

**Rob Shanhun**  
**Secretary / Chairman JBCMS Building**  
**Committee**

**Mob: 0475 516 288**



# LAND ACT, 1933

Corr. No....881/71.....

I, Major-General Sir Douglas Anthony Kendrew, Knight Commander of the Most Distinguished Order of Saint Michael and Saint George, Companion of the Most Honourable Order of the Bath, Commander of the Most Excellent Order of the British Empire, Companion of the Distinguished Service Order, Governor in and over the State of Western Australia and its Dependencies in the Commonwealth of Australia, do hereby, in pursuance of the powers enabling me in that behalf, and under and by virtue of the provisions of section 33 of the Land Act, 1933, direct that Reserve No. 31884

.....  
shall vest in and be held by the Shire of Dandaragan

.....  
in trust for the following objects and purposes (that is to say).....  
"Recreation"

.....  
or other the purposes for which the land is reserved, subject nevertheless to the powers reserved to me by section 37 of the said Act.

Given under my hand, at Perth, this 8<sup>th</sup>  
day of March 1973

*Douglas Kendrew*  
Governor.

20622/8/65-1100-0/D

TOWN  
LOT 354



354

# Reserve Enquiry Detail [ 5100L ]

[Screen Friendly](#) [Print Page](#)

<b>Reserve Name</b>	31884	<b>Legal Area (ha)</b>	37.3655
<b>Status</b>		<b>Current Purpose</b>	RECREATION AND COMMUNITY CENTRE
<b>Notes</b>	WITH POWER TO LEASE FOR ANY TERM NOT EXCEEDING 21 YEARS SUBJECT TO THE CONSENT OF THE MINISTER FOR LANDS.		
<b>File Number</b>	881/71		
<b>Additional Reserve Information</b>	RESERVE COMPRISES LOT 503 ON DP64265 (L071697)		

Class	Responsible Agency	Date of Last Change
C	DEPARTMENT FOR PLANNING AND INFRASTRUCTURE	25/02/2015

Management Orders	Document	Land Use	Local Government Authority
SHIRE OF DANDARAGAN	M866957	COMMUNITY CENTRE RECREATION	DANDARAGAN, SHIRE OF

Add Item	CLT Number	Parcel Identifier	Street Address	Suburb	File Number	PIN	Area (sqm)	Map Viewer
<input type="checkbox"/>	LR3157-670	Lot 503 On Plan 64265			00881-1971-02RO.	11829642	373655.0	<a href="#">↗</a>

**Reserve Number** 31884

Previous Certificates of Title	Historic Crown Allotments
	JURIEN BAY Town lot/Lot 680

Gaz Page/Document	Date	Type	Text
M866955	22/12/2014	Vesting Revoked	REVOKED
M866956	22/12/2014	Current Purpose	RECREATION AND COMMUNITY CENTRE
M866957	22/12/2014	Current Vesting	MANAGEMENT ORDER SHIRE OF DANDARAGAN
L71697	18/09/2009	Current Area	37.3655
J616435	08/02/2006	Historical Area	37.5802
	07/05/2002	Historical Name	JURIEN BAY SPORTS AND RECREATION CENTRE
3723	25/09/1987	Historical Name	JURIEN SPORTS AND RECREATION CENTRE
5033	30/12/1983	Historical Area	37.5888
5033	30/12/1983	Previous Lot/Locations	LOT 680 IN LIEU 354
3318	26/09/1980	Area Increased by	88.7501
703	16/03/1973	Historical Vesting	VEST SHIRE OF DANDARAGAN
715	16/03/1973	Original Gazettal and page	ORIGINAL GAZETTE
	16/03/1973	Class	C
	16/03/1973	Correspondence File Number	881/71
	16/03/1973	Historical Purposes	RECREATION
	16/03/1973	Lot/Town Lot	JURIEN,354D,680
	16/03/1973	Original Area	88.6310
	16/03/1973	Public Plan	JURIEN (02) 03.06,03.07; (10) 1.1 AND 1.2
	16/03/1973	Street Name	BASHFORD ST
	16/03/1973	Survey Number	OP:11893,15841

## 7.8 VERGE BOND POLICY

### OBJECTIVE

To provide clear guidance to builders and their contractors of the Shire of Dandaragan's policy regarding Verge Bonds and the applicable fees.

### POLICY STATEMENT

A Verge Bond will be required to protect Shire verge assets for all building development within townsites in accordance with the following process.

Builders will be required to pay the Verge Bond at the time of submitting a Building Permit application.

The person obtaining the Building Permit is required to give notification 7 days prior to the commencement of works. After which Shire staff will then carry out a pre-construction inspection. At the pre-construction site inspection, the existing condition of the verge and footpath assets will be documented and photographed.

On completion of the building works, the builder will request the refund of the bond by submitting an Application for Verge Bond Refund along with a BA7 Notice of Completion which will trigger a second site inspection and subsequent assessment of the Shire's verge assets which will be documented and photographed.

If there is no damage to the Shire's verge assets the bond is refunded. If there is damage the builder is given 21 days to rectify the damage otherwise the Shire will repair the damaged asset using the bond funds. Following the rectification works and if any bond funds remain, they will be refunded to the builder.

If the verge asset damage is above the deposited bond value, an invoice will be forwarded to the builder for the additional works.

The value of the Verge Bond will be determined annually by Council and published in the Schedule of Fees & Charges.

Responsibility for ensuring there is no damage to the verge and footpaths lies with the original Building Permit applicant and not any subcontractors that may carry out work on the site.

<b>Policy Number</b>	<i>[Leave Blank – Executive Secretary will provide policy no.]</i>
<b>Adopted by Council</b>	<i>[Leave Blank – Executive Secretary will provide policy no.]</i>
<b>Amended</b>	

CERVANTES COUNTRY CLUB INC.  
PROFIT & LOSS STATEMENT - YEAR TO DATE JUNE 2018

	2018		2017	
<b>Bar</b>				
Sales	\$466,242.36		\$424,580.38	
Less Purchases	\$175,815.45		\$157,129.30	
Less Wages	\$106,269.86		\$89,072.72	
Less Superannuation	\$10,095.64		\$8,461.91	
Less Bar Expenses	\$10,288.84		\$12,927.26	
	<u>\$163,772.57</u>	35.1%	<u>\$156,989.19</u>	37.0%
<b>Kitchen</b>				
Sales	\$437,339.63		\$400,011.84	
Less Purchases	\$237,266.48		\$209,971.25	
Less Wages	\$136,936.34		\$127,799.71	
Less Superannuation	\$13,008.95		\$12,140.97	
Less Kitchen Expenses	\$15,133.19		\$40,022.12	
	<u>\$34,994.67</u>	8.0%	<u>\$10,077.79</u>	2.5%
<b>Other Expenses</b>				
Wages - Manager	\$81,676.76		\$77,723.93	
Wages - Office	\$0.00	0	\$16,606.08	
Wages - Cleaning	\$22,649.42		\$16,429.09	
Superannuation	\$3,462.82		\$8,792.62	
Other	\$143,554.05		\$127,130.08	
	<u>\$251,343.05</u>	27.1%	<u>\$246,681.80</u>	28.2%
<b>Other Income</b>				
Dividend Received	\$581.50		\$779.21	
Ball sponsorship	\$0.00		\$0.00	
Fund Raising	\$0.00		\$0.00	
Arcade Machine	\$1,368.28		\$3,113.36	
Gaming Machine	\$3,551.01		\$5,847.28	
Pool Table	\$674.00		\$808.18	
Interest Received	\$102.11		\$69.67	
Juke Box	\$316.00		\$418.18	
Memberships Received	\$3,004.50		\$5,118.09	
Rental Club Room	\$0.00		\$0.00	
Rebate ATM	\$1,143.60		\$1,081.90	
TAB	\$7,021.99		\$5,126.45	
Sponsorship Received	\$0.00		\$0.00	
Sundry Income	\$7,300.92		\$27,308.19	
	<u>\$25,063.91</u>		<u>\$49,670.51</u>	
<b>Total Income</b>	<b>\$928,645.90</b>		<b>\$874,262.73</b>	
<b>Net Profit/Loss</b>	<b><u>-\$27,511.90</u></b>	<b>-3.0%</b>	<b><u>-\$29,944.31</u></b>	<b>-3.4%</b>

## CERVANTES COUNTRY CLUB INC.

## Profit &amp; Loss

July 2017 through June 2018

	Jul 17 - Jun 18	Jul 16 - Jun 17
Ordinary Income/Expense		
Income		
Carton Sales		
Can & Stubbie Sales	72,139.69	66,404.66
Carton Sales	3,181.97	2,689.18
Total Carton Sales	75,321.66	69,093.84
Cider Sales	17,821.30	13,155.88
Cigarettes	77.00	4,455.05
Confectionary	4,020.97	4,324.05
Cool Drink & Juice Sales		
Cooldrink Sales GST	28,075.70	28,019.64
Water & Juice(Non GST)	19,039.95	7,933.10
Total Cool Drink & Juice Sales	47,115.65	35,952.74
Draught Sales		
Jugs of Beer	7,824.53	5,847.26
Middy	191,068.11	174,140.44
Total Draught Sales	198,892.64	179,987.70
Ice Sold	89.97	326.78
Kitchen Sales	437,339.63	400,011.84
Spirit Sales	49,109.85	45,849.06
Till Discrepancy		
Till Discrepancy - Kitchen	0.00	0.00
Total Till Discrepancy	0.00	0.00
UDL'S Takeaway	2,984.27	4,656.69
UDL Sales	23,734.08	26,569.50
Wine Sales	47,074.97	40,209.09
Total Income	903,581.99	824,592.22
Cost of Goods Sold		
Bar Expenses	10,288.84	12,927.26
Cost of Cartons	35,836.02	31,490.12
Cost of Cigarette & Tobacco	0.00	2,288.17
Cost of Confectionary Purchases	2,255.12	494.38
Cost of Cool Drink Purchases		
Cost of Cool Drink (GST)	9,771.97	8,645.77
Cost of Water & Juice (Non GST)	0.00	210.00
Total Cost of Cool Drink Purchases	9,771.97	8,855.77
Cost of Draught Purchases	79,796.82	64,322.04
Cost of Food Purchases		
Cost of Food - GST	161,048.92	128,011.97
Cost of Food - Non GST	26,861.90	32,437.33
Cost of Prawns & Crayfish	44,075.00	43,961.08
Cost of Food Purchases - Other	5,280.66	5,560.87
Total Cost of Food Purchases	237,266.48	209,971.25
Cost of Spirit Purchases	14,523.13	14,063.75
Cost of UDL Purchases	12,002.99	14,216.21
Cost of Wine Purchases	19,087.56	17,380.19
Kitchen Expenses	15,133.19	40,022.12
Stock Adjustment		
Bar Stock Adjustments	1,004.95	4,563.58
Kitchen Stock Adjustment	1,536.89	-544.91
Total Stock Adjustment	2,541.84	4,018.67
Total COGS	438,503.96	420,049.93
Gross Profit	465,078.03	404,542.29
Expense		
Advertising	516.18	1,078.86
Auditors Renumeration	1,649.97	1,550.00
Bond Interest	1,009.10	277.50
Cleaning Expenses		
Cleaning Costs - Club	0.00	0.00
Cleaning Costs - Kitchen	6,538.84	4,625.23
Cleaning Expenses - Other	1,064.29	3,224.69

## CERVANTES COUNTRY CLUB INC.

## Profit &amp; Loss

July 2017 through June 2018

	Jul 17 - Jun 18	Jul 16 - Jun 17
Total Cleaning Expenses	7,603.13	7,849.92
Computer Costs	504.55	654.55
Cost Of You have got Talent	0.00	40.91
Depreciation	9,199.52	9,852.52
Donations		
Donations Bowling Club	1,418.18	1,272.60
Donations Community	531.82	227.27
Donations Football Club	3,301.39	1,463.99
Donations Golf Club	318.18	77.15
Total Donations	5,569.57	3,041.01
Electricity	14,899.59	13,476.23
Employee Supplies	0.00	0.00
Entertainment	17,311.30	14,151.80
Freight & Cartage	7,599.45	5,470.09
Gaming Machine	216.80	665.05
Insurance Paid	20,727.73	11,603.65
Interest Paid	2,257.74	3,427.81
Kitchen Equipment	1,186.91	1,154.05
Legal Expenses	50.00	2,038.26
License Fees	1,932.26	5,101.99
Mail Box Hire	30.00	28.18
Office Expenses	559.76	659.39
Payroll Expenses		
Wages - Kitchen	136,936.34	127,799.71
Wages Bar	106,269.86	89,072.72
Wages Cleaner	22,649.42	16,429.09
Wages Manager	81,676.76	77,723.93
Wages Office	0.00	16,606.08
Total Payroll Expenses	347,532.38	327,631.53
Pest Control	1,480.00	1,480.00
Printing, Postage & Stationary	1,192.38	825.24
Rental on Land by Shire of Dand	30.00	30.00
Repairs & Maintenance		
Building Repairs & Maintenance	16,941.14	4,511.80
Garden - Repairs & Maintenance	827.32	836.50
Kitchen Repairs & Maintenance	1,313.50	0.00
Refridgeration Repairs & Mainte	0.00	1,323.00
Repairs & Maintenance - Other	0.00	150.00
Total Repairs & Maintenance	19,081.96	6,821.30
Rubbish Removal	676.36	643.64
Security	1,760.00	1,450.00
Solar Panel Rent	1,272.74	2,727.27
Subscriptions Paid	633.45	672.66
Super Guarantee Levy	26,567.41	29,395.50
Telephone & Faxes		
Telephone & Fax	2,100.92	2,578.06
Total Telephone & Faxes	2,100.92	2,578.06
Total Gas		
Gas Useage	12,529.35	19,503.75
Total Total Gas	12,529.35	19,503.75
Training	0.00	0.00
Water Charges	2,375.59	2,359.40
Total Expense	510,056.10	478,240.12
Net Ordinary Income	-44,978.07	-73,697.83
Other Income/Expense		
Other Income		
Arcade Machine	1,368.28	3,113.36
Dividends Received	581.50	779.21
Income Gaming Machine	3,551.01	5,847.28
Income Pool Table	674.00	808.18
Income Sales - Other	7,300.92	27,308.19
Interest Received	102.11	69.67
Juke Box	316.00	418.18

12:22 PM

29/07/18

Accrual Basis

# CERVANTES COUNTRY CLUB INC.

## Profit & Loss

July 2017 through June 2018

	<u>Jul 17 - Jun 18</u>	<u>Jul 16 - Jun 17</u>
Memberships - Received	3,004.50	5,118.09
Rebate ATM	1,143.60	1,081.90
TAB	7,021.99	5,126.45
<b>Total Other Income</b>	<b>25,063.91</b>	<b>49,670.51</b>
Other Expense		
Bank Fees		
Bank Charges	3,659.39	3,241.67
Eftpos	3,938.35	2,675.32
<b>Total Bank Fees</b>	<b>7,597.74</b>	<b>5,916.99</b>
<b>Total Other Expense</b>	<b>7,597.74</b>	<b>5,916.99</b>
<b>Net Other Income</b>	<b>17,466.17</b>	<b>43,753.52</b>
<b>Net Income</b>	<b>-27,511.90</b>	<b>-29,944.31</b>

**CERVANTES COUNTRY CLUB INC.**  
**Balance Sheet**  
**As of June 30, 2018**

	Jun 30, 18
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Chequing/Savings</b>	
Ball Account 145927026	0.08
Bendigo Bank - General Account	11,316.78
Bendigo Bank - Shire Loan	1,703.59
BendigoBank - Equip Ac135658565	129.96
TAB Bond 066000 - 11126900	5,750.00
<b>Total Chequing/Savings</b>	18,900.41
<b>Accounts Receivable</b>	
Accounts Receivable	-9,200.92
<b>Total Accounts Receivable</b>	-9,200.92
<b>Other Current Assets</b>	
Bar Float	12,100.00
Bar Stocks on Hand	15,571.67
Bond on Chefs rental	700.00
Kitchen Stock	6,295.63
Pre Paid Meal Vouchers Total	
Pre Paid Meal Vouchers	-597.55
Pre Paid Meal Vouchers Football	-610.00
<b>Total Pre Paid Meal Vouchers Total</b>	-1,207.55
SEC WA Deposit	200.00
<b>Total Other Current Assets</b>	33,659.75
<b>Total Current Assets</b>	43,359.24
<b>Fixed Assets</b>	
Accum Amort - Building Ext.	-103,053.24
Accum Amort - Building Imp.	-311,552.08
Accum Dep - Plant & Equip	-191,916.00
Building & Improvements at Cost	330,280.33
Building Extensions	295,420.81
Plant & Equipment @ Cost	199,903.91
<b>Total Fixed Assets</b>	219,083.73
<b>Other Assets</b>	
Swan Brewery Subsidy	-11,985.00
<b>Total Other Assets</b>	-11,985.00
<b>TOTAL ASSETS</b>	<b>250,457.97</b>
<b>LIABILITIES</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
Accounts Payable	57,373.24
<b>Total Accounts Payable</b>	57,373.24
<b>Other Current Liabilities</b>	
Dandargan Shire Loan Current	19.68
Payroll Liabilities	4,055.15
Super Clearing A/c	29,931.34
Tax Payable	12,561.28
<b>Total Group Tax</b>	
Group Tax Liability	81,852.35
Group Tax Paid	-70,627.15
<b>Total Total Group Tax</b>	11,225.20
<b>Total Other Current Liabilities</b>	57,792.65
<b>Total Current Liabilities</b>	115,165.89
<b>Long Term Liabilities</b>	
Astill Bond	5,000.00
Dandaragan Shire Loan Non Curr	18,168.74
Radford Bond	5,000.00
<b>Total Long Term Liabilities</b>	28,168.74

9:46 AM  
31/07/18  
Accrual Basis

**CERVANTES COUNTRY CLUB INC.**  
**Balance Sheet**  
**As of June 30, 2018**

	Jun 30, 18
TOTAL LIABILITIES	<u>143,334.63</u>
NET ASSETS	<u>107,123.34</u>
EQUITY	
Asset Revaluation	26,371.93
Retained Earnings	108,263.31
Net Income	<u>-27,511.90</u>
TOTAL EQUITY	<u>107,123.34</u>

**CERVANTES COUNTRY CLUB INC.**

**INDEPENDENT AUDITORS REPORT**

**OF FINANCIAL STATEMENTS**

**FOR THE PERIOD 1 JULY 2015 TO 30 JUNE 2016**

## **C O N T E N T S**

Income & Expenditure Statement

Balance Sheet

Notes to, and forming part of, the  
Financial Statements

Independent Audit Report

## CERVANTES COUNTRY CLUB INC

### Income & Expenditure Statement For The Period 1 July 2015 to 30 June 2016

#### Income

	\$ 2016	\$ 2015
Carton Sales		
Can & Stubbies Sales	63,832.50	90,586.95
Carton Sales	3,325.45	5,344.55
Total Carton Sales	67,157.95	95,931.50
Cider Sales	9,963.88	10,846.54
Cigarette Sales	17,790.74	24,656.06
Confectionery Sales	5,179.65	6,585.74
Cool Drink & Juice Sales		
Cooldrink Sales (GST)	25,965.26	30,212.44
Water & Juice Sales (GST Free)	2,662.30	5,523.45
Total Cool Drink & Juice Sales	28,627.56	35,735.89
Draught Sales		
Jugs of Beer Sales	9,653.21	10,814.64
Middy Sales	166,708.69	194,085.17
Total Draught Sales	176,361.90	204,899.81
Ice Sold	365.23	585.01
Kitchen Sales	331,514.73	419,872.39
Spirit Sales	47,621.63	74,256.90
UDL'S Takeaway	6,716.01	9,822.19
UDL Sales	25,945.70	38,507.58
Wine Sales	37,140.84	43,938.57
<b>Total Income</b>	<b>754,385.82</b>	<b>965,638.18</b>

#### Cost of Goods Sold

Bar Expenses	12,950.49	32,556.64
Cost of Cartons	30,823.61	39,621.01
Cost of Cigarettes & Tobacco	13,510.18	22,330.09
Cost of Confectionery Purchases	3,027.93	5,656.37
Cost of Cooldrink Purchases		
Cost of Cooldrinks (GST)	10,944.65	14,050.01
Cost of Water & Juice (GST Free)	442.27	1,045.45
Total Cost of Cool Drink Purchases	11,386.92	15,095.46
Cost of Draught Purchases	69,561.09	74,708.53
Cost of Food Purchases		
Cost of Food (GST)	65,264.71	158,881.32
Cost of Food (GST Free)	70,175.31	16,680.76
Cost of Prawns & Crayfish	26,661.00	34,629.97
Cost of Other Food Purchases	2,563.74	6,970.55
Total Cost of Food Purchases	164,664.76	217,162.60
Cost of Spirit Purchases	14,851.65	23,888.92
Cost of UDL Purchases	16,335.28	26,332.24
Cost of Wine Purchases	15,911.94	22,959.67
Kitchen Expenses	46,377.50	19,487.16
Bar Stock Adjustments	6,587.97	48.33
Kitchen Stock Adjustments	1,035.39	650.00
Total Stock Adjustments	7,623.36	698.33
Total Cost of Goods Sold	407,024.71	500,497.02
<b>Gross Profit</b>	<b>347,361.11</b>	<b>465,141.16</b>

**CERVANTES COUNTRY CLUB INC**

**Income & Expenditure Statement  
For The Period 1 July 2015 to 30 June 2016**

**Expenditure**

	\$	\$
Advertising	4,906.86	886.90
Auditors Remuneration	1,200.00	0.00
Cleaning Expenses		
Cleaning Costs – Club	854.31	1,981.14
Cleaning Costs – Kitchen	4,434.22	5,860.85
Cleaning Costs – Other	2,413.26	4,781.15
Total Cleaning Expenses	7,701.79	12,623.14
Computer Costs	544.55	504.5
Cost of Have You Got Talent	40.91	0.00
Depreciation	11,619.52	11,744.52
Donations		
Donations – Bowling Club	6,188.38	1,529.50
Donations – Community Groups	175.52	222.73
Donations – Football Club	2,390.91	5,400.00
Donations – Golf Club	1,413.36	400.00
Total Donations	10,168.17	7,552.23
Electricity	16,664.76	20,637.86
Employee Supplies	353.90	993.05
Entertainment	18,875.41	13,943.17
Freight & Cartage	6,965.71	6,247.07
Gaming Machine Expenses	832.09	684.87
Insurance Premiums	12,890.67	16,680.05
Interest Paid	4,516.95	5,530.72
Kitchen Equipment	4,924.89	20,804.10
Legal Fees	231.04	0.00
Licence Fees	2,530.38	1,771.29
Mail Box Hire	30.91	24.55
Members Amenities	0.00	437.28
Office Expenses	13.55	702.48
Wages – Kitchen	120,085.97	120,631.27
Wages – Bar	78,311.17	64,748.46
Wages – Cleaner	19,928.56	17,153.86
Wages – Manager	70,633.43	69,385.48
Wages – Office	20,632.60	18,173.68
Total Payroll Expenses	310,591.73	290,092.75
Pest Control	1,220.00	1,480.00
Printing, Postage & Stationery	2,105.22	5,274.22
Land Rental – Shire of Dandaragan	30.00	672.00
Building Repairs & Maintenance	7,936.84	28,786.71
Garden Repairs & Maintenance	706.39	463.65
Kitchen Repairs & Maintenance	313.77	3,797.18
Refrigeration Repairs & Maintenance	3,943.71	440.00
Total Repairs & Maintenance	12,900.71	33,487.54
Security	630.00	208.00
Solar Panel Rental	2,181.82	818.19
Subscriptions Paid	705.46	590.91
Superannuation Guarantee Levy	28,219.90	24,839.87
Telephone & Fax Expenses	2,527.51	2,717.55
Total Telephone & Faxes	2,527.51	2,717.55
Gas Usage	18,358.85	12,436.13
Training Expenses	0.00	305.46
Water Charges	2,361.80	1,683.43
<b>Total Expenses</b>	<b>486,845.06</b>	<b>496,373.88</b>
<b>Net Ordinary Income/(Loss)</b>	<b>(139,483.95)</b>	<b>(31,232.72)</b>

Other Income & Expenses	\$	\$
Arcade Machine	2,271.81	99.53
Dividends Received	1,349.08	2,010.87
Gaming Machine Income	4,174.01	7,837.81
Pool Table Income	728.19	860.18
Other Sales Income	6,244.78	3,356.82
Interest Received	182.96	282.10
Juke Box	498.91	481.00
Memberships Received	4,729.94	7,567.14
ATM Rebates	1,598.99	2,660.00
Rental of Club Rooms	90.91	0.00
Sundry Sales Income	72.73	677.26
TAB Income	3,908.50	7,437.66
<b>Total Other Income</b>	<b>25,850.81</b>	<b>33,270.37</b>
<b>Other Expenses</b>		
<b>Bank Fees</b>		
Bank Charges	384.68	1,919.55
EFTPOS Charges	4,496.70	3,344.65
Total Bank Fees	4,881.38	5,264.20
<b>Net Other Income</b>	<b>20,969.43</b>	<b>28,006.17</b>
<b>Total Net Income/(Loss)</b>	<b>(118,514.52)</b>	<b>(3,226.55)</b>

# CERVANTES COUNTRY CLUB INC

## Balance Sheet as at 30 June 2016

<b>Assets</b>	<b>\$</b>	<b>\$</b>
Current Assets		
Bank Accounts		
Ball Account 145927026	0.08	10.69
Bendigo Bank – General Account	1,544.08	28,730.47
Bendigo Bank – Shire Loan	1,640.50	1,235.43
Bendigo Bank – Equipment Account	459.60	2,556.94
Payroll Clearing Account	2.00	0.00
TAB Bond 066000 – 11126900	5,750.00	5,750.00
Total Bank Accounts	9,396.26	38,283.53
Accounts Receivable		
Accounts Receivable	616.89	1,065.51
Total Accounts Receivable	616.89	1,065.51
Other Current Assets		
Bar Float	15,220.00	17,548.48
Bar Stocks on Hand	21,140.20	27,728.17
Kitchen Stock	7,287.61	8,323.00
Bond On Chef's Property Rental	700.00	0.00
Pre Paid Meal Vouchers	(597.55)	(597.55)
Pre Paid Meal Vouchers – Football	(610.00)	(610.00)
Total Pre Paid Meal Vouchers	(1,207.55)	(1,207.55)
SEC WA Deposit	200.00	200.00
Total Current Assets	53,353.41	91,941.14
Fixed Assets		
Building & Improvements at Cost	330,280.33	330,280.33
Less Accumulated Depreciation	(304,166.56)	(296,781.04)
	26,113.77	33,499.29
Building Extensions at Cost	295,420.81	295,420.81
Less Accumulated Depreciation	(95,667.72)	(95,667.72)
	199,753.09	199,753.09
Plant & Equipment at Cost	199,903.91	199,903.91
Less Accumulated Depreciation	(187,635.00)	(183,401.00)
	12,268.91	16,502.91
Total Fixed Assets	238,135.77	249,755.29
Other Assets		
Swan Brewery Subsidy	(11,985.00)	(11,985.00)
Woolworths Shares	24,295.07	31,354.48
Total Other Assets	12,310.07	19,369.48
<b>Total Assets</b>	<b>303,799.25</b>	<b>361,065.91</b>

# CERVANTES COUNTRY CLUB INC

## Balance Sheet as at 30 June 2016

<b>Liabilities</b>	<b>\$</b>	<b>\$</b>
Current Liabilities		
Accounts Payable	69,902.15	4,624.26
Total Accounts Payable	69,902.15	4,624.26
Other Current Liabilities		
Loan – Shire of Dandaragan	13.12	9.84
Payroll Liabilities	923.58	0.00
Provision for Long Service Leave	19,730.55	19,730.55
Superannuation Clearing Account	1,355.93	1,979.60
Tax Payable	11,351.85	2,639.77
Group Tax		
Group Tax Liability	82,086.11	73,419.87
Less Group Tax Paid	(70,627.15)	(70,627.15)
Total Group Tax	11,458.96	2,792.72
Total Other Current Liabilities	44,833.99	27,152.48
Total Current Liabilities	114,736.14	31,776.74
Non-Current Liabilities		
Loan – Shire of Dandaragan	50,821.35	65,473.48
Total Long Term Liabilities	50,821.35	65,473.48
Total Liabilities	165,557.49	97,250.22
<b>Net Assets</b>	<b>138,241.76</b>	<b>263,815.69</b>
<b>Equity</b>		
Asset Revaluation Reserve	21,614.37	28,673.78
Retained Earnings	235,141.91	238,368.46
Net Income/(Loss) for 2016 year	118,514.52	(3,226.55)
<b>Total Equity</b>	<b>138,241.76</b>	<b>263,815.69</b>

# CERVANTES COUNTRY CLUB INC

## NOTES TO, AND FORMING PART OF, THE FINANCIAL STATEMENTS

**For the year ended 30 June 2016**

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### (a) Basis of presentation

These financial statements are a special purpose financial report prepared in order to satisfy the requirements of the Associations Incorporation Act and the organisation's constitution to prepare financial statements. The Committee has determined that the organisation is not a reporting entity and therefore, as there is no requirement to apply Accounting Standards and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) in the preparation and presentation of these statements, they have been adopted only to the extent shown in Note 1 to the accounts.

The statements have been prepared in accordance with the requirements of the following Australian accounting standards:

AAS 5 Materiality in Financial Statements

AAS 6 Accounting Policies : Determination, Application and Disclosure

No other Australian Accounting Standards or other mandatory professional reporting requirements have been applied.

The statements are prepared on an accruals basis from the records of the organisation. They are based on historical costs and do not take into account changing money values.

The accompanying notes form part of these financial statements

**INDEPENDENT AUDIT REPORT**  
**TO THE COMMITTEE OF**  
**CERVANTES COUNTRY CLUB INC**

**Scope**

We have audited the financial statements of Cervantes Country Club Inc for the period 1 July 2015 to 30 June 2016. The management committee of Cervantes Country Club Inc is responsible for the financial statements and have determined that the accounting policies used are appropriate to meet the needs of the Cervantes Country Club Inc. We have conducted an independent audit of these statements in order to express an opinion on them to the management of Cervantes Country Club Inc. No opinion is expressed as to whether the accounting policies used are appropriate to the needs of Cervantes Country Club Inc.

The financial statements have been prepared for distribution to management as requested by the management of Cervantes Country Club Inc. We disclaim any assumption of responsibility for any reliance on this report or on the statements to which it relates to any person other than the management of Cervantes Country Club Inc, or for any purpose other than that for which it was prepared.

Our audit has been conducted in accordance with Australian Auditing & Assurance Standards. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the statements and the evaluation of significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the statements are presented fairly in accordance with the accounting policies adopted for the audit. These policies do not require the application of all Australian Accounting Standards and other mandatory professional reporting requirements in Australia.

The audit opinion expressed in this report has been formed on the above basis.

**Qualification of Audit Opinion**

Based on the financial statements of Cervantes Country Club Inc presented to us for audit, we RSM, the auditor of the Cervantes Country Club Inc, believe that as at 30 June 2016, the Cervantes Country Club Inc would not be in a position to pay all outstanding debts if required without having to sell fixed assets such as the building from which the Cervantes Country Club Inc operates.

If there is no significant change in trading conditions of the Cervantes Country Club Inc and the club were forced to sell fixed assets to pay outstanding debts, then the Club would no longer be able to trade in its current format or structure.

There is a balance sheet liability of \$19,730.55 for a Provision for Long Service Leave. As we are unable to confirm if this is a historical balance which has already been paid out or is no longer a liability, we cannot confirm if this liability is still owed by the Club. If this liability is no longer payable, then the liability should be removed from the balance sheet and credited to the retained earnings account.

**Audit Opinion**

In our opinion, except for the effects of such adjustments, if any as might have been determined to be necessary had the limitation discussed in the qualification paragraph not existed, the financial report presents fairly in accordance with Accounting Standards and other mandatory professional reporting requirements and the financial position of Cervantes Country Club Inc for the year ended 30 June 2016 and the results of its operations and its cash flows for the year ended.

**RSM AUSTRALIA**  
**Chartered Accountants**

**JURIEN BAY, WA**  
**Dated:**

**Joseph Demarco CA**  
**Accountant**



**RSM Australia Pty Ltd**

3a/34 Bashford Street, Jurien Bay WA 6516  
PO Box 668 Jurien Bay WA 6516

T +61(0) 8 9652 2380  
F +61(0) 8 9652 2111

[www.rsm.com.au](http://www.rsm.com.au)

10 January 2017

Treasurer  
Cervantes Country Club Inc  
CERVANTES WA 6511

Dear Treasurer

**Re: Audit of 2016 Financial Statements**

I have examined the Cervantes Country Club Inc financial statements for the financial year ending 30 June 2016.

A random sample of the entries in both the Cash Receipts, and the Cash Payments Journals have been cross checked against the originating documents (receipt books, cheque butts, invoices, bank statements).

This check has indicated that the entries are generally a true and fair view of the transactions recorded and that other than the notes below, the amounts included in the Income & Expenditure Statement and Balance Sheet are correct as at 30 June 2016.

**The members of the Committee of Management are reminded that they are responsible under Company and Associations Law for financial management carried out on behalf of the Cervantes Country Club Inc.**

**Notes to the financial statements**

**Solvency issue and ability to continue trading**

**Although the Cervantes Country Club is technically solvent as at 30 June 2016, were the Club required to pay all outstanding debts and liabilities due as at that date, the club would be unable to do so without having to sell fixed assets such as the building from which the Club operates.**

**If there is no significant change in trading conditions of the Cervantes Country Club Inc since the 30 June 2016 and the club were forced to sell fixed assets such as the building to pay outstanding debts, then the Club would no longer be able to trade in its current format or structure.**

**Payroll expenses of Cervantes Country Club Inc**

Despite a 25% reduction in turnover, the wages of Cervantes Country Club for the period of audit 1 July 2015 to 30 June 2016, rose 7% from \$290,092.75 to \$310,591.73. The increased total wages expense was approximately 40% of gross turnover and 89% of gross profit margin. The average wages to turnover ratio for pubs and clubs that also serve food is in the range of 19% to 25%.

Based on industry averages, the wages for Cervantes Country Club Inc should be in the range of \$143,333 to \$188,596.

When you add the \$28,219.90 Superannuation Guarantee Levy to the wages, the combined wages and Superannuation expenses were \$338,811.63 which was 97.5% of gross profit and is in our opinion one of if not the main reason that the Club is in such financial difficulties.

Having reviewed the wages to turnover ratio of the Cervantes Country Club Inc, the following are recommendations that the Club should give serious consideration to;

1. Reduce kitchen wages by processing orders and payments of meals through the bar area and move the staff member taking kitchen orders to be employed in the bar area.
2. Closing a section of the bar when the Club is quiet to reduce the need to have three (3) staff members on duty at any one time. If three (3) staff members are required, then the staff member processing meals can be the third staff member.
3. Given the current financial position of the club, the club should combine the roles of bar manager and office manager into one role as in our opinion the club cannot afford to pay \$90,000 (plus 9.5% Superannuation) to have two (2) persons doing the above jobs.
4. Obtain tenders for the cleaning of the club to evaluate whether it is cheaper to have the cleaning undertaken by an outside contractor or to continue having an employee cleaning the club.

### **Cash Flows & Budgets**

In order that the Cervantes Country Club Inc can monitor income and expenses of the Club, it would be of advantage to the committee if budgets and cash flow statements were prepared at the start of the financial year. This will enable the committee to adapt to changes in trading conditions and adjust variable costs where needed to reflect the change in trading conditions.

