



ATTACHMENTS

COUNCIL MEETING

17 August 2023

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**LOCAL GOVERNMENT ACT 1995
BUSH FIRES ACT 1954**

SHIRE OF MANJIMUP

BUSH FIRE BRIGADES LOCAL LAW 2023

Under the powers conferred by the *Local Government Act 1995*, the *Bush Fires Act 1954* and under all other powers enabling it, the Council of the Shire of Manjimup resolved on 17 August 2023 to make the following local law.

1. Citation

This local law may be cited as the *Shire of Manjimup Bush Fire Brigades Local Law 2023*.

2. Commencement

This local law will come into operation 14 days after publication in the *Government Gazette*.

3. Repeal Provisions

The *By-laws of the Manjimup Road Board relating to the Establishment, Maintenance and Equipment of Bush Fire Brigade for the Road District of Manjimup*, as published in the *Government Gazette* on the 24 May, 1940 are repealed.

4. Application

This local law applies throughout the district.

5. Definitions

(1) In this local law unless the context otherwise requires—

Act means the *Bush Fires Act 1954*;

brigade area is defined in clause 6(1)(b);

bush fire brigade is defined in section 7 of the Act;

CEO means the Chief Executive Officer of the local government;

district means the district of the local government;

local government means the Shire of Manjimup;

normal brigade activities is defined by section 35A of the Act; and

Regulations means Regulations made under the Act.

(2) In this local law, unless the context otherwise requires, a reference to—

(a) a captain;

(b) a first lieutenant;

(c) any additional lieutenants;

means a person holding that position in a bush fire brigade.

6. Establishment of a bush fire brigade

(1) The local government may establish a bush fire brigade for the purpose of carrying out normal brigade activities.

(2) A bush fire brigade is established on the date of the local government's decision under subclause (1).

(3) A bush fire brigade established under subclause (1) is to hold a meeting at least once every financial year to appoint persons to the positions in clause 6(1)(c).

7. Name and officers of bush fire brigade

(1) On establishing a bush fire brigade under clause 5(1) the local government is to—

(a) give a name to the bush fire brigade;

(b) specify the brigade area in which the bush fire brigade is primarily responsible for carrying out the normal brigade activities; and

(c) appoint—

(i) a captain;

(ii) a first lieutenant; and

(iii) additional lieutenants if the local government considers it necessary.

(2) A person appointed to a position pursuant to subclause (1)(c) is to be taken to be a brigade member.

(3) The appointments referred to in subclause (1)(c) expire at the completion of the first annual general meeting of the bush fire brigade.

(4) In accordance with section 43 of the Act, the local government may remove or appoint officers of a bush fire brigade as deemed necessary or appropriate.

(5) Subject to subclause (4)—

(a) an election is to be held at the first annual general meeting by the members of the brigade for appointments to the positions referred to in subclause (1)(c) and every subsequent annual general meeting; and

- (b) if a position referred to in subclause (1)(c) becomes vacant prior to the completion of the first annual general meeting or at any time, then the brigade members are to vote for a replacement member to fill the position.

(6) The brigade members may elect, set the term of office, describe the duties of, and dismiss, any person to any other position including secretary, treasurer, equipment officer, training officer or other positions, and may combine those positions.

(7) The brigade members may establish types of brigade membership including fire fighting members, auxiliary members, cadet members, and honorary life members.

8. Duties of captain and bush fire brigade officers

- (1) The duties of the captain are to—
 - (a) provide leadership to bush fire brigades;
 - (b) in the absence of a bush fire control officer take command and manage members during emergencies and other Brigade related activities;
 - (c) monitor bush fire brigades' resourcing, equipment and training levels;
 - (d) liaise with the local government concerning—
 - (i) fire prevention or fire suppression matters generally;
 - (ii) directions to be issued by the local government to bush fire control officers, including those who issue permits to burn; and
 - (iii) bush fire brigade officers;
 - (e) ensure that a list of bush fire brigade members is maintained;
 - (f) report annually to the local government the office bearers of the bush fire brigade in accordance with the Regulations;
 - (g) report to the local government at least annually, for consideration and appropriate provision being made in the next local government budget, the status of a bush fire brigade's—
 - (i) training and readiness;
 - (ii) protective clothing;
 - (iii) equipment; and
 - (iv) vehicles and appliances;
 - (h) arrange for normal brigade activities as authorised by the Act or by the local government; and
 - (i) where a vacancy occurs in a position appointed under clause 6(1)(c), to—
 - (i) advise the CEO of the vacancy as soon as practicable; and
 - (ii) make alternate suitable arrangements for that position until an appointment is made.
- (2) The duties of lieutenants are to—
 - (a) provide support to the Captain;
 - (b) in the absence of a bush fire control officer and or captain take command and manage members during emergencies and other Brigade related activities;
 - (c) demonstrate positive leadership and mentor members;
 - (d) maintain open lines of communication and encourage positive interaction and teamwork between members;
 - (e) ensure Bush Fire Brigade Operational Procedures are adhered to during brigade activities;
 - (f) ensure members engaged in firefighting activities hold competencies relevant to the task;
 - (g) work cohesively with the brigade Training Officer and conduct training activities for members;
 - (h) ensure the behaviour of members is in accordance with the Local Government's code of conduct; and
 - (i) in the absence of the brigade Captain the most senior Lieutenant present assumes the responsibilities and duties of that office and takes ultimate responsibility for the performance of all Brigade activities.

9. Appointment, employment, payment, dismissal and duties of bush fire control officers

The appointment, employment, payment, dismissal and duties of bush fire control officers is dealt with by the Act.

10. Maintenance and equipment with appliances and apparatus of bush fire brigades

The local government may provide funds for the maintenance and equipment with appliances and apparatus of bush fire brigades in accordance with Part 6 of the *Local Government Act 1995*.

Dated this 17 August 2023.

The Common Seal of the Shire of Manjimup was affixed by authority of a resolution of Council in the presence of—

P. OMODEI, President.
B.ROBINSON, Acting Chief Executive Officer.

Jason Giadresco

From: Steven Elliott
Sent: Tuesday, 18 July 2023 5:43 PM
To: Info
Subject: [External] Department of Local Government - Comments on proposed bush fire brigade local law

Good afternoon,

This email is regarding the Shire's proposed Bush Fire Brigades Local law. No major issues were identified, but some standard comments and minor suggestions are provided below.

Bush Fire Brigades Local Law 2023

1. Local law partially made under other legislation – Bush Fires Act

The Department is aware that this local law is partially made using the powers provided by the *Bush Fires Act 1954*.

Accordingly, the Shire should ensure that a copy of the draft has been provided to the Minister for Emergency Services, presuming this has not already occurred. If the Minister does not receive a copy of the draft, this may impact the local law's validity.

2. Content of local law

The Department notes that this local law is relatively short in length when compared to the WALGA model or other district's local laws.

The Department is mindful that the Minister for Emergency Services and the Department of Fire and Emergency Services (DFES) possess subject-specific knowledge in relation to bush fire brigade local laws and the content they should contain. Accordingly, any suggestions they provide in relation to content should be given full consideration.

3. Minor edits

The following minor edits are suggested:

- **Clause 2.2:**
 - Change the citation to italics.
 - For consistency, the Shire may wish to renumber this clause as "clause 3" and renumber the remaining clauses accordingly.
- The Shire should ensure all references and cross references are accurate, particularly if any changes are made to the draft as a result of the Department's comments.

Minister's Directions – pursuant to s 3.12(7) of the Local Government Act 1995

Please note: once the Shire has published a local law in the *Government Gazette*, the Shire must comply with the requirements of the Minister's *Local Laws Explanatory Memoranda Directions 2010*. The Shire must, within 10 working days of the Gazettal publication date, forward the signed Explanatory Memoranda material to the Committee at the current address:

Committee Clerk
 Joint Standing Committee on Delegated Legislation
 Legislative Council Committee Office
 GPO Box A11
 PERTH WA 6837
 Email:
 Tel: 9222 7404
 Fax: 9222 7805

A copy of the Explanatory Memoranda forms can be downloaded from the Department of Local Government, Sport and Cultural Industries website at www.dlgsc.wa.gov.au. A copy of the Directions is also available at the Committee's webpage at the Parliament WA website. Failure to comply with the Directions may render the local law inoperable.

Please note that my comments:

- have been provided to assist the Shire with drafting matters in relation to the local law;
- do not constitute legal advice;
- have been provided in good faith for the Shire's consideration; and
- should not be taken as an approval of content.

The Shire should ensure that a detailed editorial analysis of the proposed local law has been undertaken and that the content of the local law is in accordance with the Shire's policies and objectives.

Kind regards

Steven Elliott
 A/Principal Strategy Officer

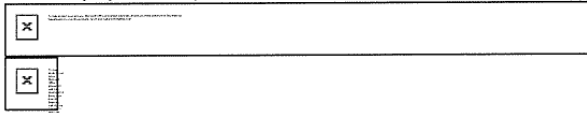
Department of Local Government, Sport and Cultural Industries
 140 William Street, Perth WA 6000
 GPO Box R1250, Perth WA 6844

Telephone

Email

Web www.dlgsc.wa.gov.au

The Department acknowledges the Aboriginal peoples of Western Australia as the traditional custodians of this land, and we pay our respects to their Elders past and present.



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Government of Western Australia
Department of Fire & Emergency Services



Our Ref: 23/115731
Your Ref: F170065

Mr Jason Giadresco
Senior Governance Officer
Shire of Manjimup
PO Box 1
MANJIMUP WA 6258
Jason.Giadresco@manjimup.wa.gov.au

Dear Mr Giadresco

SHIRE OF MANJIMUP BUSH FIRE BRIGADES LOCAL LAW 2023

I refer to your correspondence dated 8 June 2023 to the Minister for Emergency Services, which has been referred to the Department of Fire and Emergency Services (DFES) for review and direct comment. DFES provides the following feedback for your consideration:

- DFES is not able to provide specific advice on whether the proposed local laws address the required content under the *Bush Fires Act 1954*. The Shire may wish to seek independent legal advice to ensure the content of its local laws comply with any relevant legislation.
- DFES has considered the Shire's Minutes from its Ordinary Council Meeting of 13 April 2023 and notes that regard was given to the Shire of Williams BFB Local Law. However, the Shire may wish to consider the decision of the Joint Standing Committee of Delegated Legislation¹, and its findings in relation to the required content of BFB Local Laws. The Shire may also wish to consider the model template law developed by the Western Australian Local Government Association, when drafting the proposed local law.
- DFES notes that the *Fire Brigades Regulations 1943* stipulate eligibility criteria for volunteer brigades formed under the *Fire Brigades Act 1954*. Regulation 159C provides for eligibility of probationary members from 16 years if they have parental/guardian consent and the brigade's captain is satisfied that the prospective member is able to perform the requisite duties. As a matter of policy, the Shire may wish to consider adding these protective mechanisms.

¹ Joint Standing Committee on Delegated Legislation, Report 16 City of Rockingham Bush Fire Control and Bush Fire Brigades Amendment Local Law 2018

I trust this information is of assistance.

Yours sincerely

**DARREN KLEMM AFSM
COMMISSIONER**

2 August 2023



Business Directorate

Quarterly Report

April - June 2023

Key Activities / Achievements

- 4th Instalment of Rates due;
- Debt Collection of unpaid Rates not on Payment Plans or Instalments;
- Continued enhancement of the Shire of Management/Datacom development project of Datascape;
- Work with Datascape on next phase of implementation being upgrade of Customer Requests;
- Work with DataPay on upgrade of system and introduction of staff timesheet implementation;
- Review of accounts for readiness for 2023/24 Budget considerations;
- Quarterly Report for Local Roads and Community Infrastructure Phase 3;
- Work through outstanding issues related to Regulation 17 and Financial Management Systems Review post audit visit by AMD Chartered Accountants;
- Training on completion of 2022/23 Annual Financial Accounts through Moore Australia;
- Administration of Chief Executive Officer Recruitment process.

Budget Performance

- Interest on Bank accounts to the 31 March is \$320,459 with a revised budget of \$143,452 for the whole financial year.

Staff Movement

- The vacant IT Support Officer and Accounts Payable positions have been advertised with candidates shortlisted for interviews.

Occupational Health & Safety (for Directorate)Meetings

- Nil

First Aid treatments:

- Nil

Near Miss incidents:

- Nil

Property Damage

- Nil

Future challenges / activities

The quarter ending 30 September 2023 will see Finance Staff finalising the 2023/24 budget process. The following sessions will be carried out in this quarter;

- Presentation of Draft version 2;
- Presentation of rates comparison with other local governments; and
- Adoption of Budget Document 27 July 2023

Given the pressures related to cost escalations from material supply, contractor shortage and the increasing community expectation of support funding, the budget process will be quite challenging for the 2023/24 period.

Annual Financial Accounts

Preparation for the 2022/23 Annual Financial accounts is already under way with a tight timeframe in place. Auditors are booked in to carry out the physical audit in late August with questions and amendments being finalised after that to have the accounts signed off in November 2023.

Particular time will be spent reviewing Shire land that has some form of contamination listed against it by the Department of Water and Environmental Resources. These properties are listed under Contingent Liabilities if the rehabilitation costs are not known.

The Annual Financial Accounts will again be developed through the Moore Australia Template as the Template has been updated to include all the new legislation changes. The template ensures the Shire's compliance with all the requirements of the Local Government Act 1995, Financial Management Regulations and appropriate Accounting Standards.



Greg Lockwood
Director of Business

Our Corporate Business Plan Actions

1. Our Natural Environment

Community Goals				
1.1	Natural landscapes, habitats and resources are sustainably managed for the benefit of existing and future generations.			
1.2	Development is managed sustainably and our environment is valued through policy and regulation.			
1.3	Our region is recognised for its iconic, world-class natural environment that can be enjoyed by all.			
1.4	Potential climate change impacts are anticipated and responded to.			
1.5	Waste management strategies are expanded and a greater range of options provided to ensure we minimise the negative impacts on our environment.			
Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
A1. Support initiatives that protect and nurture biodiversity and endemic species.				
A1.1 Implement strategies contained in the <i>Environmental Management and Sustainability Strategy 2013</i>	Initiatives undertaken	Development and Regulation / All Directorates	Ongoing	<ul style="list-style-type: none"> Support provided as needed.
A9. Encourage design features, development practices and behaviours that demonstrate best practice water and energy efficiency.				
A9.2 Undertake initiatives to reduce water consumption, improve water efficiency and capture or reuse water in regards to Shire operations	Volume of scheme water use	All Directorates	Ongoing	<ul style="list-style-type: none"> Ongoing review of utility accounts highlighting an areas of unexplained increased usage.
A17. Undertake a review of the organisation's environmental strategic planning documents.				
A17.4 Review the Shire's Risk Management Framework to incorporate 'Climate Change' as an organisational and community risk	<ul style="list-style-type: none"> Document reviewed Initiatives undertaken 	Office of CEO/Business	Ongoing	To be investigated and implemented in new year.

A19. Partner with Western Australian Local Government Association (WALGA) and government agencies to address climate – related issues.				
A19.1 Utilise WALGA's Climate Change Action Framework to guide the Shire's climate related actions where appropriate	Initiatives undertaken	All Directorates	Ongoing	• Support provided as needed.
A23. Undertake community engagement activities to raise awareness of Shire climate-related actions and sustainability activities.				
A23.2 Undertake to learn from other organisations in developing and executing climate-related initiatives	Learning activities undertaken	All Directorates	Ongoing	• Support provided as needed.

2. Our Prosperity

Community Goals				
2.1	New people and new businesses are attracted to the region.			
2.1	Existing core industries, such as agriculture and timber, are resilient, innovative and sustainable.			
2.2	The local economy is diversified and supports a range of industries and job opportunities.			
2.3	Industry and development is not hindered by excessive or complex compliance regulations.			
2.4	Local business thrives because it has access to information and support, and because the community maximises the use of local resources, services and products.			
2.5	The region grows in reputation as a world-class culinary, agricultural, environmental and trails tourism destination.			
2.6	Our quality primary and secondary education opportunities are maintained and access to a range of life-long learning and training opportunities is broadened.			
Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
B9. Encourage and support initiatives to encourage extended service provision and activate town centres.				
B9.1 Provide free Wi-Fi in all town centres	Free Wi-Fi established in all four town centres	Business	Ongoing	<ul style="list-style-type: none"> Completed July 2022
B11. Establish purchasing preferences for the use of local resources, services and products.				
B11.1 Follow Council's adopted <i>Regional Price Preference Policy</i> (2.3.8) when making purchases	Mitigate breaches of the Policy	Business	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Policy used as part of tendering process and assessment.

Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
B12. Provide development opportunities and support local small businesses to thrive.				
B12.1 Engage with local small business associations and chambers to seek feedback on initiatives or projects that may affect them	Consultations held	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Consultation ongoing.
B18. Engage youth and business in identifying and implementing actions to address the barriers and gaps in youth apprenticeships, traineeships, cadetships and employment.				
B18.1 Take opportunities to support local youth employment and training	Number of traineeships / number of youth employed by Shire	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Support 2 aboriginal school based trainees. Support workplace experience programs through local high schools Youth Festival, Young Women's Expo, Young Volunteers initiatives.

3. Our Community

Community Goals				
3.1	The range of support services in our community are useful, empowering and aligned to community needs now and in the future.			
3.2	The health and wellbeing of people of all ages and circumstances is supported within their own community.			
3.3	We respond to an ageing demographic by cultivating age-friendly communities that are also inherently dementia and disability friendly.			
3.4	A range of efficient, safe and accessible public transport options are provided across the region.			
3.5	Our whole community participates in strategies to ensure we are minimising risks in regards to bushfire and other natural emergencies.			
3.6	Residents feel safe, secure and comfortable at home, work and at play.			
3.7	Our community is vibrant, dynamic and fun because we have access to a broad range of art, cultural, social and recreational opportunities.			
3.8	Diversity, inclusivity and harmony are the foundations of our strong community spirit and we celebrate and honour our diverse cultures, heritage and lifestyles.			
Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
C2. Support volunteer community groups, encourage participation (particularly in the areas of emergency management) and acknowledge contributions to the community.				
C2.5 Provide acknowledgement and support to a diverse range of local volunteer groups	Support and acknowledgement provided / Thank a Volunteer Day program delivered annually	All Directorates (budget sits with Community Services)	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Undertaken whenever the opportunity exists. 'Thank a Volunteer' day delivered in each town through six events. MHCC and Libraries undertake their own events.

C10. Continue to encourage and support age, dementia and disability-friendly initiatives across all domains of community life.				
C10.1 Implement strategies contained in the <i>Age-friendly Communities Plan 2016-2026</i>	Initiatives undertaken	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Undertaken whenever the opportunity exists. Implementation throughout other towns and balance of Manjimup townsite. Seniors Housing underway. New Hospital opened. Wellness and Respite Centre opened. New footpaths constructed. Footpaths and accessibility parking/ramps etc substantially upgraded in Manjimup through TCR program.
	Initiatives undertaken	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Plan reviewed. New development undertaken in accordance with applicable standards.
C17. Support the maintenance of law and order and initiatives to prevent crime.				
C17.2 Utilise CCTV in crime hot spots or where genuine risk of crime against persons or public assets are identified	Initiatives implemented	Development and Regulation/All Directorates		<ul style="list-style-type: none"> As part of Town Centre Revitalisation extensive CCTV through CBD and Heritage Park. Separate grant received for CTV at Court House and roundabout at Ipsen/Rose St. Reserve account now opened to fund maintenance or replacement of components of system when required.

4. Our Infrastructure

Community Goals				
4.1	Infrastructure gaps in regards to energy, water, sewerage, and information and communication technology services are resolved.			
4.2	Community infrastructure is delivered and maintained at a level of service that is aligned with community needs now and in the future.			
4.3	Land use planning strategies support the sustainable development and growth of our communities.			
4.4	Town centres are accessible, attractive and inviting whilst maintaining their unique characters.			
4.5	Parks and open spaces are attractive and create opportunities for people to come together, socialise and enjoy a range of activity.			
4.6	Sport and recreation facilities sustain a broad range of pursuits.			
4.7	Community infrastructure planning responds to an ageing demographic and is also inherently dementia and disability friendly.			
4.8	Places of heritage value are recognised and retained.			
4.9	Transport infrastructure and networks provide for the safe movement of all users.			
Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
D5. Develop and maintain community infrastructure to a service-level that meets the community's needs.				
D5.9 Develop a <i>Cemeteries Management Plan (new)</i>	Plan is developed and implemented	Business	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> To be finalised in 2022/23.

5. Our Local Government

Community Goals			
5.9	All elected members and Shire employees uphold the values of professionalism, proactivity, reliability, integrity and courtesy.		
5.10	The Shire's long-term planning and activities deliver on the community's goals and aspirations.		
5.11	Our elected members represent the best interests of the community.		
5.12	Community participation in decision making is maximised.		
5.13	The Shire communicates effectively with all its communities.		
5.14	The Shire is a resilient and financially stable organisation that uses public funds responsibly.		
5.15	Asset management plans are developed and implemented to maintain community assets at the appropriate standard.		
5.16	The Shire continuously improves organisational performance and service delivery.		
Action	KPI	Responsible Directorate	Status
2022/23 Initiated, Achieved and/or continued in next year			
E1. Develop an organisational culture that upholds the values of professionalism, proactivity, reliability, integrity and courtesy in all its dealings.			
E1.1 Pursue awards and other formal recognition of achievement from external agencies	Formal accolades received	All Directorates	Ongoing
		Achievements/Activities – <ul style="list-style-type: none">Considered when opportunity exists.Awards received for Young Women's Expo, Messy Play Day.HACC received award for Wellness and Respite Centre.Economic Development Award received for Town Centre Revitalisation Stage 1.	

E2. Integrate the Shire's activities with the community's goals and vision whilst managing the long-term financial viability of the organisation.					
E2.1 Pursue 'advanced' standards in regards to the Local Government Integrated Planning and Reporting Framework	Outcomes of an internal standards assessment every 2 years	Office of CEO/Business	the	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Continuous improvement at each review interval.
E2.2 Review the <i>Strategic Community Plan</i> in accordance with Local Government Regulations and community's goals and vision	Major review every 4 years / desktop review every 2 years	Office of CEO/Business	the	To be completed in 2023	Achievements/Activities – <ul style="list-style-type: none"> Minor review 2023.
E2.3 Update the <i>Corporate Business Plan</i> annually to ensure it integrates with the <i>Strategic Community Plan</i>	Plan is updated annually to project the Shire's 4-year resource commitments to support the <i>Strategic Community Plan</i>	Office of CEO/Business	the	Completed	Achievements/Activities – <ul style="list-style-type: none"> Annual Budget process takes into account SCP. Minor completed in 2022.
E2.5 Maintain a current <i>Asset Management Strategy</i>	Plan is reviewed annually and updated in light of any significant change	Business		Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Under review by external consultant.
E2.6 Update the <i>Long Term Financial Plan</i> annually	Plan is updated annually to project Shire's 10-year financial commitments	Business		To be completed in 2022	Achievements/Activities – <ul style="list-style-type: none"> To be completed by 31 March 2023.

E7. Keep the community well informed about Shire activities and provide genuine opportunities for the community to participate in decision making.				
E7.3 Undertake community engagement planning as a standard component of project management, where the project is likely to have an impact on any community member(s)	Public participation in decision making / community engagement initiatives undertaken / customer satisfaction surveys	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> • Undertaken as required. • Undertaken and achieved for major projects.
E8. Increase elected member interactions with constituents to better represent the diverse needs and priorities of the different communities within the Shire.				
E8.1 Ensure Shire activities are conducted equitably across the region	Shire events, activities and meetings held in each town / community grants distribution across towns	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> • Council Meetings conducted in all major towns. • Australia Day celebrations and Youth Week rotated across major towns.
E9. Identify and mitigate organisational risks.				
E9.1 Maintain an organisation-wide <i>Risk Management Framework</i> and <i>Risk Register</i> to mitigate risks in all aspects of business	<i>Risk Management Plan</i> is current	Business	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> • Policy reviewed. • Risk themes reviewed and endorsed by Audit Committee • Procedures and framework under review.
E9.2 Manage workplace occupational safety and health (OSH) risks to employees, volunteers, visitors and contractors	Performance against OSH Lead Indicators / initiatives undertaken	All Directorates/Office of the CEO	Ongoing	

E10. Identify poor performing services areas, and the needs and aspirations of the community, and set targets for improving community satisfaction.				
E10.1 Customer satisfaction surveys are regularly undertaken and used to inform the <i>Strategic Community Plan</i> as well as priorities for quality improvement	Customer satisfaction survey report and recommendations every 4 years	Business	Targeted for 2025	Achievements/Activities – <ul style="list-style-type: none"> Completed in 2021 as part of Strategic Community Plan review
E11. Embrace and increase the use of new technologies to better deliver services and communicate with the community.				
E11.1 Seek opportunities to better use technologies to deliver or improve services and communications	New initiatives undertaken	All Directorates (budget sits with Office of the CEO)	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Considered when funds and opportunity exist New core operating systems being refined. Antenna activated July 2017. Solar lighting grant applied for Brockman Street. CCTV in Heritage Park and CBD.



SHIRE OF
MANJIMUP

Manjimup • Northcliffe • Pemberton • Walpole

Cnr Rose and Brockman Streets
PO Box 1
MANJIMUP WA 6258
Phone 08 9771 7777
info@manjimup.wa.gov.au
ABN 36 453 349 691

Creditor Payment Report - Warrant Listing

01 July 2023 to 31 July 2023

Cheque Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.275	07-07-2023	95353	1138	WA27842.July2023	Department of Transport	licence renewal - MW15	84.25
CP.275	07-07-2023	95354	1265	011108339270	Department of Transport	bulk licence renewal July 2023	27,976.20
CP.275	07-07-2023	95355	3822	Tele2023	Mr Karma Wangdi	Annual Telephone Allowance 2022 - 2023	50.00
CP.275	07-07-2023	95356	3820	Tele2023	Mrs Thidachanok Baldock	Annual Telephone Allowance 2022 - 2023	50.00
CP.275	07-07-2023	95357	3821	Tele2023	Ms Toni Signal	Annual Telephone Allowance 2022 - 2023	50.00
CP.275	07-07-2023	95358	327	PC.MHCC@26/06/2023	Shire of Manjimup	Reimbursement Petty Cash Wellness Centre @ 26/06/2023	88.70
CP.275	07-07-2023	95359	329	MjpLibraryPetty Cash - 21/06/2023	Shire of Manjimup	Mjp Library to Reimburse Pemberton Library Petty Cash 21/06/2023	91.95
CP.275	07-07-2023	95360	186	PCReimb30/6	Shire of Manjimup	Admin Petty Cash reimbursement to 30/06/2023	521.90
CP.275	07-07-2023	95361	1116	ADG3796074	Subway Manjimup	Lunches and drinks for BFB volunteers participating in Firefighting Training Course 28/06/2023	112.30
CP.275	07-07-2023	95362	145	366190940 - 2077831838	Synergy	Electricity RAC Car Charger Pemberton 06/04/2023 - 08/06/2023	573.19
CP.275	07-07-2023	95362	145	135966760 - Inv 2041842733	Synergy	Electricity Balbarup - Wilgarup BFB 07/04/2023 - 12/06/2023	162.14
CP.275	07-07-2023	95362	145	656635070 - 2073827528	Synergy	Electricity Pemberton Public Toilet 06/04/2023 - 08/06/2023	419.42
CP.275	07-07-2023	95362	145	275988640 - Inv 2037846693	Synergy	Electricity Pumping Station NCF Forest Park 22/04/2023 - 12/06/2023	202.80

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Cheque Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.275	07-07-2023	95362	145	288855190 - 2001891337	Synergy	Electricity Ringbark BFB 12/04/2023 - 12/06/2023	131.56
CP.275	07-07-2023	95362	145	946690380 - 2073831082	Synergy	Electricity Manjimup Lawn Cemetery 12/04/2023 - 13/06/2023	136.78
CP.275	07-07-2023	95362	145	163478340 - Inv 2061834181	Synergy	Electricity Manjimup Airport 20/04/2023 - 13/06/2023	617.06
CP.275	07-07-2023	95363	151	9021701544.004 8	Water Corporation	Water Walpole SES 23/05/2023	73.91
CP.275	07-07-2023	95363	151	9006888187.016 5	Water Corporation	Water Wellness Centre 04/04/2023 - 07/06/2023	1,073.79
CP.276	13-07-2023	95364	1138	1TYS385.July20 23	Department of Transport	licence renewal - 1TYS385 - fire prevention trailer	25.30
CP.276	13-07-2023	95364	1138	9RI872.July2023	Department of Transport	licence renewal - 9RI872 - Dingup Bushfire Brigade	59.90
CP.276	13-07-2023	95364	1138	WA23635.July2 023	Department of Transport	licence renewal - WA23635 - Smithbrook Non ESL	224.55
CP.276	13-07-2023	95364	1138	WA17319.July2 023	Department of Transport	licence renewal - WA17319 - Upper Warren Bushfire Brigade	25.30
CP.276	13-07-2023	95364	1138	9IR191.July2023	Department of Transport	licence renewal - 9IR191 - Northcliffe Bushfire Brigade	91.60
CP.276	13-07-2023	95364	1138	1TCA767.July20 23	Department of Transport	licence renewal - 1TCA767 - Walpole SES	59.90
CP.276	13-07-2023	95364	1138	WA16752.July2 023	Department of Transport	licence renewal - WA16752 - Mordalup Bushfire Brigade	25.30
CP.276	13-07-2023	95365	2618	538WA	Department of Transport	Building Services Levy Remittance - June 2023 - Shire of Manjimup	200.00
CP.276	13-07-2023	95366	327	PC.MHCC@29/06/2023	Shire of Manjimup	Reimbursement Petty Cash Wellness Centre @ 29/06/2023	91.30
CP.276	13-07-2023	95367	145	199538950 - 2097798195	Synergy	Electricity MRAC 16/05/2023 - 19/06/2023	22,625.41
CP.276	13-07-2023	95367	145	199540840 - 2097798197	Synergy	Electricity Manjimup Depot 16/05/2023 - 19/06/2023	1,997.26
CP.276	13-07-2023	95367	145	216780080 - 2033862862	Synergy	Electricity PowerUp / Cafe / Museum 16/05/2023 - 19/06/2023	3,853.19
CP.276	13-07-2023	95367	145	293352340 - 2053841844	Synergy	Electricity Wellness Centre 6/05/2023 - 19/06/2023	1,301.20

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Cheque Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.276	13-07-2023	95367	145	803621200 - 3000201664	Synergy	Electricity Pemberton Sports Club 16/05/2023 - 19/06/2023	3,252.65
CP.276	13-07-2023	95367	145	811605870 - Inv 2065845740	Synergy	Electricity Hamlet, Septic Pump & Heritage Park 21/04/2023 - 21/06/2023	728.65
CP.276	13-07-2023	95367	145	283903730 - Inv 2049853215	Synergy	Electricity Public Toilets Brockman Street 21/04/2023 - 21/06/2023	264.96
CP.276	13-07-2023	95367	145	283903870 - Inv 2049853216	Synergy	Electricity Lions Gazebo & Public Toilets 21/04/2023 - 21/06/2023	132.25
CP.276	13-07-2023	95367	145	333447290 - Inv 2029859076	Synergy	Electricity Unit D, 5 Brockman Street 21/04/2023 - 21/06/2023	1,213.15
CP.276	13-07-2023	95367	145	589179600 - Inv 2029859441	Synergy	Woodturners, Volunteer Hub, Sound Shell & Rec Grounds 21/04/2023 - 21/06/2023	393.71
CP.276	13-07-2023	95367	145	709854800 - 2013870719	Synergy	Electricity Manjimup Community Centre 21/04/2023 - 21/06/2023	2,354.28
CP.276	13-07-2023	95367	145	879826190 - Inv 2085831408	Synergy	Electricity Imperials Recreation Club 21/04/2023 - 21/06/2023	236.97
CP.276	13-07-2023	95367	145	130352740 - Inv 2053844694	Synergy	Electricity Public Toilets Pioneer Park 22/04/2023 - 22/06/2023	299.79
CP.276	13-07-2023	95367	145	491025070 - Inv 2069842824	Synergy	Electricity Walpole Tennis Courts 22/04/2023 - 22/06/2023	121.38
CP.276	13-07-2023	95367	145	862009630 - Inv 277843162	Synergy	Electricity Walpole Community Resource Centre 18/02/2023 - 21/04/2023	179.85
CP.277	21-07-2023	95368	2915	Late Lodgement Penalty 2022-2023 FBT	Australian Taxation Office	Late Lodgement Penalty 2022-2023 FBT	550.00
CP.277	21-07-2023	95369	1138	1EOV603.July2023	Department of Transport	licence renewal - 1EOV603 - Northcliffe Bushfire Brigade	91.60
CP.277	21-07-2023	95369	1138	1TLU656.July2023	Department of Transport	licence renewal - 1TLU656 - Pemberton Rural (Browns Rd) Bushfire Brigade	25.30
CP.277	21-07-2023	95369	1138	WA11376.July2023	Department of Transport	licence renewal - WA11376 - Northcliffe Bushfire Brigade	91.60
CP.277	21-07-2023	95369	1138	6UW048.July2023	Department of Transport	licence renewal - 6UW048 - Smithbrook Bushfire Brigade	25.30
CP.277	21-07-2023	95370	216	58	Manjimup Chinese Restaurant	Dinner for 14 Council Meeting 6 July 2023	464.00

Cheque Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.277	21-07-2023	95371	2512	255023620 - June23	Pharmacy 777 Bridgetown	Chemist items - HCP - OP - Jun23	404.82
CP.277	21-07-2023	95372	314	PC140723	Shire of Manjimup	petty cash recoup - Depot	291.15
CP.277	21-07-2023	95373	327	PC.MHCC@11/072023	Shire of Manjimup	Reimbursement Petty Cash Wellness Centre @ 11/07/2023	60.00
CP.277	21-07-2023	95374	1116	ADG3796075	Subway Manjimup	BFB Training Course Catering - 08 July 2023 - Lunches and drinks	225.95
CP.277	21-07-2023	95375	145	875902450 - Inv 2077843246	Synergy	Electricity Walpole Jetty & BBQ 22/04/2023 - 22/06/2023	123.50
CP.277	21-07-2023	95375	145	911234990 - Inv 2033867089	Synergy	Electricity Walpole Depot 22/04/2023 - 22/06/2023	133.84
CP.277	21-07-2023	95375	145	932218990 - Inv 2069842951	Synergy	Electricity Walpole Family Centre 22/04/2023 - 22/06/2023	376.68
CP.277	21-07-2023	95375	145	279420590 - Inv 2049855736	Synergy	Electricity 20 Arnott Street 25/04/2023 - 23/06/2023	136.93
CP.277	21-07-2023	95375	145	950386350 - Inv 2093825979	Synergy	Electricity Manjimup Library & Gallery 21/04/2023 - 21/06/2023	1,280.03
CP.277	21-07-2023	95375	145	276765070 - Inv 2045852210	Synergy	Electricity MISP 25/04/2023 - 23/06/2023	1,441.98
CP.277	21-07-2023	95375	145	304438710 - Inv 2065847648	Synergy	Electricity Southern Forest Food Council & Coronation Park 21/04/2023 - 21/06/2023	1,259.97
CP.277	21-07-2023	95375	145	885005070 - Inv 2085834198	Synergy	Electricity Old Infant Health Clinic 22/04/2023 - 21/06/2023	208.30
CP.277	21-07-2023	95375	145	394069710 - Inv 2045854174	Synergy	Electricity Smith Brook BFB 24/04/2023 - 25/06/2023	160.10
CP.277	21-07-2023	95375	145	404551970 - Inv 2025868372	Synergy	Electricity Pemberton Mill Hall Car Park Public Toilets 28/04/2023 - 26/06/2023	337.37
CP.277	21-07-2023	95375	145	654160910 - Inv 2013875003	Synergy	Electricity Pemberton BFB 24/04/2303 - 26/06/2023	210.84
CP.277	21-07-2023	95375	145	239448140 - Invoice 2001904186	Synergy	Electricity Manjimup Refuse & Recycling Centre 22/04/2023 - 26/06/2023	429.01
CP.277	21-07-2023	95375	145	412379380 - Inv 2017874451	Synergy	Electricity Old Cafe Building Heritage Park 29/05/2023 - 26/06/23	62.13