### **Preventing fraud & stock loss in a cash based environment**

During the period of audit there were still a large number of payments which were paid through petty cash for which no invoices or receipts are available and due to this, we are unable to confirm that the aforementioned cash payments have been correctly paid to the intended recipients.

As this issue was raised in the previous year audit, The Cervantes Country Club should by now be adopting a "no invoice or receipt – no payment" policy in order to ensure that there is an invoice or receipt to support every payment that is made by the Club.

### **Recording of Bar & Kitchen Stocks in the Profit & Loss Cost of Goods Sold**

There is no opening stock or closing stock on hand of bar or kitchen stock recorded in the profit & loss statement although they are recorded in the balance sheet. When preparing the profit and loss statements the opening and closing stocks should be recorded although this had no material effect on the 2016 profit and loss statement as only the movement in bar & kitchen stock for the 2016 financial year was recorded in the profit and loss account.

### **Installing a computerised till system in bar & kitchen area**

The Cervantes Country Club Inc may wish to consider the implementation of a computerised bar & kitchen till system to assist with improving efficiencies and reducing variable costs within the Club.

A system such as Vivipos with features such as integrating the ordering of food from the bar area and sending the order straight to the chef, monitoring of stock levels and sales margins would in our opinion help the Club improve profitability and margins.

This system can also be purchased on a lease or lease to buy option with payments over maybe a twelve (12) or (24) month period thus enabling the club to fund the purchase of any such system without a major impact on cash flow.

Yours faithfully

**Joseph Demarco CA**  
**Accountant**



**RSM Australia Pty Ltd**

3a/34 Bashford Street, Jurien Bay WA 6516  
PO Box 668 Jurien Bay WA 6516

T +61(0) 8 9652 2380  
F +61(0) 8 9652 2111

[www.rsm.com.au](http://www.rsm.com.au)

23 November 2017

Treasurer  
Cervantes Country Club Inc  
CERVANTES WA 6511

Dear Treasurer

### **Re: Audit of 2017 Financial Statements**

I have examined the Cervantes Country Club Inc financial statements for the financial year ending 30 June 2017.

A random sample of the entries in both the Cash Receipts, and the Cash Payments Journals have been cross checked against the originating documents (receipt books, cheque butts, invoices, bank statements).

This check has indicated that the entries are generally a true and fair view of the transactions recorded and that other than the notes below, the amounts included in the Income & Expenditure Statement and Balance Sheet are correct as at 30 June 2017.

**The members of the Committee of Management are reminded that they are responsible under Company and Associations Law for financial management carried out on behalf of the Cervantes Country Club Inc.**

### **Notes to the financial statements**

#### **Solvency issue and ability to continue trading**

**Although the Cervantes Country Club is technically solvent as at 30 June 2017, were the Club required to pay all outstanding debts and liabilities due as at that date, the club would be unable to do so without having to sell fixed assets such as the building from which the Club operates.**

**Although there has been an improvement in the trading conditions of the Cervantes Country Club Inc in the year to 30 June 2017, the Club is still making a loss and were the club forced to sell fixed assets to pay outstanding debts, then the Club would no longer be able to trade as a going concern in its current format or structure.**

#### **Improvements in turnover and margins**

In the 2016 financial year audit, several recommendations were made to the Cervantes Country Club Inc committee by the auditor for their consideration.

Whilst it is up to the committee of Cervantes Country Club Inc to decide whether or not to implement any of the auditor's recommendations the following observations have been made

### **THE POWER OF BEING UNDERSTOOD** **AUDIT | TAX | CONSULTING**

RSM Australia Pty Ltd is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

RSM Australia Pty Ltd ACN 009 321 377 atf Birdanco Practice Trust ABN 65 319 382 479 trading as RSM

Liability limited by a scheme approved under Professional Standards Legislation

- Turnover has increase by approximately 9% in the 2017 financial year
- Gross margin has increased by approximately 16% in the 2017 financial year
- Expenses have been reduced by approximately 2% in the 2017 financial year

Yours faithfully



Joseph Demarco CA  
Accountant

## Cervantes Country Club Committee Meeting

Minutes of meeting Tuesday 31<sup>st</sup> July 2018

Meeting Opened 3.30pm

### **Present:**

John Astill, Kevin Cuncliffe, Carol Giles, Evelyn Hawkins, Adam Radford, Sib Glatz. Dave Cupitt, Leonie LeCras & Ian Rennie

**Apologies:** N/A

### **Correspondence In:**

Cervantes Golf Club letter informing the committee that they wish to redo the Golf sign advertising the use of the course and equipment for hire.

Request to use the Cervantes Community Club Logo.

Passed

**Correspondence Out:** nil

**Financial Report:** Full report attached.

Good June trading month however impacted profit at the end of the financial year taking into account Repairs and Maintenance, Interest paid and depreciation.

### **Business Arising:**

Discussion to continue with loan continuance with Dandaragan Shire.

Motion moved to present application to CEO Shire of Dandaragan as tabled and discussed including supporting documents as per page 6 . Motion John Astill and seconded Adam Radford.

Ian Rennie asked if alternate avenues had been examined and this was confirmed .

### **General Business:**

Ian Rennie accepted position on the committee made vacant by Tyson Lord.

Upcoming events:

18<sup>th</sup> August Golf Opening

October 27<sup>th</sup>-28<sup>th</sup> Car Show And Shine

Lussick Medal : Date TBC

Meeting Closed at 4.30pm

**CERVANTES COUNTRY CLUB INC.**

**INDEPENDENT AUDITORS REPORT**

**OF FINANCIAL STATEMENTS**

**FOR THE PERIOD 1 JULY 2016 TO 30 JUNE 2017**

## **C O N T E N T S**

Income & Expenditure Statement

Balance Sheet

Notes to, and forming part of, the  
Financial Statements

Independent Audit Report

## CERVANTES COUNTRY CLUB INC

### Income & Expenditure Statement For The Period 1 July 2016 to 30 June 2017

#### Income

	\$ 2017	\$ 2016
Carton Sales		
Can & Stubbies Sales	66,404.66	63,832.50
Carton Sales	2,689.18	3,325.45
Total Carton Sales	69,093.84	67,157.95
Cider Sales	13,155.88	9,963.88
Cigarette Sales	4,455.05	17,790.74
Confectionery Sales	4,324.05	5,179.65
Cool Drink & Juice Sales		
Cooldrink Sales (GST)	28,019.64	25,965.26
Water & Juice Sales (GST Free)	7,933.10	2,662.30
Total Cool Drink & Juice Sales	35,952.74	28,627.56
Draught Sales		
Jugs of Beer Sales	5,847.26	9,653.21
Middy Sales	174,140.44	166,708.69
Total Draught Sales	179,987.70	176,361.90
Ice Sold	326.78	365.23
Kitchen Sales	400,011.84	331,514.73
Spirit Sales	45,849.06	47,621.63
UDL'S Takeaway	4,656.69	6,716.01
UDL Sales	26,569.50	25,945.70
Wine Sales	40,209.09	37,140.84
<b>Total Income</b>	<b>824,592.22</b>	<b>754,385.82</b>

#### Cost of Goods Sold

Bar Expenses	12,927.26	12,950.49
Cost of Cartons	31,490.12	30,823.61
Cost of Cigarettes & Tobacco	2,060.90	13,510.18
Cost of Confectionery Purchases	494.38	3,027.93
Cost of Cooldrink Purchases		
Cost of Cooldrinks (GST)	8,645.77	10,944.65
Cost of Water & Juice (GST Free)	210.00	442.27
Total Cost of Cool Drink Purchases	8,855.77	11,386.92
Cost of Draught Purchases	64,322.04	69,561.09
Cost of Food Purchases		
Cost of Food (GST)	128,011.97	65,264.71
Cost of Food (GST Free)	32,437.33	70,175.31
Cost of Prawns & Crayfish	43,961.08	26,661.00
Cost of Other Food Purchases	5,560.87	2,563.74
Total Cost of Food Purchases	209,971.25	164,664.76
Cost of Spirit Purchases	14,063.75	14,851.65
Cost of UDL Purchases	14,216.21	16,335.28
Cost of Wine Purchases	17,380.19	15,911.94
Kitchen Expenses	40,022.12	46,377.50
Bar Stock Adjustments	4,563.58	6,587.97
Kitchen Stock Adjustments	(544.91)	1,035.39
Total Stock Adjustments	4,018.67	7,623.36
Total Cost of Goods Sold	419,822.86	407,024.71
<b>Gross Profit</b>	<b>404,769.56</b>	<b>347,361.11</b>

**CERVANTES COUNTRY CLUB INC**

**Income & Expenditure Statement  
For The Period 1 July 2016 to 30 June 2017**

**Expenditure**

	\$	\$
Advertising	1,078.86	4,906.86
Auditors Remuneration	1,550.00	1,200.00
Cleaning Expenses		
Cleaning Costs – Club	0.00	854.31
Cleaning Costs – Kitchen	4,625.23	4,434.22
Cleaning Costs – Other	3,224.69	2,413.26
Total Cleaning Expenses	7,849.92	7,701.79
Computer Costs	654.55	544.55
Cost of Have You Got Talent	40.91	40.91
Depreciation	9,852.52	11,619.52
Donations		
Donations – Bowling Club	1,272.60	6,188.38
Donations – Community Groups	227.27	175.52
Donations – Football Club	1,463.99	2,390.91
Donations – Golf Club	77.15	1,413.36
Total Donations	3,041.01	10,168.17
Electricity	13,476.23	16,664.76
Employee Supplies	0.00	353.90
Entertainment	14,151.80	18,875.41
Freight & Cartage	5,470.09	6,965.71
Gaming Machine Expenses	665.05	832.09
Insurance Premiums	11,603.65	12,890.67
Interest Paid	3,427.81	4,516.95
Kitchen Equipment	1,154.05	4,924.89
Legal Fees	2,038.26	231.04
Licence Fees	5,101.99	2,530.38
Mail Box Hire	28.18	30.91
Office Expenses	659.39	13.55
Wages – Kitchen	127,799.71	120,085.97
Wages – Bar	89,072.72	78,311.17
Wages – Cleaner	16,429.09	19,928.56
Wages – Manager	77,723.93	70,633.43
Wages – Office	16,606.08	20,632.60
Total Payroll Expenses	327,631.53	310,591.73
Pest Control	1,480.00	1,220.00
Printing, Postage & Stationery	825.24	2,105.22
Land Rental – Shire of Dandaragan	30.00	30.00
Building Repairs & Maintenance	4,511.80	7,936.84
Garden Repairs & Maintenance	836.50	706.39
Kitchen Repairs & Maintenance	0.00	313.77
Refrigeration Repairs & Maintenance	1,323.00	3,943.71
Total Repairs & Maintenance	6,821.30	12,900.71
Rubbish Reoval	643.64	0.00
Security	1,450.00	630.00
Solar Panel Rental	2,727.27	2,181.82
Subscriptions Paid	672.66	705.46
Superannuation Guarantee Levy	29,395.50	28,219.90
Telephone & Fax Expenses	2,578.06	2,527.51
Total Telephone & Faxes	2,578.06	2,527.51
Gas Usage	19,503.75	18,358.85
Water Charges	2,359.40	2,361.80
<b>Total Expenses</b>	<b>478,240.12</b>	<b>486,845.06</b>
<b>Net Ordinary Income/(Loss)</b>	<b>(73,470.56)</b>	<b>(139,483.95)</b>

Other Income & Expenses	\$	\$
Arcade Machine	3,113.36	2,271.81
Dividends Received	779.21	1,349.08
Gaming Machine Income	5,847.28	4,174.01
Pool Table Income	808.18	728.19
Workers Compensation Recovery	27,308.19	0.00
Other Sales Income	0.00	6,244.78
Interest Received	69.67	182.96
Juke Box	418.18	498.91
Memberships Received	5,118.09	4,729.94
ATM Rebates	1,081.90	1,598.99
Rental of Club Rooms	0.00	90.91
Sundry Sales Income	0.00	72.73
TAB Income	5,126.45	3,908.50
<b>Total Other Income</b>	<b>49,670.51</b>	<b>25,850.81</b>
<b>Other Expenses</b>		
<b>Bank Fees</b>		
Bank Charges	3,241.67	384.68
EFTPOS Charges	2,675.32	4,496.70
Total Bank Fees	5,916.99	4,881.38
<b>Net Other Income</b>	<b>43,753.52</b>	<b>20,969.43</b>
<b>Total Net Income/(Loss)</b>	<b>(29,717.04)</b>	<b>(118,514.52)</b>

# CERVANTES COUNTRY CLUB INC

## Balance Sheet as at 30 June 2017

Assets	\$	\$
	2017	2016
Current Assets		
Bank Accounts		
Ball Account 145927026	0.08	0.08
Bendigo Bank – General Account	6,322.02	1,544.08
Bendigo Bank – Shire Loan	1,672.58	1,640.50
Bendigo Bank – Equipment Account	3,854.63	459.60
Payroll Clearing Account	0.00	2.00
TAB Bond 066000 – 11126900	5,750.00	5,750.00
<b>Total Bank Accounts</b>	<b>17,599.31</b>	<b>9,396.26</b>
Accounts Receivable	(8,476.94)	616.89
<b>Total Accounts Receivable</b>	<b>(8,476.94)</b>	<b>616.89</b>
Other Current Assets		
Bar Float	12,150.00	15,220.00
Bar Stocks on Hand	16,576.62	21,140.20
Kitchen Stock	7,832.52	7,287.61
Bond On Chef's Property Rental	700.00	700.00
Pre Paid Meal Vouchers	(597.55)	(597.55)
Pre Paid Meal Vouchers – Football	(610.00)	(610.00)
<b>Total Pre Paid Meal Vouchers</b>	<b>(1,207.55)</b>	<b>(1,207.55)</b>
SEC WA Deposit	200.00	200.00
<b>Total Current Assets</b>	<b>45,373.96</b>	<b>53,353.41</b>
Fixed Assets		
Building & Improvements at Cost	330,280.33	330,280.33
Less Accumulated Depreciation	(311,552.08)	(304,166.56)
	18,728.25	26,113.77
Building Extensions at Cost	295,420.81	295,420.81
Less Accumulated Depreciation	(95,667.72)	(95,667.72)
	199,753.09	199,753.09
Plant & Equipment at Cost	199,903.91	199,903.91
Less Accumulated Depreciation	(190,102.00)	(187,635.00)
	9,801.91	12,268.91
<b>Total Fixed Assets</b>	<b>228,283.25</b>	<b>238,135.77</b>
Other Assets		
Swan Brewery Subsidy	(11,985.00)	(11,985.00)
Woolworths Shares	29,703.02	24,295.07
<b>Total Other Assets</b>	<b>17,718.02</b>	<b>12,310.07</b>
<b>Total Assets</b>	<b>291,375.23</b>	<b>303,799.25</b>

# CERVANTES COUNTRY CLUB INC

## Balance Sheet as at 30 June 2017

<b>Liabilities</b>	<b>\$</b>	<b>\$</b>
Current Liabilities		
Accounts Payable	75,239.50	69,902.15
Total Accounts Payable	75,239.50	69,902.15
Other Current Liabilities		
Loan – Shire of Dandaragan	16.40	13.12
Payroll Liabilities	834.48	923.58
Provision for Long Service Leave	0.00	19,730.55
Superannuation Clearing Account	6,584.60	1,355.93
Tax Payable	13,571.10	11,351.85
Group Tax		
Group Tax Liability	83,953.84	82,086.11
Less Group Tax Paid	(70,627.15)	(70,627.15)
Total Group Tax	13,326.69	11,458.96
Total Other Current Liabilities	34,333.27	44,833.99
Total Current Liabilities	109,572.77	114,736.14
Non-Current Liabilities		
Loan - Astill	5,000.00	0.00
Loan - Radford	5,000.00	0.00
Loan – Shire of Dandaragan	35,080.08	50,821.35
Total Long Term Liabilities	45,080.08	50,821.35
Total Liabilities	154,652.85	165,557.49
<b>Net Assets</b>	<b>136,722.38</b>	<b>138,241.76</b>
<b>Equity</b>		
Asset Revaluation Reserve	27,022.32	21,614.37
Retained Earnings	139,417.10	235,141.91
Net Income/(Loss) for 2017 year	(29,717.04)	(118,514.52)
<b>Total Equity</b>	<b>136,722.38</b>	<b>138,241.76</b>

# CERVANTES COUNTRY CLUB INC

## NOTES TO, AND FORMING PART OF, THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### (a) Basis of presentation

These financial statements are a special purpose financial report prepared in order to satisfy the requirements of the Associations Incorporation Act and the organisation's constitution to prepare financial statements. The Committee has determined that the organisation is not a reporting entity and therefore, as there is no requirement to apply Accounting Standards and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) in the preparation and presentation of these statements, they have been adopted only to the extent shown in Note 1 to the accounts.

The statements have been prepared in accordance with the requirements of the following Australian accounting standards:

AAS 5 Materiality in Financial Statements

AAS 6 Accounting Policies : Determination, Application and Disclosure

No other Australian Accounting Standards or other mandatory professional reporting requirements have been applied.

The statements are prepared on an accruals basis from the records of the organisation. They are based on historical costs and do not take into account changing money values.

The accompanying notes form part of these financial statements

**INDEPENDENT AUDIT REPORT**  
**TO THE COMMITTEE OF**  
**CERVANTES COUNTRY CLUB INC**

**Scope**

We have audited the financial statements of Cervantes Country Club Inc for the period 1 July 2016 to 30 June 2017. The management committee of Cervantes Country Club Inc is responsible for the financial statements and have determined that the accounting policies used are appropriate to meet the needs of the Cervantes Country Club Inc. We have conducted an independent audit of these statements in order to express an opinion on them to the management of Cervantes Country Club Inc. No opinion is expressed as to whether the accounting policies used are appropriate to the needs of Cervantes Country Club Inc.

The financial statements have been prepared for distribution to management as requested by the management of Cervantes Country Club Inc. We disclaim any assumption of responsibility for any reliance on this report or on the statements to which it relates to any person other than the management of Cervantes Country Club Inc, or for any purpose other than that for which it was prepared.

Our audit has been conducted in accordance with Australian Auditing & Assurance Standards. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the statements and the evaluation of significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the statements are presented fairly in accordance with the accounting policies adopted for the audit. These policies do not require the application of all Australian Accounting Standards and other mandatory professional reporting requirements in Australia.

The audit opinion expressed in this report has been formed on the above basis.

**Qualification of Audit Opinion**

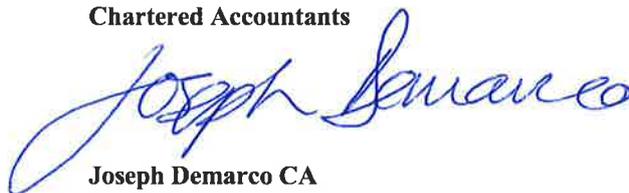
Based on the financial statements of Cervantes Country Club Inc presented to us for audit, we RSM, the auditor of the Cervantes Country Club Inc, believe that as at 30 June 2017, the Cervantes Country Club Inc would not be in a position to pay all outstanding debts if required without having to sell fixed assets such as the building from which the Cervantes Country Club Inc operates.

Although there has been an improvement in the trading conditions of the Cervantes Country Club Inc in the year to 30 June 2017, the Club is still making a loss and were the club forced to sell fixed assets to pay outstanding debts, then the Club would no longer be able to trade as a going concern in its current format or structure.

**Audit Opinion**

In our opinion, except for the effects of such adjustments, if any as might have been determined to be necessary had the limitation discussed in the qualification paragraph not existed, the financial report presents fairly in accordance with Accounting Standards and other mandatory professional reporting requirements and the financial position of Cervantes Country Club Inc for the year ended 30 June 2017 and the results of its operations and its cash flows for the year ended.

**RSM AUSTRALIA**  
**Chartered Accountants**



**Joseph Demarco CA**  
**Accountant**

**JURIEN BAY, WA**

**Dated:** 23 November 2017

Cervantes Country Club (Inc)  
Aragon St,  
Cervantes WA 6511

Saturday, February 18, 2017

Mr. Joe Demarco CPA  
RSM Australia Pty Ltd  
P.O. Box 668  
Jurien Bay W.A. 6516

Dear Joe,

On behalf of the Committee of the Cervantes Country Club, I wish to pass on our thanks for the efforts you made in completing the audit of the 2015/16 financial accounts, and the commentary and recommendations you have made in your subsequent management report.

The Committee met on Thursday 16th Feb to consider our response to your management report, and I wish to advise as follows:

1. We are pleased to receive your opinion that the accounts reflect accurately the financial position of The Club at 30/06/2016, and your reminder of the responsibilities of committee members as to the finances of The Club.

**2. Solvency.**

As you identify, there are two issues facing The Club relating to it's solvency. These relate to the amount of outstanding creditors, and our ability to settle their accounts in a timely manner, and the trading conditions experienced during the period audited.

**Trade Creditors:**

With regard to current trade creditors, we have taken steps to ensure that, in the majority of cases, we are operating on a C.O.D. basis to ensure that there is no further growth in this area, and that we are able to, over time, reduce our indebtedness to only current creditors. We continue to work closely with those where we are outside normal trading terms to ensure they are kept abreast of the situation and our expectations in reducing the debt.

As an indication of our progress in this regard, our trade creditors peaked at \$81.2k plus \$6k outstanding to the shire, and \$12k to the tax office at 1/12/2016 (Total \$99.2k). At 18/02/2017 these figures were \$70.8k, \$5.5k, and \$8k (Total \$84.3k) and the majority of trade creditors exposure were met within normal trading terms.

**Trading Conditions:**

Since early 2016, we have experienced an uptick in activity, which appears to be continuing and strengthening. These stronger trading conditions, combined with continuing expense control have enabled The Club to return to a trading profit Y.T.D. January 2017.

The relevant figures are:

Revenue:	2016	\$450.7K	2017	\$521.2	+/-	+\$ 70.5k
----------	------	----------	------	---------	-----	-----------

Gross Profit:	2016	\$230.1	2017	\$257.6	+/-	+\$27.5k
Total Expenses:	2016	\$276.6	2017	\$257.6	+/-	- \$19k
Net Income:	2016	-\$58.5k	2017	\$2.9k	+/-	+\$61.3K

It appears that we are tracking on-line to achieve a revenue result in 2016/7 of just under \$1m, similar to that achieved in 2014/5. Assuming we can achieve that type of result, and maintain our margins and expense constraint we should achieve a reasonable income return.

### 3. Payroll Expenses.

Whilst we understand the rationale you have used in your commentary on the payroll expense ratios we respectfully disagree that this is the primary reason for the 2015/16 result on two grounds:

- The result is, in our opinion due primarily due to a lack of income, and hence Gross Profit which fell \$117.7k, which coincidentally is almost exactly the net loss figure.
- Whilst we accept that payroll expenses rose as expected as a consequence of the engagement of a chef to improve our service offer, we were able to more than offset this extra expense in other areas and achieved a net reduction in total expenses of \$10k. We have further rationalized our wages expense in 2017/7 and are currently running at 97% of last year's actual figure.
- The use of ratios to determine the relative importance of a particular condition is, of course, dependent upon both the value of the numerator and the denominator. Whilst the ratio you quote is correct for the numbers presented, and is useful for comparative purposes, it has changed quite markedly at the current time. A Y.T.D. comparison at January shows a ratio of TO/Payroll of 33.6% V's 40% last year. As there is a \$5k reduction in payroll reported this reduction is again a function of our increased revenue performance. We expect, based on current trends that this will be below 30% by E.O.F.Y.

To your specific recommendations:

#### **(1 & 2.) Reduce Kitchen wages by combining bar/kitchen staff function.**

The functional layout of the Club premises makes both these recommendations impossible to implement. The kitchen always requires a cook/chef who cannot be substantially removed from that task without the risk of substantial delay or reduction of the quality of the meal offering. To deal with general kitchen duties, order taking, waitressing, collection of soiled crockery and cutlery, cleaning etc also requires an assistant.

The bar being some distance from the kitchen requires a dedicated bar person. Where possible, these employees assist each other (such as clearing plates from bar area, returning glasses from dining area, etc) but due to the intermittent and ad-hoc nature of the service demands in each area it is impossible to leave one un-attended for extended periods.

#### **(3.) Combine role of manager / office manager.**

We have discussed this issue with Clubs W.A. to get a feel for the cost of employing a competent Bar Manager with the requisite skill set to perform both functions. They suggest that a salary band of somewhere between \$75k and \$100k is likely dependent upon experience, competence, and willingness to re-locate to Cervantes. They also suggest that some housing assistance would be likely required. In light of this advice, combined with the added risks associated with selection and 'fit' into our community, we have decided to undertake a review of both positions to determine if added efficiencies can be obtained

within the roles of the incumbents. This will begin upon Kay's return to work from stress leave.

**(4.) Obtain tenders for cleaning.**

Investigations have indicated that the current commercial rate for cleaning domestic property is in the range of \$35-\$40 per hour plus consumables (Source Pinnacles Accommodation Services). The expense item in the 2015/16 accounts - Wages Cleaner equates to approx 15 1/2 hrs p/week (just over 2hs per day) plus consumables of \$854. It should also be noted that cleaning costs (staff) for the kitchen are included in Wages Kitchen and that consumable cost for this area have reduced by \$1.4k for the period. It is the committee's opinion that it is unlikely that any substantial saving can be made in the area Cleaning - Club, either in wages or consumables, and that to contract out the kitchen cleaning will add to the conundrum discussed in (1&2) above by reducing the value of the kitchen assistant.

**4. Cash Flows and Budgets.**

Whilst we agree in principal with your comments regarding cash flow and budgets, we review our financial reports vis-a-vis the corresponding year at each management committee meeting. We acknowledge that in the period under review we did not react fast enough to the depressed trading conditions we were experiencing, or to the speed at which our cash position was deteriorating. We are fortunate however that we have had a reasonably settled committee over the past years who in general are aware of what is required for us to be successful. i.e. \$1m revenue, GM between 45-50%, careful expense control, and effective and efficient marketing and management practice. The committee have requested that, in future, the Treasurer presents to each meeting a summary of the current cash position to ensure heightened awareness of this issue.

**5. Preventing fraud & stock loss in a cash based environment.**

We agree with your comments in this area, and have requested, and received assurances from the Treasurer, that all cash payments are to be evidenced with appropriate documentation. Our expectation is that you will not be required to make this observation with regard to the 2016/17 audit.

**6. Recording of Bar & Kitchen Stocks in P&L accounts.**

It seems to us that the stock variation figure in the P&L account is the result of the calculation Opening Stock - Closing Stock, and this recommendation is for a purpose other than accuracy in the account. We have asked the treasurer to investigate the viability of showing the entries from the account in the P&L print out as requested.

**7. Installing a computerised till system.**

As we have discussed with you privately, the Club is not in a position to enter into any arrangement that will exacerbate its cash position at this stage. We will however investigate both the lease option you suggest, and also an appeal to members to raise the funds for purchase through subscription. Whatever the outcomes of these initiatives, we hope to be able to action this point during 2017.

**8. Other.**

Our Treasurer advises that the journal entry to remove the Provision for Superannuation balance to Retained Earnings on the balance sheet has been effected.

Further to our phone discussions during the completion of this audit, and our thoughts on depreciation and its treatment in our accounts, we would be happy to receive a recommendation from you as to a more appropriate treatment if you thought fit.

Once again our thanks for your efforts and guidance.

John Astill  
President - Cervantes Country Club



# Cervantes Country Club Inc.

P.O. Box 24

CERVANTES 6511

PH: 08 9652 7054 FAX: 08 9652 7107

[cervantescountrydb@bigpond.com](mailto:cervantescountrydb@bigpond.com)

ABN: 81 710 774 843

Monday, 23 July 2018

Mr. Brent Bailey

C.E.O. Shire of Dandaragan

Bashford Street

Jurien Bay W.A. 6516

Brent,

The management committee of The Cervantes Country Club wish to request that Council consider an application for financial support to allow the Country Club to continue trading in its current form and return to financial stability over the next few years.

## **History and reasons for request:**

Prior to the 2015/16 financial year, the Club had traded successfully and generally profitably and had met its obligations of supporting local community groups (primarily the major sporting clubs - Football, Golf, and Bowls), maintaining upgrading the premises in an acceptable state, and meeting our commitments to the Shire in relation to self supporting loans granted for the building of the premises.

In July 2015, the Cervantes Bar and Bistro re opened after 18 months or so closure and prior sub-standard management. My committee at the time made two decisions which had deleterious impacts on our result for the year. Firstly we underestimated the effect of the opening of the Bar and Bistro on our activity (reduction in revenue of \$210k from previous year ), and, secondly, we employed a qualified chef to better match the service offer of the Bar and Bistro. This decision was taken in the full knowledge that it would impact our cost base by \$20-30k or thereabouts. We were also not nimble enough during the year in responding to the effect of the 'new' facility during this 12 months, and we therefore recorded the worst financial result in the Club's history of \$118.5k loss. In my report to that years A.G.M. I predicted that we should be able to return to revenue levels of 2014/15 by the end of this year. Unfortunately we have just missed this target, although further substantial improvement has been achieved.

The 2016/17 financial year saw us improve our revenue by almost \$100k, our Gross Margin by \$60k, and reduce our total expenses by \$10k to improve our result by almost \$90k to a loss of \$29.7k (including

the non-cash expense of depreciation of \$10k). If all went to plan, we were confident of returning to profit in 2017/18. However we had not been able to substantially reduce our level of trade creditors below 2015/16 levels and we resolved to prioritise this in 2017/18.

Our 2017/18 interim financials show the improvement trend continuing with a further \$50k improvement in revenue, \$60k improved G.M. and Total Exp increasing \$30k but reducing as a % of turnover. This would normally have resulted in a small profit after Depreciation and Interest, however two major expenses conspired to stymie this result. Firstly our insurance bill rose from \$11k to \$20k due largely to an increase in workers compensation insurance caused by a claim during the first half of 2016/17. We expect similar levels of expense again in 2018/19. Secondly, we experienced an unprecedented level of repairs and maintenance during the year. It seemed that whatever could break-down did and none of the expenses were recoverable through insurance, so we had to book expenses totalling \$19k v's \$7k last year. Without these anomalies we would have effectively broken even this year, rather than the estimated \$24k loss we will report.

Financing 2015/16 sucked the majority of our reserves and ability to ride out any further unforeseen events. Financing the losses of 2016/17, and 2017/18 has left us in the position of being unable to meet some of our commitments in a timely manner.

The following table illustrates the points made above:

	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Revenue k's	928.6	874.3	779.9	998.8	894.7	678.9	744.8
G.M.	465.0	404.5	348.2	465.1	410.8	311.9	354.0
Tot Exp	<b>510.0</b>	478.2	486.8	496.4	363.4	340.7	347.9
Nett	-27.5	-29.9	-118.5	-3.3	75.7	-7.3	28.1
			B&B Opens	New Roof	Air Con D/R	Ball	Ball

### **Our Options:**

Our professional advice is that we may be in an insolvent position, and if confirmed during the audit of accounts later this year, the committee will have no option other than to cease trading once this determination is made, and apply to the Supreme Court to be wound up.

The guidelines regarding insolvent associations state:

*"If it is not possible to restructure, refinance, or obtain additional funding it may be necessary to appoint a voluntary administrator or contact a liquidator"*

If we examine these options, then:

1. Restructure - The existing committee believes that there is no viable alternate business model that will meet the objects of our constitution, Viz;

1. To maintain and conduct a Club primarily devoted to promoting social and sporting pursuits including bodies affiliated with the Club such as Bowls, Golf, Football, Tennis and other sporting or

recreational bodies as may become affiliated with the Club from time to time and in addition to provide facilities for literary, scientific, athletic, professional or any other lawful purpose of nonpolitical and non-sectarian character and for providing benefits and enjoyment for the members of the Club and their guests.

2. To provide accommodation for members and their guests upon premises of which the Club is a bona-fide occupier.

3. To apply for, hold and from time to time renew an appropriate liquor license pursuant to the Liquor Act.

4. To co-operate with any other like Club, association or Group whose objects are similar to those of this Club.

5. To do all other things incidental or conducive to the attainment of the foregoing objects or all of them.

The most common alternate business model proposed suggests that the Club open on a volunteer basis, and only support the sporting and community groups on active competition days. There appears to be a number of hurdles to this scenario. Firstly the number of members and participants in each of the groups is shrinking over time, thereby reducing the number of appropriately skilled members able to perform the tasks required. Secondly, the Liquor Act requires that a person be appointed licensee of the premises, and this could confer on the group who's nominee is named as licensee a degree of control and power over other groups. Thirdly, we believe that at least one full time employee would be required to maintain the premises, the financial records, and be responsible for day to day operations. We don't see this person costing less than a minimum of \$60-80k per annum. Lastly, the fixed cost base of the facility would overwhelm the financial resources of both the Country Club entity and the affiliated sporting/community bodies (repayment of loan, building insurance, R&M etc).

An alternate business model involving the leasing of the dining room to a third party has also been suggested. In large part this option has not been examined in detail for the following reasons:

- Revenue from the kitchen function continues to show generic growth (\$439.9k in 2017/18 V's \$400k in 2017/17).

- It is felt that the level of activity generated from the kitchen in income (profit) terms would mean that the amount chargeable for a commercial lease (\$30K YTD May 2018) would not compensate the enterprise for the potential future profitability of this function.

- The potential for reputational damage to the Club if the dining experience is below par is substantial. Whilst this could be mitigated by a standards agreement, the implementation of such an agreement and its monitoring would likely absorb as much time and effort as the current arrangements.

No other restructuring model has been suggested or examined, so the current committee believes, on past evidence and current trends, that the existing model is the viable way forward.

2. Refinancing - Because of our unique arrangements with the Shire vis.-a-vis. the land and the facility thereon, commercial finance options are unavailable to the Cervantes Country Club (Inc). We have canvassed this possibility with a number of commercial lending institutions (particularly the Bendigo Bank) with the same negative response.

3. Obtaining additional financing remains the only viable option, and as much as it we regret having to have to ask for assistance, the Shire of Dandaragan is the only entity to which we can turn. In our opinion, the Shire of Dandaragan has as much to lose as the community of Cervantes if the Country Club is forced to close.

## The Social Amenity of The Club in Cervantes.

The Cervantes Country Club association was formed after a meeting in December of 1971, and the original building was opened in 1974. Much volunteer effort, donations in kind, and a self supporting loan through the Shire of Dandaragan.

For many years the Club was the social hub of the community, not least because it was the only licensed facility in the township. To this day the level of support of, and affection for the Club remains primarily as many current residents have direct links to the initial conception and erection of this facility. (A history of the Club 1971-2010 has been compiled by the Cervantes Historical Society and is available upon request for any who may be interested.)

Since its earliest days the Club has provided a number of social, community, and sporting functions. Previous iterations include housing a community library, providing facilities for the printing and distribution of the local newsletter, and hosting the sporting clubs as they grew and developed in the area, including such as darts, tennis, indoor bowls, card games and the like.

In recent times the major focus is on the three primary sporting organisations of Football, Golf, and Bowls. We provide a common 'club house' facility and assist and support major sporting events such as open days, medal presentation nights, annual wind ups, and league events.

We have also since around 2010 provided a high quality dining experience to both visitors and locals alike. Our business model is based on affordability, high quality, and relaxed ambience. Growth in 'kitchen' turnover and profitability appears to indicate that this approach is combating the entrenched shrinkage in the liquor market as social mores change.

We also pride ourselves on the contribution we make to the Cervantes Experience for our visitors. Tourism is about enhancing the experience of the stay, and having a wide range of dining experiences is essential to that experience. We are proud to advise that we have recently been awarded a certificate of excellence for the restaurant from Trip Adviser for being the highest rating dining experience in the Jurien - Cervantes area for 2017/18.