Cheque Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.277	21-07-2023	95375	145	181426740 - 2053848924	Synergy	Electricity Pemberton Transfer Station 22/04/2023 - 26/06/2023	179.97
CP.277	21-07-2023	95375	145	735060950 - 2029866917	Synergy	Electricity Manjin Park 28/04/2023 - 28/05/2023	16.68
CP.277	21-07-2023	95375	145	735060950 - 2029866918	Synergy	Electricity Manjin Park 29/05/2023 - 26/06/2023	416.58
CP.277	21-07-2023	95375	145	879164670 - 2001907191	Synergy	Electricity Rae Park 02/05/2023 - 29/06/2023	530.10
CP.277	21-07-2023	95375	145	313961450 - 2089834574	Synergy	Electricity Street Lighting x 10 28/05/2023 - 27/06/2023	189.38
CP.277	21-07-2023	95375	145	361768750 - 2029867735	Synergy	Electricity Street Lighting x 944 25/05/2023 - 24/06/2023	14,756.38
CP.277	21-07-2023	95375	145	797061230 - 2077851748	Synergy	Electricity Collier Street Sporting Complex 03/05/2023 - 03/07/2023	397.35
CP.277	21-07-2023	95375	145	316866990 - 2089837038	Synergy	Electricity Rae Park Main Meter 03/05/2023 - 03/07/2023	2,200.02
CP.277	21-07-2023	95375	145	199540360 - 20197798196	Synergy	Electricity Shire Offices & Town Hall 16/05/2023 - 19/06/2023	2,339.50
CP.277	21-07-2023	95375	145	281056440 - 2037870681	Synergy	Electricity Walpole SES 10/05/2320 - 10/07/2023	207.54
CP.277	21-07-2023	95376	151	9006888101.009	Water Corporation	Water Leased Car Park 01/07/2023 - 31/08/2023	264.96
CP.277	21-07-2023	95376	151	9014501421.019	Water Corporation	Water Trade Waste MRAC 01/07/2023 - 30/06/2024	355.26
CP.278	28-07-2023	95377	806	25842	City of Busselton	One Library WA Consortium Systems Administrator - Annual payment Debtor No. 200090316	5,203.00
CP.278	28-07-2023	95378	186	PCReimb17/07	Shire of Manjimup	Admin Petty Cash Reimbursement 17/07/2023	318.10
CP.278	28-07-2023	95379	327	PC.MHCC@24/07/2023	Shire of Manjimup	Reimbursement Petty Cash Wellness Centre @ 24/07/2023	55.90
CP.278	28-07-2023	95380	1116	ADG3796076	Subway Manjimup	Lunch & drinks for BFB Volunteers on Firefighting Skills Course 22 July 2023	225.50
CP.278	28-07-2023	95381	145	381973950 - 2033856019	Synergy	Electricity Pemberton Depot 29/03/2023 - 09/06/2023	161.41
CP.278	28-07-2023	95381	145	216780080 - 2017890639	Synergy	Electricity PowerUp / Cafe / Museum 20/06/2023 - 17/07/2023	3,425.10

Cheque Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.278	28-07-2023	95381	145	293352340 - 2037877172	Synergy	Electricity Wellness Centre 20/06/2023 - 17/07/2023	1,206.71
CP.278	28-07-2023	95381	145	803621200 - 3000203344	Synergy	Electricity Pemberton Sports Club 20/06/2023 - 17/07/2023	2,652.06
CP.278	28-07-2023	95381	145	199540840 - 2057868867	Synergy	Electricity Manjimup Depot 20/06/2023 - 17/07/2023	1,889.60
CP.278	28-07-2023	95381	145	199540360 - 2057868866	Synergy	Electricity Shire Offices & Town Hall 20/06/2023 - 17/07/2023	2,330.54
CP.278	28-07-2023	95382	151	9022665397.000 8	Water Corporation	Water Trade Waste Wellness Centre 01/07/2023 - 30/06/2024	344.51
CP.278	28-07-2023	95382	151	9022061008-0008	Water Corporation	Water Trade Waste Manjin Park 01/07/2023 - 30/06/2024	246.16
CP.278	28-07-2023	95382	151	9018668560.001 4	Water Corporation	Water Trade Waste Walpole Fish Cleaning Facility 01/07/2023 - 30/06/2024	246.16
CP.278	28-07-2023	95382	151	9024364432.000 3	Water Corporation	Water Trade Waste Permit Pemberton Co-Location 01/07/2023 - 30/06/2024	246.16
Cheque Total							120,968.83

Electronic Funds Transfer Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.275	07-07-2023	EFT	2077	2729583	AFGRI Equipment	AE - quantity of filters - GR03	1,162.22
CP.275	07-07-2023	EFT	2077	2730698	AFGRI Equipment	AE - 4 x T233898 gasket - GR03	168.96
CP.275	07-07-2023	EFT	1171	1182263	Ambassadors Pharmacy	Continence aids - HCP - AM	12.95
CP.275	07-07-2023	EFT	3016	RBLSW5341	Anderson Neurological and Developmental Services	Private Physiotherapy - HCP - MBC - 29/6/23 - Client ID RBLSW128	175.00
CP.275	07-07-2023	EFT	522	2474	Argos Fire Safety Pty Ltd	Bi-annual and annual inspections for Shire SES and BFB	876.04
CP.275	07-07-2023	EFT	522	2475	Argos Fire Safety Pty Ltd	Bi-annual inspection and servicing fire extinguishers and emergency lighting - Heritage Park	132.22
CP.275	07-07-2023	EFT	522	2476	Argos Fire Safety Pty Ltd	Conduct fire extinguisher servicing and relevant inspections - Shire assets	667.15

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Electronic Funds Transfer Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.275	07-07-2023	EFT	522	2477	Argos Fire Safety Pty Ltd	AE - six-monthly inspection of portable fire extinguishers, fire hose reels & fire blankets - vehicles/plant only	557.48
CP.275	07-07-2023	EFT	800	4873	Armani Tiles & Bathrooms	Provide Wellbeing back to wall P trap toilets with back rests and toilet grabs	4,582.00
CP.275	07-07-2023	EFT	1941	INV/MEM-2412	Australian Airports Association	annual membership to AAA - 1 July 2023 to 30 June 2024 - Manjimup Airport	1,925.00
CP.275	07-07-2023	EFT	3801	PR12651	Australian Mobility Equipment Pty Ltd	50% deposit wheelchair HCP - KR	13,629.00
CP.275	07-07-2023	EFT	125	INV-10682	B & B Street Sweeping	AE - street sweeping prior to asphalt seal on Johnson Crescent, RFT 01/22 - sweeping of Manjimup CBD, LIA, Quinpinup, Walpole & Shire Carpark - month of June 2023	9,947.41
CP.275	07-07-2023	EFT	639	304989	Better Life Centre Pty Ltd	Over toilet frame/memory clock HCP - WB	305.00
CP.275	07-07-2023	EFT	3702	EVABRI i2305	Blackwood Therapy	Occupational therapy - HCP - BE	600.00
CP.275	07-07-2023	EFT	3702	PILORIi2306	Blackwood Therapy	Occupational Therapy Service - HCP - OP	450.00
CP.275	07-07-2023	EFT	2739	INV-089232	CareAlert	CareAlert - HCP - EE	64.95
CP.275	07-07-2023	EFT	2739	INV-089233	CareAlert	CareAlert - HCP - WS	64.95
CP.275	07-07-2023	EFT	2739	INV-089231	CareAlert	CareAlert - HCP - MHun	64.95
CP.275	07-07-2023	EFT	19	00857723	City & Regional Fuels	3000lt diesel Manjimup depot	5,272.84
CP.275	07-07-2023	EFT	19	00859164	City & Regional Fuels	1 x 20lt chainsaw oil	121.39
CP.275	07-07-2023	EFT	50	M/LG025311	Civica Pty Ltd	Licence, Support and Maintenance for 1/8/2023 to 31/7/2024	63,640.27
CP.275	07-07-2023	EFT	2836	00076734	Corsign WA Pty Ltd	AE - 3 x G9-18A No Through Road signs	118.80
CP.275	07-07-2023	EFT	2836	00076668	Corsign WA Pty Ltd	AE - 3 x rural road signs - Dawsons Road, Balbarrup Road, Perup Road	191.40
CP.275	07-07-2023	EFT	3361	Travel Claim - June 2023	Cr Jennifer Wilcox	Travel Claim for June 2023 - Cr J Wilcox	612.43
CP.275	07-07-2023	EFT	1937	INV1380025	Datacom Solutions (AU) Pty Ltd	Antenno SaaS fee - June 2023 - Customer No. C16267	642.02
CP.275	07-07-2023	EFT	2349	80363075	DHL Supply Chain (Australia)	Ensure - HCP - OP	264.00

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Electronic Funds Transfer Payments							Inclusive Amount
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	
CP.275	07-07-2023	EFT	3743	013	Diversity Events	Cleaning service-LH	57.00
CP.275	07-07-2023	EFT	1407	00038598	Down to Earth Training and Assessing	AE - training: identify, locate & protect underground services - 27 & 28 June 2023	4,691.00
CP.275	07-07-2023	EFT	1407	00038599	Down to Earth Training and Assessing	AE - training: plant & machinery assessments and VOCs - 29 June 2023	2,153.00
CP.275	07-07-2023	EFT	3330	38683	Enviroclean Victoria Pty Ltd	Enviroclean Warthog parts washer hire - month of July 2023	140.00
CP.275	07-07-2023	EFT	2759	2545943	EQUANS Mechanical Services (WA) Pty Ltd	Replace and install cool room compressor and switch gear	3,550.80
CP.275	07-07-2023	EFT	2952	INV/2023/3928	Fleet Dynamics Pty Ltd	AE - annual subscription GPS units in light vehicles - June 2023	165.00
CP.275	07-07-2023	EFT	2216	TAX INV-4172	FreezeAir Electrics	Repairs to ducted Daiken Air conditioner at Powerup Museum Cafe.	2,310.00
CP.275	07-07-2023	EFT	3194	19623	G & A Lombardi Pty Ltd	supply 1 x new 2023 Roadwest tri-axle deck widening low loader - RFQ-W02 2021	171,222.40
CP.275	07-07-2023	EFT	1050	INV-10135	GA Auto Electrics	travel to Old Vasse Road to check starting issue - RL061	195.00
CP.275	07-07-2023	EFT	1050	INV-10109	GA Auto Electrics	check starting & circuit; locate possible fault, replace relay - BS05	274.50
CP.275	07-07-2023	EFT	132	74692719	Hanson Construction Materials Pty Ltd	AE - supply 48.05 tonnes roadbase - Johnson Crescent	2,363.66
CP.275	07-07-2023	EFT	132	74699571	Hanson Construction Materials Pty Ltd	supply 47.25 tonnes 5mm single size basalt & freight	3,149.69
CP.275	07-07-2023	EFT	3674	7306	Harvey Norman Manjimup	Protective phone case - Customer: 0429505389	59.90
CP.275	07-07-2023	EFT	1673	INV-1103	Hillview Gardening & Landscaping Services	Gardening - HCP - LG - 16/3, 24/5 & 18/5/2023	858.00
CP.275	07-07-2023	EFT	1673	INV-0870	Hillview Gardening & Landscaping Services	Gardening service - HCP - RP	429.00
CP.275	07-07-2023	EFT	2481	71801811.01	Independence Australia	Contenance aids - HCP - MRy	190.80
CP.275	07-07-2023	EFT	2481	71804345.01	Independence Australia	Contenance aids - HCP - DA	131.40
CP.275	07-07-2023	EFT	2481	71803819.01	Independence Australia	Contenance aids - HCP - CJ	178.60
CP.275	07-07-2023	EFT	2481	71803808.01	Independence Australia	Contenance aids - HCP - WS	544.00
CP.275	07-07-2023	EFT	2481	71803814.01	Independence Australia	Contenance aids - HCP - BJ	70.15

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Electronic Funds Transfer Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.275	07-07-2023	EFT	413	INV-10244	J & I Milentis & Sons	71725km service - TK212	865.15
CP.275	07-07-2023	EFT	580	INV-2304	JC Plumbing & Gas WA	Cap and repair fire line in the wall of kitchen @ basketball Stadium	1,199.50
CP.275	07-07-2023	EFT	3588	2-11626	JDSi Consulting Engineers	AE - detailed design - 85% complete - Wheatley Coast Road 23/24	11,192.50
CP.275	07-07-2023	EFT	100	SP15564	Johnson's Food Services	AquaCentre Cafe Stock - Account # 98	216.38
CP.275	07-07-2023	EFT	309	385175 - 10000964	Landgate	GRV Valuations - Schedule No. G2023/9 Dated 13/05/2023 TO 26/05/2023 & G2023/10 Dated 27/05/2023 TO 09/06/2023	276.44
CP.275	07-07-2023	EFT	309	385292 - 10000964	Landgate	Rural UV's schedule R2023/06 13/05/2023 TO 09/06/2023	88.70
CP.275	07-07-2023	EFT	3087	6948923	Lite n' Easy	lite n easy meal- AJ	204.51
CP.275	07-07-2023	EFT	3087	6985783	Lite n' Easy	lite n easy meal- GW	97.52
CP.275	07-07-2023	EFT	3087	6987965	Lite n' Easy	lite n easy meal- WB	127.55
CP.275	07-07-2023	EFT	3087	6988034	Lite n' Easy	lite n easy meal- RP	73.72
CP.275	07-07-2023	EFT	3087	6988768	Lite n' Easy	lite n easy meal- DG	82.12
CP.275	07-07-2023	EFT	2632	10Wattlebird 2023	LJ Hooker Pemberton	Bond Plus 2 Weeks Rent in Advance - 10 Wattlebird Grove Pemberton	3,000.00
CP.275	07-07-2023	EFT	90	36652	Local Government Professionals Australia WA	Induction to Local Government Workshop - Nicole Chapman - 19 July 2023	495.00
CP.275	07-07-2023	EFT	90	36658	Local Government Professionals Australia WA	Lift Off! Mentorship Program 2023 - J Giadresco	770.00
CP.275	07-07-2023	EFT	1064	SINV02677	Malatesta Road Paving & Hot Mix	supply & lay asphalt, corrector - Johnson Crescent	35,683.23
CP.275	07-07-2023	EFT	20	28343	Manjimup Building Supplies	AE - 1 x box (50) galv coach screws	59.00
CP.275	07-07-2023	EFT	20	28391	Manjimup Building Supplies	AE - 2 x Cyclone long handle shovels	149.00
CP.275	07-07-2023	EFT	753	I2032	Manjimup Economy Auto Parts	AE - 2 x Osram 37.5w globes - ATV1	58.00
CP.275	07-07-2023	EFT	1729	2-1048730	Manjimup Mitre 10 & Retravision	2 x Apple USB to lightning cable - Supervisor Works' phone	58.00
CP.275	07-07-2023	EFT	25	257889	Manjimup Newsagency	Newspaper and Stationery Supplies for June 2023	339.84

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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.275	07-07-2023	EFT	2964	25915	Manjimup Physiotherapy	STANDARD CONSULTATION - HCP - KR - 12/6/23	75.00
CP.275	07-07-2023	EFT	1842	PI13048888	Manjimup Stihl	AE - 2 x 5.2mm file holder, 2 x 5.5mm file holder	104.41
CP.275	07-07-2023	EFT	1842	PI13049102	Manjimup Stihl	1 x 16" 400mm diamond wheel	277.88
CP.275	07-07-2023	EFT	55	I0000015322	Manjimup Stockfeeds	2 x Alert Dog Food - 20kg Bag - Customer No. 438	80.00
CP.275	07-07-2023	EFT	78	00009125	Manjimup Towing Services	Removal and Impound of Vehicle - Muir Street, Manjimup	329.45
CP.275	07-07-2023	EFT	28	Stmnt 0/6233006	Manjimup Veterinary Clinic	Euthanasia fees June 2023	110.00
CP.275	07-07-2023	EFT	450	INV-0182	Manjimup Visitor Centre	General Management Contract for Manjimup Heritage Park to 30June23	2,175.56
CP.275	07-07-2023	EFT	3715	311233	McIntosh Holdings Pty Ltd	supply Case 695SV backhoe - RFQ-W04(22/23)	236,621.00
CP.275	07-07-2023	EFT	2363	Conference Food Expenses	Miss Jocelyn Baister	Reimburse Food Expenses - Planning Conference Albany - J Baister	36.70
CP.275	07-07-2023	EFT	3212	Albany 140623	Miss Kaylee Blee	Reimbursement Meal Costs for Planning Conference in Albany 14/06/2023	60.50
CP.275	07-07-2023	EFT	85	19.030723	Mr Alan Smedley	street sweeping Manjimup CBD month of June (part) & July 2023 (part)	326.50
CP.275	07-07-2023	EFT	3572	12	Mr Brian McGregor	street & public bins service - Northcliffe townsite - month of June 2023	2,056.37
CP.275	07-07-2023	EFT	507	69 June 2023	Mr John Manuel	Lock up & open Timber Park & clean toilets in Manjimup CBD - June 2023	3,960.00
CP.275	07-07-2023	EFT	3263	79	Mr Robert Biggs	Walpole Transfer Station & fish bin servicing - month of June 2023	6,353.42
CP.275	07-07-2023	EFT	1081	Jun23	Mr Robert Hammer	Pemberton WTS attendant, street & public bins month of June 2023	3,642.72
CP.275	07-07-2023	EFT	3317	Trainer Honorarium Payment - RT - 290623	Mr Robert Thorn	Trainer Honorarium Payment -28 & 29 June 2023 - Firefighting Skills	100.00
CP.275	07-07-2023	EFT	3707	Tele2023	Mr Samsul Bin Muhamad Somaran	Annual Telephone Allowance 2022 - 2023	50.00
CP.275	07-07-2023	EFT	1584	83	Mr Stuart McKinlay	service Walpole street & public bins month of June 2023	1,735.18
CP.275	07-07-2023	EFT	1584	84	Mr Stuart McKinlay	Cleaning of Walpole public toilets & surrounds - June 2023	1,800.00
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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.275	07-07-2023	EFT	3816	Reimburse Foot Wear	Mrs Julie Curry	Reimbursement for Appropriate Foot Wear Advised by Podiatrist - HCP	249.00
CP.275	07-07-2023	EFT	2055	Tele2023	Mrs Melissa Delfante	Annual Telephone Allowance 2022-2023	50.00
CP.275	07-07-2023	EFT	1982	INV-1285	Mrs Nicole Campbell	Home Maintenance 19/06/2023 - 23/06/2023	841.50
CP.275	07-07-2023	EFT	2054	Tele2023	Ms Anita McKeon	Annual Telephone Allowance 2022 - 2023	50.00
CP.275	07-07-2023	EFT	1250	Tele2023	Ms Kaye Benson	Annual Telephone Allowance 2022- 2023	50.00
CP.275	07-07-2023	EFT	1251	Tele2023	Ms Kim McKeon	Annual Telephone Allowance 2022 - 2023	50.00
CP.275	07-07-2023	EFT	1761	560325	Muir's Manjimup	AE - supply & fit ARB foglamp surround & ARB indicator, supply & fit door strap & 2 x hubcaps - 1024WA	918.39
CP.275	07-07-2023	EFT	80	00083350	Nev's Steel	Supplies for gal ramp - HCP AM	102.00
CP.275	07-07-2023	EFT	265	909147055	Nutrien Ag Solutions	AE - 100 x 4mm adaptor - reticulation parts	38.50
CP.275	07-07-2023	EFT	265	909110020	Nutrien Ag Solutions	AE - reticulation parts - Library gardens	165.02
CP.275	07-07-2023	EFT	2365	744	OP Properties Pty Ltd	Project management Support - Pemberton Hub - General Assistance 30/06/23	924.00
CP.275	07-07-2023	EFT	339	INV-2517	Pemberton Visitor Centre	Community Grant 2022/2023 - MBT Sign Plan	2,750.00
CP.275	07-07-2023	EFT	546	PSI-031070	Position Partners	rental of GT-1203 robotic total station - month of June 2023	2,904.00
CP.275	07-07-2023	EFT	2165	INV-18018	Scavenger Supplies	AE - 1 x Antec fire hose reel - TK212	297.00
CP.275	07-07-2023	EFT	1350	9012314360	Schweppes Australia Pty Ltd	AquaCentre Stock Customer Reference: 100369703	603.30
CP.275	07-07-2023	EFT	2048	47762	Sitech (WA) Pty Ltd	AE - monthly IHQ subscription - IHQ scale (data distribution licence), IHQ site licence & M2M data plan 150mb per month - LD04	192.50
CP.275	07-07-2023	EFT	924	611229	SOS Office Equipment	MHCC Rental x 1 25/06/23 - 24/07/23 - A/c SHIRE042	324.89
CP.275	07-07-2023	EFT	924	611230	SOS Office Equipment	MHCC Fuji Xerox x 4 Rental 25/06/23 - 24/07/23 - A/c SHIRE042	1,624.19
CP.275	07-07-2023	EFT	444	I0023877	South Regional TAFE	AE - Forklift course - Victor Green - 29 & 30 May 2023	50.00
CP.275	07-07-2023	EFT	1684	1378534	South West Isuzu	AE - 2 x 1423130280 front hub oil caps - TK5	112.55
CP.275	07-07-2023	EFT	1684	1378612	South West Isuzu	AE - quantity of filters & coolant overflow tank inc freight - APT2	835.46

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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.275	07-07-2023	EFT	1684	1387954	South West Isuzu	quantity of filters - TK5	313.25
CP.275	07-07-2023	EFT	3819	2303	Southern Forests Glass Cleaning Services	Window cleaning - HCP - BK	315.00
CP.275	07-07-2023	EFT	447	27761	STANS Manjimup Farm Machinery	2 x Kubota K1025-26130 drive belts, 2 x Kubota K5136-36710 deck belts - MW13	604.80
CP.275	07-07-2023	EFT	447	27799	STANS Manjimup Farm Machinery	1 x Kubota HH1H0-32430 oil filter, 1 x Kubota 6A320-59930 fuel filter - ATV1	49.70
CP.275	07-07-2023	EFT	3161	776	Synjon Anstee-Brook	Replacement of toilet cistern Walpole Visitors Centre	560.00
CP.275	07-07-2023	EFT	121	176926	Tyrepower Manjimup	AE - puncture repair - TK6	66.00
CP.275	07-07-2023	EFT	863	WB062023	Walpole Mulching and Mowers	mowing maintenance Walpole month of June 2023	1,332.00
CP.275	07-07-2023	EFT	92	INV-0764	Walpole Tourist Bureau Inc	6 x uniform polo tops with SF&V Logo	231.00
CP.275	07-07-2023	EFT	31	49947	Warren Electrical Service	Vacuum hose	120.00
CP.275	07-07-2023	EFT	31	I744746	Warren Electrical Service	Part Payment of Munro House electrical works	2,414.58
CP.275	07-07-2023	EFT	31	I745209	Warren Electrical Service	AE - replace security light at Roundhouse - Edwards Street toilet block	197.85
CP.275	07-07-2023	EFT	31	50179	Warren Electrical Service	10 x 350g Spray & Mark paint	70.00
CP.275	07-07-2023	EFT	3497	WT011967	Water Technology	22040010 – Windy Harbour CHRMAP - Mar-May 2023	5,698.00
CP.275	07-07-2023	EFT	69	GFee June 2023	Western Australian Treasury Corporation	Government Guarantee Fee for Period Ending 30 June 2023	18,788.96
CP.275	07-07-2023	EFT	1773	PI8435133	WesTrac Pty Ltd	AE - air freight Cat broom cover - RB06	17.93
CP.275	07-07-2023	EFT	66	9901451001 - 32132643	Winc Australia Pty Ltd	Stationery & Supplies - June 2023	821.45
CP.275	07-07-2023	EFT	91	7221	Wiseman Signs	Supply new signage for Shire of Manjimup office building	6,919.00
CP.275	07-07-2023	EFT	91	7226	Wiseman Signs	Fabricate metal Strips with Reflective Diamonds and install PERUP BFB trailer	704.00
CP.276	13-07-2023	EFT	142	23-00011057	Alexander's Outdoor & Leisure	AE - 1 x pair Bushnell Prime 12 x 50 binocular - Manjimup Airport	355.00
CP.276	13-07-2023	EFT	1861	0302130043	Ampol Australia Petroleum Pty Ltd	Retail Fuel Purchases - June 2023 - Account no 0200606947	2,070.76

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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.276	13-07-2023	EFT	522	2478	Argos Fire Safety Pty Ltd	Conduct Fire Extinguisher servicing and relevant inspections	1,550.56
CP.276	13-07-2023	EFT	800	4900	Armanti Tiles & Bathrooms	Disable seat for Pemberton Sports Club	356.00
CP.276	13-07-2023	EFT	800	5560	Armanti Tiles & Bathrooms	10mm Diamond Core drill bit - Customer : SHIRE	46.00
CP.276	13-07-2023	EFT	1980	41630	Ausroad Systems Pty Ltd	AE - 1 x 400-22213 air ram spray bar tilt, 1 x 500-29881 winch strap	449.00
CP.276	13-07-2023	EFT	2376	26643890	Aussie Broadband Pty Ltd	NBN Services 27/6/23 - 26/7/23	555.00
CP.276	13-07-2023	EFT	11	1012534033	Australia Post	Postage for month of June 2023 - Account No. 620820	1,167.46
CP.276	13-07-2023	EFT	89	5547	Australia's South West Inc	Subscription for 2023/2024 - G Burridge ID #5347	415.00
CP.276	13-07-2023	EFT	89	11835	Australia's South West Inc	Sean Scott Influencer Famil May 2023	5,500.00
CP.276	13-07-2023	EFT	639	305563	Better Life Centre Pty Ltd	Wheelchair rain poncho HCP - SE	69.50
CP.276	13-07-2023	EFT	639	304416	Better Life Centre Pty Ltd	Bendable Cutlery - HCP - KR	101.50
CP.276	13-07-2023	EFT	223	5006116993	BOC Limited	HCP HL- 3 x Oxygen Medical C size, 1 x Oxygen Reg/Flow Portable, 1 x 5LPM Oxygen Concentrator, 2 x Cylinder Trolley C/CD/ND - 29/05/23 - 27/06/23 - A/c 100305799	222.48
CP.276	13-07-2023	EFT	646	INV-186571-W1J5J2	Building and Construction Industry Training Fund	BCITF Levy - June 2023	91.75
CP.276	13-07-2023	EFT	19	00859111	City & Regional Fuels	1300lt diesel Pemberton depot	2,263.89
CP.276	13-07-2023	EFT	19	00859556	City & Regional Fuels	650lt diesel Northcliffe depot	1,131.49
CP.276	13-07-2023	EFT	2069	21743430	Cleanaway Pty Ltd	Depot bins (waste & cardboard) month of June 2023	135.80
CP.276	13-07-2023	EFT	2069	21738924	Cleanaway Pty Ltd	waste facility bulk bins collection month of June 2023	6,537.94
CP.276	13-07-2023	EFT	2069	21743335	Cleanaway Pty Ltd	MRF monthly recycling gate fee month of June 2023	4,262.71
CP.276	13-07-2023	EFT	2069	21743346	Cleanaway Pty Ltd	Manjimup street & park bins collection month of June 2023	4,055.48
CP.276	13-07-2023	EFT	2069	21743334	Cleanaway Pty Ltd	kerbside recycling collection & customer bins month of June 2023	21,889.61
CP.276	13-07-2023	EFT	2069	21743345	Cleanaway Pty Ltd	kerbside waste collection & customer bin services month of June 2023	21,079.91

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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.276	13-07-2023	EFT	3368	4301	Cloud Collections Pty Ltd	Debt Recovery Services June 2023 - Client ID 215	132.00
CP.276	13-07-2023	EFT	3749	CW-84847915	CreditorWatch Pty Ltd	Jul 23 Subscription	495.00
CP.276	13-07-2023	EFT	1937	INV1384216 - C16267	Datacom Solutions (AU) Pty Ltd	Fortnightly Datapay June payroll services - Customer No C16267	677.45
CP.276	13-07-2023	EFT	1459	00009936	DeCampo Transport	Freight ex Environex Bunbury - 1 x Pallets drum , - C/N 3817	104.92
CP.276	13-07-2023	EFT	485	BSL.June.2023	Department of Mines, Industry Regulation & Safety - Building and Energy	Building Services Levy Remittance - June 2023 - Shire of Manjimup	1,303.96
CP.276	13-07-2023	EFT	2349	80365284	DHL Supply Chain (Australia)	Jevity - HCP - JR	99.20
CP.276	13-07-2023	EFT	2151	00909481	Dun Direct Pty Ltd	1 x 8.5kg kwik gas	35.95
CP.276	13-07-2023	EFT	971	00053476	Envirosafe Solutions	Heavy Duty Alkaline Cleaner/Degreaser 20L	149.60
CP.276	13-07-2023	EFT	1952	15379682	Equifax Australasia Workforce Solutions Pty Ltd	Police Check -Fit2work charges - May23 - Account No. M10911	40.59
CP.276	13-07-2023	EFT	2312	406234-250	FairTel	Manjimup SES Phone Services - 28 May 2023 to 27 June 2023	55.19
CP.276	13-07-2023	EFT	2999	INV-4023	Frontline Technology Services Pty Ltd	Sophos Central June - SO-300517	1,120.47
CP.276	13-07-2023	EFT	86	H0209	Hart Mensland	Wet weather Jacket For Camille Parke 26/06/2023	110.00
CP.276	13-07-2023	EFT	2481	71804081.01	Independence Australia	Return of catheters - HCP -KR	13.75
CP.276	13-07-2023	EFT	2481	71811866.01	Independence Australia	Continence aids- M Rice	235.10
CP.276	13-07-2023	EFT	2481	71810032.01	Independence Australia	Continence aids - HCP - JF	324.40
CP.276	13-07-2023	EFT	2481	71810017.01	Independence Australia	Continence aids - HCP - DG	146.20
CP.276	13-07-2023	EFT	1041	: INFO-203249	InfoCouncil Pty Ltd	Annual Web Hosting, License & Helpdesk Fee 1/7/23 - 30/6/24	10,642.50
CP.276	13-07-2023	EFT	100	SP15725	Johnson's Food Services	Gloves- wellness centre - Account # 66	566.72
CP.276	13-07-2023	EFT	156	32490	Kevrek Australia	AE - 1 x single spool section x crane - TK24	323.62
CP.276	13-07-2023	EFT	61	64764036	Kleenheat Gas	3 x Yearly equipment service charge for 190KG VAP CYL - Account No. 465759	971.98

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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.276	13-07-2023	EFT	1442	100-154030-01	LGISWA	Insurances - 30/6/2023 to 30/6/2024 - 1st instalment - Member Code 100-MANJI	458,280.57
CP.276	13-07-2023	EFT	3087	6969892	Lite n' Easy	lite n easy meal- DWD	124.82
CP.276	13-07-2023	EFT	3087	6989158	Lite n' Easy	Lite n Easy meals HCP - AC	101.02
CP.276	13-07-2023	EFT	3087	6980448	Lite n' Easy	lite n easy meals- DWD	124.82
CP.276	13-07-2023	EFT	3087	6996075	Lite n' Easy	lite n easy meals- GW	97.52
CP.276	13-07-2023	EFT	2652	165716-23060	M2M One	Internet Connections for NCF Library and MISP Security - July 2023	77.00
CP.276	13-07-2023	EFT	20	28472	Manjimup Building Supplies	AE - 1 x Bradford thermoseal	125.00
CP.276	13-07-2023	EFT	20	28325	Manjimup Building Supplies	Building Materils for June 2023	566.60
CP.276	13-07-2023	EFT	20	28437	Manjimup Building Supplies	Building Supplies for June 2023	632.60
CP.276	13-07-2023	EFT	20	28494	Manjimup Building Supplies	Wall plugs and screws for handrails	15.90
CP.276	13-07-2023	EFT	359	MJ 09960	Manjimup Carpet and Floorcovering Supplies	Supply and install ribbed matting - Pemberton Sports Centre	192.00
CP.276	13-07-2023	EFT	1729	2-1045359	Manjimup Mitre 10 & Retravision	Padlock & Keyring set	28.48
CP.276	13-07-2023	EFT	1729	2-1049843	Manjimup Mitre 10 & Retravision	U bolt, chain & Padlock for wheelchair at Heritage Park	21.98
CP.276	13-07-2023	EFT	1729	2-1049855	Manjimup Mitre 10 & Retravision	20 x potted Correa "Wyns Wonder" - Pemberton Colocation	239.20
CP.276	13-07-2023	EFT	1729	2-1050245	Manjimup Mitre 10 & Retravision	2 x sets brass hose fittings & nozzles	65.96
CP.276	13-07-2023	EFT	117	11217964	Manjimup Motors Pty Ltd	quantity of broom handles	124.15
CP.276	13-07-2023	EFT	212	INV-3171	Manjimup Pump & Electrical Shop	Replacement of light fittings to new energy efficient fittings as per plan - stage 1 & 2 only	18,546.29
CP.276	13-07-2023	EFT	2377	Reimburse 07.09.2021	Miss Belinda Parker	Reimbursement for Aquacentre Storage Containers	50.00
CP.276	13-07-2023	EFT	3734	10	Mr Adam Girouard	Gardening services - LH	148.00
CP.276	13-07-2023	EFT	3444	ADG1286187	Mr David Nixon, Mrs Helen Nixon	Northcliffe WTS attendant month of June 2023	1,603.92
CP.276	13-07-2023	EFT	1922	613	Mr Kim Fardella	mechanical assistance - 27 June, 3 & 4 July 2023	1,782.00
CP.276	13-07-2023	EFT	1982	Inv - 1291	Mrs Nicole Campbell	Home maintenance 26/06/23 - 30/06/23	907.50

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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.276	13-07-2023	EFT	3829	Reimburse 10.07.2023	Ms Jodhi Hay	Reimburse Pre-employment medical 24/05/23	75.00
CP.276	13-07-2023	EFT	80	00083029	Nev's Steel	Supply and install new Colorbond PA door to Windy Harbour Shed	1,500.00
CP.276	13-07-2023	EFT	80	00083567	Nev's Steel	Steel for fireplace - HACC	33.30
CP.276	13-07-2023	EFT	177	INV-0063	Northcliffe Visitor Centre	Annual Fee for Provision of Library Service - Northcliffe	19,093.80
CP.276	13-07-2023	EFT	3395	INV-8051	Perfect Gym Solutions Pty Ltd	PerfectGym Subscription, Member Portal, and Course Module - July 2023	660.00
CP.276	13-07-2023	EFT	3319	INV-7062	PX2 Pty Ltd	Trail Bike Consultancy services - - June 2023	1,017.50
CP.276	13-07-2023	EFT	3812	Payment of Inv Inv-0002 - Correction	Rocco's Deli Cafe	EFT Payment of Inv-0002 - Correction of Bank File Error - Failed EFT Payment	182.00
CP.276	13-07-2023	EFT	3814	FTI-005349	Scitech Discovery Centre	Early Childhood Workshops 12 - 16 June 2023	3,735.00
CP.276	13-07-2023	EFT	3479	617595	Scope Business Imaging	Printer charges 31/05/23 Manjimup SES	19.92
CP.276	13-07-2023	EFT	1431	503385422	Seek Limited	Employment advert - Maintenance and Construction Worker - Bridges - Account No: 2520465	346.50
CP.276	13-07-2023	EFT	924	611721	SOS Office Equipment	Photocopier Meter Readings - June 2023	2,227.75
CP.276	13-07-2023	EFT	1532	FAINV01092052	St John Ambulance - Manjimup	First Aid Training 16/06/23 M Johnson	160.00
CP.276	13-07-2023	EFT	1532	FAINV01092053	St John Ambulance - Manjimup	First Aid Training E Henderson	160.00
CP.276	13-07-2023	EFT	1532	Refund Bond 27.06.2023	St John Ambulance - Manjimup	Refund Bond for Hire WRCC Conference Room 27/06/2023	250.00
CP.276	13-07-2023	EFT	59	0594-S256166	Team Global Express Pty Ltd	Toll Freight w/e -2/07/23 - Customer No. 2084261	56.73
CP.276	13-07-2023	EFT	3807	INV-18361	The Mat Group	8 x Water Hog Fashion Doormats for Pemberton Community Hub	1,498.20
CP.276	13-07-2023	EFT	121	177082	Tyrepower Manjimup	4 x Double Coin 11R22.5 RR99 tyres, disposal, puncture repair - APT2	1,958.00
CP.276	13-07-2023	EFT	2648	413534	Unicare Health	Manual Wheelchair, Scripted hire - HCP - MBC - Account No 78433	390.00
CP.276	13-07-2023	EFT	2961	INV-65282	WA Skills Training	Introductory WHS representative Course 26-30 June - T Holling	975.00

Electronic Funds Transfer Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.276	13-07-2023	EFT	1053	1002334320230630	West Australian Newspapers Limited	Newspaper advertising MBT- June 2023	2,162.32
CP.276	13-07-2023	EFT	1773	PI8474434	WesTrac Pty Ltd	various filters - BH10, mudflaps - LD04	612.48
CP.276	13-07-2023	EFT	1773	PI8479239	WesTrac Pty Ltd	AE - 1 x 155-5032 cover - RB06	48.09
CP.276	13-07-2023	EFT	2493	2923	Willo's Gutter Cleaning & Handyman Service	Chimney sweep - MH	77.00
CP.277	21-07-2023	EFT	3314	2763969	4Cabling Pty Ltd	Web Order WEB_000060820 - Fibre leads	59.63
CP.277	21-07-2023	EFT	258	29546	ABC Filter Exchange	AquaCentre Cafe Deep Fryer Filter Clean	55.00
CP.277	21-07-2023	EFT	949	S5622300	Abco Products	4 x Cleanmax Microfibre Mop products - Account No. C1069	884.73
CP.277	21-07-2023	EFT	3730	INV3258	Airius (Oceania) Pty Ltd	Supply 2 air pear model 60 P4 fans	4,296.60
CP.277	21-07-2023	EFT	3016	RBL5W5556	Anderson Neurological and Developmental Services	Private Physiotherapy - MBL 13/7/23 Client ID RBL5W128	175.00
CP.277	21-07-2023	EFT	2326	INV-0689	Asset Infrastructure Management	AE - development of transport asset valuations & reporting	9,895.60
CP.277	21-07-2023	EFT	3333	INV-12719	Axion SD Pty Ltd	Monthly subscription 10/07/2023 - 10/08/2023	723.80
CP.277	21-07-2023	EFT	843	I152782	B&J Catalano Pty Ltd	supply & deliver 53.5 tonnes gravel to Manjimup Depot stockpile	2,556.44
CP.277	21-07-2023	EFT	843	I152809	B&J Catalano Pty Ltd	supply & deliver 50.94 tonnes gravel to Manjimup Depot stockpile	2,434.12
CP.277	21-07-2023	EFT	3426	01924	Benjamin Smith	WordPress Maintenance Plan Agreement - HP & HACC - June 2023	247.50
CP.277	21-07-2023	EFT	3426	01956	Benjamin Smith	WordPress Maintenance Plan Agreement - HP & HACC - July 2023	247.50
CP.277	21-07-2023	EFT	3285	344968329-2023	Breaking New Ground Pty Ltd	Licence fee for 1 year SPP Account	1,907.40
CP.277	21-07-2023	EFT	1658	SIB41856	Bunbury Machinery	quantity of filters - BH12	314.77
CP.277	21-07-2023	EFT	1274	201111	Bunbury Trucks	quantity of filters - TK212	393.71
CP.277	21-07-2023	EFT	1274	201344	Bunbury Trucks	quantity of filters - TK3	400.96
CP.277	21-07-2023	EFT	2984	S31465	Cape Abilities	Jay Union Cushion - HCP - MR	1,104.00

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Electronic Funds Transfer Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.277	21-07-2023	EFT	19	00862244	City & Regional Fuels	2 x 20lt Hyspin hydraulic oil - BH14	259.80
CP.277	21-07-2023	EFT	19	00862245	City & Regional Fuels	2 x 5lt GTX Ultra engine oil - ME95	81.97
CP.277	21-07-2023	EFT	19	Retail 06/23 - Customer 744009	City & Regional Fuels	Fuel purchases for June 2023	7,321.41
CP.277	21-07-2023	EFT	163	002664697	CJD Equipment Pty Ltd	quantity of filters - TK041	389.73
CP.277	21-07-2023	EFT	2385	19990444	Clifford Hallam Healthcare Pty Ltd	Supplement drinks - HCP - CJ	76.80
CP.277	21-07-2023	EFT	2027	19121	Comfort Style Furniture & Bedding Pty Ltd	Zeek Mattress & Base - HCP - GG	2,098.00
CP.277	21-07-2023	EFT	2027	19139	Comfort Style Furniture & Bedding Pty Ltd	Vegas Power Recliner - HACC - BJ	1,664.00
CP.277	21-07-2023	EFT	215	00114721	Connect Call Centre Services	Call Centre services - June 2023 - Customer #: 1316	172.21
CP.277	21-07-2023	EFT	2836	00077343	Corsign WA Pty Ltd	100 x TD1 brackets, washers, 1 x anti-theft socket, 200 x red delineators, 200 x white delineators	932.80
CP.277	21-07-2023	EFT	1769	Travel - Apr - June 2023	Cr Paul Omodei	Cr P Omodei - Travel Claim - April to June 2023	1,668.94
CP.277	21-07-2023	EFT	221	INV-31434	Cross Security Services Pty Ltd	Alarm system monitoring 01/07/2023 - 30/09/2023	1,600.00
CP.277	21-07-2023	EFT	2468	CISF564372	CTI Freight Management Pty Ltd	CTI Logistics Freight June 2023 - Customer No. SF_104544	614.90
CP.277	21-07-2023	EFT	3755	INV-0187	Dingup House Bed and Breakfast	Accommodation for J Willcox 7/6/23	215.00
CP.277	21-07-2023	EFT	1177	INV-0252	Dinis Contractors	mowing & maintenance of Manjimup ovals - June 2023	4,290.00
CP.277	21-07-2023	EFT	2070	P017063	Envirolab Services WA Pty Ltd	Windy Harbour Drinking Water Supply - Chemical Analysis - May23	276.10
CP.277	21-07-2023	EFT	2070	P017610	Envirolab Services WA Pty Ltd	Windy Harbour Drinking Water Supply - Chemical Analysis - June 23	707.34
CP.277	21-07-2023	EFT	2070	P019905	Envirolab Services WA Pty Ltd	Windy Harbour Drinking Water Sampling - Re PEG0338	399.34
CP.277	21-07-2023	EFT	2940	72529	Environmental Health Australia (SA) Inc	12 months EHA membership - Grayson Hindmarsh	380.00
CP.277	21-07-2023	EFT	1852	00016775	Everlon Bronze	Double Plaque - Detachable Plate 130*85MM	171.11
CP.277	21-07-2023	EFT	511	19,287	Express Print	18 x Agenda for Council Meeting 15 June 2023	617.58

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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.277	21-07-2023	EFT	2103	00011354	Exteria	AE - supply & deliver 3 x Vasse composite bench seats - Main Road, Northcliffe	3,625.60
CP.277	21-07-2023	EFT	3325	HAW-0736	Hawker WA Pty Ltd	Replace 2 x faulty solar inverters at the WRCC	880.00
CP.277	21-07-2023	EFT	2481	71816530.01	Independence Australia	Continence aids- SBur	110.40
CP.277	21-07-2023	EFT	2481	71817707.01	Independence Australia	Wellness Centre Nursing Supplies	48.55
CP.277	21-07-2023	EFT	2481	71818486.01	Independence Australia	Wipes - HCP - JR	67.50
CP.277	21-07-2023	EFT	2481	71818509.01	Independence Australia	Wipes - HCP - FJ	128.04
CP.277	21-07-2023	EFT	2481	71818486.02	Independence Australia	Wipes - HCP - JR	23.80
CP.277	21-07-2023	EFT	2481	71819911.01	Independence Australia	Continence aids - GG - Cust No: A531123	152.00
CP.277	21-07-2023	EFT	2408	INV-45548	Isuscribe	MJP Library Subscriptions - Gardening Australia and Delicious	172.00
CP.277	21-07-2023	EFT	2408	INV-45549	Isuscribe	Walpole Library Subscription - Gardening Australia	73.00
CP.277	21-07-2023	EFT	2408	INV-45550	Isuscribe	Pemberton Library Subscription - Gardening Australia	73.00
CP.277	21-07-2023	EFT	413	INV-10283	J & I Milentis & Sons	supply & replace rear brake pads - TK212	553.30
CP.277	21-07-2023	EFT	253	062-214222	Jardine Lloyd Thompson Pty Ltd	LGIS Marine Cargo Insurance 30/06/23 - 30/06/24	996.19
CP.277	21-07-2023	EFT	253	062-214223	Jardine Lloyd Thompson Pty Ltd	LGIS Marine Hull Commercial 30/06/23 - 30/06/24	102.50
CP.277	21-07-2023	EFT	253	062-214224	Jardine Lloyd Thompson Pty Ltd	LGIS Medical Malpractice Liability Insurance renewal 30/06/23 -30/06/24	4,273.50
CP.277	21-07-2023	EFT	100	SN35055	Johnson's Food Services	AquaCentre Cafe Stock - Account #98	660.53
CP.277	21-07-2023	EFT	100	SO33915	Johnson's Food Services	Various consumables for the WRCC	429.32
CP.277	21-07-2023	EFT	100	SP15786	Johnson's Food Services	AquaCentre Cafe Stock - Account #98	369.64
CP.277	21-07-2023	EFT	277	00027347	Jtagz Pty Ltd	Animal Registration Tags - Setup & Supply	358.60
CP.277	21-07-2023	EFT	3825	00048155	Kingman Signs & Graphics Pty Ltd	Progress claim RE - Pemberton Community Hub	9,510.82
CP.277	21-07-2023	EFT	877	1296400 - 10000964	Landgate	Geospatial & Survey requests June - Customer No 10000964	2,582.85
CP.277	21-07-2023	EFT	3087	6999043	Lite n' Easy	Lite N Easy - HCP - KR	163.11

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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.277	21-07-2023	EFT	3087	6999315	Lite n' Easy	Lite N Easy - HCP - RP	76.48
CP.277	21-07-2023	EFT	3087	6984408	Lite n' Easy	lite n easy meal- AJ	204.51
CP.277	21-07-2023	EFT	3087	6990698	Lite n' Easy	lite n easy meal- DWD	129.02
CP.277	21-07-2023	EFT	3087	7006946	Lite n' Easy	lite n easy meal- GW	97.52
CP.277	21-07-2023	EFT	3087	7007101	Lite n' Easy	lite n easy meal- WB	152.01
CP.277	21-07-2023	EFT	3087	7009076	Lite n' Easy	Lite N Easy - HCP - KR	126.11
CP.277	21-07-2023	EFT	3087	7008926	Lite n' Easy	Lite N Easy - HCP - JW	107.28
CP.277	21-07-2023	EFT	3087	7009379	Lite n' Easy	Lite N Easy - HCP - DG	100.63
CP.277	21-07-2023	EFT	3087	7007764	Lite n' Easy	Lite N Easy - HCP - RP	82.08
CP.277	21-07-2023	EFT	3087	7009705	Lite n' Easy	Lite N Easy - HCP - MRY - Provider Code SHIR0002	112.15
CP.277	21-07-2023	EFT	2632	Rent 15.07 - 11.08	LJ Hooker Pemberton	Rent - 4 Weeks 15/07/2023 - 11/08/2023	2,000.00
CP.277	21-07-2023	EFT	2389	00009322	Lotex Filter Cleaning Service	filter cleaning service	264.81
CP.277	21-07-2023	EFT	1948	C41183 - 19/06/23	Maia Financial Pty Limited	Contract E6N0164019 - Gym Refresh - Aug 2023 - Cust No. SHI036	189.28
CP.277	21-07-2023	EFT	114	00055788	Manjimup Cabinets & Glass Service	Supply 2 - Sets of rebated duracote solid doors - Pemberton Sports Club Stadium	1,550.00
CP.277	21-07-2023	EFT	114	00056262	Manjimup Cabinets & Glass Service	supply 4.5mm polycarb - broken window - TK23	248.00
CP.277	21-07-2023	EFT	359	MJ 9330	Manjimup Carpet and Floorcovering Supplies	Instal new carpet tiles for the Pemberton Sports Club	7,460.00
CP.277	21-07-2023	EFT	2356	703953/705078	Manjimup Chemmart Pharmacy	Pharmacy Items June 23 HCP -CJ	327.50
CP.277	21-07-2023	EFT	2356	704015/706116	Manjimup Chemmart Pharmacy	WEBSTER PACKING - HCP - FJ	20.00
CP.277	21-07-2023	EFT	24	105663	Manjimup Freight Distributors & BMI Logistics	Manjimup Freight 30/06/2023	33.00
CP.277	21-07-2023	EFT	24	105748	Manjimup Freight Distributors & BMI Logistics	freight ex Bunbury Trucks, South West Isuzu & Westrac - 4 July 2023	49.50
CP.277	21-07-2023	EFT	24	106208	Manjimup Freight Distributors & BMI Logistics	Manjimup Freight 13/07/23 - Manjimup Public Library	249.50

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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.277	21-07-2023	EFT	2482	2133	Manjimup Liquid Waste	Clean Grease Trap 9/7/23 - Manjimup Home & Community Care	350.00
CP.277	21-07-2023	EFT	1729	2-1049936	Manjimup Mitre 10 & Retravisoin	8 x Printer ink	485.60
CP.277	21-07-2023	EFT	1729	2-1049885	Manjimup Mitre 10 & Retravisoin	8 x 12x140mm bolt & nut, 4 x 12x170mm bolt & nut	56.60
CP.277	21-07-2023	EFT	117	11218737	Manjimup Motors Pty Ltd	1 x rake	49.99
CP.277	21-07-2023	EFT	117	11218656	Manjimup Motors Pty Ltd	2 x 310ml Sikaflex, 3 x 15kg block of rag	176.95
CP.277	21-07-2023	EFT	117	11218851	Manjimup Motors Pty Ltd	2 x Honda air filters - ME95	47.98
CP.277	21-07-2023	EFT	450	INV-0183	Manjimup Visitor Centre	PowerUp Management payment per MOU - Quarter 1 - July-Sep 2023	12,650.00
CP.277	21-07-2023	EFT	450	INV-0184	Manjimup Visitor Centre	Visitor Centre Contribution - Quarter 1 - July-Sep 2023	11,414.70
CP.277	21-07-2023	EFT	1678	48278	Market Force	National Local Govt Job Directory - CEO Schedule [A03811] - Client MAN012]	577.50
CP.277	21-07-2023	EFT	1678	48279	Market Force	The West Australian - CEO Schedule [E03811] - Client MAN012]	6,348.18
CP.277	21-07-2023	EFT	2507	00002799	MHW Integration Pty Ltd	Pemberton Community Hub - AV Services - as per QUO-22-0291-A	7,095.55
CP.277	21-07-2023	EFT	85	20.160723	Mr Alan Smedley	street sweeping Manjimup CBD month of July 2023	326.50
CP.277	21-07-2023	EFT	2102	Reimbursement 100723	Mr Andrew Johns	reimbursement for purchase of retirement gift as per Policy 2.1.2 - John Schuitema	250.00
CP.277	21-07-2023	EFT	2387	Trainer Honorarium Payment - CG - 100723	Mr Collin Griffiths	Trainer Honorarium Payment -08 & 09 July 2023 - Bushfire Safety Awareness	100.00
CP.277	21-07-2023	EFT	1922	614	Mr Kim Fardella	mechanical assistance - 5, 7 & 13 July 2023	1,782.00
CP.277	21-07-2023	EFT	3828	Refund 30.06.2023	Mr Norman Crane	Dog Registration Refund - Registered in Shire of Murray	50.00
CP.277	21-07-2023	EFT	3317	Trainer Honorarium Payment - RT - 100723	Mr Robert Thorn	Trainer Honorarium Payment -08 & 09 July 2023 - Bushfire Safety Awareness	100.00
CP.277	21-07-2023	EFT	2444	ReimburseFuel July2023	Mrs Catherine Mills	Fuel Reimbursement as per Salary 08/07/2023	59.91

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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.277	21-07-2023	EFT	1124	Reimburse ACCPA	Mrs Elizabeth Lockyear	Reimburse ACCPA Aged Care 3 Day Conference 28-30 June 2023	164.39
CP.277	21-07-2023	EFT	3141	031	Mrs Mary Williams	Cleaning of the Quininnup Public Toilets June 2023	315.00
CP.277	21-07-2023	EFT	1982	INV-1295	Mrs Nicole Campbell	Home Maintenance 05/07/23 - 07/07/23 - Home and Community Care	825.00
CP.277	21-07-2023	EFT	1982	INV-1302	Mrs Nicole Campbell	Home Maintenance 10/07/23 - 14/07/23	330.00
CP.277	21-07-2023	EFT	2366	Reimburse 11.07.23	Ms Vanda Dei-Tos	Reimburse Farewell Gift - Rhiannon Evans 07/07/2023	180.00
CP.277	21-07-2023	EFT	1761	560729	Muir Manjimup	40 000km service - 1032WA	486.71
CP.277	21-07-2023	EFT	451	INV-1064	Northcliffe Community Development Inc	Karri Pigeon Advertising	175.00
CP.277	21-07-2023	EFT	474	IV0000000859	Northcliffe Community Resource Centre Inc	Story Time Room Hire 1 July 2022 to 30 June 2023	525.00
CP.277	21-07-2023	EFT	2770	1079 - Stmt W/H 30/06 2023	Northcliffe Newsagent & General Store	Gas & Diesel for Windy Harbour - June 2023	1,071.05
CP.277	21-07-2023	EFT	2018	2803	Paper Napkin Creative	Southern Forests and Valleys Visitors Guide - Prelim Revision - Consult as per Quote Ref 050523_22	1,320.00
CP.277	21-07-2023	EFT	3128	607936	Pemberton Pharmacy	Supplement drinks - HCP - DG	74.85
CP.277	21-07-2023	EFT	3128	134750	Pemberton Pharmacy	Chemist items - HCP - DA	167.76
CP.277	21-07-2023	EFT	1100	157734	Planning Institute Australia	Planning Institute Membership -J Baister	693.00
CP.277	21-07-2023	EFT	3832	001427	Pole Walking Australia Pty Ltd	Walking poles-LH	199.45
CP.277	21-07-2023	EFT	3442	INV-1138	Pound Construction Pty Ltd	Roof repair at Depot Machine Shelter	400.00
CP.277	21-07-2023	EFT	3442	INV-1140	Pound Construction Pty Ltd	Remove/replace skylights and investigate leaks	2,040.00
CP.277	21-07-2023	EFT	933	5212251861	PPG Industries Australia Pty Ltd	4L Endure Internal Wall Paint - Customer Number 10010649	78.98
CP.277	21-07-2023	EFT	2641	110010105	ROLLER Digital	Transaction fees - Lite Tier 1 June 2023	18.35
CP.277	21-07-2023	EFT	3798	00119	Rosemary Bui	Adaptive health- LH	180.00
CP.277	21-07-2023	EFT	97	RLSSWA INV024	Royal Lifesaving Society WA	Watch around water subscription & wristbands box	242.00

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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.277	21-07-2023	EFT	3553	241294	Sapio Pty Ltd	Airport camera configuration for live stream - Job No.: 268404	1,215.50
CP.277	21-07-2023	EFT	3028	INV14128	SirsiDynix	Annual Subscription Service for Library Management System - 1 July 2023 to 30 June 2024	7,463.88
CP.277	21-07-2023	EFT	444	I0024376	South Regional TAFE	enrolment Working at Heights - 11 July 2023 - Scott Sims	35.00
CP.277	21-07-2023	EFT	444	I0024456	South Regional TAFE	course fees Operate & Maintain Chainsaws - 5 x PCT, C Parke, M Blieschke - 20 July 2023	372.40
CP.277	21-07-2023	EFT	3421	20224546	South West Rural Respite Services	Bridgetown Friendship Club - HCP - JW - June23	495.00
CP.277	21-07-2023	EFT	3819	2306	Southern Forests Glass Cleaning Services	Bush Pruning - HCP - EE	420.00
CP.277	21-07-2023	EFT	3819	2304	Southern Forests Glass Cleaning Services	Window cleaning - HCP - EE	250.00
CP.277	21-07-2023	EFT	447	27872	STANS Manjimup Farm Machinery	1 x 16278 20lt Valvoline Farmplus hydratrans oil - MW15	202.05
CP.277	21-07-2023	EFT	3161	INV-0782	Synjon Anstee-Brook	Supply and install new auto shut off tap for ladies toilet at pioneer park	440.00
CP.277	21-07-2023	EFT	59	0595-S256166	Team Global Express Pty Ltd	Toll Freight w/e 09/07/23 - Customer No. 2084261	67.45
CP.277	21-07-2023	EFT	1854	INV-00003336	Technical Services Group Pty Ltd	Public WIFI Renewal x 4 locations - 01/07/2023 to 30/06/2024	21,708.51
CP.277	21-07-2023	EFT	2323	3087747-000003	Truck Centre WA Pty Ltd	AE - 1 x 80720000A RH regulator - TK6	433.83
CP.277	21-07-2023	EFT	2730	8653281	Truckline	2 x 4528040010 male duomatic couplings (air hoses) - TK26	204.12
CP.277	21-07-2023	EFT	3522	INV1006936	Tunstall Australasia Pty Ltd	Monitoring alarm - VK - May to Jul 2023 - Account 1002-0412	132.00
CP.277	21-07-2023	EFT	3522	INV1005622	Tunstall Australasia Pty Ltd	Monitoring alarm - HCP - SE	49.95
CP.277	21-07-2023	EFT	2180	125523	Tyrecycle	AE - pick up & process/recycle 141 x assorted tyres ex MRRC - June 2023	2,275.83
CP.277	21-07-2023	EFT	121	177138	Tyrepower Manjimup	puncture repair - MW15	104.50
CP.277	21-07-2023	EFT	121	177276	Tyrepower Manjimup	tyre repair - FL1	93.50
CP.277	21-07-2023	EFT	2697	Inv - 0862	VisiMax Safety Products	Ranger Warning and Infringement Notice Books - Quote #QU415	242.25

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Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.277	21-07-2023	EFT	1322	629715	WA Country Health Service	Meals on wheels June 2023	2,020.20
CP.277	21-07-2023	EFT	76	SI-005734	WA Local Government Association	Registration WALGA Convention for P. Omodei, D. Jenkins and B. Robinson - Customer: 000220 Reference: 31544	4,344.60
CP.277	21-07-2023	EFT	76	SI-005900	WA Local Government Association	enrolment Meeting Practices for Good Governance Outcomes - Nicole Booth - 21 November 2023	638.00
CP.277	21-07-2023	EFT	76	SI-005901	WA Local Government Association	enrolment Meeting Practices for Good Governance Outcomes - Nicole Chapman - 21 November 2023	638.00
CP.277	21-07-2023	EFT	31	50253	Warren Electrical Service	3 x Load Boss tie down traps	27.00
CP.277	21-07-2023	EFT	31	49424	Warren Electrical Service	AE - 2 x 600v auto ranging multi meters	140.00
CP.277	21-07-2023	EFT	31	50407	Warren Electrical Service	10 x 20m electrical tape	18.00
CP.277	21-07-2023	EFT	69	220 & 219 - 24.07.2023	Western Australian Treasury Corporation	Loan repayment 220 & 219	25,735.24
CP.277	21-07-2023	EFT	842	CORPB0523146	Western Power	Lot 116 Brockman St Pemberton, RAC Car Charging Station. Design Revision	550.00
CP.277	21-07-2023	EFT	1773	PI8517883	WesTrac Pty Ltd	1 x 363-5819 element, 1 x 416-5884 filter - LD031	62.24
CP.277	21-07-2023	EFT	2493	2936	Willo's Gutter Cleaning & Handyman Service	Chimney sweep & gutters clean- NK	407.00
CP.277	21-07-2023	EFT	2110	1900095551	Wirtgen Australia Pty Ltd	1 x 2265489 rubber door seal - RL17	180.28
CP.277	21-07-2023	EFT	91	7243	Wiseman Signs	Update Council honour board	55.00
CP.278	28-07-2023	EFT	3823	00001349	Acorn Trees and Stumps	removal of 4 x poplar trees opposite TAFE on Graphite Road, Manjimup	5,500.00
CP.278	28-07-2023	EFT	3823	00001350	Acorn Trees and Stumps	tree removal, stump grinding & pruning required for lighting tower installation at Collier Street sporting fields	4,510.00
CP.278	28-07-2023	EFT	3823	00001351	Acorn Trees and Stumps	tree removal & stump grind - 7 Bullock Street, Manjimup	660.00
CP.278	28-07-2023	EFT	2874	4364	Adam Jenkins Tree Services	removal of dangerous Karri tree - Franklin Road	1,320.00
CP.278	28-07-2023	EFT	2621	8706	ADP Store Fixtures Pty Ltd	Supply double sided mesh gondola racks	605.89
CP.278	28-07-2023	EFT	522	00001976	Argos Fire Safety Pty Ltd	Monthly fire alarm panel & sprinkler test - Wellness Centre - July 23	202.95
CP.278	28-07-2023	EFT	257	44759	Australian Institute of Building Surveyors	Accredited member renewal 2023-2024 - Peter Krispyn	800.00

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Electronic Funds Transfer Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.278	28-07-2023	EFT	639	305826	Better Life Centre Pty Ltd	Toilet seat frame - RS	160.00
CP.278	28-07-2023	EFT	639	305993	Better Life Centre Pty Ltd	Equipment for home living -GG - Manji HACC client	721.00
CP.278	28-07-2023	EFT	3282	INV-2023270	Brolly Australasia Pty Ltd	Brolly "Flying Solo" Subscription - Period 31/7/2023 to 31/7/2024	1,306.80
CP.278	28-07-2023	EFT	3054	Chicken Treat 1959	Chicken Treat	Lunch and drinks for BFB Volunteers participating in Firefighter Training	103.83
CP.278	28-07-2023	EFT	3054	Chicken Treat 1232	Chicken Treat	Lunch and drinks for BFB Volunteers participating in Firefighter Training 23/07/2023	199.35
CP.278	28-07-2023	EFT	3054	Chicken Treat 1929	Chicken Treat	BFB Training Course Catering - 09 July 2023 - Lunches and Drinks	195.96
CP.278	28-07-2023	EFT	19	00862254	City & Regional Fuels	500lt diesel Pemberton depot	894.53
CP.278	28-07-2023	EFT	19	00862253	City & Regional Fuels	2000lt unleaded petrol Manjimup depot	3,667.05
CP.278	28-07-2023	EFT	19	00864476	City & Regional Fuels	4950lt diesel Manjimup depot	8,875.08
CP.278	28-07-2023	EFT	3375	Inv- 1267	Coldpower Refridgeration & Electrical	Check cold room compressor at WRCC 29/05/2023	215.50
CP.278	28-07-2023	EFT	2836	00076732	Corsign WA Pty Ltd	AE - 1 x Town Centre sign	397.10
CP.278	28-07-2023	EFT	2836	00076919	Corsign WA Pty Ltd	AE - 1 x custom sign 450 x 600 - NO DOMESTIC RUBBISH	70.40
CP.278	28-07-2023	EFT	2836	00077165	Corsign WA Pty Ltd	2 x Bridge Closed Until Further Notice custom signs	429.00
CP.278	28-07-2023	EFT	2836	00077335	Corsign WA Pty Ltd	1 x MR-WDO-27A Bandicoot sign	50.60
CP.278	28-07-2023	EFT	17	INV-4375	D & J Communications	supply & install new batteries for backup power system - Pemberton Repeater Channel 3	3,775.20
CP.278	28-07-2023	EFT	3743	014	Diversity Events	Cleaning service- LH - 20/6/23	57.00
CP.278	28-07-2023	EFT	518	35WA1105339 - 17/06/23	dormakaba Australia Pty Ltd	Service of Automatic Door in PowerUp Foyer - Account No. 5089074	665.82
CP.278	28-07-2023	EFT	518	35WA1067056	dormakaba Australia Pty Ltd	Service Automatic Doors at Manjimup Library 17/02/2023 - A/c 5089074	676.85
CP.278	28-07-2023	EFT	305	INV-4876	Dronow Contracting (2005) Pty Ltd	RFQ TS-187 Walpole Drainage Priority 1 - drainage & kerb replacement - 50% payment	112,185.98
CP.278	28-07-2023	EFT	305	INV-4884	Dronow Contracting (2005) Pty Ltd	wet hire of grader & free roll - maintenance grading 21-24 July 2023 - Manjimup area	6,273.85

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Electronic Funds Transfer Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.278	28-07-2023	EFT	2151	00916630	Dun Direct Pty Ltd	3 x 8.5kg kwik gas	107.86
CP.278	28-07-2023	EFT	3448	INV-0259	Emma Rawson	Cleaning contractor - HCP - HL	598.50
CP.278	28-07-2023	EFT	2481	71823154.02	Independence Australia	Contenance aids - HCP - WB	274.80
CP.278	28-07-2023	EFT	2481	71823154.01	Independence Australia	Contenance aids - HCP - WB	357.30
CP.278	28-07-2023	EFT	2481	71822440.01	Independence Australia	Contenance aids - HCP - RG	174.00
CP.278	28-07-2023	EFT	2481	71823832.01	Independence Australia	Contenance Aids - HCP - JW	56.05
CP.278	28-07-2023	EFT	2481	71824108.01	Independence Australia	Contenance Aids - HCP - GB	364.00
CP.278	28-07-2023	EFT	2481	71829495.01	Independence Australia	PPE Safety Overshoes	134.20
CP.278	28-07-2023	EFT	3826	19938	Irrigation Australia	delegate registration Waterwise Expo - 16 August 2023 - Melanie Blieschke	247.50
CP.278	28-07-2023	EFT	3826	19939	Irrigation Australia	delegate registration Waterwise Expo - 16 August 2023 - Victor Green	247.50
CP.278	28-07-2023	EFT	1881	BD1196086	JB Hi-Fi Group Pty Ltd	TCL 40' S615 Full HD Android Smart TV, Wallmount + delivery	589.00
CP.278	28-07-2023	EFT	100	SO33914	Johnson's Food Services	Cleaning supplies - Account #66	1,645.29
CP.278	28-07-2023	EFT	136	P4106	Karri Concrete	1 x combination grated side entry cover	1,196.80
CP.278	28-07-2023	EFT	136	P4105	Karri Concrete	2 x 1200mm grated pit lids	1,744.60
CP.278	28-07-2023	EFT	136	P4104	Karri Concrete	19 x 375mm concrete pipes, 6 x 375mm headwalls	7,016.90
CP.278	28-07-2023	EFT	136	P4103	Karri Concrete	10 x 375mm blackmax pipes	6,545.00
CP.278	28-07-2023	EFT	136	P4102	Karri Concrete	4 x 225mm blackmax pipes	1,518.00
CP.278	28-07-2023	EFT	136	P4101	Karri Concrete	60 x 375mm concrete pipes, 10 x 450mm concrete pipes	19,922.10
CP.278	28-07-2023	EFT	3202	124339	Larrikin House Pty Ltd	Assorted Soft Covered Picture Books x 17 - Manjimup Library	229.50
CP.278	28-07-2023	EFT	2677	Don2023	Lions Cancer Institute Inc	Donation towards Lions Cancer Institute - Big Day Out 2023	250.00
CP.278	28-07-2023	EFT	3087	7019869 SHIR0002	Lite n' Easy	Lite n' Easy - Meals - AC - 1311748	106.22
CP.278	28-07-2023	EFT	3087	7019652	Lite n' Easy	Lite n' Easy Meals - GG - 1034783	132.12

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Electronic Funds Transfer Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.278	28-07-2023	EFT	3087	7007884	Lite n' Easy	lite n easy meal - DWD - 1131969	129.02
CP.278	28-07-2023	EFT	377	MA2023 075	Local Health Authorities Analytical Committee	LG Analytical Services for 22/23 population 9,416	2,218.64
CP.278	28-07-2023	EFT	1948	C41440	Maia Financial Pty Limited	Contract E6N0164019 - Gym Refresh - September 2023 - Cust No. SHI036	189.28
CP.278	28-07-2023	EFT	1948	C 39242	Maia Financial Pty Limited	Payment for contract E6N0164019 - Gym Refresh - 1 Feb 2023 to 28 Feb 2023	189.28
CP.278	28-07-2023	EFT	219	4184	Manjimup Florist	Flower arrangements - bereavements	160.00
CP.278	28-07-2023	EFT	24	106326	Manjimup Freight Distributors & BMI Logistics	freight ex Westrac - 14 July 2023, CJD Equipment & Truckline - 17 July 2023	49.50
CP.278	28-07-2023	EFT	24	106241	Manjimup Freight Distributors & BMI Logistics	freight ex Truck Centre - 14 July 2023	16.50
CP.278	28-07-2023	EFT	24	106543	Manjimup Freight Distributors & BMI Logistics	freight ex South West Isuzu & Westrac - 21 July 2023	33.00
CP.278	28-07-2023	EFT	24	106471	Manjimup Freight Distributors & BMI Logistics	freight ex Bunbury Trucks - 20 July 2023	16.50
CP.278	28-07-2023	EFT	24	106385	Manjimup Freight Distributors & BMI Logistics	freight ex Bunbury Trucks - 18 July 2023	16.50
CP.278	28-07-2023	EFT	1729	2-1052802	Manjimup Mitre 10 & Retravision	Doorbell and lockbox - HACC	98.96
CP.278	28-07-2023	EFT	1729	2-1052813	Manjimup Mitre 10 & Retravision	Cleaner Outdoor Concentrate - HACC	39.99
CP.278	28-07-2023	EFT	458	MMBK-14620	Manjimup Monograms	AE - clothing issue - Nicole Chapman	318.90
CP.278	28-07-2023	EFT	458	MMBK-14619	Manjimup Monograms	Uniforms - T Souroup	211.20
CP.278	28-07-2023	EFT	458	MMBK-14637	Manjimup Monograms	clothing issue - Phil Stirling	843.75
CP.278	28-07-2023	EFT	1857	4594	Manjimup Motorcycles and Small Engines	repair to get running & replace throttle cable - Stihl HS45 hedge trimmer - Parks	137.50
CP.278	28-07-2023	EFT	117	11220035	Manjimup Motors Pty Ltd	1 x roll snipper cord - PCT	99.49
CP.278	28-07-2023	EFT	450	INV-0186	Manjimup Visitor Centre	General Management Contract for Manjimup Heritage Park -1 July 2023 to 23 July 2023	2,047.58
CP.278	28-07-2023	EFT	3126	INV-2409	MILA Holdings Pty Ltd	Manjimup Shire Community Service Catering 09-06-2023	111.00

Electronic Funds Transfer Payments							
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Invoice Description	Inclusive Amount
CP.278	28-07-2023	EFT	2387	Trainer Honorarium Payment - CG - 22.23.07.2023	Mr Colin Griffiths	Trainer Honorarium Payment - 22 & 23 July 2023 - Firefighting Skills	100.00
CP.278	28-07-2023	EFT	3806	Trainer Honorarium Payment - JK 22.23.07.2023	Mr Joshua Kanny	Trainer Honorarium Payment 22 & 23 July 2023 - Firefighting Skills	100.00
CP.278	28-07-2023	EFT	2982	Inv - 97	Mr Michael Eastwood	Supply and Clad walls - Kiln Room - Pemberton Community Hub (Does not include ceiling) as per quote	3,940.00
CP.278	28-07-2023	EFT	3317	Trainer Honorarium Payment - RT - 22.23.07.2023	Mr Robert Thorn	Trainer Honorarium Payment - 22 & 23 July 2023 - Firefighting Skills	100.00
CP.278	28-07-2023	EFT	3838	Crossover	Mr Terence Goodlich, Mrs Frances Goodlich	crossover subsidy - 2 Anning Court, Walpole	550.00
CP.278	28-07-2023	EFT	1982	Inv - 1305	Mrs Nicole Campbell	Home maintenance 17/07/23 - 21/07/23	528.00
CP.278	28-07-2023	EFT	3829	Reimburse - JH MRAC	Ms Jodhi Hay	Reimbursement - Police Clearance - MRAC - Jodhi Hay	99.00
CP.278	28-07-2023	EFT	1761	2785	Muirs Manjimup	supply new 2023 Ford Ranger XL Supercab - 1009WA	47,796.10
CP.278	28-07-2023	EFT	2516	MJ230601	PaperScout	Redesign & Print Management - Pemberton Trail Guides	1,837.00
CP.278	28-07-2023	EFT	496	INV-2777	Pemberton Community Resource Centre Inc	PCN - Shire Bulletin July 2023	220.00
CP.278	28-07-2023	EFT	2038	INV-0272	S&J Ditri Pty Ltd	Dinner for 27 July 2023 16 people	512.00
CP.278	28-07-2023	EFT	2038	INV-0273	S&J Ditri Pty Ltd	Catering for Shire - 28/7/23	134.00
CP.278	28-07-2023	EFT	924	612667	SOS Office Equipment	Rental Charge Fuji Xerox AP7C4473 S/N 400690 25/07/2023 - 24/08/2023	324.89
CP.278	28-07-2023	EFT	924	612669	SOS Office Equipment	MHCC Fuji Xerox x 4 Rental 25/07/23 - 24/08/23 - A/c SHIRE042	1,624.19
CP.278	28-07-2023	EFT	3831	INV 2066 - 30/6/23	TARHF3 Pty Ltd ATF Trinity Bunbury Trust	Accommodation and meals for T Holling, 26 Jun to 29 Jun 2023	881.00
CP.278	28-07-2023	EFT	59	0596-S256166	Team Global Express Pty Ltd	Toll Freight w/e 23/07/23 - Customer No. 2084261	57.75
CP.278	28-07-2023	EFT	160	K 657 536 521-1	Telstra Corporation Limited	Usage charges to July 16 2023	8,335.80
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Electronic Funds Transfer Payments						
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Inclusive Amount
CP.278	28-07-2023	EFT	267	00042826	Timber Treaters Bridgetown	1,463.00
CP.278	28-07-2023	EFT	2901	R-0723-08	Tourism Council Western Australia TCWA	2,145.00
CP.278	28-07-2023	EFT	233	00033771 - 30/06/23	Walpole Community Resource Centre Inc	263.00
CP.278	28-07-2023	EFT	384	IV00000000065	Warren Blackwood Alliance of Councils Inc	91,147.10
CP.278	28-07-2023	EFT	1259	Reimb Bonds - 31.05.2023	Warren Catchments Council	250.00
CP.278	28-07-2023	EFT	31	I745429	Warren Electrical Service	20.00
CP.278	28-07-2023	EFT	31	I745413	Warren Electrical Service	521.72
CP.278	28-07-2023	EFT	1773	EI00420153	WesTrac Pty Ltd	247,698.00
CP.278	28-07-2023	EFT	185	4320600214	Wurth Australia Pty Ltd	339.96
					EFT Total	2,106,106.19
Other Payments (Including Direct Debits)						
Payment Number	Date	Cheque Number	Creditor Number	Invoice No	Creditor Name	Inclusive Amount
CPT.617	06-07-2023	N/A	2955	INV-3373	Aviary Corp Pty Ltd	1,782.00
CPT.618	03-07-2023	N/A	2532	1227866	Les Mills Australia	425.79
CPT.619	03-07-2023	N/A	1948	C40849	Maia Financial Pty Limited	4,381.70
CPT.620	03-07-2023	N/A	3245	100001545145	HP Financial Services (Australia) Pty Ltd	3,206.50
CPT.621	03-07-2023	N/A	3245	100001545146	HP Financial Services (Australia) Pty Ltd	3,047.00
					Other Total	12,842.99
					Grand Total	2,239,918.01



Shire of Manjimup

MONTHLY FINANCIAL ACTIVITY STATEMENT

(Period Ending 30 June 2023)

SHIRE OF
MANJIMUP

Monthly Financial Activity Statement – June 2023

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General Comment

The financial performance for the Shire of Manjimup to the 30 June 2023 is a projected net surplus of \$165,228. The actual estimated surplus to 30 June 2023 is \$7,503,688, however this figure includes a significant advance payment of the 2023/24 Financial Assistance Grants, and projects that are incomplete and require being carried forward into the 2023/24 financial year, being \$7,388,460.