### Economic Value:

The Cervantes Country Club is a significant contributor to the economy of the Cervantes community, as follows:

- Wages - We employ the equivalent of 4 to 5 full time employees and have expended the following amounts as payroll expense.

	2017/18	2016/17	2015/16	2014/015	2013/14	2012/13	2011/12
Payroll	\$347.5k	\$327.6k	\$310.6	\$290.1	\$209.8	\$202.3	\$200.9

\*NOTE - FTE's estimated at \$60k base plus 25% on costs.

- Donations - We support our constituent sporting and social clubs financially.

	2017/18	2016/17	2015/16	2014/015	2013/14	2012/13	2011/12
--	---------	---------	---------	----------	---------	---------	---------

Donations	\$5.6k	\$3.0	\$10.2	\$7.6	\$4.01	\$4.5	\$3.5
-----------	--------	-------	--------	-------	--------	-------	-------

We have in the past also supported the Bowling Club with the purchase (and later redemption) of debentures when they were installing their new synthetic greens. We also absorb the costs for electricity for the tennis courts and bowling green, and absorb insurance costs for infrastructure when attached to the facility (e.g. Shade Sails and etc).

- Repairs and Maintenance - Whilst the building was erected and expanded by the Cervantes Country Club, and as required by our lease, it effectively is an asset of the Shire of Dandaragan in that ownership reverts to the Shire in the event of the Club ceasing to exist, or the lease expiring and not being renewed.

From 2006, we have undertaken a substantial R&M program to maintain the building and the plant therein in the best possible condition (including replacement of the roof cladding and installation of air conditioning in the dining room) we are able. Almost all required works are undertaken by local tradespeople. Our P&L accounts also reflect a charge for depreciation as shown below. FYI the original cost of the building and extensions was \$625.7k and was depreciated to \$218.5k at the of F2017. We have also continued to repay the self supporting loans granted to erect the facility over the period.

	2017/18	2016/17	2015/16	2014/015	2013/14	2012/13	2011/12
R&M	\$19.1k	\$6.8k	\$12.9k	\$33.5k	\$19.7k	\$13.2k	\$16.4k
Dep'n	\$9.2K	\$9.8k	\$11.6k	\$11.7k	\$11.9k	\$12.1k	\$12.6k

### **Our Calendar for this Year**

The committee has determined to maximise our efforts to return to profitable trading by the end of calendar 2018 with the following schedule of special events:

- JJ Lussick Medal for the CMCFL in Sept/Oct.
- Proposed Ball or Cabaret in conjunction with the Cervantes Primary School in November.
- Monster boat raffle over the Dec./Jan. period

These on top of our 'normal' events such as the Golf Club open day, the Cervantes Tiger Sharks presentation night, Melbourne Cup Day, The Bowling Club open day and etc, should insure us against any unforeseen events.

### **What do we need?**

The committee has carefully considered our cash position and believe that the following assistance should be requested:

1. \$40,000 to clear outstanding critical accounts.
2. \$15,000 as working capital / reserve to insure against regression during 'quiet' periods of 2018/19.
3. Above as a grant if possible, or alternatively as a loan over 7 years.
4. A moratorium on payments of self supporting loans and shire insurances for 12 months until July 2019.

The committee thanks you for your interest in our plight and commends this application to your attention as we believe that council has the biggest stake and carries the biggest risk if the Club fails to

weather this difficult patch, as the responsibility for the building and it's operation, in whatever form, will fall on council and it's officers.

Our committee would also like to invite a member of your staff, having a level of financial expertise, to attend our monthly meetings to ensure councils interest's are protected.

Regards  
John Astill  
President

**Attatchments:**

2018 P&L Account with E.O.Y. Adjustments  
2018 Balance Sheet  
\* These are unaudited documents

2017 Audited Accounts  
2017 Audit Management letter

2016 Audited Accounts  
2016 Audit Management Letter  
2016 Audit Management Letter Response

Copy of minutes from 31/07 meeting of CCC Committee

## Notes accompanying Budget and Cash Projection 9 Aug 2018.

These budgets are prepared as a critical minimum requirement to ensure survival of the Cervantes Country Club through 2018/19. They are prepared assuming a return to 'break even' in this trading period and preparation for a return to acceptable profitable trading thereafter.

The committee of the Cervantes Country Club believe that these budgets are the most pessimistic view of our situation at present and that we should expect a substantial over achievement if we are able to reduce some of our critical debt load and allow productive cash flows to re-emerge.

The following comments are designed to allow officers and councillors of the Shire of Dandaragan a better understanding of the assumptions upon which this budget is based.

### **1. Budget**

#### **1.a. Revenue Projection**

The budget assumes a conservative 4,8% growth in revenue based on a 2.5% natural inflation rate plus a 1.3% growth premium. It is expected that a more realistic projection is in the vicinity of 5-5.25% (\$50 -\$55k annual growth) should be achieved based on previous achievements and holistic growth in the market place.

We do not expect that this level of growth will impact upon other like businesses in Cervantes as, although we operate in the same or similar commercial space, the 'offer' we make is substantially different to either the Motel or the Tavern.

We expect that growth at this level will, as a minimum, continue into the foreseeable future as the tourism market continues to expand and grow. We also believe we have sufficient capacity to absorb these levels of activity without significant additional expense.

#### **1.b. Gross Margin**

We are assuming a growth in gross margin of 1% for 2018/19, again conservatively. In 2017/18, we grew gross margin by better than 2.5% through better 'just in time' purchasing practices and better stock management / distress. There is no reason to expect that this improvement will not continue, and if we are able to introduce a computerised till system (on lease) as recommended by our auditor, further efficiencies in this area are expected.

#### **1.c. Expenses**

We have opted to assume the expenses will remain at the same level as those incurred in 2017/18. Whilst this assumes an organic reduction in the vicinity of 2%, we have identified in the 'Line Item Expenses' section of this presentation savings in the vicinity of \$10k that will be made in the normal course of activity plus some re-arrangements in our management and administration areas. In 2017/18 we experienced substantial unexpected cost related to workers compensation insurance premiums and the costs associated with repairs and maintenance related to air conditioners and cool-rooms. The commentary associated with each line item identifies these events and our expectations for 2018/19.

#### **1.d. Profit**

In 2017/18 we recorded a trading loss of around \$12k, which grew to \$25k after end of year adjustments. To repair this situation we are budgeting for an improvement of \$24K this year

which, when broken down equates to around \$67 per day. We expect to substantially exceed this target.

## **2. Expense Line Items**

This section is provided to give officers and councillors a higher degree of confidence in the data presented in the budget, and an understanding of our thinking of where our expense and saving opportunities lie.

Comments are provided for each line item as detailed in our P&L accounts.

## **3. Cash Flow Projections**

This section highlights the conundrum currently faced by the management and committee of the Club, in that we are unable to finance the accumulated debts from the past three years from reserves. We have, or are in the process of, entering arrangements with our creditors to gradually reduce the debt load we are carrying. However as seen by this analysis without a cash injection, thereby allowing us to get 'in front of the curve' and begin to re-build our reserves in anticipation of future challenges and allow us to meet our responsibilities to maintain the building and it's environs to an acceptable level

I present the budget and its associated documents in support of the application for assistance for your consideration.

Regards,  
John Astill  
President  
Cervantes Country Club.



SHIRE OF DANDARAGAN	BRENT
DATE RECEIVED	SCOTT
17 AUG 2018	
DOC ID: .....	
Acknowledge	<input checked="" type="checkbox"/> Yes / <input type="checkbox"/> No

Cervantes Football Club  
PO Box 118  
Cervantes  
WA 6511

Monday, 23 July 2018

Mr. Brent Bailey  
C.E.O. Shire of Dandaragan  
Bashford Street  
Jurien Bay W.A. 6516

Dear Brent,

It has come to our attention that the Cervantes Country Club has requested financial support from the Shire of Dandaragan to enable it to continue trading through 2018/19 and beyond.

We urge the council and officers to consider this request sympathetically as the consequences of the Country Club failing for our community, in terms of social cohesion, economic impact, and access to appropriate built infrastructure would be catastrophic.

The Club has, for the past 40 years supported social and sporting clubs, provided a joint clubhouse and facilities, and supported our organization, and others, to its best ability.

The Cervantes Club premises provides, without doubt, the best facilities in the region for our regular competition presentations and provides excellent hospitality for our visiting competitors during Open Days and the like.

The failure of the Club would be catastrophic to our organization and other social and sporting groups who use the facilities on a regular basis. We urge council to support the committee of the Cervantes Country Club in their efforts to trade through these difficult times.

Yours Faithfully,

Michael Thompson  
President



Your ref:  
Our ref:  
Enquiries:

Mr Brent Bailey  
Chief Executive Officer  
Shire of Dandaragan  
PO Box 676  
JURIEN BAY WA 6516

Dear Brent

### OFFER TO LEASE LOT 33, JURIEN BAY BOAT HARBOUR

I am writing to advise that the Department of Transport, Coastal Infrastructure (DoT) supports the initiative to enter into a lease arrangement with the Shire of Dandaragan for Lot 33, Jurien Bay. The purpose of the lease is to provide an opportunity for the Shire to accommodate a number of community groups: primarily a Maritime Museum, Men's Shed and the Arts. DoT considers that this arrangement will bring some much needed activity to the harbour.

In our discussions with the Shire community group representative it was stipulated that the land is vested with the Minister under the Marine and Harbours Act that allows the use of land within the harbour boundary to be used for marine purpose. Any future development of the Jurien Bay Boat Harbour would need to give priority to a marine purpose and on this basis DoT is offering a short term lease arrangement of Lot 33 (5 years) at this stage.

I have included for your consideration the DoT lease document template. There will need to be a clause included in this document about the initial five (5) year lease term, permitted uses and that lease extensions in the future will be considered against any harbour development that might have a priority over this arrangement.

Land leased by DoT within boat harbours is subject to property valuations and a requirement to seek a market rate of return. A condition assessment of the building has identified that in order for the building to be leased, maintenance needs to be carried out to "make good" the building. DoT understands that as part of this lease arrangement, the Shire will be facilitating a works program with the relevant groups to improve the building to a standard that will support its intended use. DoT would be agreeable to offsetting the annual lease revenue against the cost of the maintenance works.

I have attached a summary of an asset assessment that was done over the buildings for your consideration as a starting point in developing a maintenance plan. Because

these works will offset annual rental, we would like to be able to include some maintenance milestones into the lease that would include a staged maintenance plan aligned to completion dates over an agreed period of the lease term. DoT will be available to provide advice on the proposed maintenance plan.

Brent, I hope that this information is enough to encourage the Shire to continue to progress down this avenue. The second option remains open if Lot 33 proves to be difficult. That is, that DoT is willing to offer a greenfields site to the Shire to lease (an area at a location adjacent to the existing Lot 33). The lease of this site could be offered with nominal rent and longevity.

We were pleased to receive a positive response from the Shire and community representatives at our site visit earlier this year.

I look forward to hearing from you and please feel free to contact me if you require additional information to further support your consideration.

Yours sincerely



Shelley Grice  
A/Director, Coastal Facilities Management  
Department of Transport

16/05/2018

Attached: 2 documents

## Condition Report Summary – Lot 33 Jurien Bay Boat Harbour

### Office

- The mezzanine floor appear to be an addition to the shed with very steep staircase and has a very low handrail;
- Most of the deterioration on the shed is concentrated on the south wall possible as a result of the prevalent southerly wind which carries airborne chloride. The roof sheets and the purlins at the roof and wall interface is generally corroded. However, the corrosion on the south wall steel elements are much more noticeable compared to the corrosion on the north wall steel elements. Some section of the wall cladding at the base on the south wall and the side door are corroded. Rain water down pipe is also missing on the southeast corner. The meter box enclosure is corroded. Step cracking was also observed on the block wall;
- The west face wall which is exposed to the prevalent southerly wind also show signs of deterioration in particular the hanger beams to the roller doors. The beam is heavily corroded with corroded products visible along the bottom of the door;

### Secondary Shed

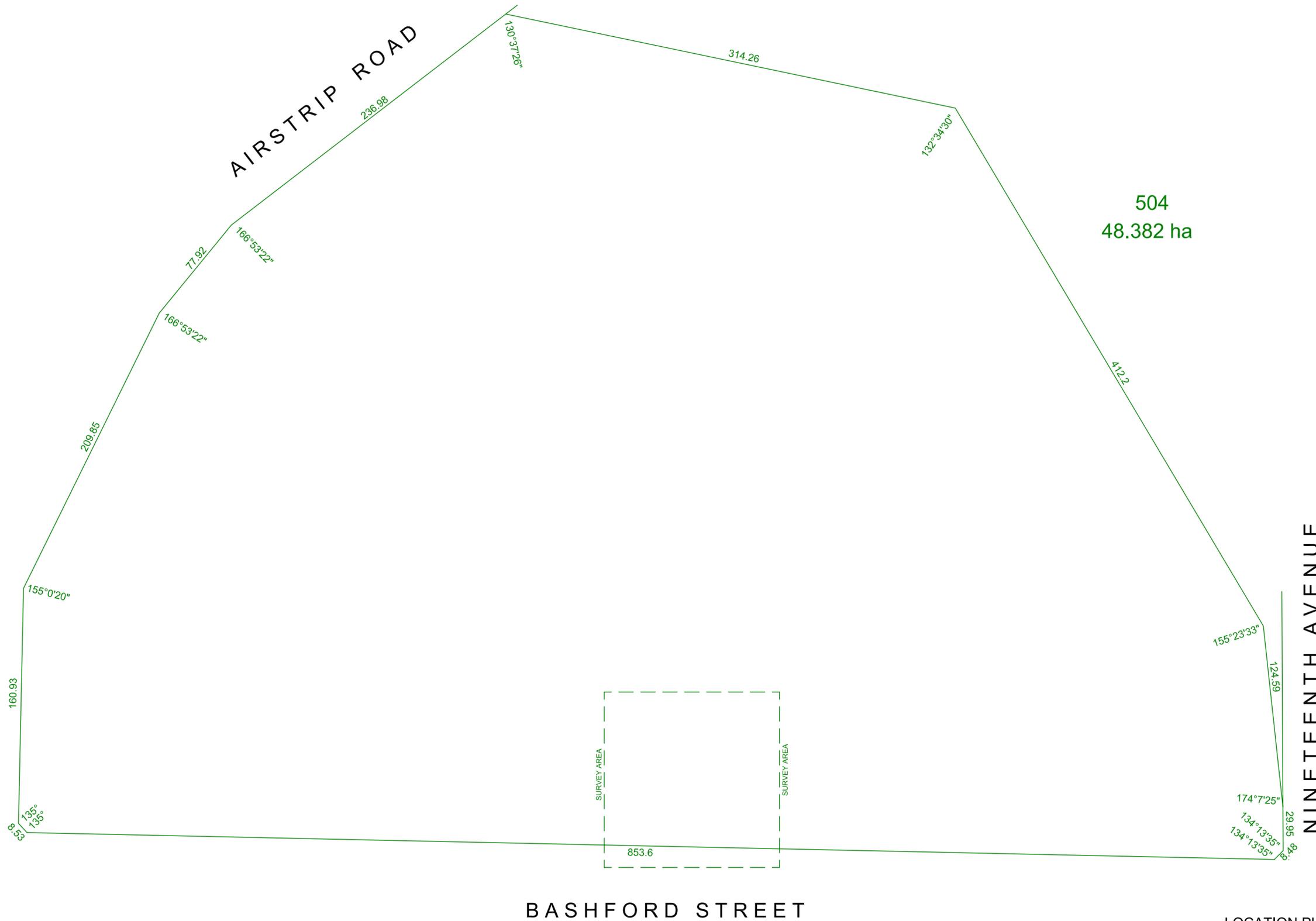
- A timber framed shed is located on the south side of the main shed. This shed is in good condition with some corrosion staining observed at the gutter and rain water down pipe interface.
- The fencing on the northern side of the building appears in good condition.

### Fish Processing Building

- All the gutters are in poor condition due to corrosion. Some gutter supports have also lost a significant portion of its cross sectional area;
- The roof vents are also heavily corroded;
- The wall cladding are corroded at the top and near the ground. The roller doors on the northern entry are also in similar condition. Most of the girts are corroded with cross sectional loss in some members Pipe penetration holes were common around the building. At the north gable wall a vertical post has been modified to accommodate an access door to the lunch room;
- The block wall structure appears in good condition Most of the window lintels are corroded with signs of moisture ingress. The

base of the steel column on the north east corner is significantly corroded;

- The internal floor space of the building consists of approximately 80% bituminous pavement and 20% concrete pad and both appears in reasonably good condition. The grating to the drains are significantly corroded
- All columns show varying degree of corrosion from light surface corrosion to significant corrosion with loss of cross section area. A column on the north gable wall has been strengthened;
- Salt effervescence were visible in the lunchroom walls indicating moisture ingress. "Coffey Environmental" label on vinyl floor indicating possible presence of asbestos material;
- The wet and wet lab demountable building appears in good condition.
- Corroded metallic elements are seen on the external surfaces;
- The oxygen, office and micro room building appears in good condition.
- Surface corrosion was observed on the metallic elements;
- The ad hoc timber framed structure and the concrete pad on the south side appears in fair condition;
- The west side patio is in poor condition. The purlins are significantly corroded and the welds are also corroded;
- The supports for the water tanks on the east side are in poor condition. Loss of steel cross sectional area was observed in most of the steel supports. The steel beams supporting the tanks are also corroded. There does not appear to be any system to hold down the water tank apart from a few ropes holding the tanks to the steel platform;
- The concrete pads within the building site appears in good condition;
- Externally the generator shed appear in good condition. However, the base of the wall cladding and the doors are corroded;
- Random rubbish was observed in the building compound. Ad hoc pump pit on the front entrance are in fair condition; and
- The fencing on the north and the west is in poor condition. Vegetation growing through fencing and corroded post and gates are common.



- SERVICE LEGEND**
- POWER**
- CONSUMER POLE ○ CP
  - POWER POLE ○ PP
  - LIGHT POLE ○ LP
  - STAY POLE ○ SP
  - S. WIRE ANCHOR ○ SWA
  - U/G CABLE BOX
  - CABLE M/H
  - CABLE DOME
- GAS**
- GAS MARKER
  - GAS METER
  - GAS VALVE
- SEWERAGE**
- SEWER MANHOLE
  - INSPECT. SHAFT ○ IS
  - INSPECT. OPENING ○ IO
  - HOUSE CONNECTION ○ HC
- TELSTRA**
- TELSTRA MARKER
  - TELSTRA PIT
  - TELSTRA M/H
- DRAINAGE**
- SW MANHOLE DMH
  - GRATE
  - SIDE ENTRY PIT
- WATER**
- STOP VALVE ○ SV
  - HYDRANT ○ HY
  - FLUSH POINT ○ FP
  - WATER TAP
  - WATER MARKER
  - WATER METER
- SURVEY**
- PEG FOUND ○ PF
  - PEG DISTURBED ○ PD
  - PEG GONE ○ PG
  - CONTROL POINT
  - DATUM

**LOT RECORDS**

LOT SERVICE	LOCATED	AVAILABLE	NO SERVICE	
			NO SERVICE	CONFIRM
WATER				✓
SEWERAGE			✓	
GAS				✓
TELSTRA	✓			
DRAINAGE				✓
POWER U/G		✓		✓
O/H				✓

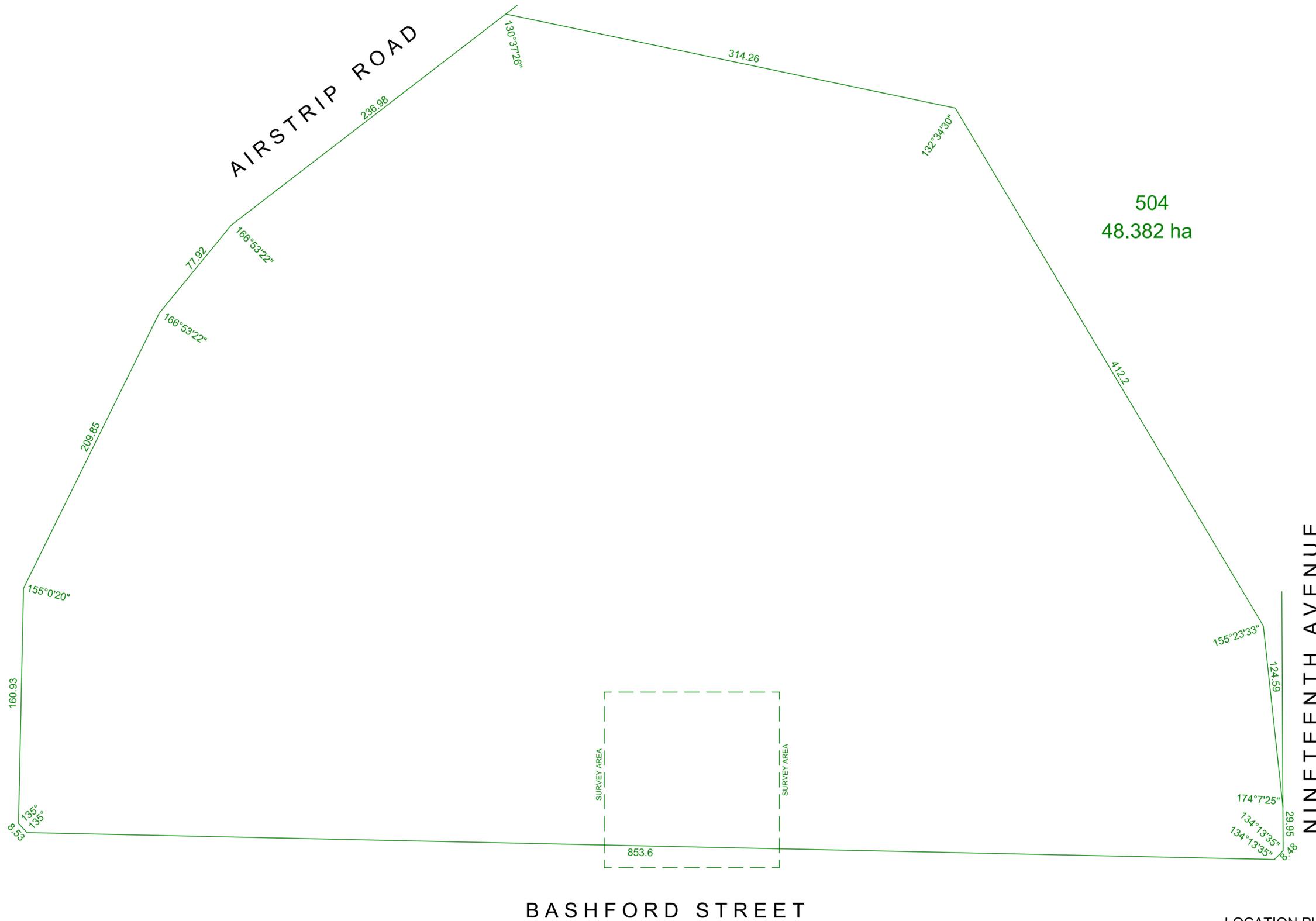
AREA: ESTAB. 06/2009  
 COASTAL DISTANCE >1Km  
 LOT: 503  
 AREA: 37.3655 ha  
 APPROX. AHD -8.30

SERVICES MARKED CONFIRM REQUIRE BUILDER / CLIENT TO CONFIRM POSITION & / OR AVAILABILITY ON SITE. APPROXIMATE AND CONNECTION ONLY. HEIGHT RESTRICTIONS REQUIRE ACCURATE GEODETIC CONNECTION.

LOCATION PLAN  
 SEE DRAWING 25951005 & 25951006  
 FOR SURVEY AREA

**GROUND COVER**  
 THICK COASTAL SCRUB ~ ht 4m  
 SCATTERED TREES ~ tr 0.3 ht 6

TITLE : FEATURE SURVEY		LOT : 503 BASHFORD STREET			
CLIENT : F.R. RODDA & CO	SURVEYED: 06/08/14	SUBURB : JURIE BAY	DP : 64265		
BUILDER :	MAP REF : COUNTRY	AUTHORITY : SHIRE OF DANDARAGAN	C/T :		
				<small>Email: jurien@juriensurveys.com.au          Ph 9652 2424 Fax 9652 2426          P.O. Box 637, JURIE BAY WA 6516</small>	
<small>NOTE          This PLAN is current at the Date of Survey, NOT FOR CONSTRUCTION purposes without site corroboration. The cadastral boundary POSITION is APPROXIMATE &amp; requires survey confirmation - Check Landgate Plan &amp; Certificate of Title for Encumbrances including Easements, Caveats, Covenants etc. All SERVICES require verification from the relevant AUTHORITY - suggest contacting "Dial Before You Dig" for underground services &amp; a site inspection.</small>		SHEET 1 of 1	BUILDER REF No SCALE @ A2 25951004	DWG No 25951004	REV A



- SERVICE LEGEND**
- POWER**
- CONSUMER POLE ○ CP
  - POWER POLE ○ PP
  - LIGHT POLE ○ LP
  - STAY POLE ○ SP
  - S. WIRE ANCHOR ○ SWA
  - U/G CABLE BOX
  - CABLE M/H
  - CABLE DOME
- GAS**
- GAS MARKER
  - GAS METER
  - GAS VALVE
- SEWERAGE**
- SEWER MANHOLE
  - INSPECT. SHAFT ○ IS
  - INSPECT. OPENING ○ IO
  - HOUSE CONNECTION ○ HC
- TELSTRA**
- TELSTRA MARKER
  - TELSTRA PIT
  - TELSTRA M/H
- DRAINAGE**
- SW MANHOLE DMH
  - GRATE
  - SIDE ENTRY PIT
- WATER**
- STOP VALVE ○ SV
  - HYDRANT ○ HY
  - FLUSH POINT ○ FP
  - WATER TAP
  - WATER MARKER
  - WATER METER
- SURVEY**
- PEG FOUND ○ PF
  - PEG DISTURBED ○ PD
  - PEG GONE ○ PG
  - CONTROL POINT
  - DATUM

**LOT RECORDS**

LOT SERVICE	LOCATED	NO SERVICE		CONFIRM
		AVAILABLE	NO SERVICE	
WATER				✓
SEWERAGE			✓	
GAS				✓
TELSTRA	✓			
DRAINAGE				✓
POWER U/G		✓		✓
O/H				✓

AREA: ESTAB. 06/2009  
 COASTAL DISTANCE >1Km  
 LOT: 503  
 AREA: 37.3655 ha  
 APPROX. AHD -8.30

SERVICES MARKED CONFIRM REQUIRE BUILDER / CLIENT TO CONFIRM POSITION & / OR AVAILABILITY ON SITE. APPROXIMATE AND CONNECTION ONLY. HEIGHT RESTRICTIONS REQUIRE ACCURATE GEODETIC CONNECTION.

LOCATION PLAN  
 SEE DRAWING 25951005 & 25951006  
 FOR SURVEY AREA

**GROUND COVER**  
 THICK COASTAL SCRUB ~ ht 4m  
 SCATTERED TREES ~ tr 0.3 ht 6

TITLE : FEATURE SURVEY		LOT : 503 BASHFORD STREET	
CLIENT : F.R. RODDA & CO	SURVEYED: 06/08/14	SUBURB : JURIE BAY	DP : 64265
BUILDER :	MAP REF : COUNTRY	AUTHORITY : SHIRE OF DANDARAGAN	C/T :
<small>NOTE          This PLAN is current at the Date of Survey, NOT FOR CONSTRUCTION purposes without site corroboration. The cadastral boundary POSITION is APPROXIMATE &amp; requires survey confirmation - Check Landgate Plan &amp; Certificate of Title for Encumbrances including Easements, Caveats, Covenants etc. All SERVICES require verification from the relevant AUTHORITY - suggest contacting "Dial Before You Dig" for underground services &amp; a site inspection.</small>		SHEET 1 of 1	BUILDER REF No SCALE @ A2 DWG No REV 25951004 A

Email: [jurien@juriensurveys.com.au](mailto:jurien@juriensurveys.com.au)  
 Ph 9652 2424 Fax 9652 2426  
 P.O. Box 637, JURIE BAY WA 6516



### 10.1.1 PROPOSED SITE FOR JURIEBAY INTERPRETATION COMPLEX

Location: Reserve 31884 (Jurien Bay Recreation Reserve)  
Applicant: Jurien Bay Interpretation Complex Management Committee on behalf of the Museum Group, ICAN, Jurien Bay Community Men's Shed & Jurien Bay Lions Club  
Folder Path: Business Classification Scheme / Parks and Reserves / Service Provision / Jurien Bay Recreation Ground  
Disclosure of Interest: None  
Date: 21 July 2014  
Author: Ian Rennie, Deputy Chief Executive Officer  
Signature of Author:   
Senior Officer: Tony Nottle, Chief Executive Officer  
Signature of Senior Officer: 

#### PROPOSAL

Council to consider allowing the Jurien Bay Interpretation Complex Management Committee access to an area of land in order for the group to establish and construct the Interpretation Complex.

#### BACKGROUND

The Jurien Bay Interpretation Complex Management Committee is made up of the following groups:

- Jurien Bay Museum Group;
- ICAN;
- Jurien Bay Community Men's Shed; and
- Jurien Bay Lions Club.

The group have written to Council seeking an allocation of an area of land in order for them to construct the Interpretation Complex.

This issue has been considered by Council on a number of occasions and various locations have been considered over a lengthy period of time for locating of this complex.

In September 2012, the group was requested by Council to prepare and submit a proposal and a business plan in order to progress the development of the complex. In November 2013, the Management Committee submitted the management plan to Council. Council was provided a copy of the plan, refer to item 9.7.49 of the meeting of 28 November 2013.

Subsequently, representatives of the group had been requested to formally present the plan to Council and Mr Ron Hames attended the Council Forum of 27 February 2014.

Council subsequently inspected the site on 13 March 2014. An area of land was cleared to allow the survey to take place by Council staff.

A survey plan was prepared and submitted to Council unfortunately showing the wrong location for the proposed site.

Council again inspected the site following the Forum held 10 July 2014.

COMMENT

A preliminary approach has been made to the Department of Lands seeking their comment on the possibility of the establishment of the complex on the Jurien Bay Recreation Reserve.

Two possibilities for the establishment of the site are:

1. Council obtaining power to lease over the reserve and an area of land being leased direct to the Management Committee. This will take a number of months to occur; or
2. Council to request a separate reserve being created with a management order in favour of Council with Council having power to lease over this separate reserve and to lease it to the Management Committee. This process will take longer and is somewhat more complicated.

The Department of Lands is of the opinion that as long as Council feels that the use is for a community type use (no commercial uses) it would fit into the category of recreation and is ancillary to the purpose of the reserve. If Council was to agree to the development of the Complex on the reserve and subject to in actually being built, the Department will have no objection to an application from Council to amend the purpose of the reserve to include the Interpretation Complex.

If Council is agreeable in principle to the allocation of the area, subject to a correct survey being undertaken, the area of land could be allocated to the Group and issues such as servicing costs and the responsibility for head works for power, water, communications, effluent disposal, construction and maintenance of the building and the surrounds and legal costs would need to be agreed to by the Management Committee.

In the past, Council has been responsible for the carrying out of the clearing and earth works of such community sites. On this occasion however the site is very large (approximately 1.5 hectares) and it is apparent that a reasonable amount of fill would be required over this site and therefore the cost could be quite large. Council staff can prepare a costing for undertaking of this work, once more information has been submitted.

This arrangement is very similar to the arrangement agreed to by Council for the Returned and Services League. A similar arrangement also took place for the development of the Senior Citizens Centre.

Once Council and the Interpretation Complex Management Committee have agreed on the proposed plan and the processed involved as well as the responsibility for servicing of the site, then

Council would be agreeable to amending the management order as suggested by the Department of Lands. At the end of the development of the site then Council would enter into a formal lease with the Jurien Interpretation Complex Management Committee for the use of the premises for the sole purpose of the Committee.

#### CONSULTATION

- Department of Lands
- Jurien Interpretation Complex Management Committee
- Council

#### STATUTORY ENVIRONMENT

- Land Administration Act 2005

#### POLICY IMPLICATIONS

There are no policy implications relevant to this item.

#### FINANCIAL IMPLICATIONS

It will be necessary for staff to prepare an accurate costing for the clearing and filling of the proposed site. All other development on the site should be at the expense of the Management Committee.

#### STRATEGIC IMPLICATIONS

The establishment of a museum and associated uses is not recognised in Council's Community Strategic Plan.

#### ATTACHMENTS

Circulated with the agenda are the following items relevant to this report:

- Business Plan for the Jurien Bay Interpretation Complex, previously distributed to Council in November 2013 (Doc Id: 32392)
- Aerial photograph of the general vicinity indicating the proposed site (Doc Id: 33081)
- Extract from Council's Jurien Bay Recreation Reserve Plan (Doc Id: 33082)

**(Marked 10.1.1)**

#### VOTING REQUIREMENT

Simple majority

#### OFFICER RECOMMENDATION / COUNCIL DECISION

**Moved Cr McGlew, seconded Cr Sheppard**

**That:**

- 1. Council agree in principle to the establishment of the Jurien Interpretation Complex on Reserve 31884 (Jurien Bay Recreation Reserve) and seek approval from the Department of Lands for power to lease being granted to Council over the Reserve and for the leasing of a portion of the area to the Jurien Interpretation Complex Management Committee; and**

- 2. the Jurien Interpretation Complex Management Committee be advised that Council will consider the clearing and earth works being carried out on the site following the preparation of a costing for the works to be undertaken and that all other works on site including servicing be at the expense of the Jurien Interpretation Complex Management Committee.**

**CARRIED 9 / 0**



# TERMS OF REFERENCE

---

VISITOR CENTRE WORKING GROUP

Shire of Dandaragan

October 2017

# Document Review History

DATE LAST AMENDED	REASONS FOR AMENDMENT	COUNCIL ITEM #	AMENDED BY
26.10.2017	Council meeting decision	9.3.1	Alison Slyn

# Introduction

Under the powers of the *Local Government Act 1995* (as amended), Council has the power to establish committees of three or more persons to assist the Council and to exercise the powers and discharge the duties of the local government that can be delegated to committees.

The Council of the Shire of Dandaragan has previously established both standing and advisory committees, with the former reporting directly to Council, and advisory committees reporting to the relevant standing committee. In addition, there are also a number of external, non-Council committees with Council representation.

At the Shire of Dandaragan Council Meeting on 23 March 2017 it was agreed that Council establish a Turquoise Coast Visitor Centre Working Group to configure an appropriate Terms of Reference to be presented to Council to further review and develop the Turquoise Coast Visitor Centre Business Plan (5 Year Plan) 2016-2021 to provide support to the Turquoise Coast Visitor Centre service.

## Visitor Centre Working Group

### Committee Type

Advisory Committee

### Role / Purpose

The Visitor Centre Working Group, as a working party of Council, will review and develop the Business Plan and provide recommendations to Council on the future direction of tourism services at the Turquoise Coast Visitor Centre.

### Term

This Terms of Reference is effective from 13 October 2017 and will be reviewed on an annual basis no later than 13 October 2018 and each year thereafter as required. This group will have a finite life.