The projected surplus is based on provisional actuals to 30 June 2023. These figures will be amended as the accounts are finalised leading into the auditing of the 2022/23 Annual Financial Accounts.

To the 30 June 2023 there have been some moderate issues both in the positive and in the negative influencing the Shire's end of year position. Listed below are the more prominent items, with explanation of the variance with a more expansive list in the Operating comments of this report.

The major components that form part of the \$7,503,688 surplus are:

- Advance Payment of Financial Assistance Grants - \$4,848,597;
- Various Infrastructure Road Projects - \$1,730,439;
- Light Vehicles (net of trades) - \$98,000;
- Road Asset Condition Pickup - \$88,040;
- Shire Promotional Plan - \$43,194;
- Recreation Development Program - \$48,847;
- Local Planning Strategy - \$87,704;
- Pemberton Community Colocation Redevelopment (Muni) - \$90,213;
- Various minor capital items - \$54,792; and
- Various minor operational items \$413,862.

Whilst the Shire of Manjimup ends the year with a moderate surplus position, there have been many items that have both positively and negatively affected the end of year position.

Items that are negatively affecting the end of year carry forward position are:

- Interim Rates – loss \$18,244;
- Manjimup AquaCentre Electricity – loss \$61,752;
- Power Up Museum Income – loss \$54,720;
- Ranger Salaries – loss \$31,644; and
- Road Maintenance (all categories) – loss \$217,073
- PaveLine Truck liquidation (reserve funded) – loss \$376,617.

Items that are supporting the end of year position and minimising losses through the 2022/23 financial year are:

- Light Vehicle Trade – surplus \$47,209;
- Advertising – surplus \$19,932;
- Development Application Fees – surplus \$46,677;
- Fire Prevention Council Reserves – surplus \$37,963. A considerable amount of work has been carried out through the Mitigation Activity Fund grant;
- Interest Received – surplus \$177,006;
- Community Services Salaries/Superannuation – surplus \$116,860;
- Signage – surplus \$60,331; and

- Works Overhead Recoup – surplus \$166,040.

Whilst the final end of year position will not be determined until the Annual Financial Accounts have been audited in August/September it is expected that the reported \$165,228 should only receive minor adjustments as the accounts are finalised. Once the accounts have been fully audited the confirmed the carried forward surplus will be brought back to Council for consideration via the December 2023 budget review.

For more detail regarding individual budgets and their variances please view the operating comments section of this report.

SHIRE OF MANJIMUP					
Statement of Comprehensive Income (Program) for the year ending 30 June 2023					
	Actuals to 30 June 2023	Budget to 30 June 2023	2022/2023 Adopted Budget	Projected to 30 June 2023	Variance
	\$	\$	\$	\$	\$
Revenue					
General Purpose Funding	(14,672,607)	(11,594,664)	(11,594,664)	(14,672,607)	(3,077,943)
Governance	(1,871,631)	(1,489,089)	(1,489,089)	(1,871,631)	(382,542)
Law, Order, Public Safety	(626,526)	(1,025,456)	(1,025,456)	(626,526)	398,930
Health	(68,631)	(59,959)	(59,959)	(68,631)	(8,672)
Education and Welfare	(3,461,338)	(2,537,249)	(2,537,249)	(3,461,338)	(924,089)
Housing	(29,771)	(24,200)	(24,200)	(29,771)	(5,571)
Community Amenities	(2,297,442)	(2,268,386)	(2,268,386)	(2,297,442)	(29,056)
Recreation & Culture	(826,091)	(1,880,632)	(1,880,632)	(826,091)	1,054,541
Transport	(2,474,697)	(747,446)	(747,446)	(2,474,697)	(1,727,251)
Economic Services	(161,129)	(169,458)	(169,458)	(161,129)	8,329
Other Property and Services	(685,382)	(438,775)	(438,775)	(685,382)	(246,607)
	(27,175,245)	(22,235,314)	(22,235,314)	(27,175,245)	(4,939,931)
Expenses excluding Finance Costs					
General Purpose Funding	32,033	30,000	30,000	32,033	2,033
Governance	3,728,503	3,557,638	3,557,638	3,728,503	170,865
Law, Order, Public Safety	1,740,137	2,113,500	2,113,500	1,740,137	(373,363)
Health	283,505	401,505	401,505	283,505	(118,000)
Education and Welfare	3,114,449	2,644,496	2,644,496	3,114,449	469,953
Housing	21,868	16,000	16,000	21,868	5,868
Community Amenities	3,258,691	3,416,239	3,416,239	3,258,691	(157,548)
Recreation & Culture	6,078,064	7,477,951	7,477,951	6,078,064	(1,399,887)
Transport	11,279,042	11,435,479	11,435,479	11,279,042	(156,437)
Economic Services	2,198,900	2,207,616	2,207,616	2,198,900	(8,716)
Other Property and Services	(36,769)	(283,383)	(283,383)	(36,769)	246,615
	31,698,423	33,017,041	33,017,041	31,698,423	(1,318,618)
Finance Costs					
Governance	56,696	51,937	51,937	56,696	(4,759)
Health	15,740	15,219	15,219	15,740	(521)
Community Amenities	11,592	11,774	11,774	11,592	182
Recreation & Culture	105,052	126,673	126,673	105,052	21,621
Other Property and Services	15,949	15,564	15,564	15,949	(385)
	205,029	221,167	221,167	205,029	16,138
Non-Operating Grants Subsidies, Contributions					
Governance	(64,798)	(100,000)	(100,000)	(64,798)	35,202
Law, Order, Public Safety	(607,324)	(583,011)	(583,011)	(607,324)	(24,313)
Recreation & Culture	(1,857,951)	(3,058,608)	(3,058,608)	(1,857,951)	1,200,657
Transport	(3,614,679)	(8,633,451)	(8,633,451)	(3,614,679)	5,018,772
	(6,144,752)	(12,375,070)	(12,375,070)	(6,144,752)	6,195,116
(Profit)/Loss on Disposal of Assets					
Governance	(22,108)	1,101	1,101	22,108	(21,007)
Law, Order, Public Safety	(78,182)	(6,623)	(6,623)	78,182	(84,805)
Health	0	0	0	0	0
Education and Welfare	0	(10,000)	(10,000)	0	(10,000)
Community Amenities	(14,395)	(10,488)	(10,488)	14,395	(24,883)
Recreation & Culture	(5,957)	(4,153)	(4,153)	5,957	(10,110)
Other Property and Services	(253,135)	(151,203)	(151,203)	253,135	(404,338)
	(373,777)	(181,366)	(181,366)	373,777	(555,143)
NET RESULT	(1,790,322)	(1,553,541)	(1,553,541)	(1,042,767)	
Other Comprehensive Income	0	0	0	0	
TOTAL COMPREHENSIVE INCOME	(1,790,322)	(1,553,541)	(1,553,541)	(1,042,767)	

SHIRE OF MANJIMUP						
Statement of Comprehensive Income (by Type) for the year ending 30 June 2023						
	Notes	Actuals to 30 June 2023 \$	Budget to 30 June 2023 \$	2022/2023 Adopted Budget	Projected to 30 June 2023 \$	Variance \$
Revenue						
Rates	6-9	(10,549,946)	(10,582,809)	(10,582,809)	(10,549,946)	32,863
Operating Grants, Subsidies and Contributions	21	(9,111,094)	(5,512,745)	(5,512,745)	(9,111,094)	(3,598,349)
Fees & Charges	11	(6,021,808)	(4,676,194)	(4,676,194)	(6,021,808)	(1,345,614)
Interest Earnings	27	(415,244)	(252,593)	(252,593)	(415,244)	(162,651)
Other Revenue		(1,077,153)	(1,210,972)	(1,210,972)	(1,077,153)	133,819
		(27,175,245)	(22,235,314)	(22,235,314)	(27,175,245)	(4,939,931)
Operating Expenditure						
Employee Costs	27	12,051,034	12,088,799	12,088,799	12,051,034	(37,765)
Materials and Contracts	27	8,057,722	9,422,079	9,422,079	8,057,722	(1,364,357)
Utility Charges	27	717,508	678,754	678,754	717,508	38,754
Depreciation	23	9,651,315	9,565,035	9,565,035	9,651,315	86,280
Interest Expenses	14	205,029	221,167	221,167	205,029	(16,138)
Insurance Expenses	27	792,105	808,679	808,679	792,105	(16,574)
Other Expenditure	27	428,739	453,695	453,695	428,739	(24,956)
		31,903,452	33,238,208	33,238,208	31,903,452	(1,334,756)
		4,728,207	11,002,894	11,002,894	4,728,207	
Non Operating Grants, Subsidies and Contributions	21	(6,144,752)	(12,375,070)	(12,375,070)	(6,144,752)	6,230,318
Profit on Asset Disposal	22	(373,777)	(284,831)	(284,831)	(373,777)	(88,946)
Loss on Asset Disposal	22	0	103,465	103,465	-	(103,465)
		(6,518,529)	(12,556,436)	(12,556,436)	(6,518,529)	6,037,907
NET RESULT		(1,790,322)	(1,553,541)	(1,553,541)	(1,790,322)	
Other Comprehensive Income		0	0	0		
TOTAL COMPREHENSIVE INCOME		(1,790,322)	(1,553,541)	(1,553,541)	(1,790,322)	

SHIRE OF MANJIMUP					
Rate Setting Statement (by Program) for the year ending 30 June 2023					
	Actuals to 30 June 2023 \$	Budget to 30 June 2023 \$	2022/2023 Adopted Budget \$	Projected to 30 June 2023 \$	Variance \$
Revenue					
General Purpose Funding	(4,122,661)	(1,011,855)	(1,011,855)	(4,122,661)	(3,110,806)
Governance	(1,958,537)	(1,605,380)	(1,605,380)	(1,958,537)	(353,157)
Law, Order, Public Safety	(1,312,032)	(1,615,090)	(1,615,090)	(1,312,032)	303,058
Health	(68,631)	(59,958)	(59,958)	(68,631)	(8,673)
Education and Welfare	(3,461,338)	(2,547,249)	(2,547,249)	(3,461,338)	(914,089)
Housing	(29,771)	(24,200)	(24,200)	(29,771)	(5,571)
Community Amenities	(2,311,837)	(2,278,874)	(2,278,874)	(2,311,837)	(32,963)
Recreation & Culture	(2,689,999)	(4,943,393)	(4,943,393)	(2,689,999)	2,253,394
Transport	(6,089,376)	(9,380,897)	(9,380,897)	(6,089,376)	3,291,521
Economic Services	(161,129)	(169,458)	(169,458)	(161,129)	8,329
Other Property and Services	(938,517)	(676,051)	(676,051)	(938,517)	(262,466)
	(23,143,828)	(24,312,404)	(24,312,404)	(23,143,828)	1,168,577
Operating Expenditure					
General Purpose Funding	32,033	30,000	30,000	32,033	2,033
Governance	3,785,199	3,626,967	3,626,967	3,785,199	158,232
Law, Order, Public Safety	1,740,137	2,113,500	2,113,500	1,740,137	(373,363)
Health	299,245	416,724	416,724	299,245	(117,479)
Education and Welfare	3,114,449	2,644,496	2,644,496	3,114,449	469,953
Housing	21,868	16,000	16,000	21,868	5,868
Community Amenities	3,270,283	3,428,013	3,428,013	3,270,283	(157,730)
Recreation & Culture	6,183,116	7,604,624	7,604,624	6,183,116	(1,421,508)
Transport	11,279,042	11,435,479	11,435,479	11,279,042	(156,437)
Economic Services	2,198,900	2,207,616	2,207,616	2,198,900	(8,716)
Other Property and Services	(20,820)	(181,746)	(181,746)	(20,820)	160,927
	31,903,452	33,341,673	33,341,673	31,903,452	(1,438,221)
Net Operating Result Excluding Rates	8,759,624	9,029,269	9,029,269	8,759,624	(269,644)
Adjustments for Cash Budget Requirements					
<i>Non-Cash Expenditure & Income</i>					
Net Profit on Sale of Assets	373,777	181,366	181,366	373,777	192,411
Deprecation on Assets	(9,651,315)	(9,565,035)	(9,565,035)	(9,651,315)	(86,280)
Leave Provisions	(102,726)	(235,085)	(235,085)	(102,726)	132,359
Other	7,776	(10,000)	(10,000)	7,776	17,776
Net Non-Cash Expenditure and Revenue	(9,372,488)	(9,628,754)	(9,628,754)	(9,372,488)	256,266
<i>Capital Expenditure and Revenue</i>					
Purchase Land & Buildings	2,740,918	3,638,988	3,638,988	2,740,918	(898,070)
Purchase Infrastructure Assets	5,415,268	14,262,631	14,262,631	5,415,268	(8,847,363)
Purchase Plant & Machinery	1,153,712	2,696,238	2,696,238	1,153,712	(1,542,526)
Purchase Motor Vehicles	359,290	897,500	897,500	359,290	(538,210)
Purchase Furniture & Equipment	127,258	125,146	125,146	127,258	2,112
<i>Other Non Operating Expenditure/Transfer</i>					
Repayment of Loan Principal	641,324	650,879	650,879	641,324	(9,555)
Repayment of Lease Principal	96,355	123,000	123,000	96,355	0
Payment of Self Supporting Loan to Groups	-	250,000	250,000	0	(250,000)
Transfers to Reserves	1,824,854	6,085,547	6,085,547	1,824,854	(4,260,693)
Net Operating Profit/(Loss) Excluding Rates Adjusted for Non Cash Items, Capital Expenditure and Other Non Operating Exp/Tsf					
<i>Funded From</i>					
Proceeds from Disposal of Assets	(646,765)	(1,078,003)	(1,078,003)	(646,765)	431,238
Self-supporting Loan Principal Income	(18,287)	(18,287)	(18,287)	(18,287)	0
Transfers from Reserves	(1,519,427)	(3,865,134)	(3,865,134)	(1,519,427)	2,345,707
Unexpended Loan Funds Brought Forward	(529,971)	(850,802)	(850,802)	(529,971)	320,831
Proceeds from New Loans	-	(5,750,000)	(5,750,000)	0	5,750,000
Net Cash from Investing Activities	9,644,529	17,167,703	17,167,703	9,644,529	(7,496,529)
Restricted Assets	-	0	0	0	
Estimated (Surplus)/Deficit July 1 B/Fwd	(5,985,407)	(5,985,407)	(5,985,407)	(5,985,407)	
Estimated Surplus/(Deficit) June 30 C/Fwd	7,503,688		0	7,503,688	
AMOUNT REQUIRED TO BE RAISED FROM RATES	10,549,946	10,582,809	10,582,809	10,549,946	

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SHIRE OF MANJIMUP					
Rate Setting Statement (by Type) for the year ending 30 June 2023					
	Actuals to 30 June 2023	Budget to 30 June 2023	2022/2023 Adopted Budget	Projected to 30 June 2023	Variance
	\$	\$		\$	\$
Revenue					
Rates	-	-	-	-	
Operating Grants, Subsidies and Contributions	(9,111,094)	(5,512,745)	(5,512,745)	(9,111,094)	(3,598,349)
Non Operating Grants, Subsidies and Contributions	(6,144,752)	(12,375,070)	(12,375,070)	(6,144,752)	6,230,318
Fees & Charges	(6,021,808)	(4,676,194)	(4,676,194)	(6,021,808)	(1,345,614)
Interest Earnings	(415,244)	(252,593)	(252,593)	(415,244)	(162,651)
Profit on Asset Disposal	(373,777)	(284,831)	(284,831)	(373,777)	(88,946)
Other Revenue	(1,077,153)	(1,210,972)	(1,210,972)	(1,077,153)	133,819
	(23,143,828)	(24,312,405)	(24,312,405)	(23,143,828)	1,168,578
Operating Expenditure					
Employee Costs	12,051,034	12,088,799	12,088,799	12,051,034	(37,765)
Materials and Contracts	8,057,722	9,422,079	9,422,079	8,057,722	(1,364,357)
Utility Charges	717,508	678,754	678,754	717,508	38,754
Depreciation	9,651,315	9,565,035	9,565,035	9,651,315	86,280
Interest Expenses	205,029	221,167	221,167	205,029	(16,138)
Insurance Expenses	792,105	808,679	808,679	792,105	(16,574)
Loss on Asset Disposal	-	103,465	103,465	-	(103,465)
Other Expenditure	428,739	453,695	453,695	428,739	(24,956)
	31,903,452	33,341,673	33,341,673	31,903,452	(1,438,221)
Net Operating Result Excluding Rates	8,759,624	9,029,268	9,029,268	8,759,624	(269,643)
Adjustments for Cash Budget Requirements					
<i>Non-Cash Expenditure & Income</i>					
Net Profit on Sale of Assets	373,777	181,366	181,366	373,777	192,411
Deprecation on Assets	(9,651,315)	(9,565,035)	(9,565,035)	(9,651,315)	(86,280)
Leave Provisions	(102,726)	(235,085)	(235,085)	(102,726)	132,359
Other	7,776	(10,000)	(10,000)	7,776	17,776
Net Non-Cash Expenditure and Revenue	(9,372,488)	(9,628,754)	(9,628,754)	(9,372,488)	256,266
<i>Capital Expenditure</i>					
Purchase Land & Buildings	2,740,918	3,638,988	3,638,988	2,740,918	(898,070)
Purchase Infrastructure Assets	5,415,268	14,262,631	14,262,631	5,415,268	(8,847,363)
Purchase Plant & Machinery	1,153,712	2,696,238	2,696,238	1,153,712	(1,542,526)
Purchase Motor Vehicles	359,290	897,500	897,500	359,290	(538,210)
Purchase Furniture & Equipment	127,258	125,146	125,146	127,258	2,112
<i>Other Non Operating Expenditure/Transfer</i>					
Repayment of Loan Principal	641,324	650,879	650,879	641,324	(9,555)
Repayment of Lease Principal	96,355	123,000	123,000	96,355	(26,645)
Payment of Self Supporting Loan to Groups	-	250,000	250,000	-	(250,000)
Transfers to Reserves	1,824,854	6,085,547	6,085,547	1,824,854	(4,260,693)
Net Operating Profit/(Loss) Excluding Rates Adjusted for Non Cash Items, Capital Expenditure and Other Non Operating Exp/Tsf					
<i>Funded From</i>					
Proceeds from Disposal of Assets	(646,765)	(1,078,003)	(1,078,003)	(646,765)	431,238
Self-supporting Loan Principal Income	(18,287)	(18,287)	(18,287)	(18,287)	-
Transfers from Reserves	(1,519,427)	(3,865,134)	(3,865,134)	(1,519,427)	2,345,707
Unexpended Loan Funds Brought Forward	(529,971)	(850,802)	(850,802)	(529,971)	320,831
Proceeds from New Loans	-	(5,750,000)	(5,750,000)	-	5,750,000
Net Cash from Investing Activities	9,644,529	17,167,703	17,167,703	9,644,529	(7,523,174)
Restricted Assets	-	-	-	-	
Estimated (Surplus)/Deficit July 1 B/Fwd	(5,985,407)	(5,985,407)	(5,985,407)	(5,985,407)	
Estimated Surplus/(Deficit) June 30 C/Fwd	7,503,688	-	-	7,503,688	
AMOUNT REQUIRED TO BE RAISED FROM RATES	10,549,946	10,582,809	10,582,809	10,549,946	

Shire of Manjimup

Statement of Financial Position		ACTUAL 2022/2023 \$	ACTUAL 2021/2022 \$
Current Assets			
Cash and cash equivalents		17,607,475	16,882,841
Trade and other receivables		1,268,465	1,465,910
Inventories		358,418	327,459
Other assets		791,794	822,382
Tax Assets		95,485	67,448
Total Current Assets		20,121,636	19,566,040
Non-Current Assets			
Other receivables		445,186	426,794
Property, plant & equipment		67,206,888	66,007,188
Infrastructure		232,670,345	233,904,728
Total Non-Current Assets		300,322,419	300,338,709
TOTAL ASSETS		320,444,055	319,904,748
Current Liabilities			
Trade and other payables		4,211,404	4,893,128
Provisions		2,225,941	2,136,261
Current Portion of Long Term Borrowings		576,317	722,720
Total Current Liabilities		7,013,662	7,752,109
Non-Current Liabilities			
Long term borrowings		4,813,243	5,338,547
Provisions		206,674	193,941
Total Non-Current Liabilities		5,019,916	5,532,488
TOTAL LIABILITIES		12,033,579	13,284,597
NET ASSETS		308,410,477	306,620,153
Equity			
Accumulated losses		(19,085,497)	(20,570,392)
Reserves - Cash Backed		6,915,776	6,610,349
Reserves - Asset Revaluation		320,580,198	320,580,198
TOTAL EQUITY		308,410,477	306,620,153

	Accumulated Losses	Reserves Cash Backed	Asset Revaluation Reserves	Total Equity
	\$	\$	\$	\$
Statement of Changes in Equity				
Balance as at 1 July 2021	(19,471,865)	6,285,835	318,603,098	305,417,066
Comprehensive Income				
- Net Result	(774,013)	-	-	(774,013)
- Change on Revaluation of Non-Current Assets			1,977,100	1,977,100
- Adjustment due to Accounting Std Changes	-	-	-	-
Total Other Comprehensive Income	(774,013)	-	-	(774,013)
Transfers from/(to) Reserves	(324,514)	324,514	-	-
Balance as at 30 June 2022	(20,570,392)	6,610,349	320,580,198	306,620,153
Net Result	1,790,322	-	-	1,790,322
Adjustment due to Accounting Std Changes	-	-	-	-
Total Other Comprehensive Income	-	-	-	-
Transfers from/(to) Reserves	(305,427)	305,427	-	-
Balance as at 31 May 2023	(19,085,497)	6,915,776	320,580,198	308,410,477

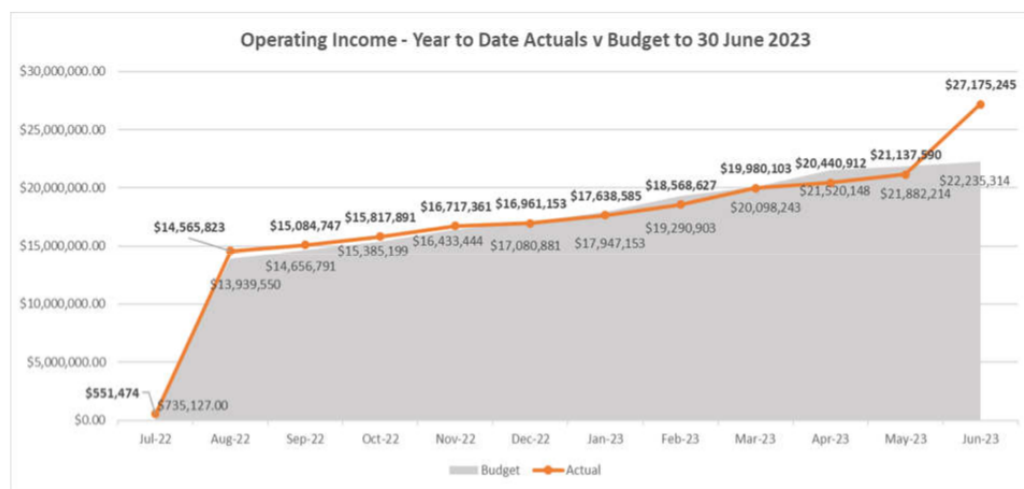
Operating Items

The graphs below reflect the cumulative budget to 30 June 2023 is (grey area), with the line graph represented actuals to 30 June 2023.

Operating Income

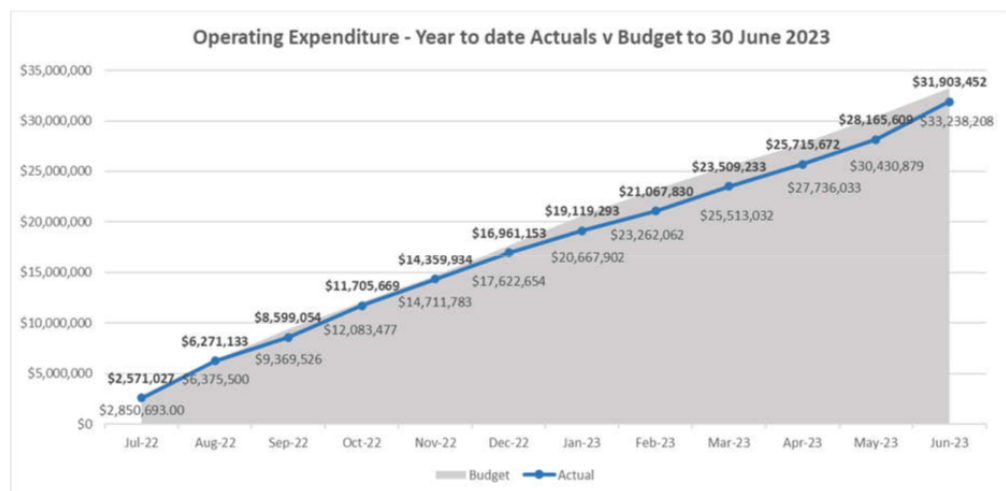
Operating income to the 30 June 2023 is well above budget with actuals sitting at \$27,175,245 compared to a budget of \$22,235,314. Whilst a difference of \$4,939,931 is significant it has predominately been caused by the Grants Commission making a 100% advance payment of both the General Purpose and Road Financial Assistance Grants, for the 2023/24 financial year. The unbudgeted early payment is \$4,848,597 and forms part of the 2023/24 carry forwards.

Whilst the early payment reduces the Operating Income variance back to \$91,334 there have been some moderate unders and overs within the Operating Income class. Please refer to the Operating Income/Expenditure section for more detail.



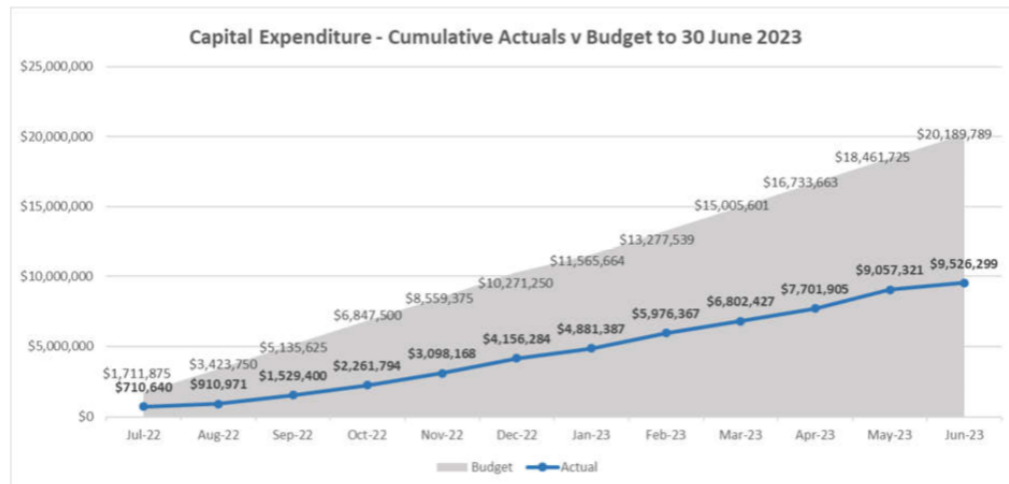
Operating Expenditure

Operating Expenditure is behind budget with actuals of \$31,903,452 compared to a budget of \$33,238,208, a difference of \$1,334,756. There are some project grants like the Trail Bike Hub operations that have only just begun, those unspent projects have been carried forward at the 30 June 2023 into the 2023/24 budget for completion.



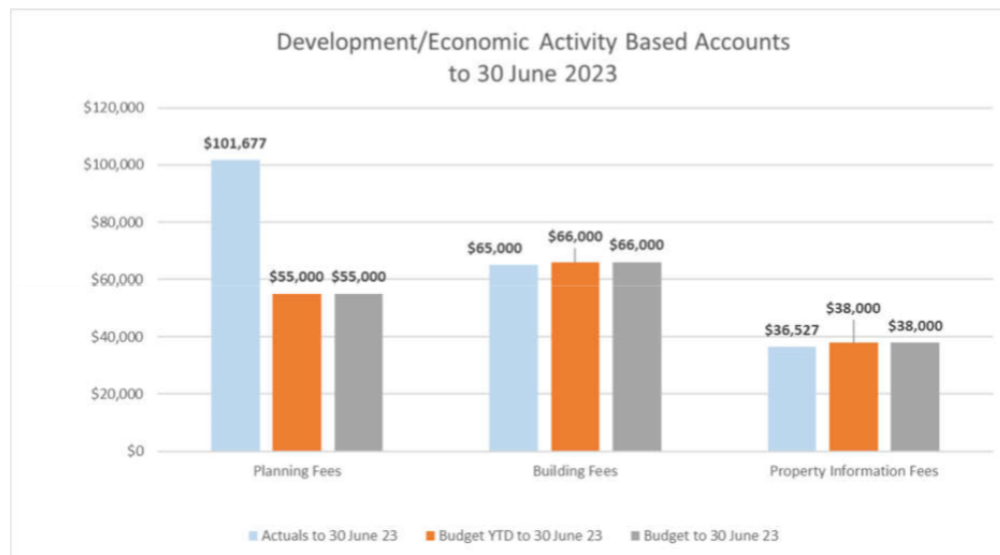
Capital Expenditure

Capital expenditure finished well behind budget at 30 June 2023. Some of the major projects like the Rea Park/Collier Street Lighting Project, Major Bridge works and Local Roads and Community Infrastructure projects are fully budgeted in the first year so there has been a high proportion of carried forward into the 2023/2024 financial year.



Economic Activity

Development applications for Planning have continued to dominate the economic activity-based accounts. At the 30 June 2023 Planning Fees finished \$46,677 ahead of the \$55,000 budget. It should be expected that a lot of those Planning Applications should convert to Building Applications into the 2023/24 financial year. Building Fees ended the financial year only \$1,000 below budget with Property and Information Fees generating \$36,527 in income for the year.



Operating Income/Expenditure

(Refer to note numbers on the "Operating Statement by Program" on the previous page for year to date income and expenditure figures)

- 1. Governance** as at 30 June 2023, is projected to be \$310,497 under budget after the removal on Non-cash items of \$111,572.

Office of CEO		
Risk Management	(\$20,400)	Unspent carried forward into 2023/24
Human Resource Management		
HR Consultancy	(\$24,204)	Carried forward to finalise Chief Executive Officer Recruitment process
Public Relations		
No significant variations		
Occupational Health & Safety		
No significant variations		
Administration & Finance		
Bad Debts	(\$45,109)	\$10,485 utilised in 2022/23 with the remaining balance of \$45,109 carried forward into 2023/24.
Interest at Bank Accounts	(\$177,006)	The budget related to interest over the past 3 years has been reduced however with the increase of interest rates in 2023 the actuals to the 30 June 2023 are \$320,458 of a \$143,452 whole year revised budget.
Depreciation on Right of Use Assets	\$111,572	Depreciation related to leases for IT Equipment and Light Vehicles. Line item is non cash and has no affect on the Shire's cash end of year position.
Corporate Management		
No significant variations		
Information, Communication & Technology		
New Shire Intranet	(\$13,350)	Project to start in September 23, funding carried forward into the 2023/24 budget

- 2. General Purpose Funding** as at 30 June 2023, is projected to be \$3,108,773 ahead of budget.

Administration & Finance		
Rates	\$18,244	As part of the 2022/23 adopted budget, \$30,000 of Interim Rates was anticipated. Whilst additional rates have been received from positive rates adjustments to rating accounts there have been some change of uses or amendments to rating accounts that have seen some reductions in rates.
Financial Assistance Grant – General Purpose Funding	(\$3,127,017)	The grants commission released 100% of the 2023/24 funding amount. Funding carried forward into 2023/24.

3. Law, Order, Public Safety as at 30 June 2023 is projected to be \$70,305 under budget.

Ranger Services

Salaries	\$31,114	Elevated salary due to staffing movement and return to work.
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Fire Prevention

Council Reserve	(\$37,963)	Line item underspent due to the continuation of the MAF funding received from DFES for mitigation works.
Northcliffe BFB and Volunteer Fire & Rescue building renovation	(\$58,660)	Grant funded project not complete, unspent portion carried forward into 2023/24 budget.

4. Health as at 30 June 2023 is projected to be \$126,152 under budget.

Environmental Health

Salaries/Superannuation	(\$81,117)	Whilst staff vacancies were filled by a contractor there has been a significant period of time with no health staff.
Septage Site Closure	(\$10,225)	Project carried forward into 2023/24
Develop Public Health Plan	(\$15,000)	Project carried forward into 2023/24

5. Education and Welfare as at 30 June 2023 is projected to be \$444,136 under budget.

Manjimup Home and Community Care (MHCC)

All cost/income areas	(\$363,273)	In the last 2 years most areas within the MHCC budget have seen major growth. The MHCC is a neutral budget area for Council with the \$363,273 transferred to the MHCC Reserve to be used for capital purchasing and development of the service.
Fundraising Expenditure	(\$31,284)	Unspent fundraising carried forward into 2023/24 budget.

Youth Development

No significant variations

Community Bus

No significant variations

6. Housing as at 30 June 2023 is projected to be \$296 over budget.

Administration & Finance

No significant variations

7. Community Amenities as at 30 June 2023 is projected to be \$190,694 under budget.

Statutory Planning		
Planning Fees	(\$46,677)	Planning Fees finished the year well ahead of budget. At the end of June 2023 actual income was \$101,677 compared to a whole year budget of \$55,000.
Climate Change Impact Assessment	(\$15,000)	Project carried forward into 2023/24 budget.
Freehold Land Creation	(\$20,000)	Project carried forward into 2023/24 budget.
Local Planning Strategy	(\$87,704)	Project carried forward into 2023/24 budget.
Waste Management		
Waste Collection Services	(\$170,910)	Waste Collection services contractor costs were significantly under budget in 2022/23. The overall Waste budget is expected to be \$119,733 under budget, this saving has been transferred to the Waste management Reserve for future development of the Manjimup Refuse site.
Building Services		
No significant variations		

8. Recreation and Culture as at 30 June 2023 is projected to be \$831,887 over budget. The projected loss relates to capital funding for projects that are yet to be completed and have been carried forward into 2023/24.

Northcliffe Town Hall		
No significant variation		
Manjimup Community Centre		
No significant variation		
Windy Harbour		
No significant variation		
Community Services		
Salaries/Superannuation	(\$116,860)	Due to high vacancy levels during the year Community Services ended the year well under budget for salaries
Capital Funding – Rea Park / Collier St Redevelopment	\$1,307,555	Funding allocated when grant expenditure has occurred as per Accounting Standards - Revenue Recognition AASB 1058
Manjimup Heritage Park		
No significant variation		
PowerUp Museum		
Entry Income	\$54,720	Entry Income at the PowerUp Museum ended the year is projected to be \$54,720 behind budget. The Museum has struggled in the past few years since opening due to COVID restrictions.

Recreation Services		
Manjimup Trail Bike Hub	\$260,470	Trail Bike Project unspent portion carried forward into 2023/24.
Recreation Development Program	(\$48,847)	Unclaimed program money for Recreation facilities in Northcliffe and Walpole carried forward into 2023/24.
Pemberton Cricket Club Nets	(\$25,000)	Request from Cricket Club to carry forward funding into 2023/24.
Pemberton Sports Club review	(\$13,884)	Unpent review funding carried forward into 2023/24 to complete review.
Manjimup Indoor Sports Pavilion		
No significant variation		
Manjimup Regional AquaCentre		
Electricity	\$61,752	The AquaCentre Solar array was out of order for several months with parts failure. This took some time to fix, stopping the solar array from generating power.
Library and Information Services		
No significant variations		
Parks & Gardens		
No significant variation		

9. Transport as at 30 June 2023 is projected to be \$3,135,084 under budget. The projected loss relates to capital funding for projects that are yet to be completed and have been carried forward into 2023/24

Technical Services		
Financial Assistance Grants - Roads	(\$1,721,580)	The grants commission released 100% of the 2023/24 funding amount. Funding carried forward into 2023/24.
Works		
Capital Funding – Road Projects	\$5,140,845	Funding allocated when grant expenditure has occurred as per Accounting Standards - Revenue Recognition AASB 1058
Road Maintenance (All Sub classes)	\$217,073	Road maintenance overspent to some degree by significant, additional grading requests, as well as overhead costs being over recouped when charged to the job. This overspend has been offset by extra income in the recoup account as well as savings in other areas.
Public Works Overhead Recoup	(\$164,040)	Overheads are charged to jobs at a calculated rate, due to good staff levels of works timesheet employees more overheads were recouped than expected.
Road Signs	(\$60,331)	Road signs under expended in the 2022/23 financial year

10. Economic Services as at 30 June 2023 is projected to be \$387 under budget.

Building Services

No significant variations

Economic Development

No significant variations

11. Other Property and Services as at 30 June 2023 is projected to be \$101,359 under budget. The items affecting Other Property relate to Profit on Sale of Plant which relates to a non cash transaction that will not affect the carry forward position.

Parks & Gardens

No significant variations

Works

No significant variations

...

Net Current Asset Position as at 30 June 2023**Current Assets**

Cash and cash equivalents	17,607,475
Trade and other receivables	1,268,465
Inventories	358,418
Other assets	791,794
Tax Assets	95,485

Total Current Assets**20,121,636****Current Liabilities**

Trade and other payables	4,211,404
Provisions	2,225,941
Current Portion of Long Term Borrowings	576,317

Total Current Liabilities**7,013,662****Total Net Current Assets****13,107,974**

...

Capital

Infrastructure

The reconstruction the section Graphite Rd with a budget of \$996,406 was over expended by \$90,765. The 9% overspend was predominately caused by variations related to drainage issues. With a job of this size and complexity, a 9% variance, whilst not ideal can be expected and fortunately it has been offset with savings in other jobs.

Light Vehicles

Of those light vehicles replaced in 2022/23 there has been an overall net saving of \$31,110. The replacement of both the Toyota Prado and Toyota Fortuner have seen a small dividend cheque rather than costing the organisation.

Plant & Equipment

The purchasing of Plant and Equipment in 2022/23 has offered many challenges, particularly with availability of stock with long lead times until the supply date.

Of the 14 items of plant budgeted for exchange only 6 items were purchased with the unpurchased items carried forward into 2023/24. Fortunately of those items that were replaced shire officers saw healthy trade income. This extra income has assisted partially in offsetting the loss related to the purchase of the Paveline Truck.

In January 2023 Shire Officer's were made aware of Paveline International going into voluntary liquidation. 75% of the new truck has been paid being \$376,617, a proof of debt claim has been lodged with liquidators for the paid amount. At this point the Shire has not received any confirmation of a likely payout from Liquidators.

Furniture & Equipment

No significant variances to date.

Land & Buildings

No significant variances to date.

...

Debtors

Debtors owing as at 30 June 2023 are \$1,268,465 compared to \$1,177,527 at the same time last year.

Sundry Debtors as at 30 June 2023 are \$284,436 down \$43,552 at the same time last year.

Rates Debtors as at 30 June 2023 are \$984,029 up \$134,490 on the same time last year.

...

Cash

As at the 30 June 2023 the Shire held \$17,607,475 cash in municipal, unspent loan funds and in reserve.

Municipal	\$ 10,370,868
Unspent Loan Funds	\$ 320,831
Reserve	\$ 6,915,776

...

Monthly Financial Activity Statement – June 2023

Page 18

Jocelyn Baister

From: Robert Reynolds [REDACTED]
Sent: Monday, 19 June 2023 10:56 AM
To: Info
Subject: [External] Dual naming of Frankland River

Request for the Shire of Manjimup's support to seek Landgate's formal endorsement to dual name the Frankland River as Kwakoorillup / Frankland River

The Shire of Denmark has asked me to assist in progressing their dual naming of iconic landscape features across the Shire. This project commenced over 10 years ago and they are currently seeking to reinvigorate the project and progress the formal recognition of 18 of the names originally identified.

The original list of places for Aboriginal / dual naming was submitted to the South West Aboriginal Land and Sea Council (SWALSC) and the Wagyl Kaip Working Party who endorsed the names in 2013 and again in 2015. However, for various reasons the project was not fully implemented at the time.

In January 2023 the Shire of Denmark submitted an updated report again seeking SWALS's support and associated advice on the eighteen proposed Noongar place names for dual naming. The Shire has now received advice from SWALSC and the Wagyl Kaip Cultural Advice Committee that the Noongar community is in support of the dual naming project; and as such the Shire is progressing the formalisation of dual names through Landgate and the Geographic Names Committee in consultation with other relevant stakeholders.

The Frankland River, which forms the boundary between your two Shires, is one of the iconic features that they wish to see recognised with dual naming as Kwakoorillup / Frankland River. This was the name for the river that was originally recorded by WN Clark in 1842 (although he spelt it with a 'Qu' rather 'Kw').

The Shire of Denmark would obviously like your support in this. Also as parts of the river falls within your Shire and you may have additional management interest in it, Landgate is likely to require your endorsement before they proceed.

Please give me a call on [REDACTED] to discuss the matter further. The Shire of Manjimup's support and endorsement of the proposal would be very much appreciated.

Many Thanks
Robert Reynolds

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Dual Naming of Iconic Landscapes in Shire of Denmark Report

3 January 2023

SUBJECT : Dual naming of iconic landscapes in Shire of Denmark
AUTHOR(S) : Yvette Caruso – Sustainability Officer

Purpose / Summary:

All Australians share a relationship to the land and the names we give to places convey their significance, sense of history and identity. Dual naming pays respect to the traditional custodians of the land by recognising important traditional Aboriginal place names alongside introduced names.

The Shire of Denmark aims to progress implementation of dual naming of eighteen (18) indigenous iconic landscape feature names for use on educational material and on-ground signage.

Progression of indigenous dual names will also be progressed in accordance with advice previously provided to the Shire by Landgate's Geographic Names Committee and submitted for formal geographical dual naming as per Landgate's *Aboriginal and Dual Naming Guidelines*.

This project proposal is to implement the indigenous dual naming previously reviewed, endorsed and supported by the South West Aboriginal Land and Sea Council (SWALSC).

Project Background:

There has been a substantial amount of background research work and significant indigenous stakeholder engagement that has already been undertaken on dual naming of iconic landscapes across the Denmark Shire over the past decade through the Shire's Indigenous Dual Naming Working Group and through dedicated Shire officer time. Extensive community consultation was undertaken with key stakeholders including the South West Aboriginal Land and Sea Council (SWALSC), Department of Indigenous Affairs, the Bunbury Noongar Boodja Language and Cultural Centre, the Wagyl Kaip Working Group ILUA, the Denmark Historical Society, local indigenous Elders and the Shire.

An Indigenous Dual Naming Working Group was established by the Shire of Denmark in September 2012 to develop a list of indigenous names for iconic, topographical landscape features supported by a seed grant received from Department of Indigenous Affairs. The Dual Naming Working Group and affiliates comprised of representatives from Denmark Shire Council (Ian Osborne), Shire Officer (CEO Dale Stewart), the Denmark Historical Society (Ian Conochie), representatives from the Department of Indigenous Affairs (Harley Coyne, Jay Cook and Tony Veale), local community member (Tony Pedro), consultant (Helen Heydenrych) and local indigenous Elder (Wayne Webb). The Working Group had the task of compiling and ensuring broad agreement on twenty (20) indigenous place names - from an original twenty-five (25) - confirming previous research work undertaken from historical records combined with local knowledge.

Source referencing for the indigenous names were a culmination of the following:

- Historical records from the Journal of Surveyor General John Septimus Roe (November 1831).
- *A Journal of an Expedition to Nornalup Undertaken by Mr Alfred Hillman 3rd July 1833 from the Settlement at Albany – King Georges Sound* detailing his expedition to Nornalup from Albany in 1833. (The Journal is housed at the WA State Library.) Mr Hillman and party travelled from King George Sound with an indigenous person acting as Aboriginal Tracker called Mopie with the intention of exploring the country as far as Nornalup. Along the way Mopie told Mr Hillman the native names for a number of features which were recorded in the Journal.
- Consultation regarding Shire of Denmark landscape place names between the Denmark Historical Society (Ian Conochie) and the Bunbury Noongar Language and Cultural Centre undertaken in 1992.

Meanings of the Noongar names were supplied by knowledge of local indigenous Elders and community representatives and referenced to the publication “*A Nyoongar Wordlist from the South-West of Western Australia*” (compiled by Peter Bindon & Ross Chadwick, WA Museum, 1992).

A list of 20 proposed indigenous names along with the intention to dual name these features was presented to Council and determined to be advertised in December 2012 via local and regional newspapers, Shire website and Council noticeboards; with a public meeting scheduled for 9th January 2013 to allow for full consultative discussion as prescribed by the *Geographic Names Committee (WA) Principles Guidelines and Procedures (Landgate, 2009)* and to bring Noongar heritage and place names back into current awareness.

A decision-making meeting was held on 18th March 2013 whereby the Dual Naming Working Group finalised the list of indigenous names for iconic landscape features relying on the advice from members of two local dialect groups to fix on the word that the local Noongars would have used and for consensus on the spelling.

Twenty (20) iconic landscape features with proposed dual names were submitted to the Wagyl Kaip Working Group (6th December 2012) the South West Aboriginal Land and Sea Council (SWALSC), the Department of Indigenous Affairs and the Bunbury Noongar Boodja Language and Cultural Centre for linguistic confirmation and approvals, and to the Geographic Names Committee at Landgate for comment (in May 2013).

A launch was held on 9th July 2013 to promote the Dual Naming project and the list of indigenous names proposed for dual naming along with the raising of the Aboriginal flag for the first time at the Shire in conjunction with NAIDOC week. The Dual Naming Working Group then ceased to exist after the completion of the launch event as per the Committee's Terms of Reference sunset clause.

Advice received from SWALSC confirmed they were “...*generally in strong support of this project and believed that the names that were recorded by Alfred Hillman in his 1833 journal would be as close to the true names as possible...*”. (Nettleton, SWALSC, 22/01/2013). Further

correspondence from SWALSC in June 2015 indicated “...*general enthusiasm and strong support for the Project...* [SWALSC] *endorse the project as true and correct with the exception of Majret (for Wilson Inlet) which they would like to have changed to Marjit.*” (Osborne, SWALSC, 25/06/2015). SWALSC also iterated that the Noongar place names are the intellectual property of the Noongar people.

Advice provided by Landgate in September 2015 was that six (6) of the twenty (20) proposed names were considered suitable for dual naming; nine (9) required further information for consideration; two (2) were not supported due to duplication of name in a landscape feature, road name and locality; two (2) were not requiring any changes as the primary name was already indigenous in origin; and one (1) required further confirmation due to conjecture as to the accuracy of the historically recorded name.

The process then stalled due to lack of resources and funding, Covid implications, and was pending Native Title Settlement agreements. The establishment of the Wagyl Kaip local regional Aboriginal Corporation and the subsidiary Wagyl Kaip Cultural Advice Committee along with Council's resolution in support of the Uluru Statement from the Heart has subsequently provided the impetus to progress implementation of dual naming across the Shire through an appropriate established process.

Next Steps:

The Shire aims to progress implementation of dual naming of up to eighteen (18) dual indigenous names for iconic landscape features across the Shire of Denmark. The Shire is providing detail on the background of the project to SWALSC and the Wagyl Kaip Aboriginal Corporation and Cultural Advice Committee with opportunity to provide further information and detail on the proposed indigenous place names. The Shire intends to promote the dual place names with educational material including on-ground signage in the future, and subsequently submit indigenous place names for dual naming across the Denmark Shire region formally with Landgate.

Discussion:

Of the twenty (20) iconic landscape features identified with an indigenous name through the stakeholder engagement process, Landgate (2015) provided the following advice as follows:

Six (6) of twenty (20) iconic landscape features were considered suitable with further detail requested as to confirmed origin source, confirmation of meaning and of place name as required by Landgate:

- *Peepetup / Mount Lindesay* - place of breast
- *Kooryunderup / Mount Hallowell* - place of many bush kangaroo
- *Wakundup / Mount Shadforth* - place of wakoon / water fowl
- *Nakundup / Mount McLeod*
- *Quarram / Irwin Inlet* – 7 shape of the lake
- *Kordabup / Parry Inlet* – coming together place / women got ready for ceremony

Nine (9) landscape iconic features were determined by Landgate as requiring further information or clarification and include:

- *Warrumbup / Weedon Hill* – place of warroo / doe or female kangaroo) – Weedon Hill not an approved name, opportunity to approve Noongar as primary name; requires a GPS centre point location
- *Kurlalup / Boat Harbour Lakes* – requires a GPS centre point location

- *Kwallup / Peaceful Bay* – place of sand – apply the name to the beach (not the bay); show beach extent and confirm centroid co-ordinates
- *Kwoorabup / Denmark River* – place of bush tailed wallaby / place we return to – linear feature that traverses through 2 LGA's; may have different indigenous names along it's extent – confirm with LGA's indigenous Elder representatives
- *Kwakoorillup / Frankland River* – place of the quokka – linear feature that traverses through 4 LGA's; may have different indigenous names along it's extent – confirm with LGA's indigenous Elder representatives; name being applied to Reserve 41884
- *Genulup / Hay River* – place of day foot river crossing – City of Albany dual name 'Genullup' - linear feature that traverses through 3 LGA's; may have different indigenous names along it's extent - confirm with LGA's indigenous Elder representatives
- *Gnowerrumbup / Kent River* – place of feathers - linear feature that traverses through 3 LGA's; may have different indigenous names along it's extent – confirm with LGA's indigenous Elder representatives
- *Kwikup / Quickup River* – place of bones – 'Quickip' River on record in 1972 – requires Water Corporation approval
- *Waalitchup / Bow River* – place of the (sea) eagles – source origin information required

Landgate expressed concern with dual naming of two (2) sites being Ocean Beach as 'Pooryungup' and Parry Beach as 'Kordabup' due to concern with further duplication of names as they already apply to rivers/beaches, roads, and localities:

- *Pooryungup / Ocean Beach Peninsula* – place of large rock – currently displayed on DBCA COG maps. Landgate advised they would support the name Boyoongup for the headland 'rock' itself, if a centroid GPS location was provided.
- *Kordabup / Parry Beach* – place of the heart – not supported by Landgate.

Two (2) indigenous names were not supported for dual naming as they already utilise the appropriate indigenous name as its primary nomenclature: these are *Normalup* (place of tiger snake) and *Mount Mehniup* (place of meni/ edible root of Haemodorum plant).

One (1) landscape feature was questioned as to the appropriateness of the dual name 'Mairet' due to conjecture over the accuracy of the Noongar name as recorded by J.S.Roe (1831):

- *Marjit / Wilson Inlet* – water snake – City of Albany dual name of 'Mairet' – however the name 'Marjit' was supported by SWALSC (25/06/2015)

DUAL NAMING OF ICONIC LANDSCAPE FEATURES IN SHIRE OF DENMARK:

NUMBER	LANDSCAPE FEATURE	PROPOSED DUAL NAME	NOONGAR MEANING	SOURCE REFERENCE	LANDGATE REFERENCE	COMMENT
1	Mount Lindesay	Peepetup	Place of breast	J.S.Roe (1831) Denmark Historical Society (1992)	634	Considered suitable by Landgate
2	Mount Hallowell	Kooryunderup	Place of many bush kangaroo (brush tail kanga)	A.Hillman (1833)	638	Considered suitable by Landgate

3	Mount Mehniup	Mehniup	Place of meni/mene (edible root of Haemodorum plant)	Denmark Historical Society (1992)	466	Not required for dual naming
4	Mount Shadforth	Wakundup	Place of wakoon/ water fowl	Denmark Historical Society (1992)	468	Considered suitable by Landgate
5	Weedon Hill	Warrumbup	Place of warroo (doe/female) kangaroo	Denmark Historical Society (1992)	381	Noongar name could be primary name - GPS centre point required
6	Mount McLeod	Nakundup	unknown	A.Hillman (1833)	476	Considered suitable by Landgate – Noongar meaning required
7	Wilson Inlet	Marjit	Water snake	J.S.Roe (1831) Denmark Historical Society Geographic Naming Committee 25 March 1999		City of Albany – Mairet – 'Marjit' supported by SWALSC (25/06/2015)
8	Parry Inlet	Kordabup	Coming together place/ women got ready for ceremony	A.Hillman (1833)	688	Considered suitable by Landgate
9	Irwin Inlet	Quarram	7 shape of the lake / place of brush	A.Hillman (1833)	685	Considered suitable by Landgate
10	Boat Harbour Lakes	Kurlalup	unknown	A.Hillman (1833)	684	GPS centre point required
	Boat Harbour	Quorrimup		A.Hillman (1833)		
11	Denmark River	Kwoorabup	Place of brush-tailed wallaby / place we return to	A Hillman (1833) / local Elder 2010	637	Linear feature – 2 LGA's

12	Frankland River	Kwakoorillup	Place of the quokka	Nornalup Character Study (2010)	382	Linear feature – 4 LGA's – being applied to Reserve 41884
13	Hay River	Genulup	Place of day foot crossing	A Hillman (1833)	595	City of Albany – Genullup – linear feature – 3 LGA's
14	Quickup River	Kwikup	Place of bones	Denmark Historical Society (1992)	635	Quickip – 1972 - requires Water Corporation approval
15	Kent River	Gnowerumbup	Place of feathers	A.Hillman (1833)	396	Linear feature – 3 LGA's
16	Bow River	Waalitchup	Place of (sea) eagles	Local Elder Wayne Webb – endorsed H.Coyne	636	Origin source information required
17	Ocean Beach Peninsula	Pooryungup / Boyoongup	Place of large rock	DBCA COG maps	408	Ocean Beach refers to beach, road, locality. Landgate would consider Boyoongup for the rock / headland.
18	Parry Beach	Kordabup	Place of the heart	A.Hillman (1833)	689	Not supported by Landgate. Parry Beach refers to beach, road and locality
19	Peaceful Bay	Kwallup	Place of sand		687	Considered suitable by Landgate to name the beach – beach extent and centroid required
20	Nornalup	Nornalup	Place of tiger snake		686	Not required for dual naming

Strategic Objectives:

The Dual Naming initiative is supported by *Shire of Denmark Policy P110706 Aboriginal Heritage – Aboriginal Reconciliation* which states “*That the Shire of Denmark make the following statement in support of reconciliation with the indigenous people of this country, especially those from the south coast of Western Australia - ...The Special places, culture and history of the Noongar people are respectfully recognised.*”

Support for this initiative is consistent with the Shire's community aspirations as set out in the Shire of Denmark *Strategic Community Plan 2027* and sustainability objectives within our *Sustainability Strategy 2021-2031*:

- *N2.0 Our natural environment is highly valued and carefully managed to meet the needs of our community, now and in the future*
- *C4.3 To create a community that nurtures and integrates natural, cultural and historical values*
- *C4.4 To recognise and respect our local heritage and Aboriginal history*
- *L5.2 To have meaningful, respectful and proactive collaboration with the community*
- *3.4 Work collaboratively with the indigenous population and develop best practice indigenous engagement and recognition strategies*
- *3.7 Promote partnerships with not-for-profits to deliver Shire activities and assist with infrastructure requirements that support sustainable principles.*

Statutory Obligations:

The Shire will ensure compliance with Landgate's *Aboriginal and Dual Naming Guidelines* (2020) when promoting dual names and will follow adherence to the following principles:

- historic information provision basis for proposed dual name
- appropriate process of engagement with the local indigenous community
- general community support, through LGA endorsement

Comment:

Dual naming of iconic landscape features signifies the importance of reconciliation and aims to acknowledge the deep cultural traditions of the indigenous community. The Shire is seeking to progress implementation of up to eighteen (18) proposed indigenous landscape feature and place names that have undergone significant indigenous stakeholder engagement over the past decade.

The Shire will seek to progress formalisation of dual names through submission to Landgate Geographic Naming Committee as per the *Aboriginal and Dual Naming Guidelines* process.

The Shire intends to promote dual naming through the production and delivery of educational material and signage on indigenous dual naming of locations within the Shire which will provide opportunities for our community to appreciate our rich cultural heritage and promote positive outcomes for the town.

Conclusion / Recommendation:

The Shire of Denmark is progressing implementation of eighteen (18) proposed dual names of iconic landscape features across the Shire of Denmark as a means to pay respect to the traditional custodians of the land.

The Shire intends to promote the dual place names with educational material and on-ground signage in the future and will lodge indigenous place names across the Denmark Shire region formally with Landgate's Geographic Names Committee, with the view to formalise the dual names.

The Shire of Denmark looks forward to continuing liaisons with the South West Aboriginal Land and Sea Council and the Wagyl Kaip Aboriginal Corporation and Cultural Advice Committee, the local indigenous peoples and the broader local community on this worthy collaborative project

which seeks to develop the opportunity for greater understanding and to celebrate the rich cultural history and traditional ecological values of our local indigenous community.

Appendices:

- **Appendix 1:** *Dual Naming of Iconic Landscape Features in the Shire of Denmark 2022 spreadsheet*
- **Appendix 2:** *Dual Naming of Iconic Landscape Features in Shire of Denmark Map*

DUAL NAMING OF ICONIC LANDSCAPE FEATURES IN SHIRE OF DENMARK 2023									
NUMB	LAND FORM TYPE	LANDSCAPE FEATURE	PROPOSED DUAL NOONGAR NAME	MEANING OF NOONGAR NAME	SOURCE REFERENCE	LANDGATE REFERENCE (2015)	TENURE	PRONUNCIATION	COMMENTS - 2023
1	High country	Mount Lindesay	Peepetup	Place of breast	J.S. Roe (1831) Denmark Historical Society (1992)	634	DBCA	Peep - e - tup	Need to confirm use with DBCA
2	High country	Mount Hallowell	Koorunderup	Place of many bush kangaroo (brush tail kanga)	A. Hillman (1833)	638	Shire of Denmark	Koo-ree - under - up	Considered suitable by Landgate, SWALSC, Wagyl Kaip and Shire
3	High country	Mount Mehniup	Mount Mehniup	Place of men/ mene (edible root of Haemodoron plant)	Denmark Historical Society (1992)	466	DBCA	Meen - ee - up	Dual naming not required - Noongar name is primary name
4	High country	Mount Shadforth	Wakundup	Place of wakoan/water fowl	Denmark Historical Society (1992)	468	PP	Wak - oon - dup	Considered suitable by Landgate, SWALSC, Wagyl Kaip and Shire
5	High country	Weedon Hill	Warrumbup	Place of warro (doe or female) kangaroo	Denmark Historical Society (1992)	381	Shire/PP	Wurru - m - up	Recommended as Primary name rather than Dual name
6	High country	Mount McLeod	Nakundup	unknown	A. Hillman (1833)	476	PP		Remove from list.
7	Inlet/ wetland	Wilson Inlet	Marjit	Water snake	Denmark Historical Society (1992) Geographic Naming Committee		DWER	Mar - jit	Considered suitable by Landgate, SWALSC, Wagyl Kaip, CoA and Shire
8	Inlet/ wetland	Parry Inlet	Kordalup	Place of the heart / Coming together place / where women got ready for ceremony	A. Hillman (1833)	688	DWER	Cord - a - lup	Need to confirm use with DWER
9	Inlet/ wetland	Irwin Inlet	Quarram	7 shape of the lake / place of brush	A. Hillman (1833)	685	DWER	Quar - am	Need to confirm use with DWER
10	Inlet/ wetland	Boat Harbour Lakes	Kurlalup / Kwilalup	unknown	A. Hillman (1833)	684	DBCA	Curl - a - lup	Need to confirm use with DBCA
10A	Coast	Boat Harbour	Quorrimup		A. Hillman (1833)		Shire		Considered suitable by Landgate, SWALSC, Wagyl Kaip and Shire
11	River	Denmark River	Kwoorabup	Place of brush-tailed wallabies / Place we return to	A. Hillman (1833)/ local Elder (2010)	637	DWER	Kwoor - a - bup	Need to confirm with all LGA's along linear feature (Plantagenet)
12	River	Frankland River	Kwakoorillup	Place of quokka	Nornalup Character Study (2010)	382	DBCA	Quok - or - ill - up	Need to confirm with all LGA's along linear feature (Manjimup, Plantagenet, Cranbrook)
13	River	Hay River	Genulup	Place of day foot crossing	A. Hillman (1833)	595	DWER	Gen - ul - up	Applies only to mouth of river
14	River	Quickup River	Kwikup	Place of bones	Denmark Historical Society (1992)	635	Water Corporation	Quick - up	Need to confirm with Water Corporation
15	River	Kent River	Gnowerrumbup	Place of feathers	A. Hillman (1833)	396	DWER	Now - er - um - bup	Need to confirm use with DWER
16	River	Bow River	Waalitchup	Place of eagles	Local Elder Wayne Webb, endorsed	636	DWER	Wol - itch - up	Applies from mouth to Bow Bridge
17	Coast	Ocean Beach peninsula	Poorungup	Place of large rock	In use on DBCA maps	408	Shire of Denmark	Poo - ree - ung - up	Landgate advises Poorungup for hill in middle of headland.
18	Coast	Parry Beach	Kordabup	Place of the heart	A. Hillman (1833)	689	Shire of Denmark	Kor - da - bup	Not supported by Landgate (2015). Parry Beach refers to beach, road and locality.
19	Coast	Peaceful Bay	Kwallup	Place of sand		687	Shire of Denmark	Quol - up	Considered suitable by Landgate, SWALSC, Wagyl Kaip and Shire
20	Town	Nornalup	Nornalup	Place of tiger snake		686	Shire of Denmark	Nor - nar - lup	Dual naming not required - Noongar name is primary name

Last updated by Y.Caruso 21/11/2022

LEGEND	CATEGORIES
	Recommended as Primary name rather than Dual name
	Proceed with Landgate GNC
	Requires confirmation with other government stakeholders agencies
	Remove from list

21

- 9 to progress with Landgate GNC
- 7 to progress with key stakeholders
- 3 dropping from process
- 2 existing names



Produced by Shire of Denmark Sustainability Officer: Y. Caruso 22/11/2022.
Whilst all care has been taken, no responsibility shall be taken for any omissions or errors in this documentation.
Please advise the Shire of Denmark of any errors or omissions in this document.
Digital Cadastral Data Supplied by the Western Australian Land Information Authority.