### Membership

The Visitor Centre Working Group comprises of:

Name	Organisation
Cr Peter Scharf	Shire of Dandaragan
Cr Rob Shanhun	Shire of Dandaragan
Alison Slyns	Visitor Centre Representative - Shire of Dandaragan Economic Development Coordinator
Brad Rushforth	Parks and Wildlife Service Representative - Parks and Visitor Services Coordinator
Wade Clatworthy	Business Representative - Caltex Jurien Bay
Karri Holland	Business Representative - Jurien Bay Oceanic Experience
Ann Eyre	Community Representative
Lauren Douglass	Community Representative
Kim Hewson	Business / Community Representative – Economic Transitions

### Roles and Responsibilities

The Working Group is responsible for:

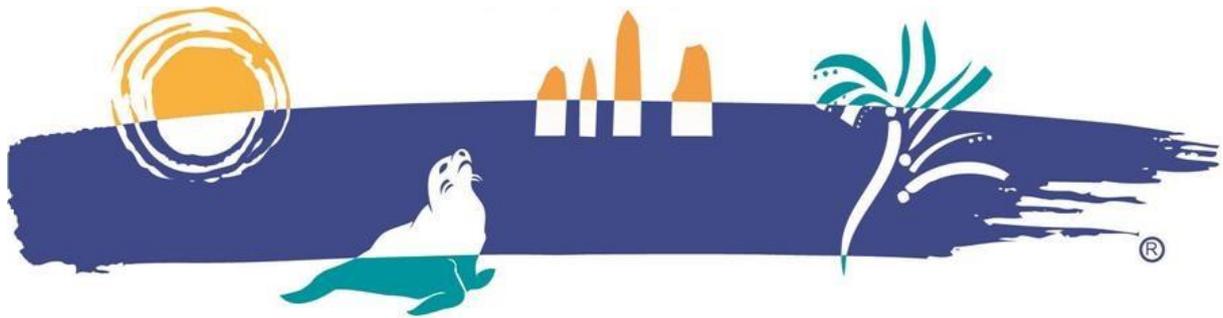
- Reviewing the Key Recommendations from the Turquoise Coast Visitor Centre Business Plan (5 Year Plan) 2016-2021;
- Providing recommendations based on the review of the Key Recommendations for the future of the Turquoise Coast Visitor Centre in line with best-practice visitor centre management models including but not limited to:
  - Introduction of a membership program;
  - Provision of sub-let opportunities;
  - Implementation of an overarching governance structure;
  - Changing the name of the visitor centre;
  - Introduction of technology
- Maintaining focus on the role and purpose of the group.

**Meetings**

- Meetings will be chaired by either one of the Council representatives to be agreed upon from time to time;
- Meeting agendas and minutes will be provided by the Shire of Dandaragan;
- Meetings will be held no less than quarterly;
- All members of the Working group shall have one vote when considering recommendations to Council;
- The quorum for the meeting shall be at least 50% of the number of members.

**Communications and Reporting**

- The Shire of Dandaragan staff will distribute all communications and provide reports to Council as required.



# Turquoise Coast

Visitor Centre

## Five Year Plan 2016-2021

### Disclaimer

This draft Five Year Plan 2016 - 2021 has been prepared for the Shire of Dandaragan and the Turquoise Coast Visitor Centre by Economic Transitions and Wanderlust Communications. The information contained in this document has been prepared with care by the authors and includes information from secondary data sources considered reliable, which the authors have included based on completeness and accuracy. The authors do not guarantee the information nor is it intended to form part of any contract. All parties should make their own enquiries to verify the information. It is the responsibility of all interested parties to satisfy themselves in all respects.

This document is only for the use of the party to whom it is addressed. The authors disclaim any responsibility to any third party acting upon or using the whole or part of its contents.

<b>Contents</b>	<b>9</b>
<b>Figures</b> .....	<b>9</b>
<b>Tables</b>	<b>9</b>
<b>Appendices</b>	<b>10</b>
<b>Executive Summary</b> .....	<b>11</b>
<b>Project Purpose</b> .....	<b>11</b>
<b>1. Registration details</b> .....	<b>12</b>
<b>2. The Business</b> .....	<b>12</b>
Business Details .....	12
Business Model.....	12
<b>3. Organisation Chart and Management Structure</b> .....	<b>13</b>
<b>4. Governance Structure – Not-for-Profit Association</b> .....	<b>14</b>
<b>5. Key Personnel</b> .....	<b>16</b>
Recruitment Options .....	16
Training Programs .....	18
Online Training.....	19
Familiarisation Tours .....	19
Information Sessions .....	19
Online and Counter Sales .....	19
<b>6. Products and Services</b> .....	<b>20</b>
<b>7. SWOT Analysis</b> .....	<b>20</b>
Weaknesses and Strategies to Minimise/Overcome .....	22
Threats and Strategies to Minimise/Overcome .....	22
<b>8. Market Position</b> .....	<b>23</b>
Current Market Demand .....	23
Key Tourism Metrics for Shire of Dandaragan .....	24
Top International Markets .....	24
Visitor Destination Comparative Statistics .....	25
Value to Customer .....	29
Growth Potential.....	30
<b>9. Your Customers</b> .....	<b>30</b>
Customer Demographics.....	30
Day Trippers .....	30
Weekend Getaway .....	30
Families.....	30
Coastal and Aquatic Fans.....	30
Caravan and Camping .....	31
Customer Goals and Actions.....	31
Unique Selling Position .....	32
Future Demand .....	32
<b>10. Engagement Strategies</b> .....	<b>33</b>
Local Engagement Strategy .....	34

	Shire Engagement Strategy .....	34
<b>11.</b>	<b>Insurance.....</b>	<b>35</b>
<b>12.</b>	<b>Risk Management .....</b>	<b>36</b>
	Measures of Consequence.....	37
	Measures of Likelihood .....	38
	Risk Schedule.....	39
	Treatment Plans .....	41
	Self-Audit .....	44
<b>13.</b>	<b>Legal Considerations .....</b>	<b>46</b>
<b>14.</b>	<b>Operations .....</b>	<b>46</b>
	Suppliers .....	46
	Building and Equipment.....	47
	Inventory .....	47
	Technology Requirement .....	48
	Trading Hours .....	48
	Communication Channels.....	48
<b>14.</b>	<b>Review of Visitor Centre Models .....</b>	<b>48</b>
<b>15.</b>	<b>Advertising the Visitor Centre .....</b>	<b>49</b>
	Advertising and Promotional Strategy.....	49
<b>16.</b>	<b>Name and Brand of Visitor Centre .....</b>	<b>50</b>
	Kalgoorlie Boulder Visitor Centre .....	51
	Broome Visitor Centre .....	52
	Marlborough Region, New Zealand.....	52
<b>17.</b>	<b>Sales Objectives .....</b>	<b>53</b>
<b>18.</b>	<b>Membership .....</b>	<b>54</b>
	Benefits of Membership to the Visitor Centre .....	54
<b>19.</b>	<b>The Future .....</b>	<b>55</b>
	Vision Statement .....	55
	Mission Statement .....	56
	Goals/Objectives .....	56
	Strategies.....	56
<b>20.</b>	<b>Finances .....</b>	<b>56</b>
	Financial Objectives .....	56
<b>21.</b>	<b>Costs for 2017/2018.....</b>	<b>56</b>
<b>22.</b>	<b>Business Goals .....</b>	<b>57</b>
	Pre Handover Action Plan.....	57
	Key Success Indicators.....	57
	Goals Year 1 .....	58
	Goals Years 1 - 3 .....	59
	Goals Years 3 - 5 .....	60
<b>23.</b>	<b>Key Recommendations .....</b>	<b>61</b>

References 62

**Appendix 1 - Procedure for Registering an Incorporated Association..... 63**

    Step 1: Hold an initial meeting .....63

    Step 2: Determine a suitable name and eligibility .....63

    Checking the name .....63

    Approval of purpose .....64

    Step 3: Develop a set of rules .....64

    Using the Model Rules .....64

    Drafting your own rules .....65

    Step 4: Hold a meeting to formally pass a resolution to adopt the rules and  
    approve the proposed name of the association. ....65

    Step 5: Complete and submit the application .....65

**Appendix 2 - Steps for Applying for Incorporation ..... 67**

    Step 1: Choose a name and check its availability .....67

    Step 2: Develop a set of rules that set out how your association will operate .....67

    Model Rules .....67

    Step 3: Lodge an application for incorporation.....68

**Once your application is approved, a certificate of incorporation will be  
    forwarded to you. ....68**

**Appendix 3 – Model Rules and Guidance Notes ..... 69**

**Guidance Note – Information provided to the Commissioner under section 29(5) – This information  
    is part of the rules of your association and must be attached to the copy of the rules  
    provided to members..... 69**

**The information provided to the Commissioner should be inserted here:..... 69**

**A. The name of the Association is: .....  
    69**

**B. The objects of the Association are: .....  
    .....  
    .....  
    .....  
    69**

**C. Any..... members personally present (being members entitled to vote  
    under these rules at a general meeting) will constitute a quorum for the conduct of business  
    at a general meeting. .... 69**

**D. Any .....committee members constitute a quorum for the conduct of the  
    business of a committee meeting. .... 69**

**E. The association’s financial year will be the period of 12 months commencing on  
    .....and ending on..... of each year. .... 69**

**PART 1 – PRELIMINARY .....70**

    1. Terms used .....70

    2. Financial year .....71

**PART 2 – ASSOCIATION TO BE NOT FOR PROFIT BODY .....71**

    3. Not-for-profit body .....71

**PART 3 – MEMBERS .....72**

    Division 1 – Membership.....72

    4. Eligibility for membership .....72

5.	Applying for membership .....	73
6.	Dealing with membership applications .....	73
7.	Becoming a member .....	73
8.	Classes of membership .....	74
9.	When membership ceases.....	74
10.	Resignation.....	75
11.	Rights not transferable .....	75
	Division 2 — Membership fees .....	75
12.	Membership fees .....	75
	Division 3 — Register of members .....	75
13.	Register of members .....	75
	PART 4 — DISCIPLINARY ACTION, DISPUTES AND MEDIATION .....	76
	Division 1 — Term used.....	76
14.	Term used: member .....	76
	Division 2 — Disciplinary action .....	76
15.	Suspension or expulsion .....	76
16.	Consequences of suspension .....	77
	Division 3 — Resolving disputes.....	78
17.	Terms used .....	78
18.	Application of Division .....	78
19.	Parties to attempt to resolve dispute .....	78
20.	How grievance procedure is started.....	78
21.	Determination of dispute by committee .....	79
	Division 4 — Mediation .....	80
22.	Application of Division .....	80
23.	Appointment of mediator .....	80
24.	Mediation process .....	80
25.	If mediation results in decision to suspend or expel being revoked .....	81
	PART 5 — COMMITTEE .....	81
	Division 1 — Powers of Committee.....	81
26.	Committee.....	81
	Division 2 — Composition of Committee and duties of members .....	82
27.	Committee members.....	82
▪	<i>Under section 44 of the Act an officer of an association must exercise his or her powers and discharge his or her duties with a degree of care and diligence that a reasonable person would exercise if that person-.....</i>	82
(a)	<i>were an officer of the association in the association’s circumstances; and .....</i>	82
(b)	<i>occupied the office held by, and had the same responsibilities within the association as, the officer.....</i>	83
▪	<i>Under section 45 of the Act an officer of an association must exercise his or her powers and discharge his or her duties- .....</i>	83
(a)	<i>in good faith in the best interests of the Association; and.....</i>	83
(b)	<i>for a proper purpose. ....</i>	83
▪	<i>Under section 46 an officer of an association must not improperly use his or her position to-</i>	83
(a)	<i>gain an advantage for the officer or another person; or .....</i>	83
(b)	<i>cause detriment to the Association.....</i>	83

- ***Under section 47 a person who obtains information because the person is, or has been, an officer of an association must not improperly use the information to- ..... 83***
  - (a) gain an advantage for the person or another person; or ..... 83***
  - (b) cause detriment to the Association..... 83***
    - 28. Chairperson .....83
    - 29. Secretary .....83
    - 30. Treasurer .....84
    - Division 3 — Election of committee members and tenure of office .....84
    - 31. How members become Committee members .....84
    - 32. Nomination of committee members .....84
    - 33. Election of office holders .....85
    - 34. Election of ordinary committee members .....85
    - 35. Term of office .....86
    - 36. Resignation and removal from office .....86
    - 37. When membership of committee ceases .....86
    - 38. Filling casual vacancies .....87
    - 39. Validity of acts.....87
    - 40. Payments to committee members .....87
    - Division 4 — Committee meetings .....87
    - 41. Committee meetings .....87
    - 42. Notice of committee meetings .....88
    - 43. Procedure and order of business .....88
- ***Under section 42 of the Act a member of the committee who has a material personal interest in a matter being considered at a committee meeting must: ..... 88***
  - ***disclose the nature and extent of the interest at the next general meeting of the association  
88***
- ***Under section 42(3) of the Act this rule does not apply in respect of a material personal interest..... 88***
  - (a) that exists only because the member-..... 89***
- ***Under section 43 of the Act a member of the management committee who has a material personal interest in a matter being considered at a meeting of the management committee must not be present while the matter is being considered at the meeting or vote on the matter. .... 89***
  - 44. Use of technology to be present at committee meetings .....89
  - 45. Quorum for committee meetings .....89
  - 46. Voting at committee meetings .....90
  - 47. Minutes of committee meetings .....90
  - Division 5 — Subcommittees and subsidiary offices .....90
  - 48. Subcommittees and subsidiary offices .....91
  - 49. Delegation to subcommittees and holders of subsidiary offices .....91
  - PART 6 — GENERAL MEETINGS OF ASSOCIATION.....91
  - 50. Annual general meeting .....91
  - 51. Special general meetings .....92
  - 52. Notice of general meetings.....93
  - 53. Proxies .....93
  - 54. Use of technology to be present at general meetings.....94
  - 55. Presiding member and quorum for general meetings .....94
  - 56. Adjournment of general meeting.....95
  - 57. Voting at general meeting .....95

58.	When special resolutions are required .....	96
59.	Determining whether resolution carried .....	96
60.	Minutes of general meeting .....	97
	PART 7 – FINANCIAL MATTERS.....	97
61.	Source of funds .....	97
62.	Control of funds.....	97
63.	Financial statements and financial reports.....	98
	PART 8 – GENERAL MATTERS .....	98
64.	By-laws .....	98
65.	Executing documents and common seal.....	99
66.	Giving notices to members.....	99
67.	Custody of books and securities.....	100
68.	Record of office holders .....	100
69.	Inspection of records and documents .....	101
70.	Publication by committee members of statements about Association business prohibited.....	101
71.	Distribution of surplus property on cancellation of incorporation or winding up	102
72.	Alteration of rules .....	102

***Guidance Note – Alteration of Rules. Amendments to the rules do not take effect until required documents are lodged with the Commissioner, even if the amendments do not require the approval of the Commissioner under section 31 or section 33. The required documents must be lodged within one month after the special resolution is passed.....103***

## Figures

Figure 1	Visitor Centre Features
Figure 2	Turquoise Coast Visitor Centre Organisation Structure
Figure 3	Governance Structure Including Not-for-Profit Association
Figure 4	SWOT Analysis
Figure 5	Australia's Coral Coast Visitor Summary, Year Ending December 2015
Figure 6	Source of Overnight Visitors to Australia's Coral Coast
Figure 7	Reasons to Visit a Visitor Centre
Figure 8	Kalgoorlie Boulder Visitor Centre Brand
Figure 9	Broome Visitor Centre Brand
Figure 10	Marlborough Region Brand
Figure 11	Marlborough Region Brand

## Tables

Table 1	Key Personnel Roles and Responsibilities
Table 2	Key Service Indicators
Table 3	Training Programs
Table 4	Product/Service Description
Table 5	Weaknesses and Strategies to Minimise/Overcome
Table 6	Threats and Strategies to Minimise/Overcome
Table 7	Key Tourism Metrics for Shire of Dandaragan
Table 8	Top International Markets
Table 9	Turquoise Coast Visitor Centre Walk-In Numbers
Table 10	Key Tourism Metrics, Shire of Gingin
Table 11	Key Tourism Metrics, Shire of Bunbury
Table 12	Key Tourism Metrics, Shire of Busselton
Table 13	Key Tourism Metrics, Shire of Augusta-Margaret River
Table 14	Key Tourism Metrics, Shire of Northampton
Table 15	Summary of Statistics
Table 16	Spend Attributed to Visitor Centres per Region, Western Australia
Table 17	Customer Goals and Actions
Table 18	Local Engagement Strategy
Table 19	Shire Engagement Strategy
Table 20	Measures of Consequence
Table 21	Measures of Likelihood

Table 22	Risk Schedule
Table 23	Treatment Plans
Table 24	Self-Audit
Table 25	New Supplier Criteria
Table 26	Building and Equipment Register
Table 27	Inventory Register
Table 28	Advertising and Promotional Strategy
Table 29	Sales Objectives

## **Appendices**

Appendix 1	Procedure for Registering an Incorporated Association
Appendix 2	Steps in Applying for Incorporation
Appendix 2	Model Rules

## Executive Summary

The Turquoise Coast Visitor Centre (Visitor Centre) is located on the main street of Jurien Bay, Bashford Street, adjacent to the Shire of Dandaragan (Shire) administration building. Officially opened in June 2015, the Visitor Centre is responsible for promoting the entirety of the Shire including Badgingarra, Cervantes, Dandaragan and Jurien Bay, and the surrounding areas.

The Visitor Centre is accredited through the Australian Tourism Accreditation Program and is operated on behalf of the Shire of Dandaragan. The Visitor Centre has brochures, maps, tour information and promotional video displays from the region. Visitors can access information about accommodation, responsible boating, wildflowers and regional holiday planners.

The Shire is approximately 200kms north of Perth and accessible directly via Indian Ocean Road and Brand Highway. The Shire encompasses an array of natural resources and attractions. These include a picturesque coastline, the Jurien Bay Marine Park, Lesueur National Park, Nambung National Park including the Pinnacles, Lake Thetis stromatolites, wildflowers and numerous nature trails. The environment provides a natural setting for tourists to appreciate the many eco-friendly and natural attractions unique to the region.

## Project Purpose

The Shire of Dandaragan assumed Visitor Centre operations in September 2016. Prior to this, the Community Resource Centre managed the day to day operations. The Shire is seeking guidance on how best to operate the Visitor Centre. This Five Year Business Plan provides recommendations and outlines based on industry research and existing models of management.



## 1. Registration details

<b>Business Name:</b>	Turquoise Coast Visitor Centre
<b>Date Registered:</b>	1/11/16 (as run by the Shire of Dandaragan)
<b>Business Structure:</b>	Visitor Centre managed and operated by a manager, under the Shire of Dandaragan
<b>Licences &amp; Permits:</b>	Australian Tourism Accreditation Program Accredited Visitor Centre
<b>Business Location:</b>	67 Bashford St, Jurien Bay WA 6516

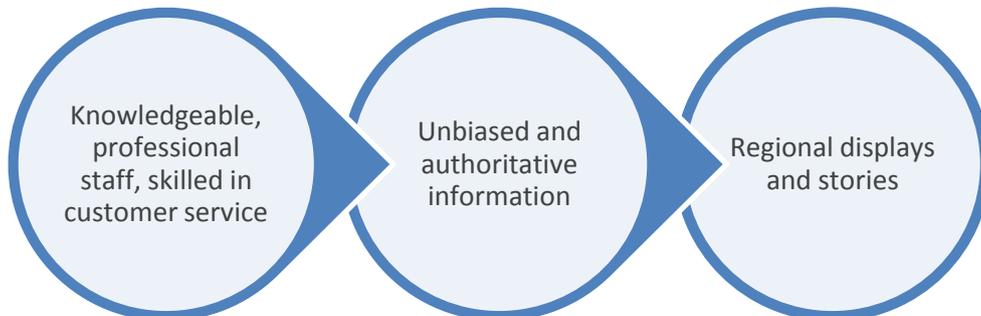
## 2. The Business

### Business Details

The primary role of the Visitor Centre is to provide visitors with insights into the region and distribute information regarding tourist product. The most common motivators for stopping at a Visitor Centre are to access information on attractions, obtain maps or find information on activities (Austrade, 2015).

The three main features that visitors look for in a Visitor Centre are:

Figure 1 – Visitor Centre Features



Tour and accommodation bookings are also features that visitors consider, however they are secondary to the three main objectives. As such, priority should always be given to visitor servicing over income generation (Haeberlin, 2014). The opportunity to capture income generation should be considered as a supplementary activity.

### Business Model

The Turquoise Coast Visitor Centre is a mid-level centre when considering the framework developed by Haeberlin Consulting (2014). The report, endorsed by Tourism Western Australia, recommends

Visitor Centres of this size with moderate funding prioritise services to be most effective. The prioritisation of services for the Turquoise Coast Visitor Centre is visitor servicing.

Consideration should be given to the additional benefits the Visitor Centre can bring to the local economy by offering a high standard of customer service. Outcomes for the Visitor Centre include increasing the length of stay and encouraging spending in the region which can increase the economic benefit to the region.

The recommended staffing for the Visitor Centre is a full time manager, a full-time tourism and library officer and a number of volunteers. The time and money spent training and investing in this team is moderate, but will increase customer service levels significantly.

The Visitor Centre will act as a hub for the region, providing information, services and bookings across Badgingarra, Cervantes, Dandaragan, and Jurien Bay. As a fully resourced and accredited Visitor Centre through both the Tourism Council of WA and Tourism WA, the Turquoise Coast Visitor Centre is the sole accredited Visitor Centre for the Shire in its entirety with the other main centres in the Shire able to defer to this accredited Visitor Centre to leverage information and promotion from it. The Visitor Centre will also create an annual Holiday Planner, sell souvenirs and create a membership base. The membership base can galvanise the local business community to create a more tourism focused town. This will improve the visitor experience and encourage higher spend, longer stay and repeat visitation also resulting in an increase in economic benefit to the local community.

The Visitor Centre will be responsible for signage in and around Jurien Bay and further membership branding opportunities. Opportunities exist to develop an in-centre experience via technology including an interactive Smart Board, a 24-hour access panel, and an iPad. It is recommended that the floorplan of the Visitor Centre be modified to improve accessibility and foot flow potentially increasing retail sales and providing sub-let opportunities for the space currently occupied by the community library.

### **3. Organisation Chart and Management Structure**

The recommended organisational chart (Figure 2) for the Visitor Centre gives operational and staffing responsibilities to the Manager. The position would report directly to the Shire and provide strategic direction and long-term support.

**Figure 2 – Turquoise Coast Visitor Centre Organisation Structure**



The volunteers provide crucial assistance with visitor servicing. Staffing of the Visitor Centre shall have a lean structure, where the Manager and staff are supported by a key group of informed and trained volunteers. The role of the Manager is to conduct and oversee the day to day operations, with the tourism and library officer providing a greater focus on customer service, member relations and general admin duties.

#### **4. Governance Structure – Not-for-Profit Association**

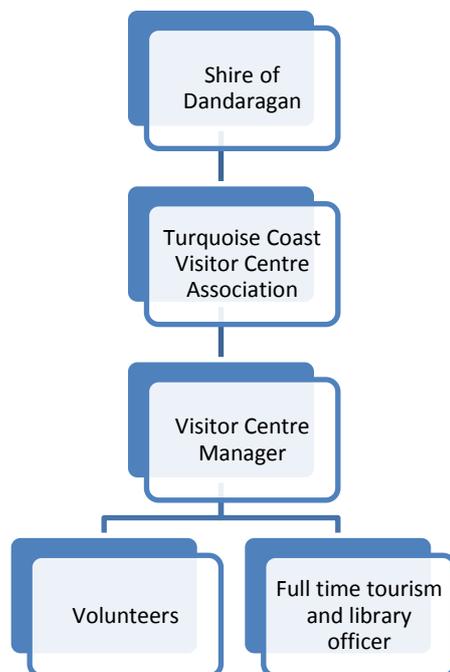
A recommended governance structure incorporates the institution of an Association commencing 1 January 2018. The Association can be implemented through the formation of a Not-for-Profit Incorporated Association in the state of Western Australia, and conduct duties and obligations arising from the Associations Incorporation Act 2015 through the Government of Western Australia. The suggested name for the Association is the Turquoise Coast Visitor Centre Association. In accordance with the Act, the Association shall comprise of committee members who shall have the power to manage the affairs of the Association. The committee members shall consist of the office holders of the Association – the chairperson, deputy chairperson, secretary and treasurer - and at least one ordinary committee member. The inaugural meeting can determine the maximum number of ordinary members. However, typically a Board of similar nature would comprise of 8 to 10 people including the Manager of the Visitor Centre and the Shire representative. In order to gain a broad range of skills, expertise and backgrounds for the Association, it is recommended the following industries be considered for membership:

- Shire of Dandaragan – Council Member,
- Wheatbelt Development Commission,
- Tourism industry,
- Department of Parks and Wildlife,
- Food and beverage industry whose produce is sold locally to tourists,
- Retail industry whose products are sold locally to tourists.

The purpose of a Shire of Dandaragan Council Member being retained as a member of the Association is to report the activities of the Association at Shire Council meetings as and when required and ensure the Visitor Centre is meeting performance indicators required by the Shire. The Association also provides an additional support network where short, medium and long term strategy can be developed for the sustainability of the Visitor Centre in consultation with the Visitor Centre and Shire representatives. It should be noted that the members of the Association shall not be involved in the day to day management or operations of the business.

It is recommended board meetings be held monthly, however allow for off peak season’s and members’ absence over holiday periods. The number of meetings can be determined in the inaugural meeting. Meeting agendas and minutes should be recorded and kept on file. This level of governance will ensure the Shire manage the direction of the centre, and involve the local community. Figure 3 provides an organisational structure for the inclusion of the Association board. Appendix 1 provides details on the procedure for registering an incorporated association. Appendix 2 details the steps in applying for incorporation. Appendix 3 provides Model Rules.

**Figure 3 – Governance Structure Including Not-for-Profit Association**



## 5. Key Personnel

The centre will operate on a small team. This will be overseen by the Economic Development Coordinator in the first year of operation, then managed by the Visitor Centre Manager and supported by the Full-time Tourism and library officer and volunteers.

**Table 1 – Key Personnel Roles and Responsibilities**

Job Title	Name	Expected Staff Turnover	Contract	Roles/Responsibility
Economic Development Coordinator	Alison Slys	3-4 years	Full time	Strategic planning, focus on economic benefit, focus on 5 year plan, assist with overall direction of Visitor Centre
Visitor Centre Manager	TBC	2-3 years	Full time	Operational running of Visitor Centre, HR management, training, customer service, financials and member management
Tourism and Library Officer	TBC	1-2 years	Full-time	Customer service, member relationships, general admin
Volunteers	TBC	1-2 years	Casual	Customer service and general admin

### Recruitment Options

The Shire of Dandaragan has a recruitment policy and procedure which can be applied when recruiting staff and volunteers for the Visitor Centre. A number of advertising options are available for the recruitment of staff, including advertising locally in the Craytales, on the Shire website, and local print media.

For the level of skill, expertise and experience required for the position of Visitor Centre Manager, it is recommended the role is advertised online through [www.seek.com.au](http://www.seek.com.au) which would provide a cost effective method and expand the opportunity to a larger audience. The job description should be developed with the Human Resource (HR) department of the Shire to cover all operational aspects of the role. Interviews should also be undertaken by the Coordinator and the HR department of the Shire.

It is recommended that an annual salary commence at \$60,000 and as the business is developed and key performance indicators are met, a range of \$70,000 - \$80,000 be considered.

Key performance indicators should be set for the Manager upon recruitment and included in the job description. These will not only form the basis of the role, but also the basis for the monthly reporting to the Shire. Standard KPI's for the Visitor Centre Manager include, but are not limited to:

- Offering a high level of customer service to all visitors,
- Maintaining clean and welcoming Visitor Centre,
- Growing visitor numbers and enquires via phone and email,
- Increasing visits to the website and ensure information is relevant and up to date,

- Growing social media presence and engagement,
- Maintaining all accreditations and legal requirements,
- Promoting Jurien Bay as a destination,
- Creation of the annual Holiday Planner,
- Creation and maintenance of an active and participating membership base,
- Managing the annual budget,
- Creating a marketing plan for the centre,
- Effective management of team, maintaining training and reviews,
- Continual reviewing of and growing the merchandise on offer in the centre.

The reporting framework should include:

- An itemised monthly financial report, demonstrating the breakdown of visitor servicing costs, membership servicing costs, booking commissions costs, and income and retail profits,
- Performance of existing revenue streams,
- A progress report on opportunities to implement further revenue streams,
- Review of the forthcoming month’s budget and activities,
- Copies of any Board meeting minutes.

The Visitor Centre should also track and report on other key service indicators focusing on customer service and management as outlined in Table 2:

**Table 2 – Key Service Indicators**

Key Service Indicator	Purpose	Strategic Priorities of the Shire
Maintenance of Tourism Council WA accreditation status.	To allow the Visitor Centre to trade as a booking agency and tourism operator.	The Visitor Centre must satisfy a number of strict requirements to maintain accreditation. The Shire can therefore be assured that the Visitor Centre is maintaining high standards of service.
Actual operating hours and number of staff per shift.	To ensure that the Visitor Centre is open seven days per week at agreed hours, with adequate staff to provide a high standard of service.	That visitors and members of the community have access to an information and advice centre, seven days per week, providing a high standard of service.
Number and type of walk-in customers.	To gauge the number of people who access the centre and to ascertain the proportion of local, intrastate, interstate and international customers.	That the Visitor Centre is located in an area easily accessible to visitors and the community; that Jurien Bay and the Turquoise Coast are promoted as a destination for domestic and international visitors.
Number and type of phone call queries.	To gauge the number of people who phone the centre	That Jurien Bay and the Turquoise Coast are promoted as a destination for

	and to ascertain the proportion of local, intrastate, interstate and international customers.	domestic and international visitors.
Number of website visitors/queries.	To gauge the number of people who use the website to contact the Visitor Centre and/or to learn more about Jurien Bay.	That Jurien Bay and the Turquoise Coast are promoted as a destination for domestic and international visitors.
Customer satisfaction.	The Visitor Centre will be required to seek feedback from customers on their level of satisfaction on a regular basis. An average of 50 customer service surveys should be completed each month.	That visitors and members of the community receive a high level of service.
Appraisal of staff/volunteers' performance.	The Visitor Centre Manager will be required to appraise staff and volunteers performance on a regular basis.	That visitors and members of the community receive a high level of service.
Training provided to staff/volunteers.	The Visitor Centre will be required to provide training to staff on customer service.	That visitors and members of the community receive a high level of service.

## Training Programs

The Visitor Centre Manager should be experienced in tourism and management. However a cost for ongoing training should be included in the annual budget. The full-time tourism and library officer shall be transferring from an existing role within the Shire. It is recommended to provide tourism focussed training once in the role.

A number of businesses and associations provide training courses, including the Small Business Development Corporation, Regional Development Australia, and Development Commissions, however not all courses are specifically tourism focussed. The Tourism Council of Western Australia provides a range of cost effective, tourism focused training sessions for accredited members. The training sessions outlined in Table 3 are recommended.

**Table 3 – Training Programs**

Role	Training
Visitor Centre Manager	<ul style="list-style-type: none"> <li>• Tourism BOOST (if never attended before)</li> <li>• Customer service WAy (if never attended before)</li> <li>• Marketing with strategy</li> <li>• Attend annual Tourism Conference</li> <li>• China Ready</li> </ul>
Full-time Library and Tourism Officer	<ul style="list-style-type: none"> <li>• Customer service WAy</li> <li>• Tourism BOOST</li> </ul>

Participation in in-house training provided by the Shire of Dandaragan or through the Jurien Bay Chamber of Commerce and Industry should be considered as part of continuous training and professional development for all staff.

Other opportunities for ongoing training include:

### **Online Training**

Continuous training in the online environment will be provided to all Visitor Centre staff and volunteers. This can be documented in their annual staff appraisal.

### **Familiarisation Tours**

Staff and volunteers shall be required to attend a number of familiarisation tours in the Shire of Dandaragan and surrounding areas to remain informed on tourism product and knowledge of the region.

### **Information Sessions**

Staff and volunteers shall be required to attend information sessions conducted by the Shire of Dandaragan or Visitor Centre to ensure all staff is informed on any changes that have occurred within the Visitor Centre.

### **Online and Counter Sales**

External training may be required from time to time to ensure these skills remain relevant and current in a changing environment.

## 6. Products and Services

The Visitor Centre's primary objective will be customer service. Additionally, the centre will also have a number of complementary activities which will help promote the destination, and bring a small amount of revenue into the Visitor Centre.

The role of visitor servicing is the primary role of the Visitor Centre, with other products and services such as merchandising, bookings, promotional materials, online promotions and social media providing secondary roles and services as outlined in Table 4:

**Table 4 – Product/Service Description**

Level of Role	Product/Service	Description
Primary	Visitor servicing/ customer service	Provide customer service to all tourists and locals, encouraging people to do more and stay in town longer. Promote Jurien Bay and surrounding areas, acting as a hub for the Shire of Dandaragan
Secondary	Merchandise	Sell locally made products or products that reflect the brand of the Turquoise Coast from across WA
Secondary	Bookings	Make bookings for local attractions, accommodation and tours
Secondary	Promotional materials	Promote the Turquoise Coast to encourage more visitors to the region
Secondary	Online promotions/ social media	Promote the Turquoise Coast to encourage more visitors to the region, create online community and work with regional and state tourism organisations to create engaging online content

## 7. SWOT Analysis

When considering the long term sustainability of the business, an analysis of the positive/negative, internal/external factors are considered. The criteria of strengths, weaknesses, opportunities and threats (SWOT) of the Turquoise Coast Visitor Centre were analysed and provided in Figure 4. Table 5 provides a summary of the weaknesses as outlined in the SWOT Analysis and identifies strategies to minimise/overcome these, with Table 6 providing a summary of the threats and the associated strategies to minimise/overcome.

Figure 4 – SWOT Analysis



## Weaknesses and Strategies to Minimise/Overcome

**Table 5 – Weaknesses and Strategies to Minimise/Overcome**

Weakness	Strategy to Minimise/Overcome
Little buy-in from local community	Continue to communicate with the local community providing information on how the Visitor Centre can increase sales in their business
New venture for Shire	To set achievable short and medium term goals; seek support through the Tourism Council of WA
Small team relying on volunteers	Ensure support from the Shire with strategies are implemented to ensure all peak days/times are covered
Lack of local businesses collaborating with the Visitor Centre	Develop a membership program providing a summary of benefits to the members; hold an event to introduce the new team at the Visitor Centre, and provide an overview of how the Visitor Centre can work with local businesses
Unreliable operating hours over weekends and public holidays	Implement strategies to ensure all peak days/times are covered and the Visitor Centre is open
Potential bookings not being captured by the Visitor Centre due to low levels of partnerships	Include as a benefit for members in the membership program; implement Bookeasy system providing local businesses with a booking framework

## Threats and Strategies to Minimise/Overcome

**Table 6 – Threats and Strategies to Minimise/Overcome**

Threat	Strategy to Minimise/Overcome
Budget constraints for Visitor Centre Manager salary	Investigate ways to source funding to ensure the Visitor Centre Manager is highly skilled and experienced, and able to drive growth in all areas of the business
Other towns being alienated by Jurien Bay being the main visitor servicing hub	Communicate and collaborate with towns and Shires to ensure that all have the same objective and outcome – to provide a high level of customer service and product knowledge resulting in visitors staying longer in the region
Poor customer service	Implement a training program for all staff and volunteers
Visitor Centre not staffed during peak season or high traffic hours/days	Ensure all peak days and times are rostered with either staff or volunteers
Limited knowledge of some areas	Conduct survey on staff and volunteers for product knowledge resulting in familiarisation tours where knowledge is limited

## 8. Market Position

### Current Market Demand

There were approximately 850,000 visitors to Australia’s Coral Coast in 2015 providing an economic benefit to the region of \$552M (Figure 5). A large proportion (87%) of these visitors were from intrastate (Figure 6) and self-driving through the region making Jurien Bay a natural stopping point in terms of distance from Perth (approx. 200 km’s), recommended stopping time (approx. 2 – 3 hours of driving) and the street appeal of Jurien Bay.