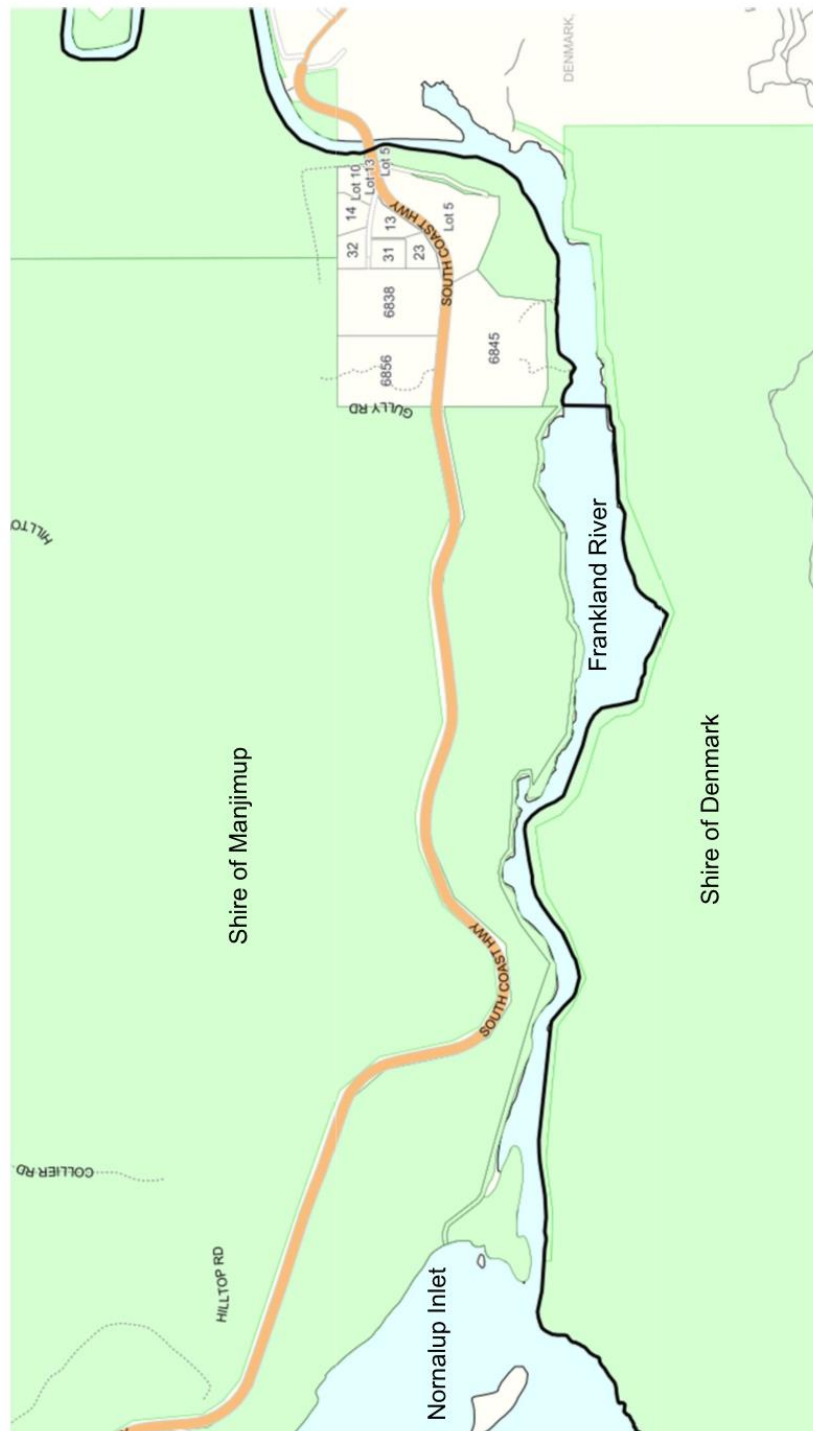
DUAL NAMING OF ICONIC LANDSCAPE
FEATURES IN SHIRE OF DENMARK (2022)
Creator: Y. Caruso - Sustainability Officer
Date: 22/11/2022 Scale: 1:250,000



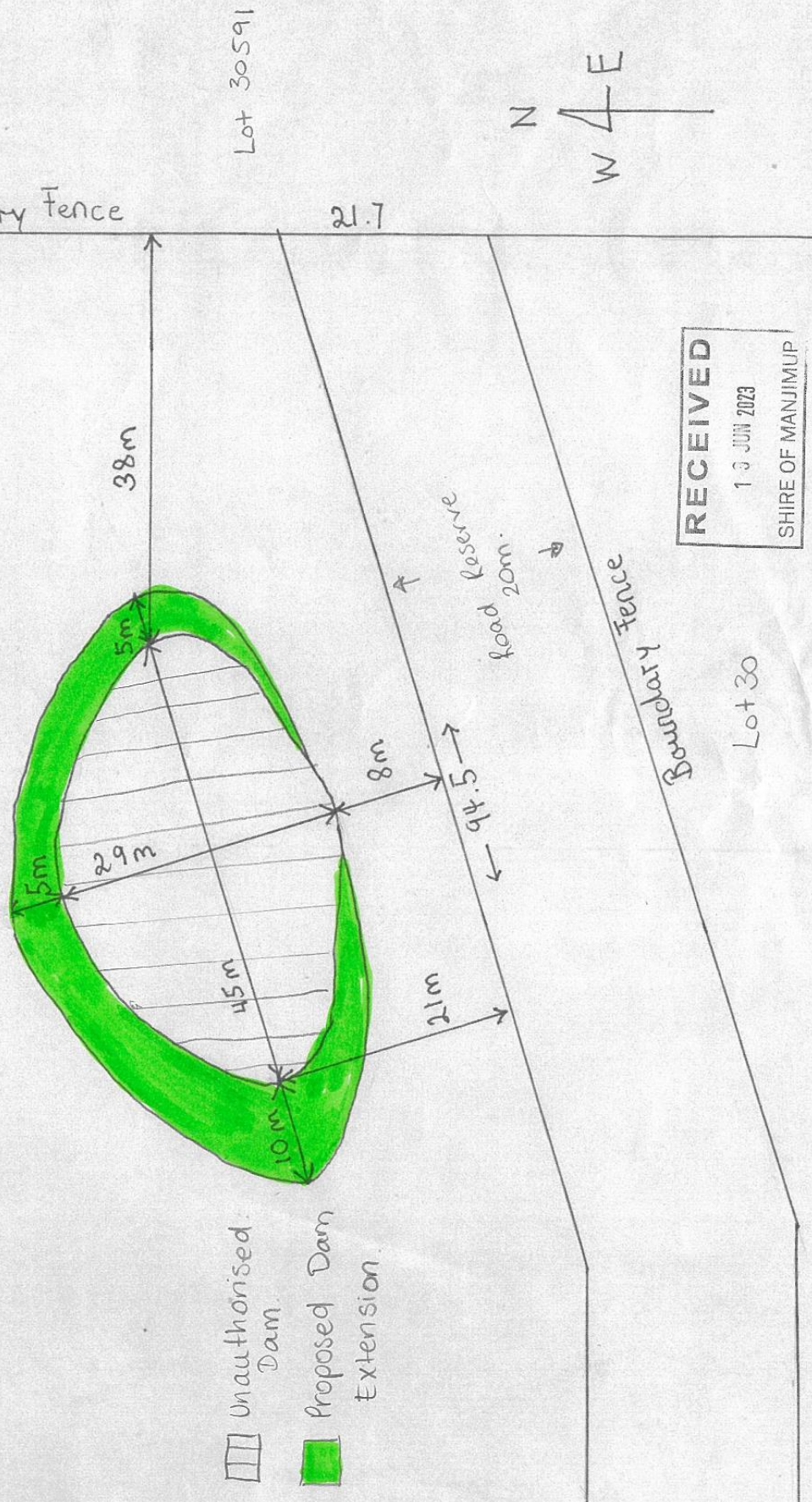
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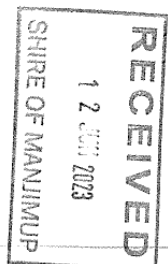
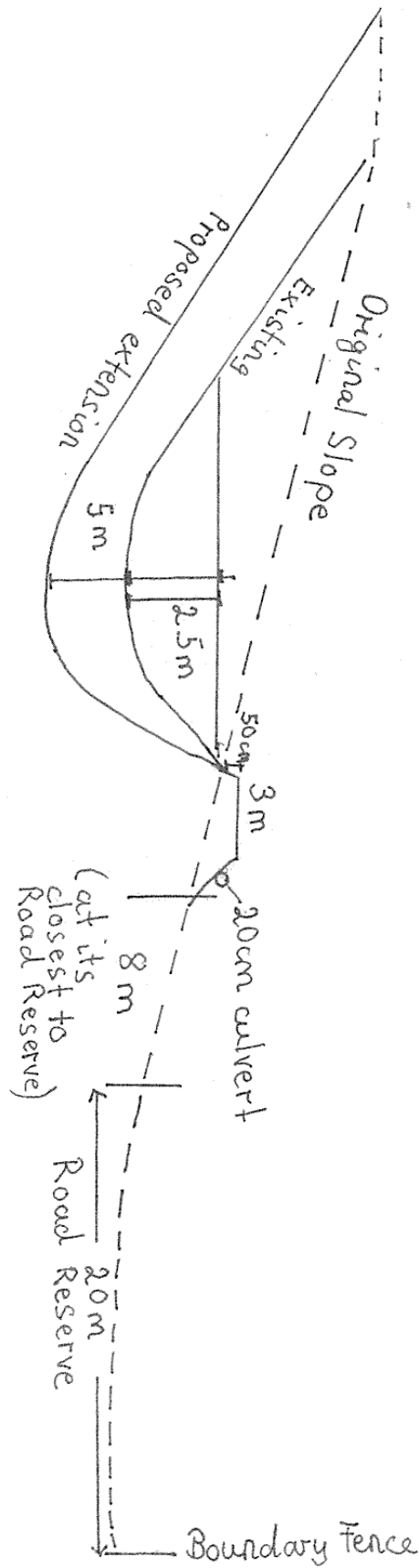




Site Plan (Proposed extension of dam on Lot 8160/30499 Southwestern Hwy, Quirrup



Profile of existing & proposed extension to soak/drain
 Lot 8160/30499 Southwestern Hwy.
 Quinningup



Karleha Brown

From: Daniel Wong <daniel.wong@dwer.wa.gov.au>
Sent: Tuesday, 18 July 2023 3:35 PM
To: Info
Subject: [External] Setback reduction of an unauthorised dam with a proposed extension at Lot 8160 on plan 201586 South Western Highway Quinninup (DWER ref: PA 056902 , DWERT920-2~68 ; Shire ref: DA23/46 P56463 TP 49/2023)
Attachments: Dams__WQPN 53__Sept 2019.pdf

18th July 2023

Our Reference: PA 056902 , DWERT920-2~68

Your Reference: DA23/46 P56463 TP 49/2023

To: Shire of Manjimup

From: Department of Water and Environmental Regulation

Attention: Karleha Brown

RE: Setback reduction of an unauthorised dam with a proposed extension at Lot 8160 (on plan 201586) South Western Highway Quinninup

Dear Karleha,

Thank you for providing the above proposal for the Department of Water and Environmental Regulation (Department) to consider.

Based on the information provided in the referral, the proposed setback reduction and proposed extension of the dam is shown in the screenshot below – noting its off-stream location.

RIWI advice

The proposed off-stream dam expansion is located within the Warren River and Tributaries Surface Water Area as proclaimed under the *Rights in Water and Irrigation Act 1914* (RIWI Act).

Where this dam does not interfere with the bed and banks of a watercourse, it is not subject to regulation by the Department under the RIWI Act provided that the taking of surface water does not, in the department's determination, sensibly diminish stream flows in the watercourse.

The proposed taking or diversion of surface water in this proclaimed area (such as by pumping from the watercourse, or diversion of the watercourse, to supplement the dam) can be subject to licensing.

General advice

The departments Water Quality Protection Note (WQPN) 53 '*Dam construction and operation in rural areas*' (September 2019) provides for best practice measures to assist in protecting water quality, to which the proponent may wish to refer to assist them in their proposal.

As such, the proponent is advised to refer to WQPN 53 to assist them as practical and appropriate to their situation.

In the event there are modifications to the proposal that may have implications on aspects of environment and/or water management, the Department should be notified to enable the implications to be assessed.

Should you require any further information on the comments please contact the undersigned.

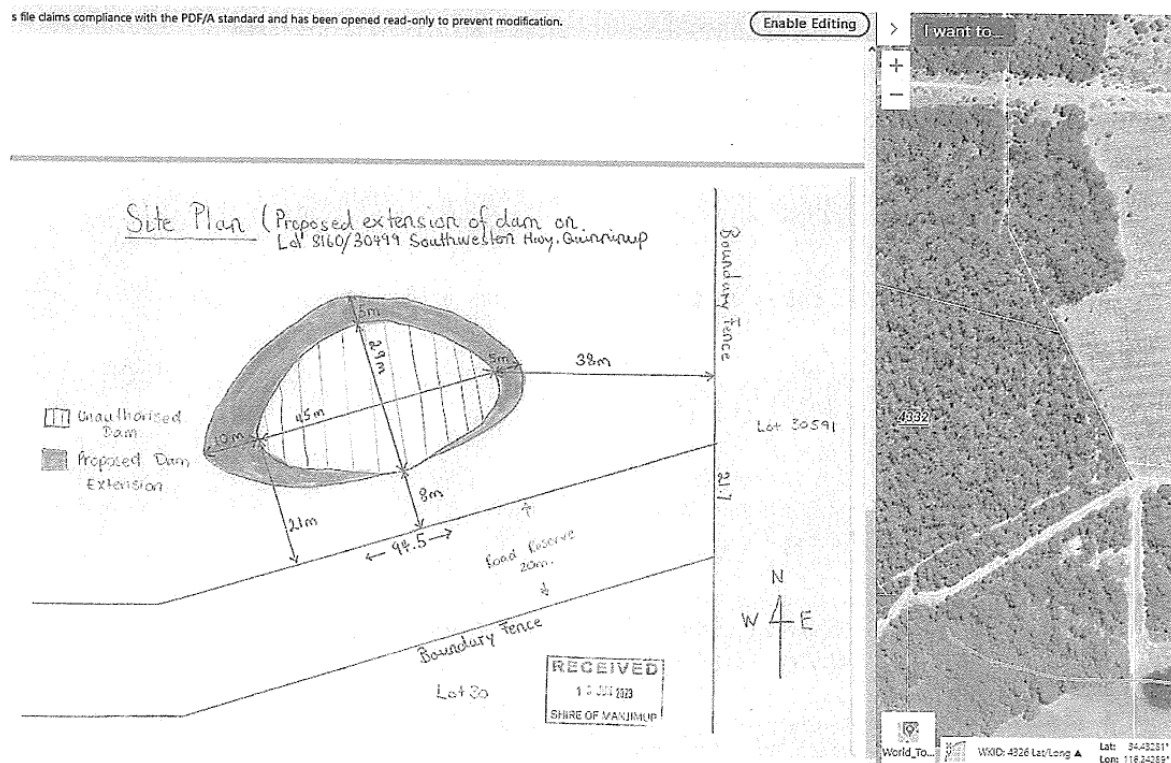
Thank you.

Yours sincerely,

Daniel Wong

Environmental Officer
Department of Water and Environmental Regulation
Planning Advice South West Region

Email: daniel.wong@dwer.wa.gov.au
Phone: 08 9726 4113
Fax: 08 9726 4100
Postal: PO Box 261, Bunbury, WA 6231
Location: 71 McCombe Road, Bunbury, WA 6230



Karleha Brown

From: Lily Simpson <lily.simpson@dbca.wa.gov.au>
Sent: Wednesday, 14 June 2023 3:31 PM
To: Kaylee Blee
Subject: RE: [External] Request for comment on DA23/46

Hi Kaylee
 Thanks for your letter regarding retrospective application for setback reduction of an unauthorised dam.
 Parks and Wildlife Service has no objections or comments to make on this proposal.

Kind regards
 Lil

From: Kaylee Blee <kaylee.blee@manjimup.wa.gov.au>
Sent: Wednesday, June 14, 2023 1:38 PM
To: MANJ-412-Warren Admin <warren.admin@dbca.wa.gov.au>
Subject: Request for comment on DA23/46

[External Email] This email was sent from outside the department – be cautious, particularly with links and attachments.
 Good Afternoon Jess!

Hope all is well.

Please see attached a request for comment on a Retrospective Dam Application for a Reduced Setback and Proposed Extension at Lot 8160 South Western Highway, Quinninup.

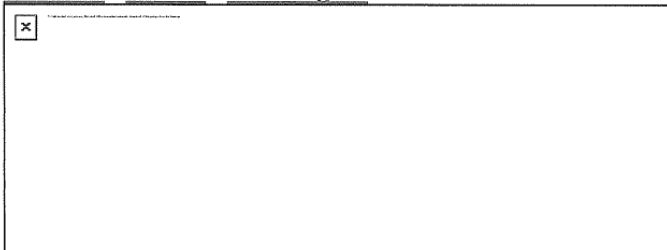
Should you have any queries or require any further information, please don't hesitate to contact us.

Kind regards,



Kaylee Blee
 Planning Customer Liaison Officer
 Shire of Manjimup
 PO Box 1
 37-39 Rose St, Manjimup WA 6258
 T: (08) 9771 7777
 F: (08) 9771 7771
 D: (08) 9771 7774
 E: kaylee.blee@manjimup.wa.gov.au

[Website](#) [Events](#) [Our Region](#)



The Shire of Manjimup respectfully acknowledges the Noongar people as the Traditional Custodians of the lands in which we work through we pay our respects to their Elders, past, present and emerging.



Disclaimer: This e-mail is confidential to the addressee and is the view of the writer, not necessarily that of the Department of Water and Environmental Regulation, which accepts no responsibility for the contents. If you are not the addressee, please notify the Department by return e-mail and delete the message from your system; you must not disclose or use the information contained in this email in any way. No warranty is made that this material is free from computer viruses.

Ref: DA23-46 P56463 TP 49-2023
ATT: Karleha Brown



Doc No:	D23/11267
File No:	DA23/46
Shire of Manjimup	
-5 JUL 2023	
Records	
Scanned: <input checked="" type="checkbox"/>	Officer: <i>WP</i>

Dear Sir / Madam

Re: INVITATION To PROVIDE COMMENT ON DEVELOPMENT PROPOSAL: Lot 8160, 30499 South Western Highway QUINNINUP / retrospective application received for a Setback Reduction of an Unauthorised Dam with a Proposed Extension on the above-mentioned property.

I wish to **object** to the retrospective dam approval and extension application as currently presented.

1. All parties including Shire of Manjimup Technical Staff are relying on the southern boundary fence line of Lot 30 adjoining the road reserve being a true representation of the southern boundary of the road reserve.
2. The applicant's submitted interpretation of dam's current position, footprint and design is not a factual representation of the site or the works to date. Contrary to the diagrams supplied by the Applicant :
 - a) the road reserve immediately adjacent to the existing dam is 21.7m.
 - b) the toe of the dam is situated on the road reserve if the southern boundary of the road reserve is correct.
 - c) the existing culvert / overflow/ spillway pipe is 5.5m long and sits at the current water line 7-8 months of the year.
 - d) the culvert overflow spillway pipe empties +~ 10cms from the Road Reserve.
 - e) the stated "original slope angle" is incorrect and belies the fact that the ground level has been increased by the spreading of excavated fill on the southern edge (road reserve) at construction March 2022.

SEE Attachment 1a, 1b, 2a,2b,3a,3b,3c,4,5,6.

3. The Applicant has failed to submit the following as per SHIRE OF MANJIMUP LOCAL PLANNING POLICIES 6.1.22 Dams)
 - a profile of the dam wall including the provision of a spillway, over-wall pipe and/or scour pipe; and

- *a management plan for control of erosion/landscaping.*

3. The Applicant has failed to disclose that the dam toe and excess fill has been placed outside of their property boundary and has been spread over the road reserve. This has had the effect of altering and increasing the surface run off across the road reserve, erosion concerns and a turbid milky white brook now runs across the road during and after rain events.

SEE Attachment 5,6,7.

I would like the following facts noted:

- The property 30591 has used the road reserve as the vehicle access road since the property purchase and subsequent closure of the road reserve within the boundaries of 30591 in 2006.
- Due to water egress and subsequent boggy conditions the current property entry point of 30591 and associated front gate will be reconfigured to be sited at the northerly side of the road reserve upon replacement fencing works. Thus at the westerly termination of the road reserve the full 21.7m road reserve width will be utilised.
- The dam under this application was constructed in March of 2022.

SEE Attachment 5,6.

- The soil fill from the dam excavation was used to make a southern embankment (toe of the dam) and was spread such as to raise the natural soil level across a large portion of the existing road reserve.

SEE Attachment 5, 6.

- Within 2 months of construction the overflow of the dam was emptying water across the road reserve, eroding the toe (bank) of the dam and this continued until the rains ceased in significance in November 2022.

SEE Attachment 8.

- In early April 2023 the proponents of the application did, with the use of a grader, cut a drainage line into the toe of the dam extending from the overflow pipe in a westerly direction in part across the road reserve. This does not contain the overflow water within the property 30544.

SEE Attachment 3b, 3c, 9.

- Mid April 2023 water was again running from the dam overflow, eroding the drainage line dug in early April and runs like a small brook across the road reserve upon every rain event.

SEE Attachment 7, 10.

I would like to take the opportunity to submit that should the approval be granted retrospectively that:

1. That the dam be realigned to position it such that the dam toe or bank is sufficiently distanced from both the property boundary and the road reserve to facilitate a runoff containment provision. The soil type is sand with an underlying clay pan sloping to the south and as such sufficient distance is required to allow for natural ground water or precipitation seeping drainage to occur without pooling.
2. The positioning of a spillway overflow pipe or scour drain be engineered such that any run off from the dam is diverted away from the road reserve and contained within the property boundary.
3. That a management plan for control of erosion and associated landscaping be supplied by the Applicant. That damage to the road surface is averted through the sufficient provision of culverts and associated drainage ditches on the road reserve to relocate the water from the northern edge to the southern edge of the road reserve, potentially to be received by Lot 30 should permission by that land owner be granted. In conjunction that the road within the road reserve be raised in the area immediately south of the dam and of sufficient surface quality to withstand washout due to water movement and water logging.
4. That the road reserve natural soil level be restored.

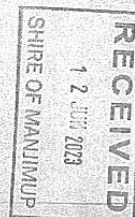
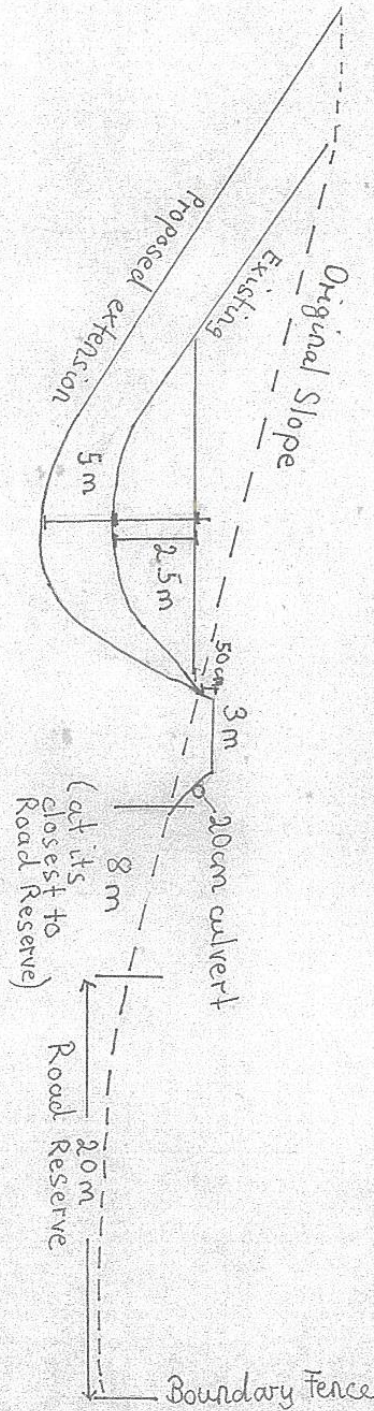
Thankyou for the opportunity to comment.
Yours sincerely,

Shirley Temple



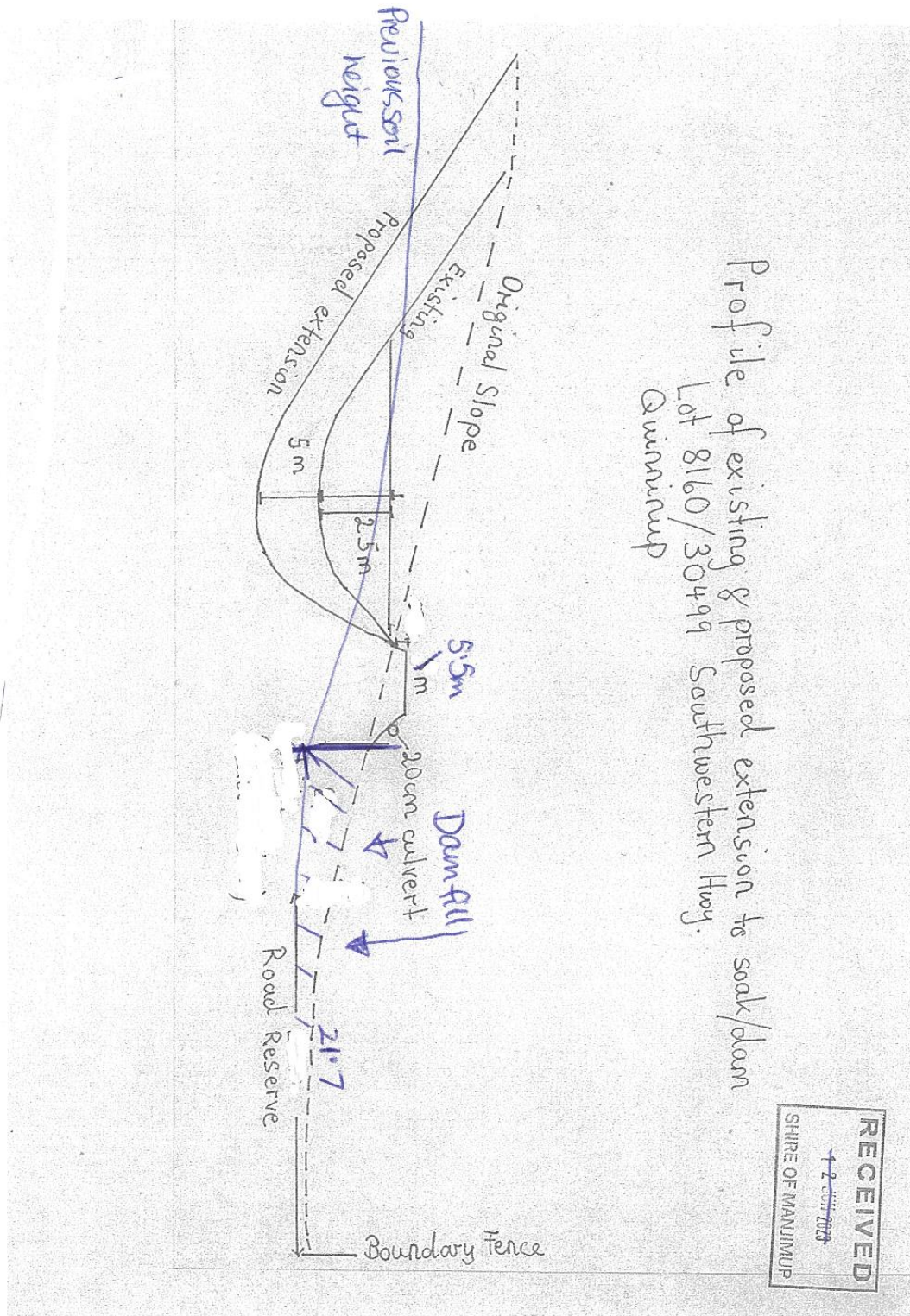
Doc No:	D23/11277
File No:	DA23/46
Shire of Manjimup	
-5 JUL 2023	
Records	
Scanned:	✓
Officer:	<i>W</i>

Profile of existing & proposed extension to soak/drain
 Lot 8160/30499 Southwestern Hwy.
 Quinimup



Original as supplied.

1a



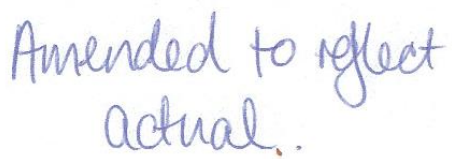
Amended to reflect actual.

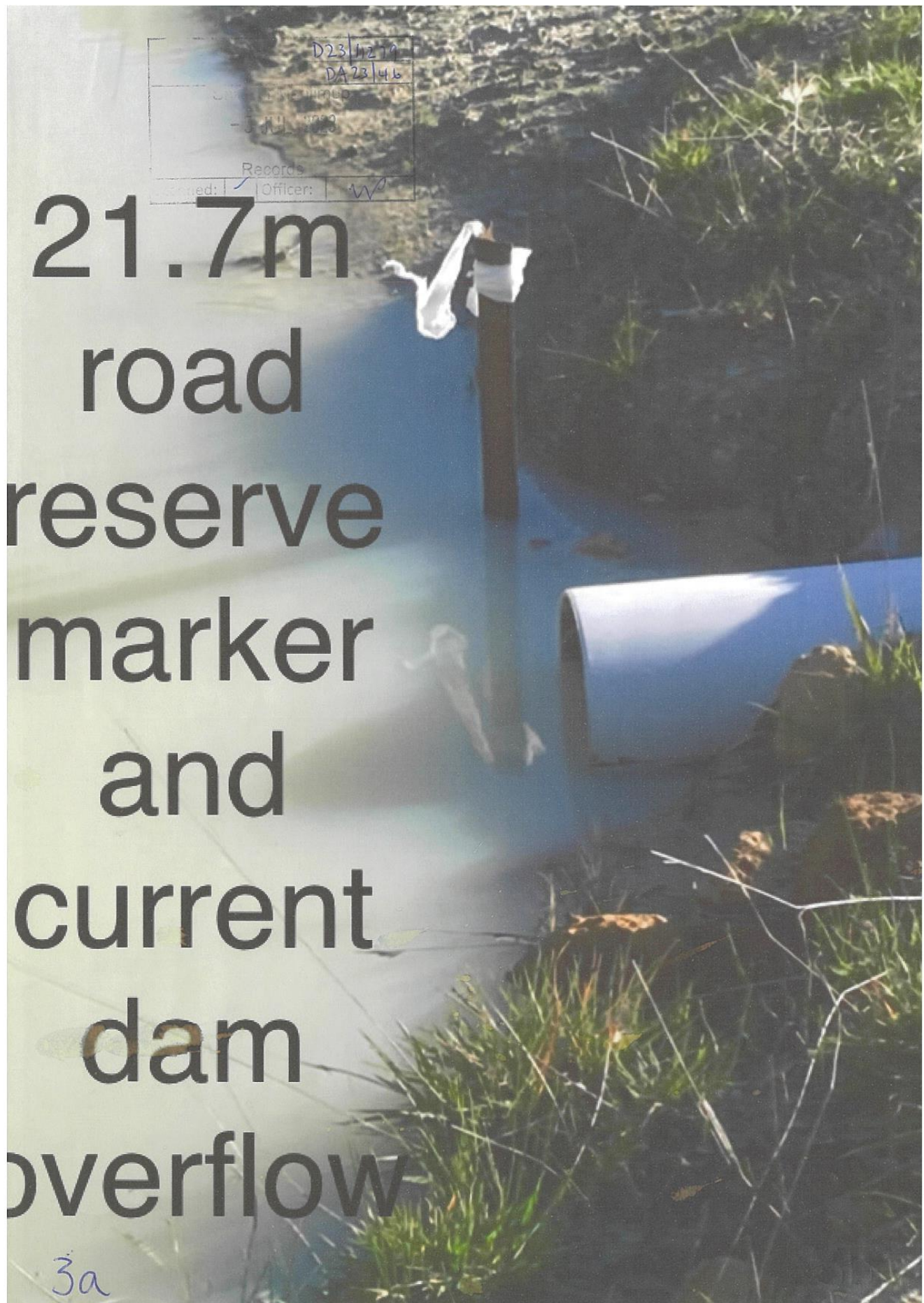
1b.

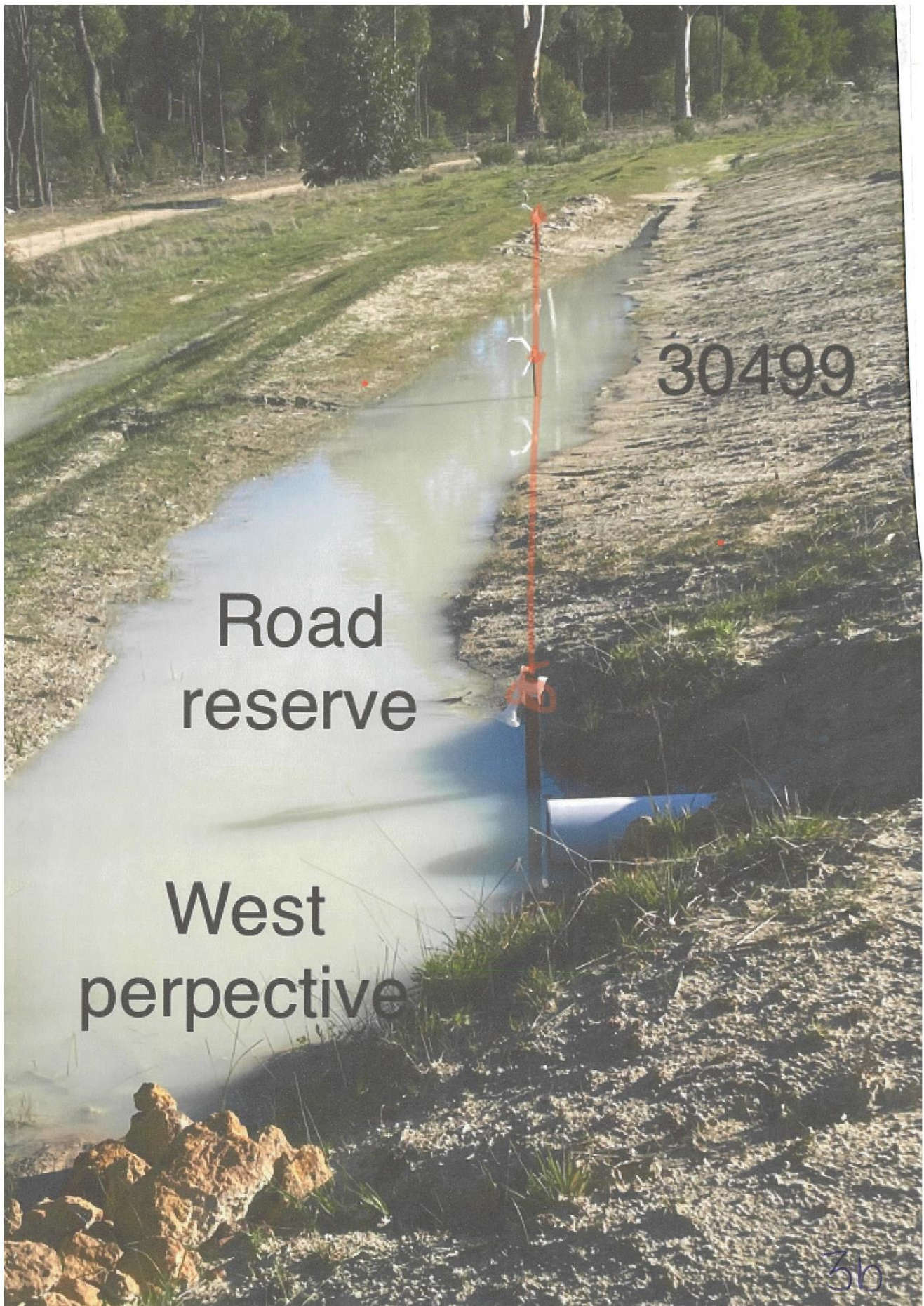


Original as supplied

2a













March 2022.
Excavated fill spread across road reserve. 5



March 2022
 Toe (bank) of dam plus excavated fill

North →

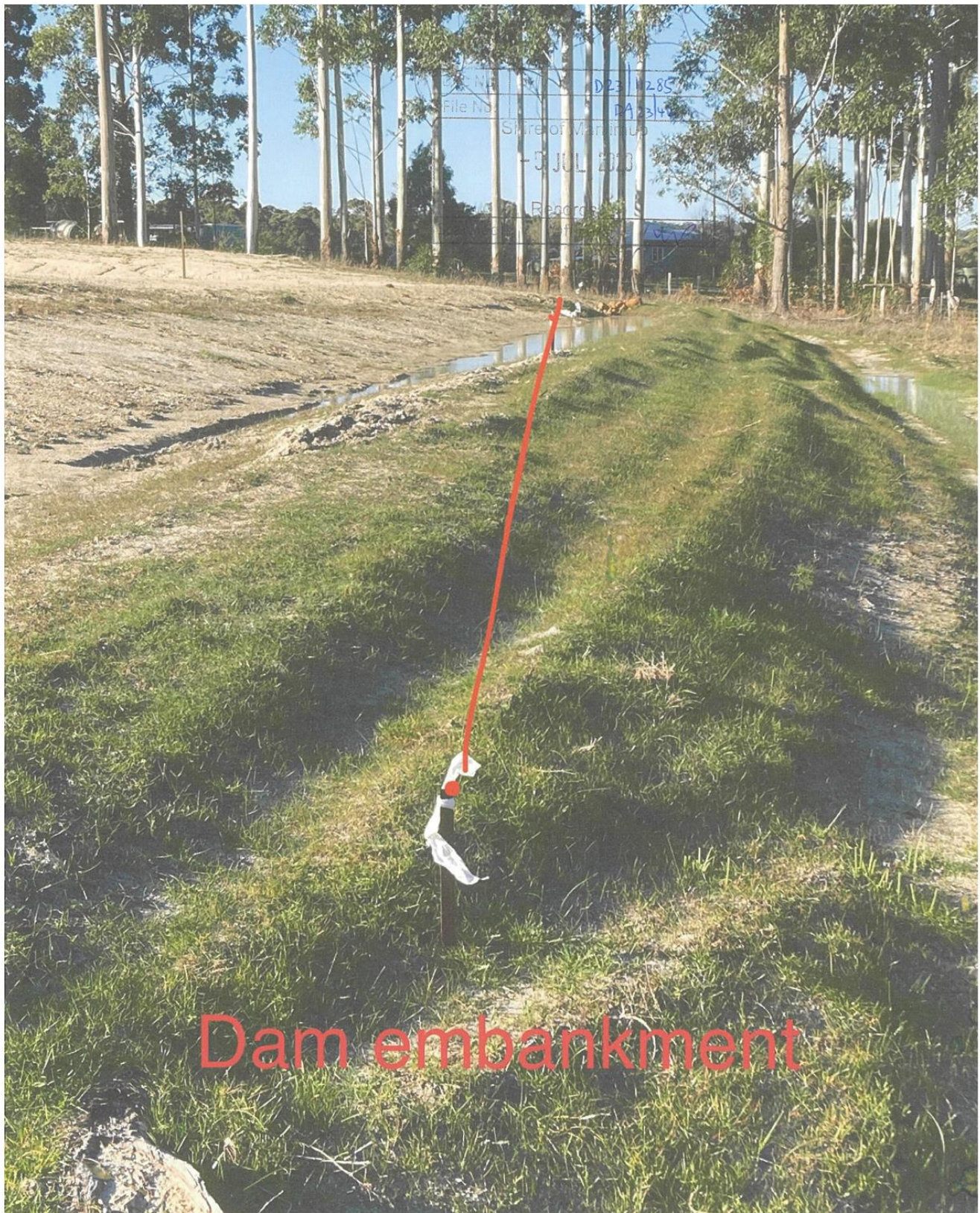
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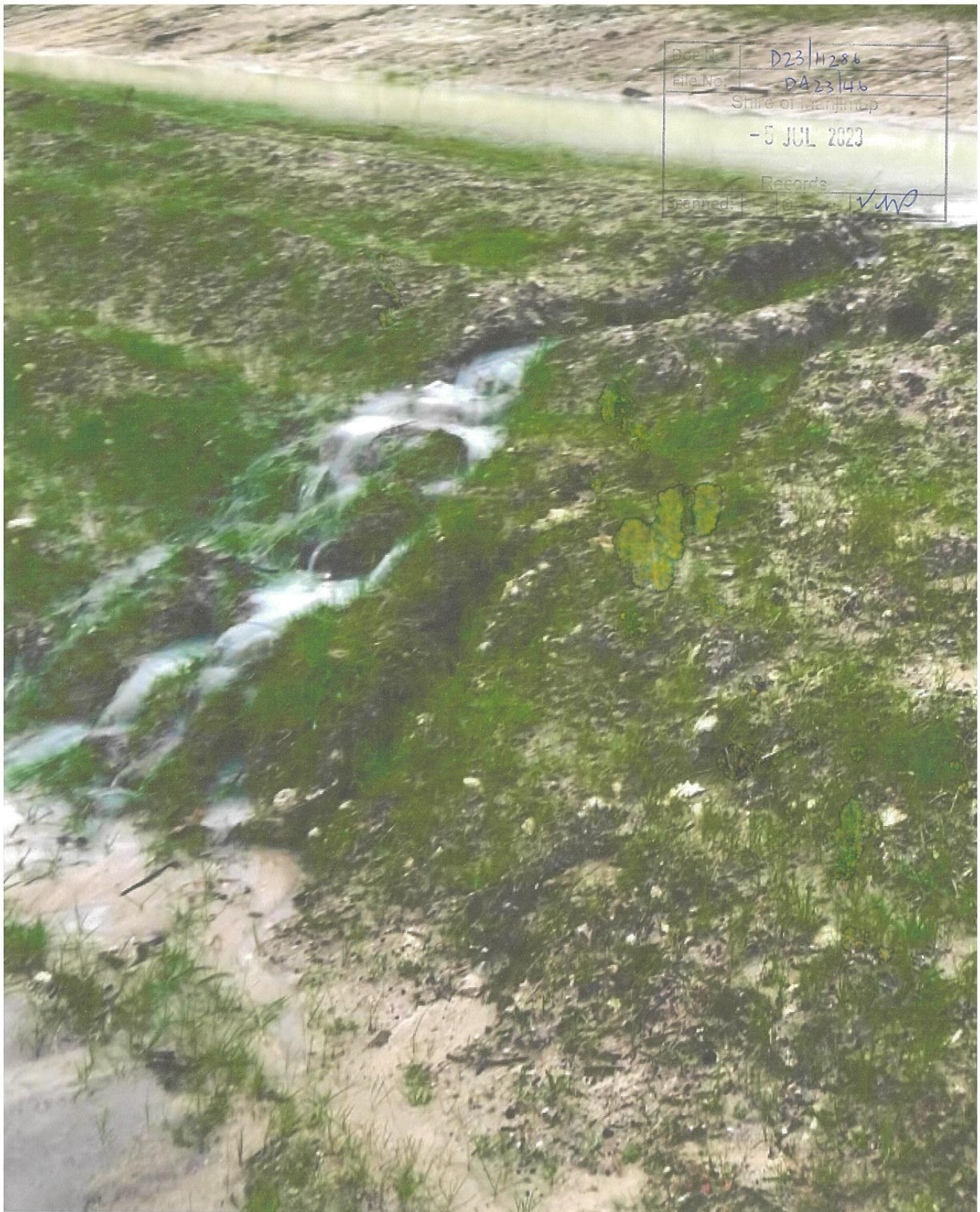
Road reserve after rain event.