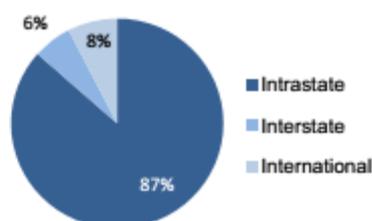
Figure 5 – Australia’s Coral Coast Visitor Summary, Year Ending December 2015

	Spend \$ million	Visitors '000	Nights '000	Avg Stay Nights	Avg trip spend \$	Avg nightly spend \$
Intrastate Overnight	370	744	3,418	4.6	497	108
Interstate Overnight	28	42	356	8.5	667	79
International Overnight	75	70	962	13.7	1,071	78
Intrastate Daytrips	79	1,132	n/a	n/a	70	n/a
<b>TOTAL</b>	<b>552</b>					

	YE Dec 2014	YE Dec 2015	% Change YE Dec 2015 – YE Dec 2014
<b>Total</b>			
Visitors	874,200	856,300	-2.0%
Nights	4,944,000	4,736,500	-4.2%
<b>Domestic Total</b>			
Visitors	814,000	786,000	-3.4%
Nights	4,070,000	3,774,000	-7.3%
<b>Intrastate</b>			
Visitors	753,000	744,000	-1.2%
Nights	3,642,000	3,418,000	-6.2%
<b>Interstate</b>			
Visitors	62,000	42,000	-32.3%
Nights	428,000	356,000	-16.8%
<b>International</b>			
Visitors	60,200	70,300	16.9%
Nights	874,000	962,500	10.1%

Source: Australia’s Coral Coast Overnight Visitor Fact Sheet 2014/2015, Tourism Research Australia, 2015.

Figure 6 – Source of Overnight Visitors to Australia’s Coral Coast



Source: Australia’s Coral Coast Overnight Visitor Fact Sheet 2014/2015, Tourism Research Australia, 2015.

Tourism Research Australia provides a local government area profile for the calendar year 2014 for the Shire of Dandaragan. Further refinement of data specific for Jurien Bay is not available.

### Key Tourism Metrics for Shire of Dandaragan

**Table 7 – Key Tourism Metrics for Shire of Dandaragan**

	International	Domestic Overnight	Domestic Day	Total
Visitors ('000)	16	119	92	227
Nights ('000)	37	320	-	357
Average stay (nights)	2	3	-	3
Spend (\$m)	3	37	9	49
Average spend per trip (\$)	199	314	95	216
Average spend per night (\$)	86	116	-	112
Average spend (commercial accommodation) per night (\$)	121	156	-	152

**Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.**

During the 2014 calendar year, 227,000 tourists visited the Shire of Dandaragan staying a total of 357,000 nights with an average length of stay of 3 nights providing an economic benefit to the Shire of \$49M. Domestic overnight travellers were the highest revenue generating market at \$314 average spend per trip or \$116 average spend per night. This was followed by the international market at \$199 average spend per trip or \$86 average spend per night. Domestic day travellers provided an economic benefit to the Shire of \$95 average spend per trip.

### Top International Markets

**Table 8 – Top International Markets**

Country of Residence	Visitors ('000)	Nights ('000)
Germany	4	6
United Kingdom	3	7
New Zealand	np	np

**Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.**

The top two international markets were Germany providing 4,000 visitors for a total of 6,000 nights, and the United Kingdom providing 3,000 visitors for a total of 7,000.

Walk in numbers to the Visitor Centre have been recorded for the period July 2015 until March 2016 (Table 9).

**Table 9 – Turquoise Coast Visitor Centre Walk-In Numbers**

Quarter	Weekdays	Weekends	Total
Jul-Sep 15	3,035	191	3,226
Oct-Dec 15	2,899	584	3,483
Jan-Mar 16	3,104	623	3,727
<b>Total</b>	<b>9,038</b>	<b>1,398</b>	<b>10,436</b>

*Source: Shire of Dandaragan, 2016*

The Visitor Centre has potential to become a hub of information for the broader Turquoise Coast region. The centre is located in a prime position on the main road in Jurien Bay, with the added benefit of a new building facility and allocated funding from the Shire. Nearby smaller towns and localities have limited space and resources providing the Turquoise Coast Visitor Centre the opportunity of establishing itself as the servicing hub for the region.

The Department of Parks and Wildlife records visitor numbers to Nambung National Park and Lesueur National Park. The Nambung National Park houses the famous Pinnacles and has a strong marketing presence both nationally and internationally.

For the 2015/16 period, there were 351,856 visitors to Nambung National Park which reflects the numbers of day visitors to the destination through both self-drive and coach tours. The number of visitors to the Lesueur National Park was 16,788 which would indicate that only those visiting Jurien Bay as a destination would visit this Park.

The destination of Jurien Bay is only a 30 minute drive further north from Nambung National Park, however Jurien Bay receives only approx. 65% of visitors. This provides an opportunity for the Visitor Centre to leverage its marketing with the Department of Parks and Wildlife for visitors to the Park to extend their trip to Jurien Bay. This extension of marketing could include coach tours providing lunch in Jurien Bay as an alternative, or include a 2 day option with day 1 at the Pinnacles, overnight in Jurien Bay, and Skydive and further explore Jurien and surrounding areas on day 2.

### **Visitor Destination Comparative Statistics**

While the Visitor Centre presents a new opportunity for the Shire of Dandaragan, it is considered in its infancy. To consider the potential number of visitors to the region, a comparison of four Shires was conducted, each within approx. a 3 hour driving range from Perth and coastal in location. These Shires include Lancelin, Bunbury, Busselton, Augusta-Margaret River. Comparative statistics for Kalbarri are also included as the destination is considered a key competitive Visitor Centre.

**Table 10 – Key Tourism Metrics, Shire of Gingin**

	International	Domestic Overnight	Domestic Day	Total
Visitors ('000)	6	110	261	377
Nights ('000)	66	256	-	322
Average stay (nights)	11	2	-	3
Spend (\$m)	4	23	17	44
Average spend per trip (\$)	604	204	64	117
Average spend per night (\$)	57	88	-	84
Average spend (commercial accommodation) per night (\$)	65	109	-	97

**Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.**

The primary location for tourists to visit in the Shire of Gingin is Lancelin. During 2014, there were 377,000 visitors to the Shire recording 322,000 room nights and providing an economic benefit of \$44m.

**Table 11 – Key Tourism Metrics, Shire of Bunbury**

	International	Domestic Overnight	Domestic Day	Total
Visitors ('000)	20	262	862	1,144
Nights ('000)	355	632	-	987
Average stay (nights)	18	2	-	4
Spend (\$m)	21	88	117	226
Average spend per trip (\$)	1,065	334	128	198
Average spend per night (\$)	59	139	-	110
Average spend (commercial accommodation) per night (\$)	84	210	-	158

**Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.**

While the Shire of Bunbury is a more mature market and Visitor Centre, the tourism numbers are indicative of and reflect a Shire which provides a number of activities for tourists, a well-structured and equipped Visitor Centre, and is also on a major highway approx. 2 hours from Perth. With over 1.1 million tourists in 2014 providing an economic benefit of \$226m to the Shire, approx. 75% of visitors were domestic day visitors. International tourists are staying an average of 18 nights in Bunbury reflecting a consideration that Bunbury is a base for exploring the wider south-west region.

**Table 12 – Key Tourism Metrics, Shire of Busselton**

	International	Domestic Overnight	Domestic Day	Total
Visitors ('000)	32	608	536	1,176
Nights ('000)	230	2,038	-	2,268
Average stay (nights)	7	3	-	4
Spend (\$m)	19	342	64	425
Average spend per trip (\$)	605	562	113	361
Average spend per night (\$)	84	168	-	159
Average spend (commercial accommodation) per night (\$)	107	208	-	197

**Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.**

The Shire of Busselton is again a more mature market providing a range of activities for visitors to the Shire. The Shire of Busselton also markets itself with Augusta-Margaret River which provides a broader marketing range which is reflected in the number of domestic overnight and international tourists. Although only ½ hour's drive further south from Bunbury, the number of Domestic Day visitors to Busselton has reduced by approx. 45% to 536,000 while the number of domestic overnight visitors has more than doubled to 608,000. The number of international visitors has increased to 32,000 however their average length of stay has decreased to 7 nights.

**Table 13 – Key Tourism Metrics, Shire of Augusta-Margaret River**

	International	Domestic Overnight	Domestic Day	Total
Visitors ('000)	59	394	298	751
Nights ('000)	363	1,240	-	1,603
Average stay (nights)	6	3	-	4
Spend (\$m)	30	212	40	282
Average spend per trip (\$)	503	539	129	375
Average spend per night (\$)	82	171	-	151
Average spend (commercial accommodation) per night (\$)	93	212	-	182

**Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.**

The Shire of Augusta-Margaret River located approx. 3 hours from Perth is a mature coastal destination with the benefit of a wine and produce region. The high numbers of international visitors

(59,000) reflects the level of international marketing conducted by Australia's South West and Tourism WA to the key markets of UK/Europe and Asia.

**Table 14 – Key Tourism Metrics, Shire of Northampton**

	Internatioal	Domestic Overnight	Domestic Day	Total
Visitors ('000)	22	122	57	201
Nights ('000)	62	560	-	622
Average stay (nights)	3	5	-	4
Spend (\$m)	6	78	4	88
Average spend per trip (\$)	275	640	65	438
Average spend per night (\$)	98	139	-	135
Average spend (commercial accommodation) per night (\$)	113	138	-	135

**Source: Tourism Research Australia Local Government Area Profile 2014, Austrade, 2015.**

The Shire of Northampton includes the key tourist destination of Kalbarri located approx. 580kms and a 6 – 7 hour drive north of Perth. Kalbarri also presents a mature coastal market with a strong domestic overnight visitation (122,000) from 201,000 visitors to the Shire in 2014.

**Table 15 - Summary of Statistics**

Shire/Locality	Key Tourist Destination	Visitor Numbers
Shire of Dandaragan	Jurien Bay	227,000
Shire of Gingin	Lancelin	377,000
Shire of Bunbury	Bunbury	1,144,000
Shire of Busselton	Busselton	1,176.00
Shire of Augusta-Margaret River	Margaret River	751,000
Shire of Northampton	Kalbarri	201,000

Table 15 provides a summary of the visitor numbers for Jurien Bay compared to the key shires and tourist destinations of Lancelin, Bunbury, Busselton, Margaret-River and Kalbarri. Jurien Bay has limited national or international marketing provided by either Australia's Coral Coast or Tourism WA and predominantly relies on the local/intra-state market. Bunbury, Busselton and Margaret River have a strong marketing presence both nationally and internationally and are considered hero destinations in attracting tourism to the state. Kalbarri relies on a predominantly domestic drive

market, however it can be noted that the further the distance the destination from Perth, the number of visitors reduces.

### Value to Customer

Research by Tourism Research Australia (2016) into the value of Visitor Centres in Western Australia revealed there is a modest positive impact on the length of stay and spend for Visitor Centre users, particularly in more remote regional locations (Table 10).

Visitor Centres provide an immediate financial contribution in their local area, and more broadly enhance the quality of visitor experiences and encourage future advocacy by visitors to the region. Tourists value the presence of Visitor Centres and the contribution they make to their visitor experience:

- Nearly all users of Visitor Centres (95%) reported that the Visitor Centre was an important part of their overall visitor experience.
- The majority of users of Visitor Centres (87%) said they knew more about things to see and do in the location as a result of their stop.
- More than eight in ten (84%) indicated that the Visitor Centre had a positive influence on how they viewed the location.
- Almost three-quarters (74%) heard about an activity through their Visitor Centre stop, while 70% organised to participate in an activity while at the Visitor Centre.
- Respondents who stopped at a Visitor Centre were more likely than non-users of these facilities to have visited national and state parks (36% compared with 26%); heritage buildings or sites (30% compared with 23%); museums and art galleries (24% compared with 16%); and/or undertaken an organised tour (20% compared with 12%) in the area visited.

Overall, 13% of those who used a Visitor Centre extended their stay in a location as a result. The survey also found the amount of expenditure directly attributed to their Visitor Centre stop was 11% in the Coral Coast region.

**Table 16 – Spend Attributed to Visitor Centres per Region, Western Australia**

	SPEND ATTRIBUTED TO VISITOR CENTRE	SPEND NOT ATTRIBUTED TO VISITOR CENTRE	TOTAL SPEND	SHARE OF TOTAL SPEND ATTRIBUTED TO VISITOR CENTRE
All WA visitor centre users <sup>(a)</sup>	\$18.57	\$108.22	\$126.78	15%
Experience Perth	\$37.77	\$60.36	\$98.13	38%
North West	\$36.54	\$118.03	\$154.58	24%
South West	\$18.40	\$105.69	\$124.10	15%
Coral Coast	\$14.17	\$117.57	\$131.74	11%
Golden Outback	\$13.81	\$127.03	\$140.85	10%

(a) Results for all WA visitor centres are an indicative measure, based on averaging of responses across the five regions. This means that the data has not been weighted to reflect actual visitor centre numbers by region.

**Source:** *The Influence of Western Australian Visitor Centres on Tourist Behaviour, Tourism Research Australia, 2015.*

## **Growth Potential**

It is recommended that the basic role of the Visitor Centre in the first two years should be predominantly visitor servicing, followed by establishing a membership base. Once this is established and operating, the centre can increase its role offering the following services:

- Membership networking events,
- Bookings for entire region,
- Package creation from Perth,
- Acting as local tourism organisation.

These four services should be considered as a medium term plan – 2 to 5 years.

## **9. Your Customers**

### **Customer Demographics**

Given its close proximity to Perth, self-drive visitors are a natural target market for the Turquoise Coast region. This market can be further segmented into the following target groups:

#### **Day Trippers**

Visitors drive to the region from Perth, Geraldton or towns between the two cities. They are often visiting for a specific purpose or attraction such as the Pinnacles, fishing, skydiving or wildflowers. Structured tours are also common options for day trips with bus services leaving from and returning to Perth and Geraldton daily.

#### **Weekend Getaway**

Being uniquely positioned along a pristine coastline and only two hours from Perth opens the Turquoise Coast region to weekend escapes from the city. Families looking for a coastal getaway or visitors with specific interests such as fishing, boating, sandboarding, camping or adventure tourism pursuits are the main categories of visitor in this market.

#### **Families**

The Turquoise Coast is renowned for its laid back and relaxed feel, so it's a natural destination choice for families. Its proximity to Perth and Geraldton also make it an easy destination to drive to, eliminating the need for flights or accommodation.

#### **Coastal and Aquatic Fans**

The Turquoise Coast is home to a pristine coastline and is the perfect getaway for those looking to enjoy fishing, boating, stand up paddle boarding, swimming and snorkelling.

## Caravan and Camping

As a predominantly self-drive destination, many visitors will be staying in caravan parks and camp sites. Whilst this market may not contribute substantially to the accommodation market, they do spend on incidental items whilst in the region.

## Customer Goals and Actions

**Table 17 – Customer Goals and Actions**

Target Market	Goal	Action for Visitor Centre
Day tripper	To increase spend and encourage them to become overnight visitors	To offer advice and fully demonstrate the range of activities in the region to encourage longer stay.  Pre visit: Website and social media  On arrival: In Visitor Centre, customer service and through signage
Weekend getaway	Extending stay and encouraging visits during shoulder season / off peak season	To offer advice and fully demonstrate the range of activities in the region to encourage longer stay.  To promote activities in the colder months/create special deals with members.  Pre visit: Website and social media  On arrival: In Visitor Centre, customer service and through signage
Families	Increase visitor numbers	To offer advice and fully demonstrate the range of activities in the region to encourage longer stay.  To promote activities for families including fishing, boating, pristine beaches, cafes and walk/cycle paths.  Pre visit: Website and social media  On arrival: In Visitor Centre, customer service and through signage
Coastal and aquatic fans	Increase visitor numbers and extend stay	To offer advice and fully demonstrate the range of aquatic activities in the region to

		<p>encourage longer stay.</p> <p>To promote aquatic offering thoroughly, encourage hire of water sports equipment etc.</p> <p>Work with RTO and STO to promote Jurien Bay as a coastal destination of choice.</p> <p>Pre visit: Website and social media</p> <p>On arrival: In Visitor Centre, customer service and through signage</p>
Caravan and camping	Increase spend and extend stay	<p>To offer advice and fully demonstrate the range of camping and caravanning locations in the region to encourage longer stay.</p> <p>To promote caravan parks, free camping zones, picnic locations and dump points to customers.</p> <p>Promote the upgrade of caravan parks.</p> <p>Work with members to produce specials in off peak season.</p> <p>Pre visit: Website and social media</p> <p>On arrival: In Visitor Centre, customer service and through signage</p>

## Unique Selling Position

The Visitor Centre will offer dedicated customer service to tourists, become a central point for local businesses wanting to enhance their tourism credentials and become an additional sales channel for local businesses through its merchandise and bookings program.

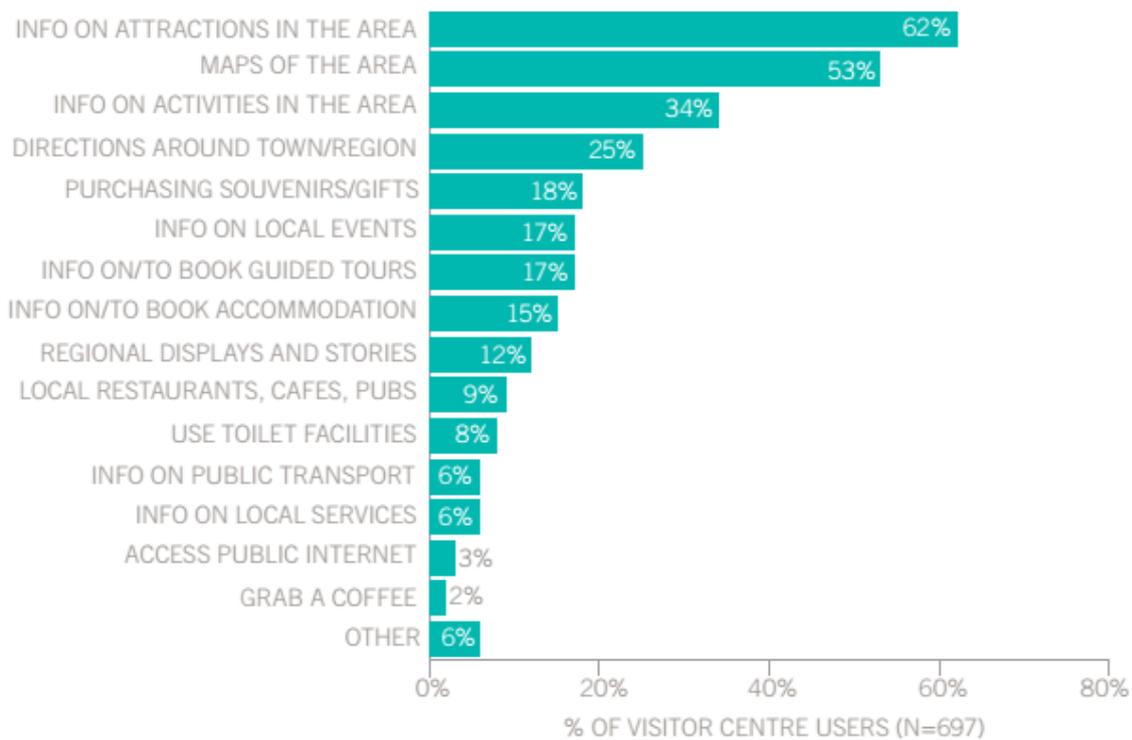
## Future Demand

Tourism to the region is expected to increase in the coming years primarily due to the redevelopment of Jurien Bay Boat Harbour, an extension of a cycle trail from Jurien Bay to Cervantes and upgrades to Mid-West campgrounds. These improvements and focus from the State Government will result in additional visitors to Jurien Bay, and an increasingly greater demand for a well serviced and professional Visitor Centre (Government of Western Australia, 2016).

An opportunity exists to increase length of stay in the region through a well-equipped Visitor Centre which offers exceptional customer service. Many of these travellers do not have a deadline or an end point to their trip; they are just looking for things to do. By taking the time to consider the customer’s needs and offering a range of options to meet the market, there is an opportunity to lengthen stay in the Shire of Dandaragan.

For those tourists utilising the services of a Visitor Centre, the most common motivators for stopping include accessing information on attractions, obtaining maps of the area, information on activities in the area, and directions around the town/region (Figure 7).

**Figure 7 – Reasons to Visit a Visitor Centre**



*Source: The Influence of Western Australian Visitor Centres on Tourist Behaviour, Tourism Research Australia, 2015.*

## 10. Engagement Strategies

The Visitor Centre has the potential to be the hub for Jurien Bay and to unite the Shire and local business with one tourism vision. For this to be accomplished, the Visitor Centre Manager and Economic Development Coordinator must consider engagement strategies with both the community and the Shire. Tourism is a predominant industry in Jurien Bay with many people already motivated and positive - there is an authentic opportunity for the centre to become the central point for everyone.

## Local Engagement Strategy

As tourism is considered one of the key economic drivers for the Shire (Shire of Dandaragan, 2016), much of the local business community is already pro-tourism and understands its benefit to the local economy. The building facility is an ideal hub where meetings can be held and space hired. This would encourage business owners to come into the centre and build a relationship with the Manager, staff and volunteers.

The Visitor Centre is the front line for servicing tourists, offering an insight into tourism for local business. It is recommended for the Visitor Centre to engage with the local community (Table 12):

**Table 18 – Local Engagement Strategy**

Action	Outcome
Hold monthly tourism meetings at the Visitor Centre	Encourage collaboration and build membership base
Offer meeting room to members of the Visitor Centre	Encourage visitation to the Visitor Centre, offer an additional benefit and build on relationship with Visitor Centre team
Creation of annual Holiday Planner	Additional membership benefit, also offering a collaborative marketing tool for all local business
Share tourism news, statistics and information via a newsletter	Information sharing
Distribute news about training and opportunities with Australia's Coral Coast, Tourism WA and Tourism Council of WA	Information sharing
Informal visits to local businesses to share news and keep in touch	Relationship building
Creation of weekly What's On itineraries in the centre featuring all local businesses	Promotion and relationship building
Creation of contact logs	Relationship building and lead up to membership

## Shire Engagement Strategy

At the Council meeting held on 25 August 2016, the Shire of Dandaragan agreed that it would assume the operation of the Visitor Centre. To maintain this enthusiasm and support, it is recommended that a clear procedure for reporting is established. If Councillors and key decision makers are kept informed, they are likely to feel involved and supportive of the Visitor Centre. Table 13 outlines activities to engage with the key personnel from the Shire of Dandaragan:

**Table 19 – Shire Engagement Strategy**

Activity	Delivery	Frequency
Visitor Centre Manager to create report detailing visitor numbers, sales, bookings, key achievements and marketing coverage	Manager to send to Economic Development Coordinator and then shared with Shire	Monthly
Meeting to discuss operations and key achievements/issues	Manager and Economic Development Coordinator	Monthly
Presentation detailing visitor numbers, sales, bookings, key achievements and marketing coverage and forthcoming quarterly activities	Manager to present to Economic Development Coordinator and Shire	Every three months
Report to be created detailing visitor numbers, sales, bookings, key achievements and marketing coverage. To be benchmarked year on year. Recommendations for growth to be compiled.	Manager to send to Economic Development Coordinator and then shared with Shire	Annually
Industry presentation from TCWA	Training to be combined with an afterhours drinks where the Shire can meet industry advisors and get an overview of the current trends	Annually

## 11. Insurance

### Workers Compensation:

Policy Number: 000586  
 Insurer: LGISWA Scheme  
 Expiry: 30 June 2017  
 Contact: Ms Candy Choo

### Public Liability Insurance:

Policy Number: 000026  
 Insurer: LGISWA Scheme  
 Expiry: 30 June 2017  
 Contact: Mr Udam Wickramaratne

### Personal Accident Insurance:

Policy Number: 007483  
 Insurer: LGISWA Scheme  
 Expiry: 30 June 2017  
 Contact: Mr Andrew Greig

All insurance policies are held by the Shire of Dandaragan which includes coverage for the Turquoise Coast Visitor Centre.

## **12. Risk Management**

It is the policy of the Turquoise Coast Visitor Centre to achieve best practice in the management of all risks that may affect the Centre, its customers, people, assets, functions, objectives, operations or members of the public. Risk Management will form part of the strategic, operational, project and management responsibilities of the Visitor Centre.

Every employee within the Visitor Centre is recognised as having a role in risk management from the identification of risks to implementing risk treatments and shall be invited and encouraged to participate in the process.

Identified potential risks are outlined in Table 16 – Risk Schedule of this plan. They are categorised through Table 14 - Measures of Consequence from Insignificant (1) to Extreme (5) as well as Table 15 - Measures of Likelihood from Rare (1) to Almost Certain (5). All identified risks will be assessed using these scales and then appropriate Table 17 - Treatment Plans will be applied.

The Shire of Dandaragan will work together with its stakeholders, particularly the Turquoise Coast Visitor Centre, to ensure that this Risk Management Plan is maintained and implemented appropriately in the new Visitor Centre.

## Measures of Consequence

Table 20 – Measures of Consequence

Level	Description	Finance	Health	Reputation	Operations	Environment
1	Insignificant	Less than \$1,000	No injuries	Unsubstantiated, low impact, low profile, minor complaint	Little impact – objectives still achieved with minimum extra cost or inconvenience	Little impact
2	Low	\$1,000 to \$10,000	First aid treatment	Heightened concern by community, several complaints	Inconvenient delays – partial achievement of objectives with some compensating action taken	Minor damage or contamination
3	Medium	\$10,000 to \$50,000	Medical treatment	Unsubstantiated, local news profile	Significant delays to major deliverables – additional costs required and / or time delays to achieve objectives. Adverse impacts on KPI's and targets	Environmental damage requiring restitution or internal clean-up
4	High	\$50,000 to \$150,000	Death or extensive injuries	Substantiated, coverage in local or state media, third party action	Unable to achieve corporate objectives or statutory obligations resulting in significant visible impact on service provision such as closure of facilities	Minor breach of legislation / significant contamination or damage requiring third party assistance
5	Extreme	More than \$150,000	Multiple deaths or severe permanent disablements	Substantiated, high multiple impacts, high state or national news profile, third party action	Organisation unable to function	Major breach of legislation or extensive environmental damage requiring third party intervention

## Measures of Likelihood

Table 21 – Measures of Likelihood

Level	Rating	Examples	Frequency			Insignificant	Low	Medium	High	Extreme
						1	2	3	4	5
1	Rare	May occur, only in exceptional circumstances	Less than once in fifteen years	LIKELIHOOD	Rare	I	L	M	M	H
2	Unlikely	Could occur at some time	At least once in ten years		Unlikely	L	L	M	M	H
3	Possible	Should occur at some time	At least once in three years		Possible	L	M	M	H	H
4	Likely	Will probably occur in most circumstances	At least once per year		Likely	M	M	H	H	E
5	Almost Certain	Expected to occur in most circumstances	More than once per year		Almost Certain	M	H	H	E	E

## Risk Schedule

Table 22 – Risk Schedule

Activity/Area		Risk Description	Risk Type	Untreated Risk Level	Current Treatment in Place Yes / No	Risk Level After Treatment	Risk Acceptable Yes / No	More Treatment Options Needed Yes / No
1	Pedestrian Movement	Collision between vehicle movement and pedestrians entering and exiting building accessways	Health Reputation Finance	H	Yes	L	Yes	No
2	Structures	High winds – structural collapse, loose objects	Health	H	Yes	L	Yes	No
		Structures not erected in accordance with relevant standards	Legal	L	Yes	L	Yes	No
		Structures being erected during trading hours causing potential for injury	Health Reputation Finance	M	Yes	L	Yes	No
3	Electrical	Electrical hazards – exposed power points, leads	Health	M	Yes	L	Yes	No
		Electrocution due to unsafe leads, items or practices	Health	L	Yes	L	Yes	No
4	Litter and Rubbish	Someone slipping and tripping on litter	Health	M	Yes	L	Yes	No
		Unsafe items such as syringes or broken glass	Health	M	Yes	L	Yes	No
5	Toilets	Inadequate number to cater for patron numbers	Health	L	Yes	L	Yes	No
6	Medical Emergency	Visitors pre-existing medical condition necessitates first aid or a visitor has a medical emergency on site that could be managed with initial first aid treatment	Health	M	Yes	L	Yes	No
7	Hazards	Slip and trip hazards through irregular or unsafe infrastructure may cause personal injury to visitors	Health Finance	H	Yes	L	Yes	No
		Existing hazards or new hazards that arise	Health	H	Yes	L	Yes	No

Turquoise Coast Visitor Centre Five Year Plan 2016 -2021

8	Traffic Management	Inadequate parking causing congestion, delay or hazards to visitors (vehicle and pedestrians)	Health Reputation	H	Yes	L	Yes	No
9	Staffing	Staffing numbers inadequate to monitor operations and provide adequate community assistance and / or guidance	Reputation Health Finance	M	Yes	L	Yes	No
		Staff unaware of their tasks and requirements	Reputation Health Finance	M	Yes	L	Yes	No
10	Vendors (advertising, displays, merchandise, promotions, members)	Unauthorised attendance by vendors placing brochures or advertising materials in centre	Reputation Finance	M	Yes	L	Yes	No
		Vendors not holding adequate insurance or meeting acceptable standards for their products and / or services	Reputation Health Finance	L	Yes	L	Yes	No
		Conflict between vendors	Reputation Finance	L	Yes	L	Yes	No
11	Crowd Control	Overcrowding	Reputation Health Finance	M	Yes	L	Yes	No
		Lost Children	Health	M	Yes	L	Yes	No
		Disorderly conduct	Health	M	Yes	L	Yes	No
12	Emergencies	Emergency requires evacuation of premises	Health	M	Yes	L	Yes	No
13	OH&S	Contractors, staff and volunteers exposed to hazards in the normal course of their work	Health	H	Yes	L	Yes	No
14	Communications	Communications failure (telephone systems, internet access, point of sale, brochures empty)	Reputation Health Finance	H	Yes	M	Yes	No
						L		
15	Theft	Damage and / or theft of structures and / or belongings	Finance	M	Yes	L	Yes	No
		Damage to property (asset damage)	Finance	M	Yes	L	Yes	No
16	Weather	Heavy rain / electrical storm / high winds	Health Finance	H	Yes	L	Yes	No

## Treatment Plans

Table 23 – Treatment Plans

Treatment #	Treatment Description	Residual Risk Level	Responsible Personnel
1	Clearly marked lanes for both vehicles and pedestrians from all access points around the centre with directional signage. Speed limits in place for vehicle access areas. Adequate footpath access for pedestrians.	L	Shire of Dandaragan
2	Structures will be erected in accordance with relevant standards. For all structures erected in public areas measures will be taken to barricade the area appropriately and provide safe passage access for visitors. Structures at risk of damage during bad weather will be removed.	L	Shire of Dandaragan
3	Only electrical items with electrical compliance tags will be used. All electrical work will be carried out by suitably qualified personnel. All due care will be taken to secure electrical items including leads and power sources.	L	Shire of Dandaragan
4	Adequate rubbish disposal outlets to be installed throughout the centre, internal and external. Rubbish levels to be monitored by centre staff and cleaning contractors notified regularly. Adequate protective clothing to be worn by any contractors or staff emptying rubbish bins or collecting litter.	L	Shire of Dandaragan
5	The number and access availability of bathroom facilities for staff, visitors and members of the public was considered in the building design phase and are adequate for the needs of the centre.	L	Shire of Dandaragan
6	A copy of this Risk Management Plan will be forwarded on to the Shire of Dandaragan Community Emergency Services Coordinator for external implementation as required. Emergency contact details are accessible within the centre. A first aid kit is accessible within the centre.	L	Shire of Dandaragan
7	Site inspections of the centre will be conducted at the commencement of each work day and regularly throughout the day. Any hazards identified will be recorded, assessed and appropriate measures put in place as required.	L	Shire of Dandaragan

Turquoise Coast Visitor Centre Five Year Plan 2016 -2021

8	Multiple parking considerations made during building design phase to account for traffic flow / direction, volume of traffic and vehicle types / sizes to ensure adequate provisions for all. Additional parking areas provided around the building and future traffic management plans in place with redevelopment of main street in the future to allow for traffic volume growth.	L	Shire of Dandaragan
9	Regular interaction between the Shire of Dandaragan and the Turquoise Coast Visitor Centre will ensure staffing numbers are adequate. Visitor Centre staff will conduct multiple roles to ensure additional staff are available as required for visitor servicing. Regular training and development opportunities provided to all staff members. Checklists, compliance checks and operational procedures in place to ensure a high level of quality service from all personnel.	L	Shire of Dandaragan
10	Only approved vendors will be granted access to promotional areas within the centre. No vendors to access centre without prior approval. All vendor displays to be in accordance with vendor agreements. Only authorised products and services to be utilised by vendors in accordance with relevant regulations.	L	Shire of Dandaragan
11	Crowd control is managed through the careful design and layout of the centre to promote positive traffic flow for all visitors. Adequate directional signage for visitors helps to move visitors to their destination.	L	Shire of Dandaragan
12	Emergency evacuation signage and first aid is clearly visible in and around the new building and a site meeting will be held prior to opening to ensure compliance in these areas.	L	Shire of Dandaragan
13	OH&S compliance for all staff members and volunteers will be a priority in all areas. This will be implemented through induction procedures, operating standard procedures, policies and supporting documentation and training to ensure safe work practices are adhered to by all personnel.	L	Shire of Dandaragan
14	Access to service call numbers for communications devices, hardware and software will be readily available within the centre and appropriate authorisations supplied to senior staff to ensure repair works can be carried out as required. Regular replacements of communication materials such as brochures form part of the standard operating procedures for the centre.	L	Shire of Dandaragan

Turquoise Coast Visitor Centre Five Year Plan 2016 -2021

15	Security procedures are in place to minimise interruption to the centre through theft or damage of property, cash, infrastructure or other items.	L	Shire of Dandaragan
16	The building has appropriate insulating properties and heating / cooling mechanisms in place to account for expected weather conditions.	L	Shire of Dandaragan

## Self-Audit

Table 24 – Self-Audit

Item	Requirement	TICK ✓ YES
Equipment Purchase, Installation, Maintenance	Does it comply with relevant standards?	
	Is it covered by warranties?	
	Are the warranties valid / registered / readily available as required?	
	Does it have adequate installation standards?	
	Have staff & volunteers been correctly trained in use of equipment?	
	Does equipment present slip / fall / obstruction hazards?	
	Is equipment free of damage?	
	Are there loose parts?	
	Does it have specific maintenance requirements?	
	Is the maintenance up to date?	
Outside	Are the grounds free from sharp objects?	
	Are there any slip / fall / obstruction hazards?	
	Are areas such as stairs and ramps maintained as anti-slip?	
	Are access ways adequately lit and clearly visible?	
	Is the car park in good condition (no potholes, obstruction hazards etc)	
	Does the carpark have clearly marked speed and access restrictions?	
Site Security	Are prevention systems (locks, deadbolts, gates) maintained on all access points?	
	Are installed alarm systems utilised and maintained?	
	Is the alarm system monitored?	
	Is the carpark and external area adequately lit?	
Dangerous Goods / Hazardous Substances	Are all hazardous substances stored in an appropriate, securely locked cabinet?	
	Is dangerous goods storage segregated according to dangerous goods class?	
	Are material safety data sheets (MSDS) kept in a readily-accessible place?	
	Have staff & volunteers received adequate instruction and training in the use of hazardous substances and in appropriate safety procedures?	
Electrical Items	Are items in use governed by an approved Earth Leakage Circuit Breaker / life safety cut out switch, installed by a qualified electrical contractor?	
	Are all electrical switchboards enclosed in non-combustible materials and kept out of combustible storage spaces?	
	Are switchboards regularly tested by an approved electrical contractor?	

Turquoise Coast Visitor Centre Five Year Plan 2016 -2021

Item	Requirement	TICK ✓ YES
	Are there any portable heating units in use?	
Buildings – Housekeeping	Are there procedures and access to equipment to ensure spills or leakages are immediately cleaned up?	
	Are premises clear from sharp objects?	
	Are there any slip / fall / obstruction hazards?	
	Are areas such as stairs, ramps and entrances maintained as anti-slip?	
	Are electrical cords secured out of the way?	
	Is there a facility hire agreement in place for when the building is hired out for functions etc?	
	Are any food preparation areas up to appropriate cleanliness standards?	
Furniture / fixings	Are all items stable to use and free from sharp edges?	
	Can items present a danger by falling over?	
	Can items be moved without authorisation?	
	Are furniture / fixings made from fire-retardant materials?	
	Are painted materials non-toxic which will not flake / tear?	
Fire Safety	Are emergency phone numbers prominently displayed within the centre?	
	Are fire extinguishers / blankets secured in place in easily accessible locations?	
	Are fire extinguishers / blankets in good working condition?	
	Are fire extinguishers / blankets suitable for likely fire types eg electrical?	
	Are staff / volunteers trained in the use of fire extinguishers / blankets?	
Emergencies	Are evacuation procedures in place and known to all staff / volunteers?	
	Are emergency evacuation and fire drills carried out regularly?	
	Are exit points unobstructed, free and clear of tripping hazards and are handrails secure?	
	Can all exit doors be opened from the inside with one hand and without a key?	
Money & Valuables	Are valuable items kept in a locked, secure area when not in use?	
	Is there a key register of who holds keys / alarm codes / safe access / secure areas?	
	Is cash removed from the premises overnight?	
	Is petty cash kept in a lockable container with a duplicate receipt book?	
Maintenance	Do qualified personnel carry out and maintain registers of cleaning and maintenance for heating systems / air conditioning systems / electrical systems including fuses / cooking equipment (if applicable) / computer systems?	

## 13. Legal Considerations

The following legislation should be considered in the daily operations and management of the Visitor Centre:

- Business Names Registration Act 2011 – Australian Securities and Investments Commission,
- Association Incorporation Act 2015 – Government of Western Australia,
- Business Tax File Number (TFN), Australian Business Number (ABN), Goods and Services Tax (GST), and Pay as You Go (PAYG) – Australian Taxation Office,
- Competition and Consumer Act 2010 – Australian Consumer Law,
- Commercial Tenancy Agreements Act 1985 – Government of Western Australia,
- Fair Work Act 2009 – Commonwealth of Australia,
- Equal Opportunity Act 1984 – Government of Western Australia,
- Workers Compensation and Injury Management Act 1981 – Government of Western Australia,
- Privacy Act 1988 – Commonwealth of Australia.

## 14. Operations

### Suppliers

The Visitor Centre has an existing policy for suppliers of merchandise sold in the centre. Table 19 summarises the new supplier criteria which must be adhered to when working with a new supplier.

**Table 25 – New Supplier Criteria**

Question		Yes/No
1.	Does the item have local-name branding on it?	
2.	Is the item produced locally or distributed by a company based locally?	
3.	Is the sale of this product at the TCVISITOR CENTRE going to affect an existing local business already selling the same or similar products?	
4.	Does the product reflect the values, memories or experiences of the Turquoise Coast?	
5.	Are there client testimonials from the vendor available upon request?	
6.	Are the minimum purchase quantities acceptable?	
7.	Are the payment terms acceptable?	

8.	Is the Recommended Retail Price (RRP) acceptable?	
9.	Is there a replacement product or alternate supplier if an item is unavailable?	
10.	Are the raw materials, production methods or company following ethical and environmentally friendly practices?	
11.	Is the product custom-made for Turquoise Coast Visitor Centre?	
12.	Can an equivalent item (quality, price, value) be sourced locally?	
13.	Are the lead times for product delivery consistent? *Only applicable for existing suppliers	
14.	Is there good customer support and communication from the supplier? *Only applicable for existing suppliers	

Written contracts should be signed for any new supplier detailing the commission levels, insurances and relevant registration. Suppliers of goods on consignment should also include responsibility of goods and insurance for the items in case of theft or damage whilst at the Visitor Centre.

## Building and Equipment

It is recommended that the Visitor Centre has an equipment register to record value of items, ensuring that maintenance and replacement can be budgeted for. Table 20 provides a template which can be implemented:

**Table 26 – Building and Equipment Register**

Equipment	Purchase Date	Purchase Price	Running Cost

## Inventory

Inventory tracking and control is particularly important, especially as the range of products expands. Table 21 provides an inventory register template, although specific sales software such as MYOB is recommended due to its ability to track each item from receiving the good to sale. MYOB has the ability to check stock levels and provide reports advising high selling items and those with low turnover. These reports can assist in defining the Visitor Centre’s sales strategy in future years.

**Table 27 – Inventory Register**

Inventory Item	Unit Price	Quantity in Stock	Total Cost

## Technology Requirement

It is recommended that the Turquoise Coast Visitor Centre consider a booking software package such as Bookeasy which can manage the bookings of accommodation, tours and packages. It is also recommended to consider retail point of sale software to capture accurate sales of retail product and one which will link to the current accounting software.

## Trading Hours

The Turquoise Coast Visitor Centre is currently open Monday to Friday 9am to 5pm with one member of staff and a volunteer providing limited opening hours on Saturday and Sunday. Consistency is key for tourism and visitor servicing, therefore it is recommended that the weekend opening hours are set based on two options: peak and off peak season.

## Communication Channels

Customers can contact the centre in a number of different ways. These include:

- Shopfront during opening hours,
- Telephone and email during opening hours,
- Website and social media,
- Post and fax.

## 14. Review of Visitor Centre Models

According to Haeberlin Consulting (2014), there are four primary Visitor Centre models. Of the total Visitor Centres interviewed (n=81):

- 47% are local government operated (in some cases an advisory committee is in place to assist the council),
- 32% operated by tourism associations and typically a not-for-profit incorporated management committee or board oversees the running of the Visitor Centre,
- 13.5% operated by Community Resource Centres which are operated as not for profit organisations,
- 7.5% are privately operated offering visitor services alongside other operations such as café or attraction.

In each of the centres, government accounts for almost half of all funding (47%) with budgets ranging from \$8,000 to \$2M, with a medium operating budget of \$200,000. Approximately half of Visitor Centres take bookings for accommodation and tours.

Just under half have membership structures with membership ranging from 6 to 600. The majority of centres have a membership fee in place however others prefer to offer a free service. The membership structure includes variations of the following:

- Flat fee for all members,
- Tiered structure based on:
  - Bookable and non-bookable product,
  - Type of business, ie. tourism, general or individual,
  - Location of the business, ie. within a local district,
  - Business vs individual, ie. business/family/singles/pensioners.

Given the recommendation for the Turquoise Coast Visitor Centre adopting a governance structure of a not-for-profit incorporated association, it is also recommended that the centre adopt a flat fee membership structure which could incorporate a voting right to gain a committee member position on the Association.

## 15. Advertising the Visitor Centre

### Advertising and Promotional Strategy

Initially advertising will remain lean for the Visitor Centre. Once the business is operational and generating income, advertising can be increased. The recommended strategy (Table 22) focuses mainly on utilising the larger tourism organisations and digital to gain a greater return on investment.

**Table 28 – Advertising and Promotion Strategy**

Planned Promotion /Advertising Type	Expected Business Improvement	Estimated Cost	Target Date
Membership / advertising with Australia’s Coral Coast	Leverage regional marketing, build relationships and advertise in Holiday Planner	\$500 / \$1,000	Jan 18
Listing on Australian Tourism Data Warehouse	Enable the Visitor Centre to be found on Western Australia.com	FOC	Jan 18
Additional signage in Jurien Bay	Increase awareness and footfall to centre	\$2,000	Jan 18
Holiday Planner	Distribution to increase VC awareness	\$5,000	Jan 18
Local advertising	Posters/flyers in local businesses to promote what the centre offers	\$500	Jan 18
Facebook advertising	Use targeted adverts to specifically target people in the area	\$5,000	Jan 18
Google AdWords	Use keyword advertising to increase awareness of the region online	\$5,000	Jan 18

## 16. Name and Brand of Visitor Centre

Visitor Centre use is driven by situation. Most tourists will stop at Visitor Centres if they require information, and most stops are pre-planned (Tourism Research Australia, 2015).

To encourage footfall and increase identification of location, it is recommended the Visitor Centre be branded as the Jurien Bay Visitor Centre to be anchored to a 'location' to have a clear communication with tourists. Any marketing materials produced, or online assets such as the website can use the overarching brand of Turquoise Coast.

Although the Visitor Centre will be named Jurien Bay Visitor Centre, all branding should still be anchored around Turquoise Coast. This is especially important online. There is currently a Turquoise Coast website [www.turquoisecoast.org](http://www.turquoisecoast.org) and a Shire website with a tourism section [www.dandaragan.wa.gov.au](http://www.dandaragan.wa.gov.au)

It is understood the Shire do not have ownership of the [www.turquoisecoast.org](http://www.turquoisecoast.org) website as it was established by the tourism organisation, Turquoise Coast Tourism Association, no longer existing. As this URL and website fits the brand for the entire region, it is recommended that the Visitor Centre endeavour to utilise this name in their own website URL, which is hoped to be created in the 2016/17 financial year with funding support. Using the Turquoise Coast name on a website will assist in developing and building recognition of the area and tie offline marketing materials to the same name.

The Turquoise Coast site could become the main marketing hub for the region, but be utilised by the Visitor Centre as their website. The site needs to be reinvigorated with new imagery, videos, links to events and social media and with online booking capability. This could all be managed by the Visitor Centre team, alongside the Shire.

The location/contact details would be Jurien Bay Visitor Centre however information and marketing messages would fall under the Turquoise Coast brand.

The Shire website can maintain a tourism section, but this would focus more on economic development and direct people to [www.turquoisecoast.org](http://www.turquoisecoast.org) for all consumer related queries.

A number of key Visitor Centres have a 'location' named Visitor Centre with a larger regional destination marketing strategy. Three key Visitor Centres considered are the Kalgoorlie Boulder Visitor Centre, Broome Visitor Centre, and the Marlborough region in New Zealand.

## Kalgoorlie Boulder Visitor Centre

Kalgoorlie Boulder Visitor Centre promotes the actual bricks and mortar Visitor Centre location, but uses the Pure Gold brand (Figure 8) when producing marketing materials and promoting the region as a whole. This clarity helps attract people to the location to obtain visitor information, but allows for a more aspirational and attractive brand to be used to promote the Goldfields as a destination.

Figure 8 – Kalgoorlie Boulder Visitor Centre Brand

### Brand Types

The Kalgoorlie Boulder Visitor Centre is unique in that it has a dual purpose. One is to promote the centre itself as the go to point for information, and the second is to promote the City and region as a destination of choice.



**Kalgoorlie Boulder the Pure Gold Experience**  
 This brand will function as a means to entice and inspire people to choose Kalgoorlie Boulder as their destination of choice. This will be achieved via the "experience", tone of voice and personality that will feature within the marketing.

- Examples of brand presence:**
- Tourism Campaigns & Promotions
  - Caravaning & Camping Magazines
  - Tourism Magazines
  - Unique Travel Features
  - FOH Promotional Items
  - Trade Shows / Tourism Shows
  - Corporate Stationary
  - Website
  - Facebook



**Kalgoorlie Boulder Visitor Centre**  
 The information "i" logo and brand helps our audience identify our role and function as a visitor centre. This logo and brand should be present on the following media types.

- Examples of brand presence:**
- Yellow Pages
  - Local Directories
  - Tourism Directories
  - Corporate Stationary
  - Internet listings
  - Website
  - Facebook
  - Local Signage
  - Airport & Train Station Signage
  - Local Business Development Shows
  - Trip Advisor

### Personality

While our brand values are our core beliefs, our brand lives and breathes a distinct personality in itself. It describes our human characteristics and informs the style and tone of voice of our brand. This personality influences every aspect of how we interact with our audience from the language we use to our choice of images. It is important that we collectively understand and internalise this personality – it is what uniquely distinguishes the Pure Gold experience.

#### Visitor Centre Personality

- Genuine** – We wear our hearts on our sleeve and are authentic in our customer service approach.
- Reliable** – Our excellent product knowledge makes us reliable and trustworthy when relaying information to visitors and travellers.
- Enthusiastic** – Our positive attitude resonates with our enthusiasm to provide friendly, courteous and polite service to all.

#### Pure Gold Experience Personality

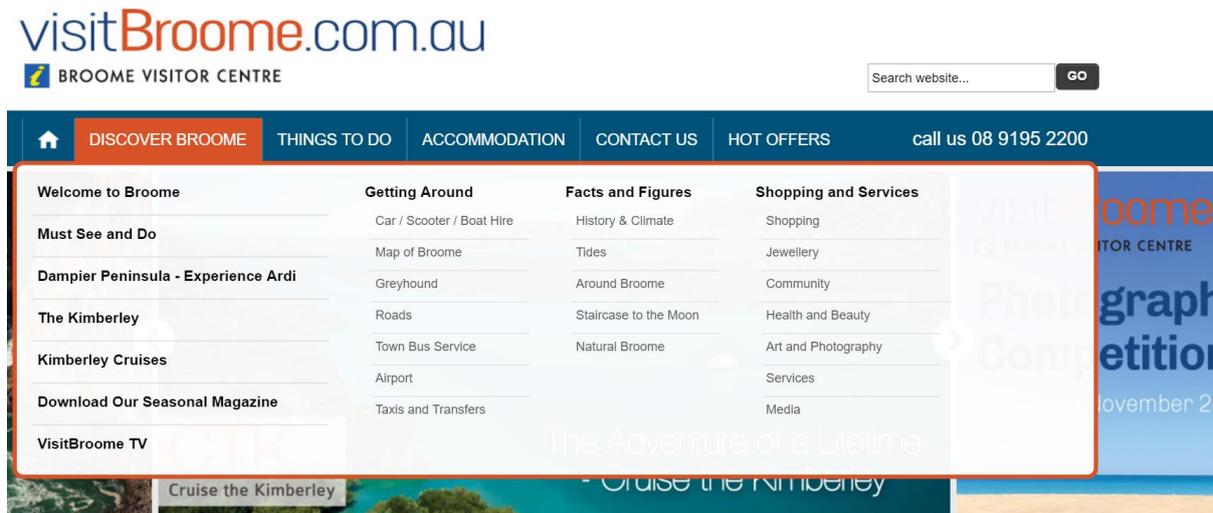
- Intriguing** – Our rich mix of history and heritage make us a destination of intrigue.
- Enchanting** – Our natural landscape surrounding us creates a unique, beautiful and enchanting experience.
- Adventurous** – We are the essence of the self-drive adventure into outback Australia.



### Broome Visitor Centre

Broome Visitor Centre uses the Visit Broome branding (Figure 9), but refers to the Broome Visitor Centre for face to face information. They promote a wide area of the Kimberley, but it is anchored around the main town. This helps potential tourists recognise a location and then build a trip around the information offered.

Figure 9 – Broome Visitor Centre Brand



### Marlborough Region, New Zealand

The Marlborough region of New Zealand is promoted by a central website and brand however there are clear locations for Visitor Centres listed on the site. They use a central brand, ‘Marlborough, brilliant every day’, to promote the region and trip planning (Figures 10 and 11), but their Visitor Centres are anchored by their location.

Figure 10 – Marlborough Region Brand



Figure 11 – Marlborough Region Brand



## i-SITE Visitor Information Centres

---

**Who better to plan and book your Marlborough holiday than a local?**

The i-SITE visitor information centres are a free service staffed by knowledgeable and passionate people. We are your 'one stop shop' for Marlborough travel.

When you're here in Marlborough, come on in and view our comprehensive range of brochures, maps and visitor guides. We can help you book your accommodation, activities and even your travel by train, coach, campervan, rental car, ferry or domestic flight.

**Marlborough itinerary specialists**

Who better to plan and book your Marlborough holiday than a local?

At the Marlborough Visitor centres we have a team of itinerary specialists who have a passion for making your experience in Marlborough a brilliant one. Whether you need assistance in planning your itinerary, information on the best spots and hidden gems or to make any bookings, our knowledgeable staff are here to help.

**i-SITE Visitor Information Centres**

**Picton**

i-SITE Visitor Information Centre "The Fossilhole Picton"  
Ph +64 8 520 8118

**Opening Hours:**  
Monday - Friday: 9am - 4pm  
Saturday & Sunday: 9am - 3pm  
Christmas Day: CLOSED  
Public Holidays: 9am - 3pm

**Blenheim**

i-SITE Visitor Centre 8 Sinclair Street (beside the Railway Station) Blenheim  
Ph +64 8 577 8080

**Opening Hours:**  
Monday to Friday: 9am - 4pm  
Saturday: 9am - 3pm  
Sunday: 10am - 3pm  
Public Holidays: 9am - 3pm  
Christmas Day: CLOSED

I'm Awhina, a passionate local who is experienced in planning and booking Marlborough tours, activities and accommodation. Whatever you need, I know just where to find it!

As there are a network of information services available in the Shire; Dandaragan Community Resource Centre, Cervantes Resource Centre and Turquoise Coast Visitor Centre, there needs to be one clear hub for visitors. Rebranding the Turquoise Coast Visitor Centre as the Jurien Bay Visitor Centre anchors the centre which is how people plan their information stops. Under the Turquoise Coast banner, all regional attractions can still be fully promoted.

## 17. Sales Objectives

Although the primary aim of the Visitor Centre is to offer customer service, the centre also needs to consider creating its own income through sales. By following the existing procedure for new suppliers, the centre can ensure the product range meets the target market.

By choosing products that are locally made or distributed and ones which reflect the values and experiences of the Turquoise Coast, the merchandise should be a complementary service offering for the Visitor Centre.

It is recommended the Visitor Centre Manager be responsible for managing the product sales training and reporting, ensuring the product sales are being monitored and used to create the sales strategy moving forward.

To ensure the primary and secondary roles of the Visitor Centre are monitored, sales objectives (Table 23) have been identified which can be reported and updated as targets are met.

**Table 29 – Sales Objectives**

Product Service	Objective	Target Number
Counter sales	To sell local products through counter sales	10 per week
Visitor enquiries	To increase visitor enquiries through walk in, emails and telephone	5% per month

Objectives and targets can be updated as additional product and facilities are introduced and updated. These can include the introduction of an online booking system where accommodation, tours and packages can be sold online, event tickets such as the Indian Ocean Festival tickets, and product such as local produce and items.

## 18. Membership

Membership is a great way to motivate the local business community and encourage them to consider their business from a tourism perspective. The Visitor Centre can create a membership program which would help to unite the businesses, and also create a modest revenue stream for the centre. It is anticipated that the membership offering will be sent out to businesses within the Shire of Dandaragan March/April 2017, with the first membership year being 1 July 2017 to 30 June 2018.

### Benefits of Membership to the Visitor Centre

- Unites local businesses for tourism,
- Creates a working group / networking group specifically for tourism,
- Revenue stream for the Visitor Centre,
- Creates a database of tourism businesses which can be used when the state or regional tourism organisations require information for media famils, photoshoots, enquiries etc.

As the centre is still in its infancy and will have a small team, it is recommended that the membership benefits and cost are minimal. This will allow for easy management and maintenance. A fee of between \$100 and \$250 per year is recommended in the first year of the program. In 3-5 years, as the Visitor Centre and its services expand, this could be increased.

Some suggested benefits for members are:

- Listing on Turquoise Coast website,
- Face to face recommendations in the Visitor Centre,
- DL size brochure placement in the Visitor Centre,
- Regular features / sharing of content across social media,

- Counter top maps to be given for shop front,
- Discounted Holiday Planner advertising,
- Online bookings through Book Easy (when established),
- Free place at monthly networking event,
- Be considered for familiarisation visits to the region,
- Displayed on interactive smart board in centre (when established).

It is recommended that the Visitor Centre hold monthly networking events in the Visitor Centre. The local community is gradually engaging tourism, but perhaps do not feel included or understand how they can play a part. The informal networking sessions should aim to inform people about what's happening in the industry, but also to encourage and help them get involved. The sessions could also be an opportunity for a member to share news with the group through a 15-minute time allocation to inform other Visitor Centre members about changes to their business/product, news for the town etc. These events would also showcase the new building facility and allow the Visitor Centre staff to inform current and forthcoming strategies to drive tourism ultimately positively impacting on the local community.

In addition to this, creation of a weekly 'What's On' itinerary is a good way to promote local businesses and increase the value the centre can offer. By visiting the local businesses regularly and showcasing this kind of proactive idea, creating a membership in July 2017 will be an easier process. It is also recommended that the centre begin a contact log so any contact, promotion or support for a business is recorded. This helps maintain a record for internal evaluation, but also as justification for membership fees.

## 19. The Future

The Shire of Dandaragan strongly supports and is committed to the enhancement and development of tourism to both increase tourist numbers and extend the length of stay of visitors to the Shire. The Strategic Community Plan (2016) has identified tourism and marketing as a priority over the next 10 years. Five priority goals were identified in the Plan with tourism and marketing featuring in Goal 1 – Business as Usual – Great Place for Residential and Business Development. The key objective (1.5) of 'facilitate population and visitor attraction and growth to expand and diversify the regional economy' states that the Shire will contribute to this objective through ***a focus on promotion and product development based on natural assets in partnership with the Department of Parks and Wildlife.***

### Vision Statement

The Turquoise Coast Visitor Centre showcases Jurien Bay and surrounds as a dynamic and vibrant lifestyle hub to the north of Perth, built on the stunning natural assets of the region and developed sustainably to deliver enduring quality growth for healthy, strong, socially-connected communities with a diverse economy.

## **Mission Statement**

The Turquoise Coast Visitor Centre will be a leader and partner to support our communities to achieve the future vision together. We will provide the stability, good governance, consistency and values-based decision-making required. We will serve the communities first and foremost and facilitate and lever additional resources into the Shire to achieve our joint goals.

## **Goals/Objectives**

- Promote Jurien Bay and the Turquoise Coast as an outstanding place to visit,
- Provide the best customer service and encourage people to stay for longer and do more,
- Foster an active, progressive and collaborative tourism industry in Jurien Bay,
- Continue to improve the services available for visitors,
- Promote the liveability of Jurien Bay.

## **Strategies**

- Build a strong profile of the region as a tourism destination under the banner of 'Turquoise Coast',
- Increase tourist visitor numbers,
- Increase visitor length of stay,
- Diversify the range of attractions offered to visitors,
- Audit current accommodation facilities in line with future capacity and consumer demand.

## **20. Finances**

### **Financial Objectives**

The key financial objectives for the Turquoise Coast Visitor Centre are:

- Increase sales through stocking of merchandise and selling locally made products or products that reflect the brand of the Turquoise Coast from across WA,
- Increasing bookings for local attractions, accommodation and tours,
- Establishing a membership for businesses within the Shire of Dandaragan to unite the local businesses for tourism,
- Creation of an annual holiday planner providing additional membership benefits to the local businesses.

## **21. Costs for 2017/2018**

Costs for 2016/2017 will include the cost of applying to the State Government of Western Australia Department of Commerce for registering the association. Costs include:

- Application - \$180.00 Own Rules

- \$145.00 Model Rules
- \$67.00 when selecting the category 'Other' when lodging the application
- Application for Approval of an Auditor or Reviewer (if required) - \$40.00

Changes to the rules, extension to the time to hold an AGM, or reporting, also incur fees, however it is anticipated that fees other than the above will be included in the 2017/18 financial year.

## 22. Business Goals

### Pre Handover Action Plan

Milestone	Date of Expected Completion	Person Responsible
Monthly reporting schedule to be defined	January 17	Visitor Centre Manager
Sales and merchandise strategy to be created	January 2017	Visitor Centre Manager
Advertise for new centre manager and appoint candidate	March 17	Shire of Dandaragan (HR)
Training to be undertaken by manager and library and tourism officer	March 17	Economic Development Coordinator
Membership prospectus to be created	March 17	Visitor Centre Manager
Membership event to be held	June 17	Visitor Centre Manager
New products to be incorporated into merchandise area	June 17	Visitor Centre Manager

### Key Success Indicators

Key Success Indicator	Achievement Date	Person Responsible
Speak with or acknowledge a visitor within 30 seconds of entering the Visitor Centre	November 2016	Visitor Centre staff and volunteers
Answer telephone in Visitor Centre before 3 rings as quality customer service	November 2016	Visitor Centre staff and volunteers
Selling local products and counter sales	January 2017	Visitor Centre staff and volunteers
All staff and volunteers to have training on customer service	March 2017	Visitor Centre staff and volunteers
10% increase in volunteers assisting the Turquoise Coast Visitor Centre	March 2017	Visitor Centre staff and volunteers
Maintenance of Tourism Council accreditation status	Ongoing	Visitor Centre Manager
All days/times operating times are staffed	Ongoing	Visitor Centre Manager
Tracking of website statistics and continual	Ongoing	Visitor Centre Manager

updating of relevant and current information		and staff
50 customer service surveys to be collected monthly	Ongoing	Visitor Centre staff and volunteers
Customer satisfaction at 90% or higher	Ongoing	Visitor Centre Manager

## Goals Year 1

Operation Goals	Date of Expected Completion	Person Responsible
Completion of the redesign and layout of the Turquoise Coast Visitor Centre	28 February 2017	Visitor Centre Manager
Development of a training strategy for continuous improvement in customer service for staff and volunteers	28 February 2017	Visitor Centre Manager
Staff and volunteers to attend a minimum of two familiarisation tours per year to upskill on product knowledge	Ongoing	Visitor Centre Manager
90% attendance at Visitor Centre and Shire of Dandaragan in-house meetings	Ongoing	Visitor Centre Manager
Increase product and merchandise for sales by 50% to meet target market	31 March 2017	Visitor Centre Manager
Consider a booking program such as Bookeasy for accommodation, tour and package bookings	31 March 2017	Visitor Centre Manager
Conduct an annual familiarisation tour for tourism businesses to up skill in local knowledge and product	30 June 2017	Visitor Centre Manager
Develop a membership program for local businesses	30 June 2017	Visitor Centre Manager

Marketing Goals	Date of Expected Completion	Person Responsible
Hold membership events in the centre to promote the services of the centre and cross business collaboration	June 2017	Visitor Centre Manager and staff
Update the Turquoise Coast Visitor Centre to reflect the new operations	June 2018	Visitor Centre Manager and staff
Increase local operators connection with the Visitor Centre by 10%	June 2018	Visitor Centre Manager

Human Resource Goals	Date of Expected Completion	Person Responsible
Supply an employee folder with Shire and Visitor Centre policy and procedures at commencement of employment	December 2016	Visitor Centre Manager
Supply updated volunteer guidelines	December 2016	Visitor Centre Manager
Develop induction and appraisals for staff and volunteers	March 2017	Visitor Centre Manager
Conduct an event during Volunteers Week	8 – 14 May 2017	Visitor Centre Manager and staff

### Goals Years 1 - 3

Operation Goals	Date of Expected Completion	Person Responsible
Lease the southern area of the VC space to potential café operation or similar business activity to drive numbers in the Visitor Centre.	28 February 2018	Visitor Centre Manager
Conduct annual familiarisation tours for tourism businesses to up skill in local knowledge and product	Ongoing	Visitor Centre Manager
Implementation of a booking program such as Bookeasy for accommodation, tour and package bookings	30 June 2018	Visitor Centre Manager

Sales Goals	Date of Expected Completion	Person Responsible
Establish and sell local product to 10% of walk in visitors	November 2017	Visitor Centre Manager
Enlist 15 local businesses to the membership program	November 2017	Visitor Centre Manager

Marketing Goals	Date of Expected Completion	Person Responsible
Hold membership events in the centre to promote the services of the centre and cross business collaboration	December 2017	Visitor Centre Manager and staff
Develop tourism packages with local businesses	June 2018	Visitor Centre Manager and staff

## Goals Years 3 - 5

Operation Goals	Date of Expected Completion	Person Responsible
Increase annual Visitor Centre enquiries by 25% per annum	Ongoing	Visitor Centre Manager and staff
Increase sales through online mediums	Ongoing	Visitor Centre Manager
Increase membership by 20% per annum	Ongoing	Visitor Centre Manager
Turquoise Coast Visitor Centre identified as the tourism hub of the region	31 December 2020	Visitor Centre Manager

## 23. Key Recommendations

Description	Details	Timeframe
Introduction of a membership program	To unite local businesses for tourism, create a working and networking group specifically tourism focussed and an additional revenue stream for businesses.	30 June 2017
Provision of sub-let opportunities	Lease of the southern area of the VC space to potential café operation or similar business activity to drive numbers in the Visitor Centre.	28 February 2018
Implementation of an overarching governance structure	Introduction of a not-for-profit incorporated association providing an additional support network and strategy development for long term sustainability.	30 June 2018
Change of name for the Visitor Centre	To improve the identification of the destination of Jurien Bay, change of name from Turquoise Coast Visitor Centre to Jurien Bay Visitor Centre.	30 June 2018
Introduction of technology	<ol style="list-style-type: none"> <li>1. Implementation of booking software package to manage the bookings of accommodation, tours and packages.</li> <li>2. Point of sale software to capture accurate sales of retail product</li> </ol>	30 June 2018

## References

Austrade, 2015, *The Influence of Western Australian Visitor Centres on Tourist Behaviour, Summary*, Tourism Research Australia

Austrade, 2015, *Local Government Area Profile, 2014, Augusta-Margaret River*, Tourism Research Australia

Austrade, 2015, *Local Government Area Profile, 2014, Bunbury*, Tourism Research Australia

Austrade, 2015, *Local Government Area Profile, 2014, Busselton*, Tourism Research Australia

Austrade, 2015, *Local Government Area Profile, 2014, Dandaragan*, Tourism Research Australia

Austrade, 2015, *Local Government Area Profile, 2014, Gingin*, Tourism Research Australia

Austrade, 2015, *Local Government Area Profile, 2014, Northampton*, Tourism Research Australia

Government of Western Australia, 2015, *Australia's Coral Coast Overnight Visitor Fact Sheet 2014/2015*, Tourism WA

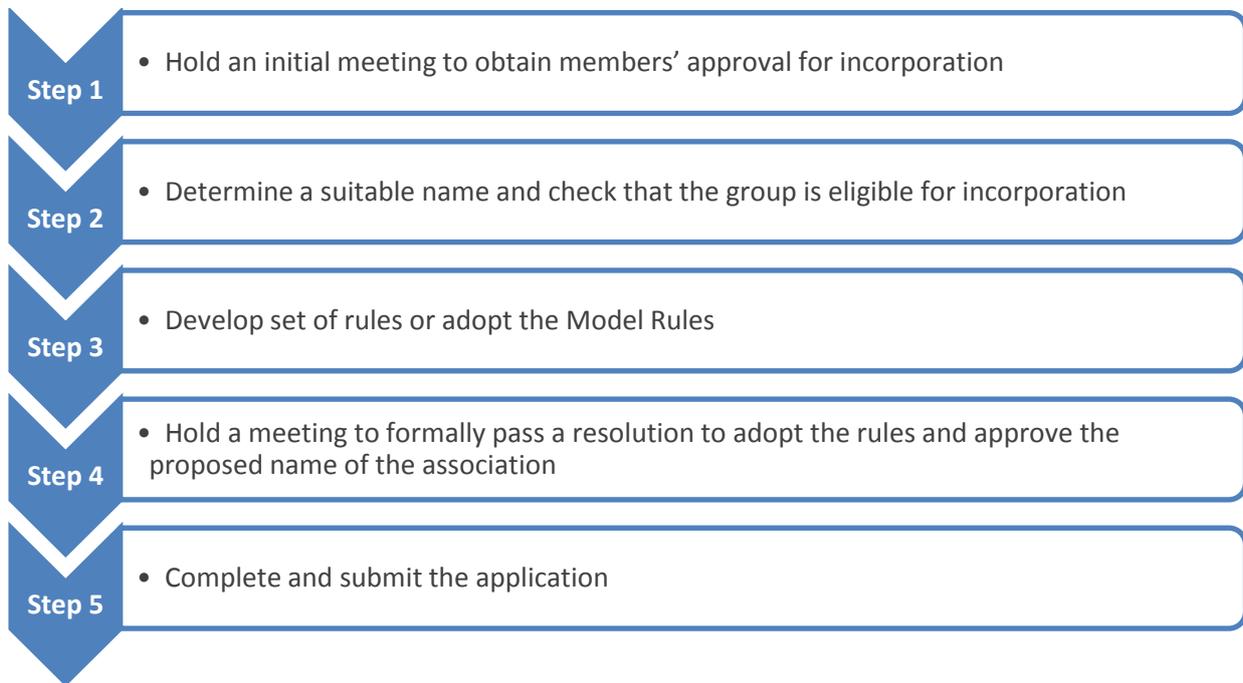
Government of Western Australia, 2016, <https://www.mediastatements.wa.gov.au/Pages/Barnett/2016/08/Mid-West-tourism-to-benefit-from-investments.aspx>

Haeberlin Consulting, 2014, *The Future of Visitor Centres in WA, Final Report*, Scarborough, Western Australia

Shire of Dandaragan, 2016, *2016 – 2026 Strategic Community Plan*

Shire of Irwin, 2016, *The Value of a Local Visitor Centre*, Dongara Port Denison Visitor Centre

## Appendix 1 - Procedure for Registering an Incorporated Association



### Step 1: Hold an initial meeting

Before a group can proceed with an application for incorporation, it needs to determine whether or not the group wants to become incorporated and to decide who will be responsible for making the application. The group should hold a meeting with all members to vote whether it wants to incorporate.

If the members agree that the organisation is to become an incorporated association they need to:

- authorise one or more members to prepare and submit the application for incorporation,
- decide on a possible name for the association ie. Turquoise Coast Visitor Centre,
- decide on the aims of the association ie. the objects,
- elect a member or committee to draft the rules. It is recommended to adopt the Model Rules.

### Step 2: Determine a suitable name and eligibility

#### Checking the name

The name of the association should reflect its objects and purposes. The Commissioner for Consumer Protection can reject a name if it is:

- already in use,
- offensive or undesirable,
- likely to mislead the public,

- likely to be confused with the name of an existing body corporate or registered business name.

While a name may be available for use at the time of your enquiry it cannot be reserved or protected in any way. Final approval of the name will be subject to a formal assessment of the application for incorporation.

When the group authorises a person to apply for incorporation it might be advisable to provide that person with some additional name options in case your first choice is not available.

### **Approval of purpose**

It is important to make sure that the objects of your association are consistent with the Act. If the purpose of the association is not one which is specified in section 4 of the Act, the association can only be incorporated if the purpose is approved by the Commissioner under section 4(a)(x).

This section allows for incorporation 'for any other purpose approved by the Commissioner'.

There is a fee payable for this application, currently \$145.00 for incorporating using the Model Rules, or \$180 for registering own rules. There is an additional fee of \$67.00 should the 'Other' category be selected when incorporating the association.