7.





Road reserve marker July 2023
Drainage line, excavated fill, water seepage 9.



June 2023 drainage line eroded.
10.





Development and Regulation Directorate

Quarterly Report

April - June 2023

Key Activities / Achievements

Director Activities

- Director role shared between Todd Ridley (to May) and Jocelyn Baister.
- Attended the Planning Institute of Australia (WA) Regional Conference in Albany
- Attended Walpole Town Centre Activation Committee meeting;
- Attended Northcliffe Town Centre Activation Committee meeting;
- Completed preliminary assessments on weekly development application list to be considered by DCU;
- Chaired weekly DCU meetings;
- Processed Purchase Orders and Invoice/payments as required;
- Assisted Statutory Planning by processing application for Development Approval and undertook various administration duties;
- Met with several landowners/developers over potential developments including nature based camping in Eastbrook and North Walpole Rural Residential development;
- Attended Webinar on draft State Planning Policy 3.7 Planning for Bushfire; and
- Attended the Manjimup Court for Prosecution case.

Statutory Planning

- Manager of Planning returned to part-time work from being on parental leave;
- Planning Officer took leave 16 June to 7 July;
- Casual Planning Officer employed to assist whilst Manager of Planning is undertaking Strategic Planning Projects and Acting Director;
- Held weekly Development Control Unit Meetings;
- Completed advertising of various applications for statutory applications;
- Responded to numerous enquiries in addition to complaints regarding unauthorised land uses; and
- Processed a total of 37 statutory applications as shown in the table below, being a minor decrease from 45 applications in the previous quarter. This brought the year to date total applications processed to 82 for the calendar year.

Statutory Planning Statistics for April - June 2023				
April				
Total Applications Determined	15			
Value of Applications Approved	\$891,300			
Average Days Total Determined	50.87			
May				
Total Applications Determined	13			
Value of Applications Determined	\$1,093,908			
Average Days Total Determined	62.62			
June				
Total Applications Determined	9			
Value of Applications Approved	\$302,200			
Quarterly Average Days Total Determined	67.44			

Page 2 of 27

DEVELOPMENT		June 2023
Activity calendar YTD	Delegated and Council Determined	
June 2023	Planning YTD	
	#	\$m
2023 year	82	\$10.11

Sustainability

The Sustainability Officer completed the following tasks during within the January to June period.

Community

- Continued liaison with; MWAG, WCC, SWCC, SWNRM, WBAC, LMDPPEG, Birdlife and Western Ringtail Possum Action Group.

Windy Harbour Weed Management Program

- Weed control and mapping. Report written for Budget.

WH CHRMAP

- Second Draft Chapter received and under review.
- Monthly reporting to DPLH undertaken.
- Liaised with Shire of Denmark on coastal management.

Climate

- Attended WBAC Climate Change Action Plan Implementation Reference Group – Grant application for Waterwise Councils resourcing.

Planning

- Drafting of new Environment Sustainability Strategy.
- Grant applications for WALGA Biodiversity and Local vegetation Management grants.

Weed Control and Mapping – 25 species targeted

- Windy Harbour Reserve, Mottram Street Reserve, Walpole Foreshore, Heritage Park, Yanmah reserve, Rae Park, Deanmill Heritage Trail, and Road reserves.

Pest Management

- Responded to enquiries on feral Pigs and cats.
- Feral Pig control at Windy Harbour

Forecast for First Quarter of 23/24

- WH CHRMAP – Revision of Draft Chapter 2, 3, 4,5 and 6 completed.
- Windy Harbour - Weed schedule for 2023/24 FY
- Greenland subdivision buffer assessment.
- Fauna Land Access Request
- Drafting of new Environment Sustainability Strategy.
- Attend MWAG and WBAC Climate Change Impact Reference Group meetings.

It is anticipated that the Sustainability Officer and the Director Development and Regulation will be participating in the administration of the Shire of Manjimup Sustainability Advisory Committee and will attend all meetings.

Building Services

During April to June 2023, Building Services processed a total of 57 applications for the quarter with a value of \$3,832,116. This was a minor increase from the 52 permits issued the previous quarter. A total of nine certifications were issued being a minor decrease from the previous quarter.

Building Services Statistics for April - June 2023

	Value	Building Permits	Demolition Permits	Occupancy Permits	Building Approval Certificates	Total	Av. Days
April	\$339,628	10	0	0	0	10	6 days
May	\$2,939,425	31	2	1	0	34	8 days
June	\$553,063	10	0	1	2	13	4 days
TOTAL	\$3,832,116	51	2	2	2	57	

	Shire of Manjimup Certification Projects	External Certifications	Total
April	0	1	1
May	0	6	6
June	0	2	2
TOTAL	0	9	9

The Following is a summary of other matters relating to the Shire's Building Services section and the activities undertaken:

- Building Administration Officer took two weeks leave during April and the Building Maintenance Coordinator took two weeks leave during May.
- Building Maintenance Coordinator and Building Maintenance Officer commenced works on a substantial number of projects, including the significant projects being subject to the latest round of Federal funding;

Pemberton Sports Club –

- Jarrah and Karri rooms repainted, ceiling repairs made and new carpets installed;
- Hallways to bar and stadium – repainted and new carpet installed;
- New carpet to youth room and office;
- Office repainted and new carpet; and
- Clear roof sheeting to stadium replaced with solid sheeting to prevent condensation build up underside of clear roof panels

Manjimup Indoor sports pavilion –

- Additional storage area created in duct to accommodate indoor soccer equipment;
- Quotes received to prepare and apply epoxy coating onto all ablution floors; and
- Shire administration building air-conditioning unit replacement completed.

Environmental Health Services

A full report of the activities undertaken by the Principal Environmental Health Officer is not available as there was no staff employed in the section until May 2023. The following is a summary of key matters that were accomplished in the later 6 weeks of the quarter:

- Principal Environmental Health Officer commenced May 2023 and Assistant Environmental Health Officer commenced in June 2023; and
- Priority was placed on backlog of health-related complaints and applications for new wastewater applications and new businesses including lodging houses, There were 15 wastewater applications approved in the quarter; and
- 9 Food premise inspections were conducted, and 2 lodging house inspections were conducted; and
- Liaised with the Department of Health providing feedback (extra impost on Local Government) on the proposed requirement for the registration of Freshwater Crayfish Farmers pursuant to the Food Act 2008 (i.e., register as a Food Business); and
- Priority was given to complete retrospective Quarterly and Annual reports Department of Health on the Windy Harbour Drinking Water Supply and compliance with the Australian Drinking Water Guidelines.

Ranger and Emergency Services

The primary activities relating to Ranger and Emergency Services undertaken during the April to June are summarised as follows:

- Shire Rangers completed 8 inspections relating to compliance with Annual Firebreak and Hazard Reduction Notice;
- Responded to:
 - 40 complaints regarding dogs, impounding 15 dogs and issuing 26 warnings and 5 infringements;
 - 11 complaints regarding cats, impounding 13 cats and issuing 4 warnings and 0 infringements;
 - 6 “other complaints” relating to animals and 5 animal welfare complaints; and
- Issued 15 warnings relating to parking and a further 8 relating to thoroughfares.

Bushfire/emergency activities are summarised below:

- 8 Bushfires responded to;
- 1 x Bush Fire Advisory Committee meeting;
- 2 x Local Emergency Management Committee meeting;

- 40 x Permits to Burn issued;
- 24 Mitigation Active Fund treatments completed (mulching, slashing, firebreaks);
- 3 x Prescribed Burns; and
- 2 x Volunteer training course completed.

Budget Performance

All activities were undertaken in accordance with the adopted 2022/23 annual budget.

Staff Movement

- Grayson Hindmarsh appointed as Principal Environmental Health Officer; and
- Ms Kaylee Blee moved from Planning Customer Liaison and commenced as Assistant Environmental Health Officer.

Occupational Health & Safety (for Directorate)

Meetings

Nil

First Aid treatments:

- Nil

Near Miss incidents:

- Nil.

Property Damage

- Various minor damage and minor storm damage
- Staff telephone requiring replacement.

Future challenges / activities

- Appointing replacement Planning Customer Liaison Officer;
- Completion of Building Asset Maintenance Program;
- Completion of required building maintenance works due to lack of available contractors;
- Progression of the new Local Planning Strategy,
- Scheme text and maps in consultation with the Department of Planning, Land and Heritage; and
- Complete the review of the Shire's Municipal Heritage Inventory.



Jocelyn Baister

A/Director

DEVELOPMENT AND REGULATION

Our Corporate Business Plan Actions

1. Our Natural Environment

Community Goals			
1.1	Natural landscapes, habitats and resources are sustainably managed for the benefit of existing and future generations.		
1.2	Development is managed sustainably and our environment is valued through policy and regulation.		
1.3	Our region is recognised for its iconic, world-class natural environment that can be enjoyed by all.		
1.4	Potential climate change impacts are anticipated and responded to.		
1.5	Waste management strategies are expanded and a greater range of options provided to ensure we minimise the negative impacts on our environment.		
Action	KPI	Responsible Directorate	Status 2022/23 Initiated, Achieved and/or continued in next year
A1. Support initiatives that protect and nurture biodiversity and endemic species.			
A1.1 Implement strategies contained in the <i>Environmental Management and Sustainability Strategy 2013</i> (as amended)	Initiatives undertaken	All Directorates/Development and Regulation	Annual Achievements/Activities – <ul style="list-style-type: none"> Continued support of weed control and revegetation programs; Additional public lighting being through Installation of Solar Lighting; Introduced first recycling street bins in Manjimup CBD; Aim to reduce overall energy requirements despite increase in number of buildings and facilities. Sustainability Advisory Committee formed Hybrid vehicle purchased Promotion of citizen science opportunities for the community. For example; Great Cocky Count, Birds in backyards, Western Ringtail Possum Tally, Taronga Blue

A2. Implement measures to protect and enhance the amenity and diversity of the visual landscape.				
A2.1 Development Assessments are undertaken in accordance with the provisions of the <i>Local Planning Scheme #4</i> and consider the amenity where appropriate	Number of relevant complaints	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Note changing construction design and materials (i.e use of sea containers) Nil complaints received.
A3. Implement measures to mitigate or control the negative impact of feral animals on our natural environment.				
A3.1 provide financial support and partner strategically with community based feral eradication groups.	Assisted groups to report annually on outcomes. Partnership is formed and agreed course of action determined	Office of the CEO/Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> \$10,000 to Feral Pig Eradication. Future challenge will be rabbit control at Windy Harbour
A4. Improve weed management on land.				
A4.2 Undertake weed management on urban and rural road verges and in Shire reserves	Presence of weeds in road clearance envelope / successful implementation of rural road spraying program.	Works and Services/Development and Regulation		<ul style="list-style-type: none"> Implementation of Weed Programme at Windy Harbour Educating community on weed issues in Shire through weed alerts.
A4.3 Participate in the Manjimup Weed Action Group to share information on weeds of potential risk in the area and their possible management techniques	Number of meetings	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing participation at all meetings. Future challenges in that there is a growing range of weed species identified. Updated the Weeds, Do not Plant List

A5. Manage fuel hazards to minimise the risk of serious fire threat to ecosystems, human life and property.				
A5.1 Implement the <i>Fuel Hazard Reduction & Mitigation Plan 2020-2024</i> .	Initiatives undertaken in accordance with the Plan	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> 25 Mitigation Activity Fund treatments (firebreaks, fire service access route, asset protection zone, mulching burning and park land clearing) to reduce fuel loads and bushfire risk across the land scape. Maintenance of all Shire reserves identified in the <i>Fuel Hazard Reduction and Mitigation Plan 2020-2024</i>. Need for increased prescribed burning to address drying climate in the future.
A5.2 Encourage and assist with the management of fuel hazards on all other land, including state managed land in and abutting town sites	Number of wild fire events on relevant land	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> The number of events attended by Bush Fire Brigades Increase, although no major fire events. Challenging given the vast area of unmanaged state land.
A6. Manage natural waterways and lakes to encourage water flow and catchments for self-sustaining purposes.				
A6.1 Provide support to Warren Catchments Council to enhance and mitigate risks to our natural water ways	A vehicle is provided	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Annual support and contribution maintained.
A7. Implement controls to protect air and water quality.				
A7.1 Seek expert advice from relevant government agencies when potential risks to air or water quality have been identified or when air or water quality have been compromised	Hazards identified / advice received	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Nil events recorded.
A8. Effectively use development and land policies to protect and rehabilitate the environment whilst balancing the needs of the community.				

A8.1 Enforce the environmental protection provisions of the <i>Local Planning Scheme #4</i>	Number of prosecutions and retrospective approvals. Number of approvals for clearing where net loss of vegetation results.	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> One offender identified, court action pending. Identification of offenders where clearing on public land.
A9. Encourage design features, development practices and behaviours that demonstrate best practice water and energy efficiency.				
A9.1 Undertake initiatives to reduce energy consumption, improve energy efficiency and increase the use of renewable energy in regards to Shire operations	Energy supply costs / percentage of renewable energy source	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Use of Solar Bollards. Development of proposed solar panel system at Aqua Centre and roof over Brockman Street. Funding identified as a future issue. Annual monitoring and reporting showing a reduction in use.
A9.2 Undertake initiatives to reduce water consumption, improve water efficiency and capture or reuse water in regards to Shire operations	Volume of scheme water use	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Installation of sensor/automatic taps and low flush toilets at Public Toilets (60%). Development of Water Capture System to be considered in future. Reduction in use despite increased buildings and facilities considered a future issue. Annual monitoring and reporting showing a reduction in use.

A9.3 Enforce compliance with energy and water efficiency requirements of the <i>Building Code of Australia</i>	Number of new developments exceeding minimum requirements / average efficiency ratings	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Enforcement achieved in accordance with normal processes.
A11. Support initiatives to curtail or prosecute littering, pollution and unauthorised clearing of vegetation.				
A11.1 Enforce compliance with the <i>Litter Act 1979</i>	Number of contractor clean-up call out hours	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing enforcement and education with a focus on domestic rubbish being placed in public receptacles.
A11.2 Enforce compliance with <i>Planning & Development Act 2005</i> and <i>Environmental Protection Act 1986</i> in relation to unauthorised land clearing	Number of breaches	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> As stated A8.1. Action taking under LG Act.
A11.3 Enforce compliance with the <i>Health (Miscellaneous Provisions) Act 1911</i> and <i>Environmental Protection Act 1986</i> in relation to pollution	Number of breaches	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> No formal application.
A12. Provide safe recreational-access to our natural assets whilst protecting environmental values and educating the community on how to enjoy their visit responsibly.				
A12.1 Provide environmental health and building compliance services to support the sustainability and safety of holiday huts located in state forest or national parks	Supports provided	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Support provided for Donnelly River Huts.

A12.2 Implement strategies contained in the <i>Broke Inlet Management Plan 2009-2029</i>	Get <i>Broke Inlet Management Plan 2009-2029</i> approved	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Activities limited to foreshore stabilisation and weed control, pending land tenure change. Modification of existing land tenure as recommended to be considered in the future.
A12.3 Develop new infrastructure and access to the Waipole foreshore	Seek grant funding to construct	Works and Services/Development and Regulation		
A13. Enforce compliance with designated camping areas.				
A13.1 Enforce compliance with <i>Caravan Parks and Camping Grounds Regulations 1997</i>	Number of relevant complaints	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Ongoing patrols of all townsites and settlements. Enforcement challenging.
A14. Undertake climate change impact assessments, implement mitigation strategies and use them to inform land use and infrastructure plans.				
A14.1 Undertake a climate change impact assessment	Assessment undertaken and mitigating strategies identified	Development and Regulation	To be confirmed	Achievements/Activities – <ul style="list-style-type: none"> Windy Harbour Coastal Hazard Risk Management and Adaptation Plan
A14.2 Implementation of climate change mitigation strategies	Initiatives undertaken	Development and Regulation	To be confirmed	Achievements/Activities – <ul style="list-style-type: none"> No action at this stage.
A14.3 Trapping and monitoring of mosquito populations	Production of monitoring reports	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> No formal trapping program at present. Future funding to be secured for a Trapping program.
A14.4 Prepare a 25-year planning framework for coastal retreat management in Windy Harbour.	Prepare plan	Development and Regulation		<ul style="list-style-type: none"> Windy Harbour Coastal Hazard Risk Management and Adaptation Plan

A14.5 Seek co-funding for increased structure tolerance for Shire infrastructure adjacent to the Windy Harbour shoreline.	Initiatives undertaken	Development and Regulation		
A17. Undertake a review of the organisation's environmental strategic planning documents.				
A17.1 Review and implement the <i>Natural Environment Strategy 2008</i>	<ul style="list-style-type: none"> Document reviewed Initiatives undertaken 	Development and Regulation		Achievements/Activities – <ul style="list-style-type: none"> Review undertaken Initiatives reported Preparing Draft Environmental Sustainability Strategy to set new goals
A17.2 Review and implement the <i>Environmental Management & Sustainability Strategy 2013</i>	<ul style="list-style-type: none"> Document reviewed Initiatives undertaken 	Development and Regulation		Achievements/Activities – <ul style="list-style-type: none"> Review undertaken Initiatives reported Preparing Draft Environmental Sustainability Strategy to set new goals
A17.3 Review and implement the Shire's <i>Weed Strategy 2008</i>	<ul style="list-style-type: none"> Document reviewed Initiatives undertaken 	Development and Regulation/ Works and Services		Achievements/Activities – <ul style="list-style-type: none"> Review undertaken Initiatives reported Preparing Draft Environmental Sustainability Strategy to set new goals
A18. Pursue regional climate related opportunities through Warren Blackwood Alliance of Councils				
A18.1 Collaborate regionally with other local governments to deliver climate related initiatives	Initiatives undertaken	Office of CEO/ Development and Regulation		Achievements/Activities – <ul style="list-style-type: none"> Meetings attended
A19. Partner with Western Australian Local Government Association (WALGA) and government agencies to address climate – related issues.				

A19.1 Utilise WALGA's Climate Change Action Framework to guide the Shire's climate related actions where appropriate	Initiatives undertaken	All Directorates	Achievements/Activities –
A20. Advocate to State and Commonwealth Governments to act decisively on climate-related issues.	Advocacy actions undertaken where appropriate to the local government	Development and Regulation	Achievements/Activities –
A20.2 Support State and Commonwealth initiatives to foster the transition to a resilient, low carbon economy.	Funding acquired	All Directorates	Achievements/Activities –
A20.3 Actively seek State and Commonwealth funding for climate adaptation/mitigation measures			
A21. Advocate for sustainable water supply and security for our local communities.	Initiatives undertaken	Development and Regulation/Works & Services	Achievements/Activities –
A21.2 Undertake to reuse domestic waste water where appropriate	Advocacy undertaken	Development and Regulation	Achievements/Activities –
A21.3 Encourage landowners to install and maintain rainwater harvesting infrastructure to service their properties			
A22. Advocate for sustainable renewable energy supply and security for our communities.	Supports provided	Office of CEO/ Development and Regulation	Achievements/Activities –
A22.1 Support State and Commonwealth initiatives to utilise effective renewable energy solutions in all Shire communities	Supports provided	Development and Regulation	Achievements/Activities –
A22.2 Encourage Shire landowners to utilise effective renewable energy solutions			
A23. Undertake community engagement activities to raise awareness of Shire climate-related actions and sustainability activities.	Education activities undertaken	Development and Regulation	Achievements/Activities –
A23.1 Educate and advise local communities on actions and activities the Shire is undertaking			

A23.2 Undertake to learn from other organisations in developing and executing climate-related initiatives	Learning activities undertaken	All Directorates		Achievements/Activities –
A24. Advocate for the installation of Electric Vehicle (EV) charging infrastructure across the Shire				
A24.1 Identify suitable locations within each Shire town for the provision of EV charging infrastructure	Locations identified	Development and Regulation/ Works and Services		Achievements/Activities – <ul style="list-style-type: none"> Two new locations for Electric Vehicle chargers provided
A24.2 Secure grant funding or work with the private sector to establish EV charging infrastructure	Grant funding secured	Office of CEO/Development and Regulation		Achievements/Activities – <ul style="list-style-type: none"> Two new locations for Electric Vehicle chargers provided Two other locations being commissioned.

2. Our Prosperity

Community Goals				
2.1	New people and new businesses are attracted to the region.			
2.1	Existing core industries, such as agriculture and timber, are resilient, innovative and sustainable.			
2.2	The local economy is diversified and supports a range of industries and job opportunities.			
2.3	Industry and development is not hindered by excessive or complex compliance regulations.			
2.4	Local business thrives because it has access to information and support, and because the community maximises the use of local resources, services and products.			
2.5	The region grows in reputation as a world-class culinary, agricultural, environmental and trails tourism destination.			
2.6	Our quality primary and secondary education opportunities are maintained and access to a range of life-long learning and training opportunities is broadened.			
2.7	Our quality primary and secondary education opportunities are maintained and access to a range of life-long learning and training opportunities is broadened.			
Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
B2. Attract business-class accommodation services to Manjimup.				
B2.1 Continue to attract opportunities to develop accommodation in Manjimup.	Potential identified and engaged / investment occurs	Development and Regulation		Achievements/Activities –
B3. Undertake high impact campaigns to encourage new residents; targeting identified cohorts to relocate to priority areas of the Shire.				
B3.3 Investigate the rationalisation of Crown land for the purposes of residential subdivision in all Shire towns.	<ul style="list-style-type: none"> Crown identified. Land swaps negotiated. Subdivision and servicing undertaken. 	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Crown Land has been identified in each town for potential residential subdivision A number of concept subdivision designs have been prepared.
B4. Support sustainable agricultural expansion, value-adding and downstream processing, research and development, culinary and agri-tourism, land protections, and continued support for the Southern Forests Food Council.				

Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
B4.1 Protect priority agricultural land through <i>Local Planning Scheme #4</i> zonings	<ul style="list-style-type: none"> Development applications and subdivisions 	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Actively working to obtain Council and WAPC endorsement to revised Local Planning Strategy and Scheme.
B5. Collaborate with other stakeholders to develop a transient and seasonal worker strategy to balance their safety, accommodation and employment needs with the needs and aspirations of the residential community.				
B5.1 Facilitate issue resolution in regards to transient and seasonal workers	Resolutions supported	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> New Policy adopted encouraging season campgrounds. Public Notices used to encourage landowners to consider options. Three significant development applications approved for workers accommodation. Recommend modification of new LPS to increase flexibility in respect of workers accommodation locations and consider increasing length of stay to cover extended fruit season.
B10. Ensure the regulatory environment is easy to navigate and development, business and industry-friendly.				
B10.1 Communicate the regulatory requirements of health, building and planning services clearly and simply	Customer satisfaction surveys / information sheets reviewed annually	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> First review undertaken, increasing number of information sheets. Maintain/update sheets as updates to policy and scheme occur.
B10.2 Assist development, business and industry interests to navigate the regulatory environment	Development Control Unit (DCU) meetings to assist prospective proponents	Development and Regulation	Ongoing	<ul style="list-style-type: none"> Proponents encourages to attend DCU meetings
B12. Provide development opportunities and support local small businesses to thrive.				

Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
B12.3 Support the development of a Light Industrial Area in Pemberton	Advocate and undertake initiatives where possible	Office of CEO/Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Inclusion within new planning strategy being investigated
B18. Engage youth and business in identifying and implementing actions to address the barriers and gaps in youth apprenticeships, traineeships, cadetships and employment				
B18.1 Take opportunities to support local youth employment and training	Number of traineeships / number of youth employed by Shire	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Support 2 aboriginal school based trainees. Support workplace experience programs through local high schools Youth Festival, Young Women's Expo, Young Volunteers initiatives.

3. Our Community

Community Goals				
3.1	The range of support services in our community are useful, empowering and aligned to community needs now and in the future.			
3.2	The health and wellbeing of people of all ages and circumstances is supported within their own community.			
3.3	We respond to an ageing demographic by cultivating age-friendly communities that are also inherently dementia and disability friendly.			
3.4	A range of efficient, safe and accessible public transport options are provided across the region.			
3.5	Our whole community participates in strategies to ensure we are minimising risks in regards to bushfire and other natural emergencies.			
3.6	Residents feel safe, secure and comfortable at home, work and at play.			
3.7	Our community is vibrant, dynamic and fun because we have access to a broad range of art, cultural, social and recreational opportunities.			
3.8	Diversity, inclusivity and harmony are the foundations of our strong community spirit and we celebrate and honour our diverse cultures, heritage and lifestyles.			
Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
C2. Support volunteer community groups, encourage participation (particularly in the areas of emergency management) and acknowledge contributions to the community.				
C2.1 Provide training and support to local volunteer emergency response teams	Emergency services volunteer participation	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Training programs co-ordinated by Community Emergency Services Manager.
C2.2 Ensure serviceable level of bush fire-fighting equipment and machinery	Annual maintenance schedule is implemented	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Annual Maintenance Schedule completed and reviewed. Increased funding required for State Emergency Services maintenance perceived as a future issue.

Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
C2.5 Provide acknowledgement and support to a diverse range of local volunteer groups	Support and acknowledgement provided / Thank a Volunteer Day program delivered annually	All Directorates (budget sits with Community Services)	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Undertaken whenever the opportunity exists. 'Thank a Volunteer' day delivered in each town through six events. HACC and Libraries undertake their own events.
C10. Continue to encourage and support age, dementia and disability-friendly initiatives across all domains of community life.				
C10.1 Implement strategies contained in the <i>Age-friendly Communities Plan 2016-2026</i>	Initiatives undertaken	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Undertaken whenever the opportunity exists. Implementation throughout other towns and balance of Manjimup townsite. Seniors Housing underway. New Hospital opened. Wellness and Respite Centre opened. New footpaths constructed. Footpaths and accessibility parking/ramps etc substantially upgraded in Manjimup through TCR program.
C10.2 Implement strategies contained in the <i>Access & Inclusion Plan 2013-2018</i>	Initiatives undertaken	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Plan reviewed. New development undertaken in accordance with applicable standards.
C13. Plan for emergency and natural disaster response, management, evacuation and recovery.				

Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
C13.1 Implement the Local Emergency Management Committee (LEMC) emergency arrangements as required	All LEMC plans are reviewed after a significant emergency or disaster	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> No significant changes occurred.
C13.2 Provide funds for the renewal or replacement of bush fire equipment, machinery and infrastructure	Asset renewal complies with Department of Fire and Emergency Services Local Government Grants Scheme guidelines	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Funding for both bush fire brigades and state emergency services active each year through the Emergency Services Levy. Internal funding to support bush fire brigades where there is a gap in the ESL.
C14. Manage domestic animals and livestock to ensure the safety of both the animal and the community.				
C14.1 Enforce compliance with the Cat Act 2011	Number of cat registrations	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Registration numbers have increased, however stray cat numbers appear on average. Trapping of Nuisance Cats and ongoing education of ratepayers.
C14.2 Enforce compliance with the Dog Act 1976	Number of dog registrations	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Registration numbers have increased.
C15. Manage environmental health risks in the community.				
C15.1 Develop and implement <i>Public Health Plan</i>	Plan is developed and implemented	Development and Regulation	To be confirmed	Achievements/Activities – <ul style="list-style-type: none"> No action at this stage.
C15.2 Develop and implement a Public Buildings Inspection Program	Plan is developed and implemented	Development and Regulation	To be confirmed	Achievements/Activities – <ul style="list-style-type: none"> No action at this stage.

Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
C16. Undertake a broad range of safe behaviour and risk awareness campaigns.				
C16.1 Community awareness campaigns in emergency management	Campaigns undertaken	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Bush Fire Ready groups set up in Northcliffe and Walpole. New Fire Danger Rating campaign and signs installed.
C17. Support the maintenance of law and order and initiatives to prevent crime.				
C17.2 Utilise CCTV in crime hot spots or where genuine risk of crime against persons or public assets is identified	Initiatives implemented	Development and Regulation/All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> CCTV being installed on all new buildings. CPTED Study complete and application made for grant funds for new CCTV system.
C17.3 Utilise Crime Prevention Through Environmental Design (CPTED) principles in the development or renewal of facilities and assets	Projects utilising design principles	Development and Regulation/Works & Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Principles being utilised in all townscape design and infrastructure.

4. Our Infrastructure

Community Goals				
4.1	Infrastructure gaps in regards to energy, water, sewerage, and information and communication technology services are resolved.			
4.2	Community infrastructure is delivered and maintained at a level of service that is aligned with community needs now and in the future.			
4.3	Land use planning strategies support the sustainable development and growth of our communities.			
4.4	Town centres are accessible, attractive and inviting whilst maintaining their unique characters.			
4.5	Parks and open spaces are attractive and create opportunities for people to come together, socialise and enjoy a range of activity.			
4.6	Sport and recreation facilities sustain a broad range of pursuits.			
4.7	Community infrastructure planning responds to an ageing demographic and is also inherently dementia and disability friendly.			
4.8	Places of heritage value are recognised and retained.			
4.9	Transport infrastructure and networks provide for the safe movement of all users.			
Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
D5. Develop and maintain community infrastructure to a service-level that meets the community's needs.				
D5.5 Review and update the <i>Building Asset Management Plan 2009-2029</i>	Plan is reviewed and new version adopted	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Review yet to commence at 30 June 2017. Appropriate resources needed to complete.
D5.6 Undertake a review of the <i>10-year Building Maintenance Plan 2010-2020</i>	Plan is reviewed and new version adopted. Assets are maintained in accordance with the plan	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Review yet to commence at 30 June 2017. Appropriate resources needed to complete.
D6. Plan for and manage Windy Harbour holiday settlement infrastructure needs.				

Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
D6.1 Review and update the Windy Harbour Management Plan 2007-2017, including provision for new land release	Plan is reviewed and new version adopted	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Preliminary review of current recommendation status completed. Implementation of balance of recommendations and preparation of new Management Plan to be completed.
D7. Review or amend the Local Planning Scheme to meet the changing needs of community and industry.				
D7.1 Review and update the <i>Local Planning Strategy</i> every 5 years	Strategy reviewed every 5 years	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Consultants currently reviewing Strategy. WAPC Guidelines have changed during process.
D7.2 Review and update the <i>Local Planning Scheme</i> every 5 years	Scheme reviewed every 5 years	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Review partially completed in house. Finalise review in 2024-2025.
D8. Develop town centres to showcase their unique characters and encourage vibrant, mixed-use commercial and public spaces.				
D8.2 Facilitate local involvement in Town Centre Revitalisation Committees to determine priorities and endorse revitalisation plans	Community engagement	Works and Services/Development and Regulation		Achievements/Activities –
D9. Regulate tourism-based and commercial roadside signage to ensure it is appropriate, well-maintained and does not negatively impact on landscape visual amenity.				
D9.1 Implement a roadside signage audit schedule across the Shire for the purposes of checking compliance and quality	Signage audit schedule is determined and implemented	Development and Regulation/Works and Services	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Audit completed of Manjimup. Balance of other townsites remain. Resourcing to complete audit an issue.
D14. Maintain a Municipal Heritage Inventory and include controls to protect places of significance.				

Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
D14.1 Review and update the <i>Municipal Heritage Inventory 2008</i>	Plan is reviewed and new version adopted	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Review commenced, to be completed in house. Completion expected during 2023-2024 financial year.
D16. Provide adequate and safe parking facilities in town sites and enforce compliance with ACROD regulations and local laws.				
D16.2 Enforce compliance disability parking regulations	Number of complaints, warnings and infringements	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> Achievements/Activities – Education/enforcement by Rangers as required.
D16.3 Develop parking strategies for each Shire town	New strategies developed and implemented	Development and Regulation	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> New Draft Local Laws adopted. Yet to be finalised. Finalise Local Laws in 2018/19 financial year.

5. Our Local Government

Community Goals	
5.1	All elected members and Shire employees uphold the values of professionalism, proactivity, reliability, integrity and courtesy.
5.2	The Shire's long-term planning and activities deliver on the community's goals and aspirations.
5.3	Our elected members represent the best interests of the community.
5.4	Community participation in decision making is maximised.
5.5	The Shire communicates effectively with all its communities.
5.6	The Shire is a resilient and financially stable organisation that uses public funds responsibly.
5.7	Asset management plans are developed and implemented to maintain community assets at the appropriate standard.
5.8	The Shire continuously improves organisational performance and service delivery.

Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
E1. Develop an organisational culture that upholds the values of professionalism, proactivity, reliability, integrity and courtesy in all its dealings.				
E1.1 Pursue awards and other formal recognition of achievement from external agencies	Formal accolades received	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> •
E7. Keep the community well informed about Shire activities and provide genuine opportunities for the community to participate in decision making.				
E7.2 Undertake community engagement planning as a standard component of project management, where the project is likely to have an impact on any community member(s)	Public participation in decision making / community engagement initiatives undertaken / customer satisfaction surveys	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> • Undertaken as required. • Undertaken and achieved for major projects.

Action	KPI	Responsible Directorate	Status	2022/23 Initiated, Achieved and/or continued in next year
E8. Increase elected member interactions with constituents to better represent the diverse needs and priorities of the different communities within the Shire.				
E8.1 Ensure Shire activities are conducted equitably across the region	Shire events, activities and meetings held in each town / community grants distribution across towns	All Directorates	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> • Council Meetings conducted in all major towns. • Australia Day celebrations and Youth Week related across major towns.
E9. Identify and mitigate organisational risks.				
E9.2 Manage workplace occupational safety and health (OSH) risks to employees, volunteers, visitors and contractors	Performance against OSH Lead Indicators / initiatives undertaken	All Directorates/Office of the CEO		Achievements/Activities –
E11. Embrace and increase the use of new technologies to better deliver services and communicate with the community.				
E11.1 Seek opportunities to better use technologies to deliver or improve services and communications	New initiatives undertaken	All Directorates (budget sits with Office of the CEO)	Ongoing	Achievements/Activities – <ul style="list-style-type: none"> • Considered when funds and opportunity exist • New core operating systems being refined. • Antenno activated July 2017. • Solar lighting grant applied for Brockman Street. • CCTV in Heritage Park and CBD.