### **Step 3: Develop a set of rules**

The Act requires an incorporated association to have a set of rules that govern the day-to-day management of the association.

Any association incorporated in Western Australia is required to make provision for specific matters in its rules. These matters are detailed in Schedule 1 of the Act. An incorporated association's rules must provide for the Schedule 1 matters as a minimum. Other rules may be permitted providing those rules do not breach any laws. For example, the rules cannot discriminate in membership on grounds prohibited by legislation.

There are no requirements about the length or complexity of rules for an incorporated association. To avoid misinterpretation the rules should be written in clear simple language.

You may choose to adopt the Model Rules or draft your own rules, however the rules must:

- be consistent with the requirements of the Act,
- provide for all the matters set out in Schedule 1 of the Act,
- comply with any taxable status provisions the group is seeking.

### **Using the Model Rules**

The Model Rules are a complete set of rules prescribed by the *Associations Incorporations Regulations* that have been developed so that groups who do not want to develop their own rules

have a set of rules available for use. The model rules meet all of the requirements of the Act and provide a suitable governance framework for an association.

If you choose to use the model rules, the only additional information that you need to provide to the Commissioner with your application is:

- name of the association,
- objects or purposes of the association,
- quorum for a general meeting of members of the association,
- quorum for a meeting of the management committee of the association,
- period of the first financial year of the association.

If the association changes any of the provisions in the Model Rules (with the exception of the matters above) it is no longer considered to be using the Model Rules.

Associations choosing to adopt the Model Rules will adopt the rules as in force from time to time, so any changes to the model rules after incorporation will automatically take effect in the rules of the association. Associations will be advised of any changes by notification to their address for service – so it is important that this address is kept current.

### **Drafting your own rules**

When developing a set of rules for the association you may wish to follow a systematic and democratic process such as:

- Draft the rules using the Model Rules as a guideline.
- Check that Schedule 1 requirements of the Act are met.
- Circulate the rules to the entire membership for consideration, discussion and feedback. You may also seek legal, tax or other professional advice.
- Decide on any changes and redraft the rules.
- Repeat points 3 and 4 until a final draft is produced.
- Call a meeting of the association's membership to formally adopt the final set of rules.
- Send the rules to Consumer Protection along with the other documents for incorporation under the Act.

### **Step 4: Hold a meeting to formally pass a resolution to adopt the rules and approve the proposed name of the association.**

After a draft set of rules has been developed, a meeting to adopt the rules of the association and approve the proposed name should be held. The motions should be formally moved, seconded and recorded in the minutes.

### **Step 5: Complete and submit the application**

The application for incorporation can be submitted online using AssociationsOnline. The online application form requires:

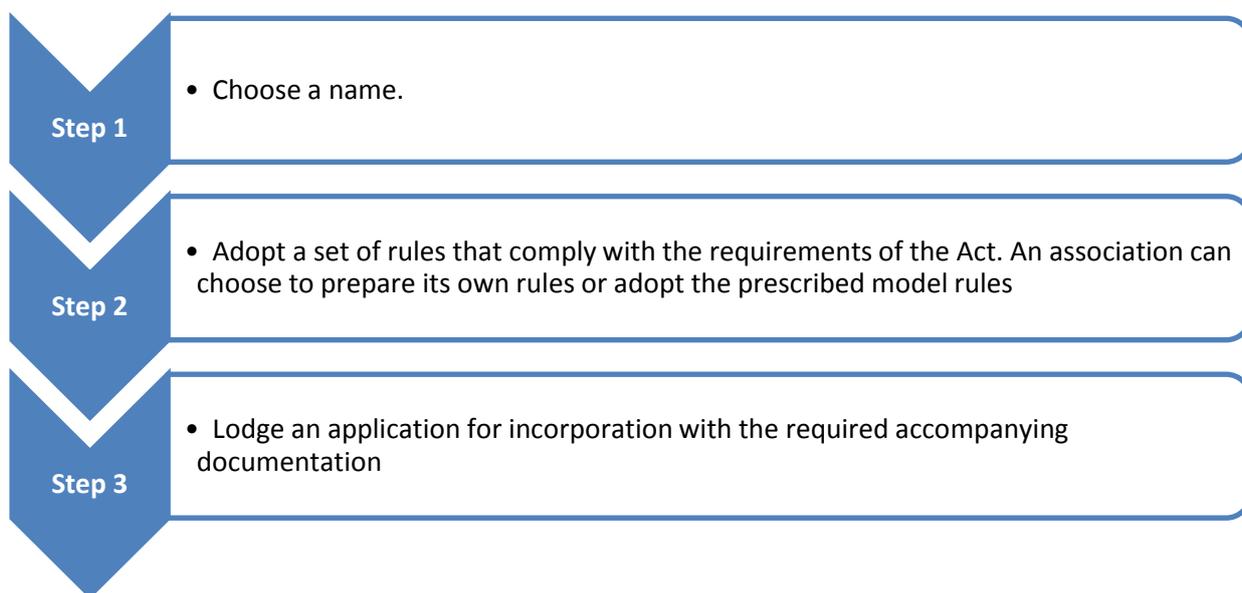
- the name of the association (including the word 'Inc' or 'Incorporated'),
- the main purpose of the association,
- details of the applicant,
- a copy of the rules developed by the association or a statement that the group will be adopting the Model Rules. If an association has developed its own rules it will also be required to complete a table identifying the Schedule 1 matters within the rules,
- necessary information about the proposed association name, objects, quorums and financial year.

Once all information is entered and uploaded, payment can be made using a secure payment system.

When submitting your application to Consumer Protection remember to:

- complete the application in full and sign the declaration,
- pay the correct fee,
- attach a complete copy of the association's rules,
- keep a copy of all documents submitted. Consumer Protection does not provide a final copy to the association.

## Appendix 2 - Steps for Applying for Incorporation



### Step 1: Choose a name and check its availability

Groups will need to choose a preferred name for the incorporated association. Incorporated association names must:

- not be the same as, or too similar to, another registered name,
- have the word “Incorporated” or “Inc” at the end of the name,
- comply with certain other restrictions prescribed in the Associations Incorporation Regulations 2016, such as names that might be offensive or easily confused with other well-known entities.

### Step 2: Develop a set of rules that set out how your association will operate

Members of incorporated associations need to decide the rules applicable to their incorporated association, its committee of management and to themselves. The rules must include 19 matters specified in Schedule 1 of the Act and must be consistent with the other requirements under the Act.

Groups may use the Model Rules or develop their own rules.

#### Model Rules

The Model Rules are a standard set of rules prescribed by the regulations that contain provisions for all of the Schedule 1 items. If you use the model rules the only details you can alter are:

- the name of the association,
- the objects of the association,
- the quorums for general meetings and committee meetings,

- the association's financial year.

If your association wishes to change the model rules (other than the items above), no matter how minor, the association is considered to be using its own rules.

### **Step 3: Lodge an application for incorporation**

Application for incorporation can be lodged using AssociationsOnline. In your application, you must indicate whether your association is using the model rules or writing its own rules.

If the association is adopting their own rules, the schedule 1 items must be identified, a full copy of the rules provided along with the prescribed fee.

If the association is adopting the prescribed model rules a statement to this effect and the information about the name, objects, quorums and financial year must be provided along with the prescribed fee.

**Once your application is approved, a certificate of incorporation will be forwarded to you.**

The certificate of incorporation is evidence of the association's corporate status and should be kept securely. It will be needed to open bank accounts or access grants from certain funding agencies. There are also a number of obligations that must be met by an incorporated association.

## Appendix 3 – Model Rules and Guidance Notes

This document includes additional summaries of the obligations arising from the *Associations Incorporation Act 2015* and other explanatory material. These are presented in the form of ‘Guidance Notes’ and ‘Act Requirements’. These summaries do not form part of the model rules. They have been included to assist associations adopting the model rules or modifying them to create a set of own rules to understand each of the various requirements.

### Note for these rules:

If an association or incorporated association approves the adoption of these model rules as its own rules, section 7(4) or 29(5) of the Act, as appropriate, requires the association or incorporated association to notify the Commissioner of the following information –

- (a) the name of the association;
- (b) the objects or purposes of the association;
- (c) the quorum for a general meeting of members of the association;
- (d) the quorum for a meeting of the management committee of the association;
- (e) if relevant, the period of the first financial year of the association.

**Guidance Note – Information provided to the Commissioner under section 29(5)** – This information is part of the rules of your association and must be attached to the copy of the rules provided to members.

The information provided to the Commissioner should be inserted here:

- A. The name of the Association is: .....
- B. The objects of the Association are: .....  
.....  
.....
- C. Any..... members personally present (being members entitled to vote under these rules at a general meeting) will constitute a quorum for the conduct of business at a general meeting.
- D. Any .....committee members constitute a quorum for the conduct of the business of a committee meeting.
- E. The association’s financial year will be the period of 12 months commencing on .....and ending on..... of each year.

## PART 1 — PRELIMINARY

### 1. Terms used

In these rules, unless the contrary intention appears —

**Act** means the *Associations Incorporation Act 2015*;

**associate member** means a member with the rights referred to in rule 8(6);

**Association** means the incorporated association to which these rules apply;

**books**, of the Association, includes the following —

- (a) a register;
- (b) financial records, financial statements or financial reports, however compiled, recorded or stored;
- (c) a document;
- (d) any other record of information;

**by laws** means by-laws made by the Association under rule 64;

**chairperson** means the Committee member holding office as the chairperson of the Association;

**Commissioner** means the person for the time being designated as the Commissioner under section 153 of the Act;

**committee** means the management committee of the Association;

**committee meeting** means a meeting of the committee;

**committee member** means a member of the committee;

**financial records** includes —

- (a) invoices, receipts, orders for the payment of money, bills of exchange, cheques, promissory notes and vouchers; and
- (b) documents of prime entry; and
- (c) working papers and other documents needed to explain —
  - (i) the methods by which financial statements are prepared; and
  - (ii) adjustments to be made in preparing financial statements;

**financial report**, of a tier 2 association or a tier 3 association, has the meaning given in section 63 of the Act;

**financial statements** means the financial statements in relation to the Association required under Part 5 Division 3 of the Act;

**financial year**, of the Association, has the meaning given in rule 2;

**general meeting**, of the Association, means a meeting of the Association that all members are entitled to receive notice of and to attend;

**member** means a person (including a body corporate) who is an ordinary member or an associate member of the Association;

**ordinary committee member** means a committee member who is not an office holder of the Association under rule 27(3);

**ordinary member** means a member with the rights referred to in rule 8(5);

**register of members** means the register of members referred to in section 53 of the Act;

**rules** means these rules of the Association, as in force for the time being;

**secretary** means the committee member holding office as the secretary of the Association;

**special general meeting** means a general meeting of the Association other than the annual general meeting;

**special resolution** means a resolution passed by the members at a general meeting in accordance with section 51 of the Act;

**subcommittee** means a subcommittee appointed by the committee under rule 48(1)(a);

**tier 1 association** means an incorporated association to which section 64(1) of the Act applies;

**tier 2 association** means an incorporated association to which section 64(2) of the Act applies;

**tier 3 association** means an incorporated association to which section 64(3) of the Act applies;

**treasurer** means the committee member holding office as the treasurer of the Association.

## 2. Financial year

- (1) The first financial year of the Association is to be the period notified to the Commissioner under section 7(4)(e) or, if relevant, section 29(5)(e) of the Act.
- (2) Each subsequent financial year of the Association is the period of 12 months commencing at the termination of the first financial year or the anniversary of that termination.

## PART 2 — ASSOCIATION TO BE NOT FOR PROFIT BODY

### 3. Not-for-profit body

- (1) The property and income of the Association must be applied solely towards the promotion of the objects or purposes of the Association and no part of that property or income may be paid or otherwise distributed, directly or indirectly, to any member, except in good faith in the promotion of those objects or purposes.
- (2) A payment may be made to a member out of the funds of the Association only if it is authorised under subrule (3).
- (3) A payment to a member out of the funds of the Association is authorised if it is —
  - (a) the payment in good faith to the member as reasonable remuneration for any services provided to the Association, or for goods supplied to the Association, in the ordinary course of business; or
  - (b) the payment of interest, on money borrowed by the Association from the member, at a rate not greater than the cash rate published from time to time by the Reserve Bank of Australia; or
  - (c) the payment of reasonable rent to the member for premises leased by the member to the Association; or
  - (d) the reimbursement of reasonable expenses properly incurred by the member on behalf of the Association.

Note for this rule-

Section 5(1) of the Act provides that an association is not eligible to be incorporated under the Act if it is formed or carried on for the purpose of securing pecuniary profit for its members from its transactions, and section 5(3) of the Act provides details about when an association is not ineligible under section 5(1) of the Act.

**Act Requirements – Powers of Incorporated Association** - Under section 14 of the Act the Association may do all things necessary or convenient for carrying out its objects or purposes. Section 14(1)(a)-(g) provides particular examples.

## PART 3 — MEMBERS

**Act Requirements - Membership** - Under sections 4 and 17 of the Act an association must always have at least 6 members with full voting rights.

**Act Requirements – Liabilities of the association** - Under section 19 of the Act a member of the management committee, trustee or a member of the association is not liable in respect of the liabilities of the association. This does not apply to liabilities incurred by or on behalf of the association prior to incorporation.

**Guidance Note – Liability of Members** - A member is only liable for their own outstanding membership fees (if any) payable under rule 12.

## Division 1 — Membership

### 4. Eligibility for membership

- (1) Any person who supports the objects or purposes of the Association is eligible to apply to become a member.
- (2) An individual who has not reached the age of 15 years is not eligible to apply for a class of membership that confers full voting rights.

**Guidance Note – Eligibility for membership**

- The by-laws may require members to hold specified educational, trade or professional qualifications.
- The association must comply with all legal and regulatory obligations that may apply to the association under any other law when assessing eligibility of an applicant for membership.

## 5. Applying for membership

- (1) A person who wants to become a member must apply in writing to the Association.
- (2) The application must include a member's nomination of the applicant for membership.
- (3) The application must be signed by the applicant and the member nominating the applicant.
- (4) The applicant must specify in the application the class of membership, if there is more than one, to which the application relates.

## 6. Dealing with membership applications

- (1) The committee must consider each application for membership of the Association and decide whether to accept or reject the application.
- (2) Subject to subrule (3), the committee must consider applications in the order in which they are received by the Association.
- (3) The committee may delay its consideration of an application if the committee considers that any matter relating to the application needs to be clarified by the applicant or that the applicant needs to provide further information in support of the application.
- (4) The committee must not accept an application unless the applicant —
  - (a) is eligible under rule 4; and
  - (b) has applied under rule 5.
- (5) The committee may reject an application even if the applicant —
  - (a) is eligible under rule 4; and
  - (b) has applied under rule 5.
- (6) The committee must notify the applicant of the committee's decision to accept or reject the application as soon as practicable after making the decision.
- (7) If the committee rejects the application, the committee is not required to give the applicant its reasons for doing so.

## 7. Becoming a member

- An applicant for membership of the Association becomes a member when —
- (a) the committee accepts the application; and
  - (b) the applicant pays any membership fees payable to the Association under rule 12.

**Guidance Note – Becoming a member** - *The applicant immediately becomes a member, when rule 7 has been fulfilled, and is entitled to exercise all the rights and privileges of membership, including the right to vote (if applicable), and must comply with all of the obligations of membership under these rules.*

**Act requirement – Member to receive rules** - *section 36(1)(b) of the Act provides that the association must give each person who become a member of the association of*

*copy of the rules in force at the time their membership commences.*

**Guidance note – Format of rules provided** - *It is acceptable for the association to provide a copy of the rules to new members by electronic transmission or providing the details for the website whether the rules may be downloaded. A hard copy must be provided if the member requests that the rules be provided in that manner.*

## 8. Classes of membership

- (1) The Association consists of ordinary members and any associate members provided for under subrule (2).
- (2) The Association may have any class of associate membership approved by resolution at a general meeting, including junior membership, senior membership, honorary membership and life membership.
- (3) An individual who has not reached the age of 15 years is only eligible to be an associate member.
- (4) A person can only be an ordinary member or belong to one class of associate membership.
- (5) An ordinary member has full voting rights and any other rights conferred on members by these rules or approved by resolution at a general meeting or determined by the committee.
- (6) An associate member has the rights referred to in subrule (5) other than full voting rights.
- (7) The number of members of any class is not limited unless otherwise approved by resolution at a general meeting.

### **Guidance Note - Voting rights of Members**

- *Each ordinary member of the Association has one vote at a general meeting of the Association.*
- *Each ordinary member of the Association that is a body corporate has one vote at a general meeting of the Association.*

## 9. When membership ceases

- (1) A person ceases to be a member when any of the following takes place —
  - (a) for a member who is an individual, the individual dies;
  - (b) for a member who is a body corporate, the body corporate is wound up;
  - (c) the person resigns from the Association under rule 10;
  - (d) the person is expelled from the Association under rule 15;
  - (e) the person ceases to be a member under rule 12(4).
- (2) The secretary must keep a record, for at least one year after a person ceases to be a member, of —
  - (a) the date on which the person ceased to be a member; and
  - (b) the reason why the person ceased to be a member.

## 10. Resignation

- (1) A member may resign from membership of the Association by giving written notice of the resignation to the secretary.
- (2) The resignation takes effect —
  - (a) when the secretary receives the notice; or
  - (b) if a later time is stated in the notice, at that later time.
- (3) A person who has resigned from membership of the Association remains liable for any fees that are owed to the Association (the **owed amount**) at the time of resignation.
- (4) The owed amount may be recovered by the Association in a court of competent jurisdiction as a debt due to the Association.

## 11. Rights not transferable

The rights of a member are not transferable and end when membership ceases.

## Division 2 — Membership fees

### 12. Membership fees

- (1) The committee must determine the entrance fee (if any) and the annual membership fee (if any) to be paid for membership of the Association.
- (2) The fees determined under subrule (1) may be different for different classes of membership.
- (3) A member must pay the annual membership fee to the treasurer, or another person authorised by the committee to accept payments, by the date (the **due date**) determined by the committee.
- (4) If a member has not paid the annual membership fee within the period of 3 months after the due date, the member ceases to be a member on the expiry of that period.
- (5) If a person who has ceased to be a member under subrule (4) offers to pay the annual membership fee after the period referred to in that subrule has expired —
  - (a) the committee may, at its discretion, accept that payment; and
  - (b) if the payment is accepted, the person's membership is reinstated from the date the payment is accepted.

## Division 3 — Register of members

### 13. Register of members

#### **Act Requirements – Register of members**

*Section 53 of the Act requires an incorporated association to maintain a register of its members and record in the register any change in the membership of the association. Any change to the register must be recorded within 28 days after the change occurs.*

*Under section 53(2) of the Act the register of members must include each member's name and a residential, postal or email address.*

*Under section 54 of the Act a member is entitled to inspect the register free of charge. The member may make a copy of, or take an extract from, the register but has no right to remove the register for that purpose.*

*Under section 56 of the Act the management committee is authorised by to determine a reasonable charge for providing a copy of the register.*

- (1) The secretary, or another person authorised by the committee, is responsible for the requirements imposed on the Association under section 53 of the Act to maintain the register of members and record in that register any change in the membership of the Association.
- (2) In addition to the matters referred to in section 53(2) of the Act, the register of members must include the class of membership (if applicable) to which each member belongs and the date on which each member becomes a member.
- (3) The register of members must be kept at the secretary's place of residence, or at another place determined by the committee.
- (4) A member who wishes to inspect the register of members must contact the secretary to make the necessary arrangements.
- (5) If —
  - (a) a member inspecting the register of members wishes to make a copy of, or take an extract from, the register under section 54(2) of the Act; or
  - (b) a member makes a written request under section 56(1) of the Act to be provided with a copy of the register of members,

the committee may require the member to provide a statutory declaration setting out the purpose for which the copy or extract is required and declaring that the purpose is connected with the affairs of the Association.

## **PART 4 — DISCIPLINARY ACTION, DISPUTES AND MEDIATION**

### **Division 1 — Term used**

#### **14. Term used: member**

In this Part —

**member**, in relation to a member who is expelled from the Association, includes former member.

### **Division 2 — Disciplinary action**

#### **15. Suspension or expulsion**

- (1) The committee may decide to suspend a member's membership or to expel a member from the Association if —

- (a) the member contravenes any of these rules; or
  - (b) the member acts detrimentally to the interests of the Association.
- (2) The secretary must give the member written notice of the proposed suspension or expulsion at least 28 days before the committee meeting at which the proposal is to be considered by the committee.
- (3) The notice given to the member must state —
- (a) when and where the committee meeting is to be held; and
  - (b) the grounds on which the proposed suspension or expulsion is based; and
  - (c) that the member, or the member's representative, may attend the meeting and will be given a reasonable opportunity to make written or oral (or both written and oral) submissions to the committee about the proposed suspension or expulsion;
- (4) At the committee meeting, the committee must —
- (a) give the member, or the member's representative, a reasonable opportunity to make written or oral (or both written and oral) submissions to the committee about the proposed suspension or expulsion; and
  - (b) give due consideration to any submissions so made; and
  - (c) decide —
    - (i) whether or not to suspend the member's membership and, if the decision is to suspend the membership, the period of suspension; or
    - (ii) whether or not to expel the member from the Association.
- (5) A decision of the committee to suspend the member's membership or to expel the member from the Association takes immediate effect.
- (6) The committee must give the member written notice of the committee's decision, and the reasons for the decision, within 7 days after the committee meeting at which the decision is made.
- (7) A member whose membership is suspended or who is expelled from the Association may, within 14 days after receiving notice of the Committee's decision under subrule (6), give written notice to the secretary requesting the appointment of a mediator under rule 23.
- (8) If notice is given under subrule (7), the member who gives the notice and the committee are the parties to the mediation.

**Guidance Note – Suspension or expulsion of a Member** - *Once the committee has decided to suspend or expel a member under rule 15(5) the member is immediately suspended or expelled.*

## 16. Consequences of suspension

- (1) During the period a member's membership is suspended, the member —
- (a) loses any rights (including voting rights) arising as a result of membership; and
  - (b) is not entitled to a refund, rebate, relief or credit for membership fees paid, or payable, to the Association.
- (2) When a member's membership is suspended, the secretary must record in the register of members —
- (a) that the member's membership is suspended; and
  - (b) the date on which the suspension takes effect; and
  - (c) the period of the suspension.

- (3) When the period of the suspension ends, the secretary must record in the register of members that the member's membership is no longer suspended.

## Division 3 — Resolving disputes

### 17. Terms used

In this Division —

***grievance procedure*** means the procedures set out in this Division;

***party to a dispute*** includes a person —

- (a) who is a party to the dispute; and
- (b) who ceases to be a member within 6 months before the dispute has come to the attention of each party to the dispute.

#### ***Guidance Note - Resolving disputes***

- *For the purposes of rules 17 and 18, the term **this Division** relates to rules 19 – 21.*

### 18. Application of Division

The procedure set out in this Division (the grievance procedure) applies to disputes —

- (a) between members; or
- (b) between one or more members and the Association.

### 19. Parties to attempt to resolve dispute

The parties to a dispute must attempt to resolve the dispute between themselves within 14 days after the dispute has come to the attention of each party.

### 20. How grievance procedure is started

- (1) If the parties to a dispute are unable to resolve the dispute between themselves within the time required by rule 19, any party to the dispute may start the grievance procedure by giving written notice to the secretary of —
  - (a) the parties to the dispute; and
  - (b) the matters that are the subject of the dispute.
- (2) Within 28 days after the secretary is given the notice, a committee meeting must be convened to consider and determine the dispute.
- (3) The secretary must give each party to the dispute written notice of the committee meeting at which the dispute is to be considered and determined at least 7 days before the meeting is held.
- (4) The notice given to each party to the dispute must state —
  - (a) when and where the committee meeting is to be held; and
  - (b) that the party, or the party's representative, may attend the meeting and will be given a reasonable opportunity to make written or oral (or both written and oral) submissions to the committee about the dispute.

- (5) If —
- (a) the dispute is between one or more members and the Association; and
  - (b) any party to the dispute gives written notice to the secretary stating that the party —
    - (i) does not agree to the dispute being determined by the committee; and
    - (ii) requests the appointment of a mediator under rule 23,

the committee must not determine the dispute.

## **21. Determination of dispute by committee**

- (1) At the committee meeting at which a dispute is to be considered and determined, the committee must —
  - (a) give each party to the dispute, or the party's representative, a reasonable opportunity to make written or oral (or both written and oral) submissions to the committee about the dispute; and
  - (b) give due consideration to any submissions so made; and
  - (c) determine the dispute.
- (2) The committee must give each party to the dispute written notice of the committee's determination, and the reasons for the determination, within 7 days after the committee meeting at which the determination is made.
- (3) A party to the dispute may, within 14 days after receiving notice of the committee's determination under subrule (1)(c), give written notice to the secretary requesting the appointment of a mediator under rule 23.
- (4) If notice is given under subrule (3), each party to the dispute is a party to the mediation.

## Division 4 — Mediation

### **Guidance Note - Mediation**

- For the purposes of rule 22, the term **this Division** relates to rules 22-25.

### 22. Application of Division

- (1) This Division applies if written notice has been given to the secretary requesting the appointment of a mediator —
  - (a) by a member under rule 15(7); or
  - (b) by a party to a dispute under rule 20(5)(b)(ii) or 21(3).
- (2) If this Division applies, a mediator must be chosen or appointed under rule 23.

### 23. Appointment of mediator

- (1) The mediator must be a person chosen —
  - (a) if the appointment of a mediator was requested by a member under rule 15(7) — by agreement between the Member and the committee; or
  - (b) if the appointment of a mediator was requested by a party to a dispute under rule 20(5)(b)(ii) or 21(3) — by agreement between the parties to the dispute.
- (2) If there is no agreement for the purposes of subrule (1)(a) or (b), then, subject to subrules (3) and (4), the committee must appoint the mediator.
- (3) The person appointed as mediator by the committee must be a person who acts as a mediator for another not-for-profit body, such as a community legal centre, if the appointment of a mediator was requested by —
  - (a) a member under rule 15(7); or
  - (b) a party to a dispute under rule 20(5)(b)(ii); or
  - (c) a party to a dispute under rule 21(3) and the dispute is between one or more members and the Association.
- (4) The person appointed as mediator by the committee may be a member or former member of the Association but must not —
  - (a) have a personal interest in the matter that is the subject of the mediation; or
  - (b) be biased in favour of or against any party to the mediation.

### 24. Mediation process

- (1) The parties to the mediation must attempt in good faith to settle the matter that is the subject of the mediation.
- (2) Each party to the mediation must give the mediator a written statement of the issues that need to be considered at the mediation at least 5 days before the mediation takes place.
- (3) In conducting the mediation, the mediator must —
  - (a) give each party to the mediation every opportunity to be heard; and

- (b) allow each party to the mediation to give due consideration to any written statement given by another party; and
  - (c) ensure that natural justice is given to the parties to the mediation throughout the mediation process.
- (4) The mediator cannot determine the matter that is the subject of the mediation.
- (5) The mediation must be confidential, and any information given at the mediation cannot be used in any other proceedings that take place in relation to the matter that is the subject of the mediation.
- (6) The costs of the mediation are to be paid by the party or parties to the mediation that requested the appointment of the mediator.

**Note for this rule:**

Section 182(1) of the Act provides that an application may be made to the State Administrative Tribunal to have a dispute determined if the dispute has not been resolved under the procedure provided for in the incorporated association's rules.

**25. If mediation results in decision to suspend or expel being revoked**

If —

- (a) mediation takes place because a member whose membership is suspended or who is expelled from the Association gives notice under rule 15(7); and
- (b) as the result of the mediation, the decision to suspend the member's membership or expel the member is revoked,

that revocation does not affect the validity of any decision made at a committee meeting or general meeting during the period of suspension or expulsion.

**PART 5 — COMMITTEE**

**Division 1 — Powers of Committee**

**26. Committee**

- (1) The committee members are the persons who, as the management committee of the Association, have the power to manage the affairs of the Association.
- (2) Subject to the Act, these rules, the by-laws (if any) and any resolution passed at a general meeting, the committee has power to do all things necessary or convenient to be done for the proper management of the affairs of the Association.
- (3) The committee must take all reasonable steps to ensure that the Association complies with the Act, these rules and the by-laws (if any).

## Division 2 — Composition of Committee and duties of members

### 27. Committee members

- (1) The committee members consist of —
  - (a) the office holders of the Association; and
  - (b) at least one ordinary committee member.
- (2) The committee must determine the maximum number of members who may be ordinary committee members.
- (3) The following are the office holders of the Association —
  - (a) the chairperson;
  - (b) the duty chairperson;
  - (c) the secretary;
  - (d) the treasurer.
- (4) A person may be a committee member if the person is —
  - (a) an individual who has reached 18 years of age; and
  - (b) an ordinary member.
- (5) A person must not hold 2 or more of the offices mentioned in subrule (3) at the same time.

#### **Act Requirements – Persons who are not to be members of Committee**

- *Under section 39 of the Act the following persons must not, without leave of the Commissioner, accept an appointment or act as a member of a management committee of an association:*
  - *a person who is, according to the Interpretation Act 1984 section 13D, a bankrupt or person whose affairs are under insolvency laws;*
  - *a person who has been convicted, within or outside the State, of-*
    - *an indictable offence in relation to the promotion, formation or management of a body corporate; or*
    - *an offence involving fraud or dishonesty punishable by imprisonment for a period of not less than three months; or*
    - *an offence under Part 4 Division 3 or section 127 of the Act*

*Section 39 only applies to a person who has been convicted of the above offences only for a period of 5 years from the time of the person’s conviction, or if the conviction results in a term of imprisonment, from the time of the person’s release from custody.*

#### **Act Requirements - Duties of Committee Members and Officers**

*Section 3 of the Act provides a definition of “officer”. The duties provisions will apply to committee members and to those persons who have the ability to influence the management committee but who do not hold a formal committee position*

- *Under section 44 of the Act an officer of an association must exercise his or her powers and discharge his or her duties with a degree of care and diligence that a reasonable person would exercise if that person-*
  - (a) *were an officer of the association in the association’s circumstances; and*

- (b) *occupied the office held by, and had the same responsibilities within the association as, the officer.*
- *Under section 45 of the Act an officer of an association must exercise his or her powers and discharge his or her duties-*
  - (a) *in good faith in the best interests of the Association; and*
  - (b) *for a proper purpose.*
- *Under section 46 an officer of an association must not improperly use his or her position to-*
  - (a) *gain an advantage for the officer or another person; or*
  - (b) *cause detriment to the Association.*
- *Under section 47 a person who obtains information because the person is, or has been, an officer of an association must not improperly use the information to-*
  - (a) *gain an advantage for the person or another person; or*
  - (b) *cause detriment to the Association.*

## 28. Chairperson

- (1) It is the duty of the chairperson to consult with the secretary regarding the business to be conducted at each committee meeting and general meeting.
- (2) The chairperson has the powers and duties relating to convening and presiding at committee meetings and presiding at general meetings provided for in these rules.

## 29. Secretary

The Secretary has the following duties —

- (a) dealing with the Association's correspondence;
- (b) consulting with the chairperson regarding the business to be conducted at each committee meeting and general meeting;
- (c) preparing the notices required for meetings and for the business to be conducted at meetings;
- (d) unless another member is authorised by the committee to do so, maintaining on behalf of the Association the register of members, and recording in the register any changes in the membership, as required under section 53(1) of the Act;
- (e) maintaining on behalf of the Association an up-to-date copy of these rules, as required under section 35(1) of the Act;
- (f) unless another member is authorised by the committee to do so, maintaining on behalf of the Association a record of committee members and other persons authorised to act on behalf of the Association, as required under section 58(2) of the Act;
- (g) ensuring the safe custody of the books of the Association, other than the financial records, financial statements and financial reports, as applicable to the Association;
- (h) maintaining full and accurate minutes of committee meetings and general meetings;
- (i) carrying out any other duty given to the secretary under these rules or by the committee.

**Guidance note – Record of Office Holders** - detailed information about what must be included in the record of office holders is included under rule 68.

### 30. Treasurer

The treasurer has the following duties —

- (a) ensuring that any amounts payable to the Association are collected and issuing receipts for those amounts in the Association's name;
- (b) ensuring that any amounts paid to the Association are credited to the appropriate account of the Association, as directed by the committee;
- (c) ensuring that any payments to be made by the Association that have been authorised by the committee or at a general meeting are made on time;
- (d) ensuring that the Association complies with the relevant requirements of Part 5 of the Act;
- (e) ensuring the safe custody of the Association's financial records, financial statements and financial reports, as applicable to the Association;
- (f) if the Association is a tier 1 association, coordinating the preparation of the Association's financial statements before their submission to the Association's annual general meeting;
- (g) if the Association is a tier 2 association or tier 3 association, coordinating the preparation of the Association's financial report before its submission to the Association's annual general meeting;
- (h) providing any assistance required by an auditor or reviewer conducting an audit or review of the Association's financial statements or financial report under Part 5 Division 5 of the Act;
- (i) carrying out any other duty given to the treasurer under these rules or by the committee.

## Division 3 — Election of committee members and tenure of office

### 31. How members become Committee members

A member becomes a committee member if the member —

- (a) is elected to the committee at a general meeting; or
- (b) is appointed to the committee by the committee to fill a casual vacancy under rule 38.

### 32. Nomination of committee members

- (1) At least 42 days before an annual general meeting, the secretary must send written notice to all the members —
  - (a) calling for nominations for election to the committee; and
  - (b) stating the date by which nominations must be received by the secretary to comply with subrule (2).
- (2) A member who wishes to be considered for election to the committee at the annual general meeting must nominate for election by sending written notice of the nomination to the secretary at least 28 days before the annual general meeting.
- (3) The written notice must include a statement by another member in support of the nomination.
- (4) A member may nominate for one specified position of office holder of the Association or to be an ordinary committee member.

- (5) A member whose nomination does not comply with this rule is not eligible for election to the committee unless the member is nominated under rule 33(2) or 34(2)(b).

### **33. Election of office holders**

- (1) At the annual general meeting, a separate election must be held for each position of office holder of the Association.
- (2) If there is no nomination for a position, the chairperson of the meeting may call for nominations from the ordinary members at the meeting.
- (3) If only one member has nominated for a position, the chairperson of the meeting must declare the Member elected to the position.
- (4) If more than one member has nominated for a position, the ordinary members at the meeting must vote in accordance with procedures that have been determined by the committee to decide who is to be elected to the position.
- (5) Each ordinary member present at the meeting may vote for one member who has nominated for the position.
- (6) A member who has nominated for the position may vote for himself or herself.
- (7) On the member's election, the new chairperson of the Association may take over as the chairperson of the meeting.

### **34. Election of ordinary committee members**

- (1) At the annual general meeting, the Association must decide by resolution the number of ordinary committee members (if any) to hold office for the next year.
- (2) If the number of members nominating for the position of ordinary committee member is not greater than the number to be elected, the chairperson of the meeting —
  - (a) must declare each of those members to be elected to the position; and
  - (b) may call for further nominations from the ordinary members at the meeting to fill any positions remaining unfilled after the elections under paragraph (a).
- (3) If —
  - (a) the number of members nominating for the position of ordinary committee member is greater than the number to be elected; or
  - (b) the number of members nominating under subrule (2)(b) is greater than the number of positions remaining unfilled,

the ordinary members at the meeting must vote in accordance with procedures that have been determined by the committee to decide the members who are to be elected to the position of ordinary committee member.

- (4) A member who has nominated for the position of ordinary committee member may vote in accordance with that nomination.

### 35. Term of office

- (1) The term of office of a committee member begins when the member —
  - (a) is elected at an annual general meeting or under subrule 36(3)(b); or
  - (b) is appointed to fill a casual vacancy under rule 38.
- (2) Subject to rule 37, a committee member holds office until the positions on the committee are declared vacant at the next annual general meeting.
- (3) A committee member may be re-elected.

**Guidance Note – Committee members upon incorporation** - *The committee members appointed on incorporation of the association will hold office until the conclusion of the first annual general meeting of the association and will be eligible for re-election.*

### 36. Resignation and removal from office

- (1) A committee member may resign from the committee by written notice given to the secretary or, if the resigning member is the secretary, given to the chairperson.
- (2) The resignation takes effect —
  - (a) when the notice is received by the secretary or chairperson; or
  - (b) if a later time is stated in the notice, at the later time.
- (3) At a general meeting, the Association may by resolution —
  - (a) remove a committee member from office; and
  - (b) elect a member who is eligible under rule 27(4) to fill the vacant position.
- (4) A committee member who is the subject of a proposed resolution under subrule (3)(a) may make written representations (of a reasonable length) to the secretary or chairperson and may ask that the representations be provided to the members.
- (5) The secretary or chairperson may give a copy of the representations to each member or, if they are not so given, the committee member may require them to be read out at the general meeting at which the resolution is to be considered.

### 37. When membership of committee ceases

A person ceases to be a committee member if the person —

- (a) dies or otherwise ceases to be a member; or
- (b) resigns from the committee or is removed from office under rule 36; or
- (c) becomes ineligible to accept an appointment or act as a committee member under section 39 of the Act;
- (d) becomes permanently unable to act as a committee member because of a mental or physical disability; or
- (e) fails to attend 3 consecutive Committee meetings, of which the person has been given notice, without having notified the Committee that the person will be unable to attend.

#### Note for this rule:

Section 41 of the Act imposes requirements, arising when a person ceases to be a member of the management committee of an incorporated association, that relate to returning documents and records.

**Act requirements – handing over documents and records** – where a person ceases to be a member of the association’s committee section 41 of the Act requires that person to, as soon as practicable after their membership ceases, deliver to a member of the committee all of the relevant documents and records they hold pertaining to the management of the association’s affairs.

- (1) The committee may appoint a member who is eligible under rule 27(4) to fill a position on the committee that —
  - (a) has become vacant under rule 37; or
  - (b) was not filled by election at the most recent annual general meeting or under rule 36(3)(b).
- (2) If the position of secretary becomes vacant, the committee must appoint a member who is eligible under rule 27(4) to fill the position within 14 days after the vacancy arises.
- (3) Subject to the requirement for a quorum under rule 45, the committee may continue to act despite any vacancy in its membership.
- (4) If there are fewer committee members than required for a quorum under rule 45, the committee may act only for the purpose of —
  - (a) appointing committee members under this rule; or
  - (b) convening a general meeting.

### 39. Validity of acts

The acts of a committee or subcommittee, or of a committee member or member of a subcommittee, are valid despite any defect that may afterwards be discovered in the election, appointment or qualification of a committee member or member of a subcommittee.

### 40. Payments to committee members

- (1) In this rule —
  - committee member** includes a member of a subcommittee;
  - committee meeting** includes a meeting of a subcommittee.
- (2) A committee member is entitled to be paid out of the funds of the Association for any out-of-pocket expenses for travel and accommodation properly incurred —
  - (a) in attending a committee meeting or
  - (b) in attending a general meeting; or
  - (c) otherwise in connection with the Association’s business.

## Division 4 — Committee meetings

### 41. Committee meetings

- (1) The committee must meet at least 3 times in each year on the dates and at the times and places determined by the committee.
- (2) The date, time and place of the first committee meeting must be determined by the committee members as soon as practicable after the annual general meeting at which the committee members are elected.

- (3) Special committee meetings may be convened by the chairperson or any 2 committee members.

#### **42. Notice of committee meetings**

- (1) Notice of each committee meeting must be given to each committee member at least 48 hours before the time of the meeting.
- (2) The notice must state the date, time and place of the meeting and must describe the general nature of the business to be conducted at the meeting.
- (3) Unless subrule (4) applies, the only business that may be conducted at the meeting is the business described in the notice.
- (4) Urgent business that has not been described in the notice may be conducted at the meeting if the committee members at the meeting unanimously agree to treat that business as urgent.

#### **43. Procedure and order of business**

- (1) The chairperson or, in the chairperson's absence, the deputy-chairperson must preside as chairperson of each committee meeting.
- (2) If the chairperson and deputy chairperson are absent or are unwilling to act as chairperson of a meeting, the committee members at the meeting must choose one of them to act as chairperson of the meeting.
- (3) The procedure to be followed at a committee meeting must be determined from time to time by the committee.
- (4) The order of business at a committee meeting may be determined by the committee members at the meeting.
- (5) A member or other person who is not a committee member may attend a committee meeting if invited to do so by the committee.
- (6) A person invited under subrule (5) to attend a committee meeting —
  - (a) has no right to any agenda, minutes or other document circulated at the meeting; and
  - (b) must not comment about any matter discussed at the meeting unless invited by the committee to do so; and
  - (c) cannot vote on any matter that is to be decided at the meeting.

#### **Act Requirements -Material Personal Interests of Committee Members**

- *Under section 42 of the Act a member of the committee who has a material personal interest in a matter being considered at a committee meeting must:*
  - *as soon as he or she becomes aware of that interest, disclose the nature and extent of his or her interest to the Committee;*
  - *disclose the nature and extent of the interest at the next general meeting of the association*
- *Under section 42(3) of the Act this rule does not apply in respect of a material personal interest*

(a) *that exists only because the member-*

- *is an employee of the incorporated association; or*
- *is a member of a class of persons for whose benefit the association is established; or*

(b) *that the member has in common with all, or a substantial proportion of, the members of the Association.*

- *Under section 43 of the Act a member of the management committee who has a material personal interest in a matter being considered at a meeting of the management committee must not be present while the matter is being considered at the meeting or vote on the matter.*

*Under section 42(6) of the Act the association must record every disclosure made by a committee member of a material personal interest in the minutes of the committee meeting at which the disclosure is made.*

#### **44. Use of technology to be present at committee meetings**

- (1) The presence of a committee member at a committee meeting need not be by attendance in person but may be by that committee member and each other committee member at the meeting being simultaneously in contact by telephone or other means of instantaneous communication.
- (2) A member who participates in a committee meeting as allowed under subrule (1) is taken to be present at the meeting and, if the member votes at the meeting, the member is taken to have voted in person.

#### **45. Quorum for committee meetings**

- (1) Subject to rule 38(4), no business is to be conducted at a committee meeting unless a quorum is present.
- (2) If a quorum is not present within 30 minutes after the notified commencement time of a committee meeting —
  - (a) in the case of a special meeting — the meeting lapses; or
  - (b) otherwise, the meeting is adjourned to the same time, day and place in the following week.
- (3) If —
  - (a) a quorum is not present within 30 minutes after the commencement time of a committee meeting held under subrule (2)(b); and
  - (b) at least 2 committee members are present at the meeting,

those members present are taken to constitute a quorum.

#### **Note for this rule:**

If these model rules are adopted, the quorum for a committee meeting is as notified to the Commissioner under section 7(4)(d) or 29(5)(d) of the Act.

#### **46. Voting at committee meetings**

- (1) Each committee member present at a committee meeting has one vote on any question arising at the meeting.
- (2) A motion is carried if a majority of the committee members present at the committee meeting vote in favour of the motion.
- (3) If the votes are divided equally on a question, the chairperson of the meeting has a second or casting vote.
- (4) A vote may take place by the committee members present indicating their agreement or disagreement or by a show of hands, unless the committee decides that a secret ballot is needed to determine a particular question.
- (5) If a secret ballot is needed, the chairperson of the meeting must decide how the ballot is to be conducted.

#### **47. Minutes of committee meetings**

- (1) The committee must ensure that minutes are taken and kept of each committee meeting.
- (2) The minutes must record the following —
  - (a) the names of the committee members present at the meeting;
  - (b) the name of any person attending the meeting under rule 43(5);
  - (c) the business considered at the meeting;
  - (d) any motion on which a vote is taken at the meeting and the result of the vote.
- (3) The minutes of a committee meeting must be entered in the Association's minute book within 30 days after the meeting is held.
- (4) The chairperson must ensure that the minutes of a committee meeting are reviewed and signed as correct by —
  - (a) the chairperson of the meeting; or
  - (b) the chairperson of the next committee meeting.
- (5) When the minutes of a committee meeting have been signed as correct they are, until the contrary is proved, evidence that —
  - (a) the meeting to which the minutes relate was duly convened and held; and
  - (b) the matters recorded as having taken place at the meeting took place as recorded; and
  - (c) any appointment purportedly made at the meeting was validly made.

#### **Note for this rule:**

Section 42(6) of the Act requires details relating to the disclosure of a committee member's material personal interest in a matter being considered at a committee meeting to be recorded in the minutes of the meeting.

### **Division 5 — Subcommittees and subsidiary offices**

#### 48. Subcommittees and subsidiary offices

- (1) To help the committee in the conduct of the Association's business, the committee may, in writing, do either or both of the following —
  - (a) appoint one or more subcommittees;
  - (b) create one or more subsidiary offices and appoint people to those offices.
- (2) A subcommittee may consist of the number of people, whether or not members, that the committee considers appropriate.
- (3) A person may be appointed to a subsidiary office whether or not the person is a member.
- (4) Subject to any directions given by the committee —
  - (a) a subcommittee may meet and conduct business as it considers appropriate; and
  - (b) the holder of a subsidiary office may carry out the functions given to the holder as the holder considers appropriate.

#### 49. Delegation to subcommittees and holders of subsidiary offices

- (1) In this rule —

***non-delegable duty*** means a duty imposed on the committee by the Act or another written law.
- (2) The committee may, in writing, delegate to a subcommittee or the holder of a subsidiary office the exercise of any power or the performance of any duty of the committee other than —
  - (a) the power to delegate; and
  - (b) a non-delegable duty.
- (3) A power or duty, the exercise or performance of which has been delegated to a subcommittee or the holder of a subsidiary office under this rule, may be exercised or performed by the subcommittee or holder in accordance with the terms of the delegation.
- (4) The delegation may be made subject to any conditions, qualifications, limitations or exceptions that the committee specifies in the document by which the delegation is made.
- (5) The delegation does not prevent the committee from exercising or performing at any time the power or duty delegated.
- (6) Any act or thing done by a subcommittee or by the holder of a subsidiary office, under the delegation has the same force and effect as if it had been done by the committee.
- (7) The committee may, in writing, amend or revoke the delegation.

### PART 6 — GENERAL MEETINGS OF ASSOCIATION

#### 50. Annual general meeting

- (1) The committee must determine the date, time and place of the annual general meeting.
- (2) If it is proposed to hold the annual general meeting more than 6 months after the end of the Association's financial year, the secretary must apply to the Commissioner for permission under section 50(3)(b) of the Act within 4 months after the end of the financial year.

- (3) The ordinary business of the annual general meeting is as follows —
- (a) to confirm the minutes of the previous annual general meeting and of any special general meeting held since then if the minutes of that meeting have not yet been confirmed;
  - (b) to receive and consider —
    - (i) the committee's annual report on the Association's activities during the preceding financial year; and
    - (ii) if the Association is a tier 1 association, the financial statements of the Association for the preceding financial year presented under Part 5 of the Act; and
    - (iii) if the Association is a tier 2 association or a tier 3 association, the financial report of the Association for the preceding financial year presented under Part 5 of the Act;
    - (iv) if required to be presented for consideration under Part 5 of the Act, a copy of the report of the review or auditor's report on the financial statements or financial report;
  - (c) to elect the office holders of the Association and other committee members;
  - (d) if applicable, to appoint or remove a reviewer or auditor of the Association in accordance with the Act;
  - (e) to confirm or vary the entrance fees, subscriptions and other amounts (if any) to be paid by members.
- (4) Any other business of which notice has been given in accordance with these rules may be conducted at the annual general meeting.

**Note for this rule:**

Unless the Commissioner allows otherwise, under section 50(3) of the Act the annual general meeting must be held within 6 months after the end of the Association's financial year. If it is the first annual general meeting, section 50(2) of the Act provides that it may be held at any time within 18 months after incorporation.

## **51. Special general meetings**

- (1) The committee may convene a special general meeting.
- (2) The committee must convene a special general meeting if at least 20% of the members require a special general meeting to be convened.
- (3) The members requiring a special general meeting to be convened must —
  - (a) make the requirement by written notice given to the secretary; and
  - (b) state in the notice the business to be considered at the meeting; and
  - (c) each sign the notice.
- (4) The special general meeting must be convened within 28 days after notice is given under subrule (3)(a).
- (5) If the committee does not convene a special general meeting within that 28 day period, the members making the requirement (or any of them) may convene the special general meeting.
- (6) A special general meeting convened by members under subrule (5) —
  - (a) must be held within 3 months after the date the original requirement was made; and
  - (b) may only consider the business stated in the notice by which the requirement was made.
- (7) The Association must reimburse any reasonable expenses incurred by the members convening a special general meeting under subrule (5).

## 52. Notice of general meetings

- (1) The secretary or, in the case of a special general meeting convened under rule 51(5), the members convening the meeting, must give to each member —
  - (a) at least 21 days' notice of a general meeting if a special resolution is to be proposed at the meeting; or
  - (b) at least 14 days' notice of a general meeting in any other case.
- (2) The notice must —
  - (a) specify the date, time and place of the meeting; and
  - (b) indicate the general nature of each item of business to be considered at the meeting; and
  - (c) if the meeting is the annual general meeting, include the names of the members who have nominated for election to the committee under rule 32(2); and
  - (d) if a special resolution is proposed —
    - (i) set out the wording of the proposed resolution as required by section 51(4) of the Act; and
    - (ii) state that the resolution is intended to be proposed as a special resolution; and
    - (iii) comply with rule 53(7).

### Note for this paragraph:

- Section 51(1) of the Act states that a resolution is a special resolution if it is passed —
- (a) at a general meeting of an incorporated association; and
  - (b) by the votes of not less than three-fourths of the members of the association who cast a vote at the meeting.

**Act requirements – Notice to be given to reviewer or auditor** – For Tier 2 and 3 associations – under section 86 of the Act a reviewer or auditor of an incorporated association is entitled to receive all notices of and other communications relating to any general meetings of the association that a member is entitled to receive.

## 53. Proxies

- (1) Subject to subrule (2), an ordinary member may appoint an individual who is an ordinary member as his or her proxy to vote and speak on his or her behalf at a general meeting.
- (2) An ordinary member may be appointed the proxy for not more than 5 other members.
- (3) The appointment of a proxy must be in writing and signed by the member making the appointment.
- (4) The member appointing the proxy may give specific directions as to how the proxy is to vote on his or her behalf.
- (5) If no instructions are given to the proxy, the proxy may vote on behalf of the member in any matter as the proxy sees fit.
- (6) If the committee has approved a form for the appointment of a proxy, the member may use that form or any other form —
  - (a) that clearly identifies the person appointed as the member's proxy; and

- (b) that has been signed by the member.
- (7) Notice of a general meeting given to an ordinary member under rule 52 must —
  - (a) state that the member may appoint an individual who is an ordinary member as a proxy for the meeting; and
  - (b) include a copy of any form that the committee has approved for the appointment of a proxy.
- (8) A form appointing a proxy must be given to the secretary before the commencement of the general meeting for which the proxy is appointed.
- (9) A form appointing a proxy sent by post or electronically is of no effect unless it is received by the Association not later than 24 hours before the commencement of the meeting.

#### **54. Use of technology to be present at general meetings**

- (1) The presence of a member at a general meeting need not be by attendance in person but may be by that member and each other member at the meeting being simultaneously in contact by telephone or other means of instantaneous communication.
- (2) A member who participates in a general meeting as allowed under subrule (1) is taken to be present at the meeting and, if the member votes at the meeting, the member is taken to have voted in person.

#### **55. Presiding member and quorum for general meetings**

- (1) The chairperson or, in the chairperson's absence, the deputy chairperson must preside as chairperson of each general meeting.
- (2) If the chairperson and deputy chairperson are absent or are unwilling to act as chairperson of a general meeting, the committee members at the meeting must choose one of them to act as chairperson of the meeting.
- (3) No business is to be conducted at a general meeting unless a quorum is present.
- (4) If a quorum is not present within 30 minutes after the notified commencement time of a general meeting —
  - (a) in the case of a special general meeting — the meeting lapses; or
  - (b) in the case of the annual general meeting — the meeting is adjourned to —
    - (i) the same time and day in the following week; and
    - (ii) the same place, unless the chairperson specifies another place at the time of the adjournment or written notice of another place is given to the members before the day to which the meeting is adjourned.
- (5) If —
  - (a) a quorum is not present within 30 minutes after the commencement time of an annual general meeting held under subrule (4)(b); and
  - (b) at least 2 ordinary members are present at the meeting,

those members present are taken to constitute a quorum.

**Note for this rule:**

If these model rules are adopted, the quorum for a general meeting is as notified to the Commissioner under section 7(4)(c) or 29(5)(c) of the Act.

## **56. Adjournment of general meeting**

- (1) The chairperson of a general meeting at which a quorum is present may, with the consent of a majority of the ordinary members present at the meeting, adjourn the meeting to another time at the same place or at another place.
- (2) Without limiting subrule (1), a meeting may be adjourned —
  - (a) if there is insufficient time to deal with the business at hand; or
  - (b) to give the members more time to consider an item of business.
- (3) No business may be conducted on the resumption of an adjourned meeting other than the business that remained unfinished when the meeting was adjourned.
- (4) Notice of the adjournment of a meeting under this rule is not required unless the meeting is adjourned for 14 days or more, in which case notice of the meeting must be given in accordance with rule 52.

## **57. Voting at general meeting**

- (1) On any question arising at a general meeting —
  - (a) subject to subrule (6), each ordinary member has one vote unless the member may also vote on behalf of a body corporate under subrule (2); and
  - (b) ordinary members may vote personally or by proxy.
- (2) An ordinary member that is a body corporate may, in writing, appoint an individual, whether or not the individual is a member, to vote on behalf of the body corporate on any question at a particular general meeting or at any general meeting, as specified in the document by which the appointment is made.
- (3) A copy of the document by which the appointment is made must be given to the secretary before any general meeting to which the appointment applies.
- (4) The appointment has effect until —
  - (a) the end of any general meeting to which the appointment applies; or
  - (b) the appointment is revoked by the body corporate and written notice of the revocation is given to the secretary.
- (5) Except in the case of a special resolution, a motion is carried if a majority of the ordinary members present at a general meeting vote in favour of the motion.
- (6) If votes are divided equally on a question, the chairperson of the meeting has a second or casting vote.
- (7) If the question is whether or not to confirm the minutes of a previous general meeting, only members who were present at that meeting may vote.
- (8) For a person to be eligible to vote at a general meeting as an ordinary member, or on behalf of an ordinary member that is a body corporate under subrule (2), the ordinary member —
  - (a) must have been an ordinary member at the time notice of the meeting was given under rule 52; and
  - (b) must have paid any fee or other money payable to the Association by the member.

## 58. When special resolutions are required

- (1) A special resolution is required if it is proposed at a general meeting —
  - (a) to affiliate the Association with another body; or
  - (b) to request the Commissioner to apply to the State Administrative Tribunal under section 109 of the Act for the appointment of a statutory manager.
- (2) Subrule (1) does not limit the matters in relation to which a special resolution may be proposed.

### Note for this rule:

Under the Act, a special resolution is required if an incorporated association proposes to do any of the following—

- (a) to adopt these model rules (section 29(1));
- (b) to alter its rules, including changing the name of the association (section 30(1));
- (c) to decide to apply for registration or incorporation as a prescribed body corporate (section 93(1));
- (d) to approve the terms of an amalgamation with one or more other incorporated associations (section 102(4));
- (e) to be wound up voluntarily (section 121(2)) or by the Supreme Court (section 124(a) and Schedule 4 item 9);
- (f) to cancel its incorporation (section 129).

## 59. Determining whether resolution carried

- (1) In this rule —

***poll*** means the process of voting in relation to a matter that is conducted in writing.

- (2) Subject to subrule (4), the chairperson of a general meeting may, on the basis of general agreement or disagreement or by a show of hands, declare that a resolution has been —
  - (a) carried; or
  - (b) carried unanimously; or
  - (c) carried by a particular majority; or
  - (d) lost.
- (3) If the resolution is a special resolution, the declaration under subrule (2) must identify the resolution as a special resolution.
- (4) If a poll is demanded on any question by the chairperson of the meeting or by at least 3 other ordinary members present in person or by proxy —
  - (a) the poll must be taken at the meeting in the manner determined by the chairperson;
  - (b) the chairperson must declare the determination of the resolution on the basis of the poll.
- (5) If a poll is demanded on the election of the chairperson or on a question of an adjournment, the poll must be taken immediately.
- (6) If a poll is demanded on any other question, the poll must be taken before the close of the meeting at a time determined by the chairperson.

- (7) A declaration under subrule (2) or (4) must be entered in the minutes of the meeting, and the entry is, without proof of the voting in relation to the resolution, evidence of how the resolution was determined.

## **60. Minutes of general meeting**

- (1) The secretary, or a person authorised by the committee from time to time, must take and keep minutes of each general meeting.
- (2) The minutes must record the business considered at the meeting, any resolution on which a vote is taken and the result of the vote.
- (3) In addition, the minutes of each annual general meeting must record —
  - (a) the names of the ordinary members attending the meeting; and
  - (b) any proxy forms given to the chairperson of the meeting under rule 53(8); and
  - (c) the financial statements or financial report presented at the meeting, as referred to in rule 50(3)(b)(ii) or (iii); and
  - (d) any report of the review or auditor's report on the financial statements or financial report presented at the meeting, as referred to in rule 50(3)(b)(iv).
- (4) The minutes of a general meeting must be entered in the Association's minute book within 30 days after the meeting is held.
- (5) The chairperson must ensure that the minutes of a general meeting are reviewed and signed as correct by —
  - (a) the chairperson of the meeting; or
  - (b) the chairperson of the next general meeting.
- (6) When the minutes of a general meeting have been signed as correct they are, in the absence of evidence to the contrary, taken to be proof that —
  - (a) the meeting to which the minutes relate was duly convened and held; and
  - (b) the matters recorded as having taken place at the meeting took place as recorded; and
  - (c) any election or appointment purportedly made at the meeting was validly made.

## **PART 7 — FINANCIAL MATTERS**

### **61. Source of funds**

The funds of the Association may be derived from entrance fees, annual subscriptions, donations, fund-raising activities, grants, interest and any other sources approved by the committee.

### **62. Control of funds**

- (1) The Association must open an account in the name of the Association with a financial institution from which all expenditure of the Association is made and into which all funds received by the Association are deposited.
- (2) Subject to any restrictions imposed at a general meeting, the committee may approve expenditure on behalf of the Association.
- (3) The committee may authorise the treasurer to expend funds on behalf of the Association up to a specified limit without requiring approval from the committee for each item on which the funds are expended.

- (4) All cheques, drafts, bills of exchange, promissory notes and other negotiable instruments of the Association must be signed by —
  - (a) 2 committee members; or
  - (b) one committee member and a person authorised by the committee.
  
- (5) All funds of the Association must be deposited into the Association's account within 5 working days after their receipt.

### 63. Financial statements and financial reports

- (1) For each financial year, the committee must ensure that the requirements imposed on the Association under Part 5 of the Act relating to the financial statements or financial report of the Association are met.
  
- (2) Without limiting subrule (1), those requirements include —
  - (a) if the Association is a tier 1 association, the preparation of the financial statements; and
  - (b) if the Association is a tier 2 association or tier 3 association, the preparation of the financial report; and
  - (c) if required, the review or auditing of the financial statements or financial report, as applicable; and
  - (d) the presentation to the annual general meeting of the financial statements or financial report, as applicable; and
  - (e) if required, the presentation to the annual general meeting of the copy of the report of the review or auditor's report, as applicable, on the financial statements or financial report.

#### Notes for this rule:

1. Under section 66 of the Act, an incorporated association must keep financial records that: -
  - (a) correctly record and explain its transactions and financial position and performance; and
  - (b) enable true and fair financial statements to be prepared in accordance with Part 5 Division 3 of the Act.
2. Under section 67 of the Act, an incorporated association must retain its financial records for at least 7 years after the transactions covered by the records are completed.

## PART 8 — GENERAL MATTERS

### 64. By-laws

**Guidance Note – Status of By-laws** - A by-law must be consistent with the Act, the regulations and these rules. The rules of an association bind the association and the members as an enforceable contract between them. By-laws may not have that status. Therefore, the use of by-laws should be reserved for more procedural or administrative matters.

- (1) The Association may, by resolution at a general meeting, make, amend or revoke by-laws.

- (2) By-laws may —
  - (a) provide for the rights and obligations that apply to any classes of associate membership approved under rule 8(2); and
  - (b) impose restrictions on the committee's powers, including the power to dispose of the association's assets; and
  - (c) impose requirements relating to the financial reporting and financial accountability of the association and the auditing of the association's accounts; and
  - (d) provide for any other matter the association considers necessary or convenient to be dealt with in the by-laws.
- (3) A by-law is of no effect to the extent that it is inconsistent with the Act, the regulations or these rules.
- (4) Without limiting subrule (3), a by-law made for the purposes of subrule (2)(c) may only impose requirements on the Association that are additional to, and do not restrict, a requirement imposed on the Association under Part 5 of the Act.
- (5) At the request of a member, the Association must make a copy of the by-laws available for inspection by the member.

## 65. Executing documents and common seal

- (1) The Association may execute a document without using a common seal if the document is signed by —
  - (a) 2 committee members; or
  - (b) one committee member and a person authorised by the committee.
- (2) If the Association has a common seal —
  - (a) the name of the Association must appear in legible characters on the common seal; and
  - (b) a document may only be sealed with the common seal by the authority of the committee and in the presence of —
    - (i) 2 committee members; or
    - (ii) one committee member and a person authorised by the committee,and each of them is to sign the document to attest that the document was sealed in their presence.
- (3) The secretary must make a written record of each use of the common seal.
- (4) The common seal must be kept in the custody of the secretary or another committee member authorised by the committee.

## 66. Giving notices to members

- (1) In this rule —

**recorded** means recorded in the register of members.
- (2) A notice or other document that is to be given to a member under these rules is taken not to have been given to the member unless it is in writing and —
  - (a) delivered by hand to the recorded address of the member; or
  - (b) sent by prepaid post to the recorded postal address of the member; or
  - (c) sent by facsimile or electronic transmission to an appropriate recorded number or recorded electronic address of the member.

## 67. Custody of books and securities

- (1) Subject to subrule (2), the books and any securities of the Association must be kept in the secretary's custody or under the secretary's control.
- (2) The financial records and, as applicable, the financial statements or financial reports of the Association must be kept in the treasurer's custody or under the treasurer's control.
- (3) Subrules (1) and (2) have effect except as otherwise decided by the committee.
- (4) The books of the Association must be retained for at least 7 years.

## 68. Record of office holders

### **Act Requirements – Record of office holders**

*Under section 58 of the Act an association must maintain a record of —*

- *the names and addresses of the persons who are members of its management committee; or hold other offices of the association provided for by its rules;*
- *the name and address of any person who is authorised to use the common seal of the association (if it has a common seal); and*
- *the name and address of any person who is appointed or acts as trustee on behalf of the association.*

*Under section 58 of the Act the association must, upon the request of a member of the association, make available the record for the inspection of the member. The member may make a copy of or take an extract from the record but does not have a right to remove the record for that purpose.*

The record of committee members and other persons authorised to act on behalf of the Association that is required to be maintained under section 58(2) of the Act must be kept in the secretary's custody or under the secretary's control.

### Note for this rule

Section 58 of the Act —

- (a) sets out the details of the record that an incorporated association must maintain of the committee members and certain others; and
- (b) provides for members to inspect, make a copy of or take an extract from the record; and
- (c) prohibits a person from disclosing information in the record except for authorised purposes.

## 69. Inspection of records and documents

- (1) Subrule (2) applies to a member who wants to inspect —
  - (a) the register of members under section 54(1) of the Act; or
  - (b) the record of the names and addresses of committee members, and other persons authorised to act on behalf of the Association, under section 58(3) of the Act; or
  - (c) any other record or document of the association.
- (2) The member must contact the secretary to make the necessary arrangements for the inspection.
- (3) The inspection must be free of charge.
- (4) If the member wants to inspect a document that records the minutes of a committee meeting, the right to inspect that document is subject to any decision the committee has made about minutes of committee meetings generally, or the minutes of a specific committee meeting, being available for inspection by members.
- (5) The member may make a copy of or take an extract from a record or document referred to in subrule (1)(c) but does not have a right to remove the record or document for that purpose.

### Note for this subrule:

Sections 54(2) and 58(4) of the Act provide for the making of copies of, or the taking of extracts from, the register referred to in subrule (1)(a) and the record referred to in subrule (1)(b).

- (6) The member must not use or disclose information in a record or document referred to in subrule (1)(c) except for a purpose —
  - (a) that is directly connected with the affairs of the Association; or
  - (b) that is related to complying with a requirement of the Act.

### Note for this subrule:

Sections 57(1) and 58(5) of the Act impose restrictions on the use or disclosure of information in the register referred to in subrule (1)(a) and the record referred to in subrule (1)(b).

## 70. Publication by committee members of statements about Association business prohibited

A committee member must not publish, or cause to be published, any statement about the business conducted by the Association at a general meeting or committee meeting unless —

- (a) the committee member has been authorised to do so at a committee meeting; and
- (b) the authority given to the committee member has been recorded in the minutes of the committee meeting at which it was given.

## 71. Distribution of surplus property on cancellation of incorporation or winding up

### **Act Requirements – Distribution of surplus property**

*Under section 24(1) of the Act surplus property can only be distributed to one or more of the following —*

- *an incorporated association;*
- *a company limited by guarantee that is registered as mentioned in the Corporations Act section 150;*
- *a company holding a licence that continues in force under the Corporations Act section 151;*
- *a body corporate that at the time of the distribution is the holder of a licence under the Charitable Collections Act 1946;*
- *a body corporate that —*
  - *is a member or former member of the incorporated association; and*
  - *at the time of the distribution of surplus property, has rules that prevent the distribution of property to its members;*
- *a trustee for a body corporate referred to in paragraph (e);*
- *a co-operative registered under the Co-operatives Act 2009 that, at the time of the distribution of surplus property, is a non-distributing co-operative as defined in that Act.*

(1) In this rule —

**surplus property**, in relation to the Association, means property remaining after satisfaction of —  
(a) the debts and liabilities of the Association; and  
(b) the costs, charges and expenses of winding up or cancelling the incorporation of the Association,

but does not include books relating to the management of the Association.

(2) On the cancellation of the incorporation or the winding up of the Association, its surplus property must be distributed as determined by special resolution by reference to the persons mentioned in section 24(1) of the Act.

#### Note for this rule:

Section 24(1) of the Act sets out a provision that is implied in these rules describing the entities to which the surplus property of an incorporated association may be distributed on the cancellation of the incorporation or the winding up of the association. Part 9 of the Act deals with the winding up of incorporated associations, and Part 10 of the Act deals with the cancellation of the incorporation of incorporated associations.

## 72. Alteration of rules

If the Association wants to alter or rescind any of these rules, or to make additional rules, the Association may do so only by special resolution and by otherwise complying with Part 3 Division 2 of the Act.

Note for this rule:

Section 31 of the Act requires an incorporated association to obtain the Commissioner's approval if the alteration of its rules has effect to change the name of the association.

Section 33 of the Act requires an incorporated association to obtain the Commissioner's approval if the alteration of its rules has effect to alter the objects or purposes of the association or the manner in which surplus property of the association must be distributed or dealt with if the association is wound up or its incorporation is cancelled.

**Guidance Note – Alteration of Rules.** *Amendments to the rules do not take effect until required documents are lodged with the Commissioner, even if the amendments do not require the approval of the Commissioner under section 31 or section 33. The required documents must be lodged within one month after the special resolution is passed.*



# Jurien Bay Medical Centre

ABN 82 820 610 411

To  
**Brent Bailey**  
**Chief Executive Officer**  
 Shire of Dandaragan

## CONTRACT VARIATION

Dear Mr Bailey,  
 Please consider this letter as a request for a variation to the existing contract for Spectrum Health T/A Jurien bay medical centre- on two points.

1. On site practice manager
  2. Closed on Public Holidays
1. Spectrum Health's model for managing medical practices has been to remotely manage, we do not have site managers. We have a team of managers that specialize in all aspects of management of GP practices based in Unit 68.6 Walsh Loop in Joondalup WA 6027.

Each area of GP Practice management is managed by each individual manager via remote login to the system on site.

As an example of individual staff management processes- The nurse manager monitors the check lists submitted by the practice nurse on a daily, weekly and monthly basis. All ordering is approved by the Nurse Manager and spending on medical consumables are closely monitored. Practice nurses have periodic Appraisals so that standards are maintained. The site nurse has direct access via email, mobile and lanline to the Nurse Manager.

Likewise- all aspects of the practice are monitored on a daily basis. Issues of patient complaints are dealt with by our office managers immediately when the complaint has been reported. Managers do site visits on a regular basis to check systems and to keep the relationship between staff and doctors favorable and professional.

Spectrum Health have invested a lot of time and effort in building a virtual management model which has been tried and tested successfully – Over the years this model has been refined and has proven to be the effective management system it is today.

2. Spectrum Health's model for medical service does not cover public holidays. The practice in Jurien Bay will remain closed during all public holidays. A notice or Christmas holidays and Easter holidays will be posted on our website and on the front Door.

Kind regards

Phillip Coelho  
 Business Manager  
**Spectrum Health Pty Ltd**

21 Whitfield Road, Jurien Bay WA 6516 \* P: 9652 1493 \* E: info@jurienbaymedical.com.au

# Schedule

---

## Item 1 Minimum Medical Services/KPI's

- (1) Provide as a minimum the following personnel at the Practice:
  - (a) Two full time general practitioners;
  - (b) A casual nurse; and
  - (c) An experienced practice manager and reception staff.
- (2) Ensure that the minimum of two (2) general practitioners are available at the Practice for consultations with members of the community for at least 5.5 days a week (Monday to Saturday).
- (3) All patients are to be "bulk-billed" for as long as Medicare provides the opportunity to do so.
- (4) Ensure that the general practitioner/s at the Practice are registered with the Medical Board of Australia.
- (5) Ensure that the waiting time for appointments for members of the community to see a general practitioner is at all times less than three days. If the waiting period is beyond three days, the Medical Services Provider will use its best endeavours and take action to employ or contract an additional medical practitioner at the Practice to reduce waiting periods.
- (6) Ensure that a high level of customer satisfaction in relation to the services provided from the Practice is maintained at all times.
- (7) Ensure that all medical records are kept up to date, and provide appropriate medical and IT equipment for the Practice including those items listed in **Annexure 3**.
- (8) Ensure that the resident general practitioner(s) will provide emergency services for the Jurien Bay townsite 24 hours per day 7 days per week.
- (9) Ensure that the Practice provides all aspects of preventative health, including but not limited to skin checks and annual influenza vaccinations.
- (10) Ensure that the Practice provides diagnostic testing within the Medical Centre, chronic disease management, family medicine and injury management.
- (11) Provide locum coverage during times of absence of either resident general practitioner of more than five (5) days when such absence is unforeseen (for example illness or accident);
- (12) Provide locum coverage during times of absence of either resident general practitioner of more than two (2) days when such absence is foreseen for example annual leave or study leave.

## Item 2 Commencement Date

1 November 2017.