2023 Applications - June

Reference	Details	Received	Determination	Est. Cost	Days
TP2023/25	DA23/21: Development Application - Lot 52, 30 Caniogleng Court Manjimup - Proposed Change of Use to Holiday Accommodation	7/02/2023	APPROVED	26/06/2023 \$	139
TP2023/46	DA23/42: Development Application - Lot 9185 Graphite Rd Yanmah - proposed extractive industry	16/03/2023	COUNCIL APPROVED	15/06/2023 \$	91
TP2023/47	DA23/43: Development Application - Lot 2765 Corbalup Rd Perup - proposed plantation	17/03/2023	COUNCIL APPROVED	15/06/2023 \$	90
TP2023/53	DA23/49: Development Application - Lot 10911 Franklin Rd Smithbrook - proposed packing shed	5/04/2023	COUNCIL APPROVED	15/06/2023 \$	71
TP2023/58	DA23/55: Development Application - Lot 107, 40 Ralston Road Ringbark - Proposed Workshop	12/04/2023	APPROVED	22/06/2023 \$	71
TP2023/60	DA23/57: Development Application - Lot 341 Blackbutt Drive, Manjimup - Proposed Outbuilding	17/04/2023	COUNCIL APPROVED	15/06/2023 \$	59
TP2023/69	DA23/66: Development Application - Lot 31 Kammann St Manjimup - Proposed Setback Reduction for outdoor area cover	3/05/2023	APPROVED	19/06/2023 \$	47
TP2023/73	DA23/74: Development Application - Lot 4 Yanmah Rd Dixvale - proposed pump shed	30/05/2023	APPROVED	23/06/2023 \$	24
TP2023/78	DA23/81: Development Application - Lot 288 Evans Loop Windy Harbour - proposed wood shed	13/06/2023	APPROVED	28/06/2023 \$	15

2023 Applications - July

Reference	Details	Received	Determination	Est. Cost	Days
TP2023/15	DA23/11: Development Application - Lot 1 Old Vasse Rd Yeagarup - Change of Use to Low Impact Tourist Accommodation	28/04/2023	COUNCIL APPROVED	31/07/2023 \$	94
TP2023/57	DA23/54: Development Application - Lot 61, 39 Giblett Street Manjimup - Proposed 2x "devils tail" flag signs	14/04/2023	CANCELLED	17/07/2023 \$	94
TP2023/61	DA23/51: Development Application - Lot 9951, 267 Andrews Road Boorara Brook - Proposed Construction of Dams, Packing Shed, Offices and Employee	19/04/2023	COUNCIL APPROVED	31/07/2023 \$	103
TP2023/64	DA23/61: Development Application - Lot 113 Karri Street Walpole - Dwelling & Outbuilding	21/04/2023	COUNCIL APPROVED	10/07/2023 \$	80
TP2023/74	DA23/75: Subdivision Application - Lot 8703 Richardson Rd Meerup - 163634	31/05/2023	COMMENTS PROVIDED	10/07/2023 \$	40
TP2023/76	DA23/78: Development Application - Lot 2084 Dingup Rd Dingup - rural pursuit - seed potato crop	7/06/2023	COUNCIL APPROVED	31/07/2023 \$	54
TP2023/87	DA23/90: Development Application - Lot 23 Giblett St Manjimup - proposed roof covers	21/06/2023	APPROVED	6/07/2023 \$	15
TP2023/88	DA23/91: Development Application - Lot 225 Gregory Way Windy Harbour - proposed new rear deck and 2 new bedrooms	22/06/2023	APPROVED	27/07/2023 \$	35
TP2023/89	DA23/92: Subdivision (Amalgamation) Application - Lots 174, 175 & 176 Rose St Manjimup	23/06/2023	APPROVED	12/07/2023 \$	19
TP2023/94	DA23/98: Development Application - Lot 783 Collier Street Manjimup - Proposed Public Toilet Block and 2x Changerooms	7/07/2023	APPROVED	27/07/2023 \$	20

Jocelyn Baister

From: [REDACTED]
Sent: Monday, 12 June 2023 11:47 AM
To: Jocelyn Baister; Kaylee Blee
Cc: Stephen Burch; Cr Jennifer Willcox
Subject: [External] Application for Development Approval regards Cat Boronia Ridge.
Attachments: Development Application. Shire of Manjimup.pdf; IMG_3125.jpg; IMG_3124.jpg

Good afternoon Jocelyn,

Please receive our application for permission to domicile 2 x cats at 7 Burton Close, Walpole.
My wife and I have expended large sums of money to do the best we can to ensure that the said cats cannot roam free.

It is our intention to keep the cats inside at all times, other than when weather permits, that they take in some sunshine in commercially provided cat enclosure.

Photos attaches show that it is pipe and netting enclosure, with zip door. Able to be locked with clip.

It is 3.6m long x 1.8m wide x 1.8m high. It is situated immediately adjacent to back laundry door. See PDF attachment.

The pets were the primary concern to install self-closing security doors.

We do our best to be in a constant state of awareness, where the cats will be at any said time of day and night.

Should visitors or trades persons enter home we lock the cats in the bedroom or enclosure.

Please provide bank account details into which I can transfer penalty and application fees.

Yours sincerely,

Ivan Woodhams

Ivan and Maureen Woodhams
 7 Burton Close, Walpole 6398
 Phone: [REDACTED]

9 June 2023

To Whom at the Shire of Manjimup it concerns,

My Wife and I have received notice from yourselves that we contravene the Cat Act, allowing our 2 pet cats to reside with us at 7 Burton Close Boronia Ridge, Walpole.

As responsible pet/cat owners we seek an exemption, dispensation to allow the cats to continue reside here at 7 Burton Close as long as they and ourselves live. There is no way that my wife and I would allow our cats to interact the birds or any other native fauna. The cats are restricted to the house at all times. They live in a harness, have a 7 metre rope and clip if they need to eat grass for their furballs, otherwise when the weather is appropriate, they at all times are restricted to the cattery positioned immediately at the back door. Kitty litter trays are place in doors and in the Cat house, which adds up to a considerable expense. We realise it has to be done.

To prove that we are responsible Cat owners and committed to Animal welfare at all time, we have committed funds as such:

- Installed self-closing security doors at all entrances to the house.
- Erected secure outdoor cat enclosure.
- Vigilant about cat where abouts, whenever visitors or tradesman come to the Home.
- Whenever away from home for extended periods, house sitters are engaged who have the same mind set and love of animals my wife and I share.

My wife is a "Friend" of the RSPCA and has donated over many decades. Donates to other animal welfare organizations such as Spana Australia, and until recently also regularly donated to the Humane Society and IFAW, but it is getting prohibitive since she has retired. I myself do monthly donation to the "Australian Wildlife Conservancy". In our Will our estate leaves 35% to the RSPCA and AWC.

Our, now retired lifestyle enjoys immensely the environs that Walpole and its surrounds, whether it be residential and the tight welcoming Community of Walpole or National Park. We have spent considerable funds on making our property safe for all our pets, (dog, 2 x cats and retired chooks) so that they are restricted to the property at all times. Whilst working FIFO, I embarked on remodelling my gardens and established a bird friendly garden, so that in my retirement I can sit on my veranda as the evening approaches with a glass of wine and observe the various antics of the birds and mother nature.

I wish to emphasise that in particular my Wife has shown a life-long love and commitment to all animals. If you are to follow through and force her to give up her cats, she has stated she will leave the Home and relocate. Leaving myself and the dog in an unenviable position.

My wife and I, on settling in Boronia Ridge had knowledge that the area was intended to be a Cat Free zone, but until recently no laws were available to the shire to enforce the by-laws and upon registering our cats, there has been no issues raised. All our nearby neighbours are OK with us keeping the cats. Even the "Barry Smith".

How ever we already owned the first cat when we moved down from Leinster. It only has 3 legs after being mauled by a stray dog. Maureen's second cat was the companion cat of district pioneer, Win Pascoe. Maureen in her last years of

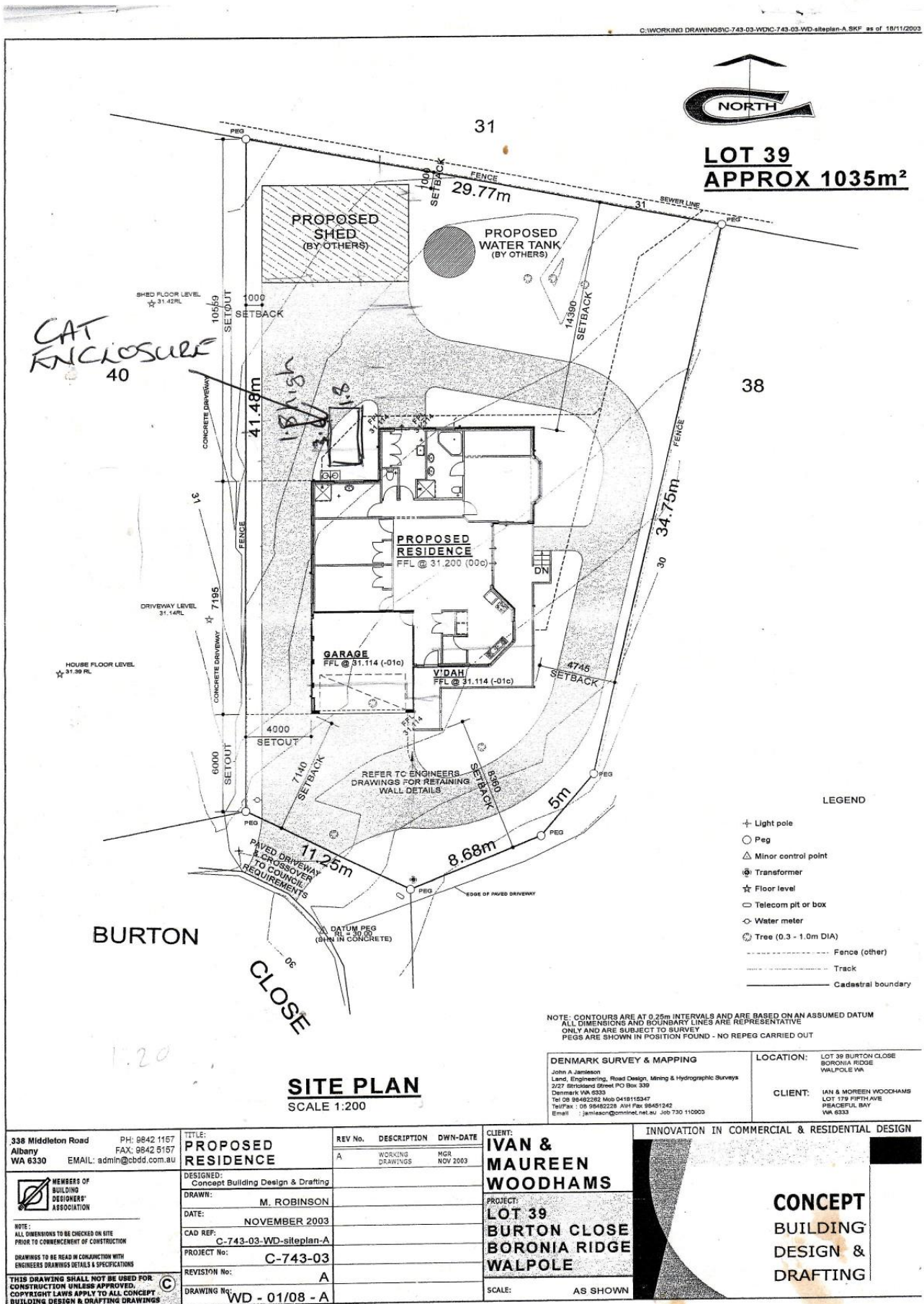
nursing was HACC co-ordinator with the Silver Chain and often visited Mrs Pascoe in the performance of her duties, and after hours. When Win Pascoe died, Maureen rescued the cat, as the family forgot about it was in a terrible state before Maureen took it to the vet, paid the cost and adopted it with permission from Wynn's daughter Elizabeth. Otherwise, the Son was going to put it down. Our dog "Gromit" is adopted after it's previous owner, Colin Smith died of cancer unexpectedly and his immediate family refused to take it on. Since we were already baby sitting it for Colin, we took it on. But we, like other responsible pet owners in Boronia Ridge I know off, are mystified why we are being "hassled" (the only polite word I wish to use) and in the original part of Walpole we know of cat owners who allow their cats to "just go outside to do their business and prowl the night away, over the neighbours fence and far away."

The enforcement of this by-law will only put extreme pressure on my wife's health in particular, she is unwell and the cats are her solace. She has numerous medical conditions her regular Doctor and Heart specialists are considering her options.

My Wife and I do not wish to fight the Shire, nor the good cause that the Cat Act proposes to achieve. We fully support it ourselves, as we have demonstrated by containing our cat's movements. It is our belief that being responsible for your pets and the native environment is essential to living in such a beautiful place and with a little effort from pet owners we can all coexist in peace with little to no impact on the native lora and fauna.

We wish to offer our support to our fellow responsible cat owning neighbours Nathan Viney and Jasmine Dyer, please see attached letter of support.

Yours sincerely,
Ivan Woodhams









Department of Biodiversity,
Conservation and Attractions



Your ref: DA23/84 P54456
Our ref: prs 50933
Enquiries: Peter Bamess
Phone: 97 717988
Email: warren.admin@dbca.wa.gov.au

Ms J. Baister
Statutory Planning
Shire of Manjimup
PO Box 1
MANJIMUP WA 6258

Dear Jocelyn

ADVICE REQUESTED: LOT 39, 7 BURTON CLOSE, WALPOLE

Thank you for your letter dated 22 June 2023 (received today) regarding an application for the approval to keep cats on the above-mentioned property.

Parks and Wildlife Service has no objections providing the owners ensure that this cat enclosure is secure and maintained so there is no escaping of cats into nearby reserves.

Yours sincerely

Tim Foley
A/Regional Manager, Warren Region

3 August 2023

Regional and Fire Management Services Division
Warren Region
Locked Bag 2, Manjimup WA 6258
dbca.wa.gov.au

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BACKGROUND NOTES

1. The basic component of this policy is the requirement that 10 percent of the gross subdivisible area of a conditional subdivision shall be given up free of cost by the subdivider for public open space. This has been the basis of public open space policy in the State for many years, and emanates from the recommendations of the Plan for the Metropolitan Region Perth and Fremantle, 1955 Report (the Stephenson - Hepburn Plan).
2. The former Town Planning Department in 1980 issued a report on its study of local and district open space in the metropolitan region, which examined in some detail the adequacy of open space set aside in land subdivisions for that purpose. After some careful assessment of the 10 percent requirement, the report concluded that the basic requirement should continue to apply, although there should be some flexibility applied in the particular circumstances of specific cases. This policy reflects that conclusion.
3. The Commission updated the policy in June 1998 to clarify the uses to which funds raised in lieu of open space provision may be used, as set out in Planning Bulletin No. 21 April 1997 and in April 2002 to establish the circumstances where an open space contribution will be required in small subdivisions and clarify open space credits for easements.
4. The Commission is aware of the continuing debate about the validity of certain aspects of this policy in the light of such matters as restraints on local government expenditure (with consequent limiting effects upon its ability to develop and maintain open space), the need to ensure adequate open space in existing urban areas, and the balance between passive and active recreational areas. This policy is subject to a comprehensive review.
5. The Commission's Liveable Neighbourhoods Community Design Code aims to make the State's suburban areas more sustainable and offer a wider range of housing and employment to support changing community needs and preferences. The code is undergoing refinement. This policy, and the related Guidelines for the Preparation of Local Structure Plans for Urban Release Areas, will be modified where appropriate following the review and refinement of Liveable Neighbourhoods.

The provisions of this policy will also be reviewed in the context of the Commission's current reviews of coastal planning and development and foreshore policy.

6. The policy is closely related to existing policies which deal with the subdivision of residential land and also with coastal management issues. Related policies are:

Policy No. DC 2.1 - Residential Planning Codes

Policy No. DC 2.2 - Residential Subdivision

Policy No. DC 4.1 - Industrial Subdivision

Policy No. DC 6.1 - Country Coastal Planning Policy.

I. INTRODUCTION

- 1.1 In order to preserve amenity and contribute to the quality of life in urban areas, including country towns, the Commission has resolved, as a general policy, to require suitable provision of public open spaces which can be used by people living and/or working in those areas.
- 1.2 The Commission's policy is to ensure that the provision of public open space allows for a reasonable distribution of land for active and passive recreation in each locality. The Commission accepts that this may be secured by providing larger areas for active recreation and smaller areas for passive recreation within residential cells, but treats each case on its merits.
- 1.3 This policy sets out the requirements of the Commission for public open space and the provision of land for community facilities in residential areas. Requirements for industrial areas are incorporated in the policy on Industrial Subdivision (DC 4.1).

2. POLICY OBJECTIVES

- ☐ To ensure that all residential development in the State is complemented by adequate, well-located areas of public open space that will enhance the amenity of the development and provide for the recreational needs of local residents.
- ☐ In appropriate cases, to facilitate the provision of land for community facilities - such as community centres, branch libraries and day-care centres - in conjunction with land ceded for public open space.
- ☐ To protect and conserve the margins of wetlands, water-courses and the foreshores adjacent to residential development.

3. POLICY MEASURES

3.1 General Requirements

- 3.1.1 The Commission's normal requirement in residential areas is that, where practicable, 10 percent of the gross subdivisible area be given up free of cost by the subdivider and vested in the Crown under the provisions of Section 20A of the *Town Planning and Development Act, 1928* (as amended) as a Reserve for Recreation. In determining the gross subdivisible area the Commission deducts any land which is surveyed for schools, major regional roads, public utility sites, municipal use sites, or, at its discretion, any other non-residential use site.

- 3.1.2 The 10 per cent requirement is derived from the recommendations contained in the Stephenson-Hepburn Plan. That report states that for most areas a standard of 3.36 hectares per 1,000 population (excluding school playing fields) is recommended as sufficient for public open space.

On the basis of a uniform density of 30 persons per hectare, a standard contribution of 10 percent of the gross residential area for public open space has been applied since 1956. This requirement remains valid, as gross residential densities have remained much the same since that time, with smaller lot sizes being offset by declining household occupancies.

- 3.1.3 In terms of the location and distribution of public open space, the Commission favours an overall balance between incidental open space, readily accessible to all residents, and recreational open space in larger units suitable for active leisure pursuits. In this regard it will seek the advice and comment of the relevant local government. It will also seek local government advice upon the suitability in physical terms of land shown upon plans of proposed subdivision for development as open space.
- 3.1.4 The Commission may require that the public open space for the whole of a parcel of land be met entirely from the first stage of subdivision, or from any succeeding stage, if it considers this desirable.
- 3.1.5 The Commission will not normally require an open space contribution for five lots or less, provided a contribution is not required by a provision of a town planning scheme or approved structure plan, where:

- the applicant demonstrates to the satisfaction of the Commission that land has already been given up for open space in an earlier subdivision; or
 - the proposal is within a locality where the Commission, on the advice of the local government, following an assessment of the locality, has concluded that there is sufficient open space in that locality.
- 3.1.6 The Commission may impose an open space condition where an application would create five lots or less where:
- the imposition of the condition would yield an area of land which the Commission and Council agree is adequate and suitable for public open space purposes; or
 - the local government has identified an existing or potential deficiency of public open space and has an adopted strategy to improve or provide open space by land acquisition in the locality of the subdivision; or
 - similar proposals containing five lots or less would be likely to eventuate in the locality.
- 3.2 Foreshore Reserves**
- 3.2.1 The Commission may require provision of a foreshore reserve where a subdivision includes land abutting a watercourse (e.g. river or creek) or body of water (e.g. lake or the sea). Such reserves will be required to be shown on the survey documents either as a Reserve for Recreation or a Reserve for Foreshore Management, dependent upon the use to be made of the land, and vested in the Crown under the provisions of Section 20A of the *Town Planning and Development Act*. The land in the reserve is to be ceded to the Crown free of cost and without payment of compensation by the Crown.
- 3.2.2 The required width of a foreshore or coastal reserve varies according to the size of the watercourse or body of water and the condition of its banks, shore or coastline. As a general rule in the case of river or lake foreshores, a reserve of 30 metres' width is required, but each application is examined in detail. Where, for topographical or other reasons, such as protection of a floodway, a greater or lesser width is considered necessary or desirable in the public interest, such a width may be specified. In the case of a coastal reservation, the Commission will apply the principles contained in its coastal planning policy (DC 6.1) with a guideline width of 100 metres.
- 3.2.3 In general, the width of the reserve is to be measured from the high-water mark in the case of tidal waters and the top of the bank as defined by the surveyor in the case of non-tidal streams or waters.
- 3.2.4 Where the Commission requirement for provision of a foreshore management reserve necessitates a boundary survey of the reserve, where such a survey would not otherwise be required, and where the cost of surveying the boundary would be excessive compared with the cost of surveying the rest of the subdivision, the Commission's policy is to request the Department of Land Administration to meet the costs of survey of the reserve.
- 3.2.5 Where foreshore management reserves are required to be provided pursuant to the Act and the provisions of this policy, and it is not essential that public access to those reserves be provided in the short or medium term, the Commission will support proposals for adjoining or nearby property owners to lease the reserves where it can be demonstrated that restricted private use of the land is consistent with the effective management of the foreshore concerned for the period until public control is seen to be necessary.
- 3.2.6 It should be noted that where the Commission considers that a foreshore reserve is to be given up as a condition of subdivision, the area of foreshore so required will not be included in the gross subdivisible area on which the public open space requirement is assessed and will be in addition to the land required for public open space.
- 3.3 Regional Open Space**
- 3.3.1 Where a proposed subdivision includes land which is designated as a Parks and Recreation reserve under the Metropolitan Region Scheme, or a regional planning scheme, and cannot be dealt with as either a foreshore reserve under the provisions of Section 3.2, or as part of a subdivider's 10 percent public open space contribution under the provisions of sub-clause 3.3.2, the Commission will require that the land so reserved shall be shown on the survey documents as a separate lot pending acquisition by the Commission pursuant to that scheme.

3.3.2 The Commission may accept that land reserved for Parks and Recreation under the Metropolitan Region Scheme or a regional planning scheme (excluding land dealt with as a foreshore reserve) may be included in the subdivider's 10 percent public open space contribution where it can be demonstrated to the satisfaction of the Commission and the local government that the subject land can be used for an appropriate local (as well as a regional) purpose. In such instances the Commission shall require the subdivider's public open space contribution to be either:

- vested in the Crown free of cost as a Section 20A reserve for the purpose of recreation, or
- transferred to the Commission in fee simple.

Prior to accepting a subdivider's public open space contribution in accordance with this sub-clause, the Commission may require a management plan which demonstrates that the subject land can be used for an appropriate local (as well as a regional) purpose and may require the local government's agreement to accept responsibility for management of the land.

3.4 Public Utility Uses

3.4.1 The Commission is not prepared to accept as open space land which is occupied by public utility uses such as drainage sumps. However, it may agree to such features as landscaped compensating basins being included and credited either in whole or in part as a portion of a public open space contribution. In order to be acceptable to the Commission, such compensating basins, drainage reserves and underground pumping stations, etc. shall be so located, designed and landscaped that the public is able to use the open space for safe, passive and/or active recreation and amenity is not impaired.

3.4.2 The Commission's general practice is that up to 100 per cent of compensating basins may be credited towards the public open space requirement where the land is not subject to permanent inundation provided it is contoured, unfenced and fully usable for recreation purposes. Up to 50 per cent may be credited in other circumstances subject to the advice of local government.

3.4.3 The Commission will not object to a transformer pad for underground power being adjacent to or immediately within the boundary of public open space provided that it

is so located as not to reduce the viability of that space. However, the area of its site will not be credited as public open space.

3.4.4 Subject to advice from the local government that sufficient land will be available in the locality to meet the full range of recreational needs of the future residents, and evidence from the beneficiary of the easement to confirm that the purpose of the easement, the Commission may grant a credit of:

- up to 50% of the land subject to an easement containing underground infrastructure (eg – gas pipeline); and
- up to 20% of the land subject to an easement containing above ground infrastructure (eg – power line).

Maximum credit should only be granted in cases where there is no impediment to use the easement for open space, where the easement is within or abuts the subject subdivision or relevant subdivision road and where the local government has indicated that at least half of the open space contributed, directly or indirectly, by the subdivision is developable for active recreational pursuits.

For the purposes of calculating the POS requirement of a locality, land subject to an easement shall not be included within the gross subdivisible area. However, land required for any buffers or additional setback requirements form an easement may be included in the gross subdivisible area.

3.5 Community Facilities

3.5.1 Closely allied to the provision of public open space is the allocation of sites for community facilities such as community centres, meeting halls, branch libraries and kindergartens, pre-schools and day-care centres. The Commission accepts that there may be circumstances where the 10 per cent proportion of public open space within a subdivision may, at the request of a local government, be reduced provided that land equivalent in area to the reduction is made available free of cost to the local government as a community facilities site.

3.5.2 Before accepting any such arrangement, the Commission will require the local government to justify the need for the community facilities site, giving some details of the use to be made of the land, the timing of any development, the manner in which the facility will be operated, and the provision to be made for car parking.

3.5.3 Desirably, community facilities sites should adjoin public open space to facilitate conjoint

use and maintenance, should not have an area less than 2,000m² and should not exceed one fifth of the total area which, but for this provision, would have been required for public open space.

- 3.5.4 In circumstances where the Commission has been satisfied that the need exists for a community facilities site to be transferred in fee simple free of cost to the local government, the Commission, as a pre-requisite to any such transfer, will require that the land is suitably reserved for an appropriate public purpose by the local government in its town planning scheme.

3.6 Development of Public Open Space

- 3.6.1 The Commission's requirements that land for public open space be given up as a condition of subdivisional approval do not extend to the physical development of the land. It is the intention that when such land is vested in the relevant local government, development should be undertaken through the budget of that authority at the appropriate time. Local governments should ensure that the development of public open space is safe for use by the public.
- 3.6.2 The Commission may, in the particular circumstances of the case, be prepared to support the spending of cash-in-lieu funds on the development of that public open space being set aside by the subdivider on the basis that the amount allocated does not exceed more than one fifth of the total 10 percent requirement. In normal practice, this could result in a maximum of 8 percent open space land provision and a 2 percent cash-in-lieu expenditure on development of land. However, when the land to be set aside as open space is less than 8 percent, and cash-in-lieu is to be provided for the balance, the proportion to be cash-in-lieu which can be spent on the development of public open space within the subdivision should be adjusted accordingly and should not exceed one fifth of the value of the land to be set aside for public open space.
- 3.6.3 On the basis set out in clause 3.6.2, the funds generated from cash-in-lieu may be used through the procedures outlined in Section 4, to develop that part of the requirement that is given up as undeveloped land. Before so doing, however, the Commission will need to be satisfied as to the support for such a proposal from the developer, Council, and the community and receive some assurances that development will occur within a reasonable period of time.

4. IMPLEMENTATION PROCEDURES

4.1 Vesting Under the Town Planning and Development Act

- 4.1.1 In general, public open space and foreshore management reserves created in the subdivision are to be transferred to the Crown. Section 20A of the *Town Planning and Development Act* provides that where a Diagram or Plan of Survey is approved any land which is shown on the diagram or plan as being reserved for recreation or foreshore management shall vest in the Crown without any conveyance, transfer or assignment or payment of a fee. As far as possible the provisions of this section should be used to convey proposed recreation areas to the Crown.

- 4.1.2 Where land for public open space is subsequently vested in a local government, that land is to be used only for public recreational purposes, and remain open to the general public at all times. The Commission will request the Department of Land Administration to ensure that this is done. However, the Commission recognises that there may be occasions where the use of some discretion in the operation of this policy is warranted in order to secure better land utilisation and increased public benefit. In such circumstances, the Minister for Lands can, following consultation with the Commission, exercise that discretion.

4.2 Transfer to Local Governments in Fee Simple

- 4.2.1 In special circumstances, the Commission may require land to be transferred, free of cost, to the local government for a public purpose, including recreation, subject to the proviso that any subdivisional costs and cost of associated services for the land will be met by the local government.
- 4.2.2 A condition requiring that land be transferred in fee simple free of cost to the local government for public recreation purposes will be imposed only under all the following circumstances:
- the local government requests the transfer; and
 - the land is shown in the local town planning scheme as reserved for public recreation; or

- c) the land is to be held in trust pending sale, the monies from which are to be expended, with the approval of the Commission, upon the purchase of other land in the vicinity which is considered to be more appropriately located for use as public open space and which is shown in the local government's town planning scheme as reserved for public recreation, such land to be transferred free of cost to the Crown to be created as a reserve for public recreation.

4.3 Cash-In-Lieu

- 4.3.1 Sections 20C (1) to 20C (7) of the Act contain provisions under which a cash payment can be made by the subdivider in lieu of providing land for open space. The Commission recognises that in certain circumstance the use of these provisions should be encouraged. These circumstances include subdivisions where:

- the land area is such that a 10 percent contribution would be too small to be of practical use;
- there may be sufficient public open space already in the locality;
- public open space is planned in another location by way of a town planning scheme or local structure plan.

- 4.3.2 Taking account of the provisions of 4.3.1 the Commission may impose an open space condition with a footnote seeking the provision of a cash-in-lieu equivalent of the public open space, where:

- the local government has requested the condition and identified an existing or potential deficiency of public open space;
- the local government has an adopted strategy to provide open space by land acquisition in the locality of the subdivision; and
- the otherwise required 10% area of open space would yield an area of unsuitable size/s and dimension/s to be of practicable use.

- 4.3.3 The Commission may require an open space contribution of a lesser amount than 10% where a proposal to create five lots or less is located within a locality where a number of

lots could be similarly subdivided, in the expectation of an equivalent cash-in-lieu contribution being made by the applicant under Section 20C.

- 4.3.4 The Act requires that the use of cash-in-lieu must be initiated by the owner of the land concerned, and requires approval of the relevant local government and the Commission. In cases where the Commission considers that it may be appropriate to use these provisions, the applicant will be so advised in a footnote to the Commission's letter of approval.

- 4.3.5 All money received by the local government in this way is required by the Act to be paid into a separate account of that authority, which under the Local Government Financial Management Regulations, 1996 should clearly set out the purposes for which the money is held, the landholding from which it was obtained and the date on which it was paid to the local government. The money should be applied:

- a) for the purchase of land by the local government for parks, recreation grounds or open spaces generally, in the locality in which the land included in the plan of subdivision is situated;
- b) in repaying any loans raised by the local government for the purchase of any such land; or
- c) with the approval of the Minister for Planning, for the improvement or development as parks, recreation grounds or open spaces generally or any land in the said locality vested in or administered by the local government for any of those purposes.

- 4.3.6 In each such instance, the Commission will wish to be advised of the location of the land in respect of which the money is to be expended, the nature and the timing of the expenditure, and the amount of money held by the local government concerned for acquisition or improvement of public open space in the locality concerned. In addition, when it has recommended to the Minister that approval be given to the use of cash-in-lieu funds as provided for in paragraph 4.3.3(c) above, it will also recommend that the local government indicate when those improvement works have been completed.

- 4.3.7 The Commission also requires that local governments provide an annual statement of the separate cash-in-lieu account, in order that it may be appraised of the position in each local government area with respect to the use of cash-in-lieu funds.
- 4.3.8 Expenditure of cash-in-lieu funds must be directly related to the use or development of land for public open space purposes. The land must be vested or administered for recreation purposes with unrestricted public access. Land held in fee simple by the local government should, as a pre requisite, be reserved for public recreation in the Council's town planning scheme.
- 4.3.9 The use of cash-in-lieu would not normally be acceptable for community halls or indoor recreation centres, enclosed tennis courts, bowling greens for clubs, facilities for private clubs or similar facilities where access by the general public is restricted. Acceptable expenditure for cash-in-lieu funds may be for:
- clearing
 - seating
 - earthworks
 - spectator cover
 - grass planting
 - toilets
 - landscaping
 - change rooms
 - reticulation
 - lighting
 - play equipment
 - pathways
 - fencing
 - walk trails
 - car parking
 - signs relating to recreational pursuits
- 4.3.10 Requests to the Minister for Planning for approval of the expenditure of cash-in-lieu should be submitted to the Commission accompanied by a map and schedule showing:
- the location and Commission reference number of the subdivision from which the funds were obtained;
 - the dollar value of the funds obtained;
 - the location of the proposed reserve where the funds are proposed to be expended;
 - the nature of the proposed expenditure; and
 - the program for the expenditure.



Department of Planning,
Lands and Heritage



DRAFT
PUBLIC CONSULTATION

Operational Policy

2.3

Draft Planning for Public Open Space

June 2023

The Department of Planning, Lands and Heritage acknowledges the traditional owners and custodians of land and waterways across Western Australia. The Department is committed to reconciliation to improve outcomes for Aboriginal and Torres Strait Islander peoples and to work together to provide a culturally-safe and inclusive environment.

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Operational Policy 2.3

Draft Planning for Public Open Space

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1. Policy intent

This policy sets out the general principles and requirements that will be used by the Western Australian Planning Commission (WAPC) to:

- ensure public open space (POS) is an essential consideration across the planning framework
- establish a minimum standard for the contribution towards POS from the creation of new lots
- provide guidance on the collection, expenditure and management of cash in lieu contributions towards POS to benefit the community.

The WAPC's intent is to ensure all communities have well-planned POS that is adequate in extent, quality, function and accessibility as well as being responsive to evolving community needs. The costs of providing, upgrading and maintaining POS should be reasonably, predictably and equitably shared among those that generate a need for it.

2. Application of this policy

This policy applies to the preparation and assessment of planning instruments including local planning strategies, local planning schemes, structure plans and subdivision applications, including all strata subdivision within Western Australia.

The policy is complemented by the full range of policies under *State Planning Policy 1 State Planning Framework* that address POS to provide the comprehensive delivery of well-planned POS for the community. This specifically includes the POS provisions within:

- State Planning Policy 2.6 State Coastal Planning
- State Planning Policy 2.8 Bushland of the Perth Region
- State Planning Policy 2.9 Planning for Water
- State Planning Policy 3.0 Urban Growth and Settlement
- State Planning Policy 3.6 Infrastructure Contributions
- State Planning Policy 4.2 Activity Centres
- Liveable Neighbourhoods in interim (to be replaced with new State Planning Policy 7.1 Neighbourhood Design)

- State Planning Policy 7.2 Precinct Design
- Operational Policy 1.1 Subdivision of Land - general principles
- Operational 1.11 Community Schemes
- Development Control Policy 1.3 Strata Titles
- Development Control Policy 2.2 Residential Subdivision
- Development Control Policy 2.4 School Sites
- Development Control Policy 4.1 Industrial Subdivision.



3. Public Open Space in WA

In planning for POS, it is necessary to ensure the POS is responsive, well-located and functional, which achieves the desired recreational, amenity, health, cultural and environmental outcomes for the whole community.

The long-standing provision originating from recommendations made within the 1955 *Plan for the Metropolitan Region Perth and Fremantle* (the Stephenson-Hepburn Plan) for POS to be set aside at a minimum rate of 10 per cent of residential areas shall continue to form a sound basis for POS provision across all communities. Furthermore, all applications generating increased demand for POS shall be considered for a contribution towards POS. This contribution may be in the form of suitable land or cash in lieu to help facilitate new POS or upgrades to existing POS. Non-residential or rural living areas may also generate a need for POS in some circumstances, though the requirements for, rate of provision and contribution may differ from that in residential areas.

4. Policy objectives

The objectives of this policy are to:

- Provide an adequate quantity and contemporary quality of accessible POS in all urban areas.
- Encourage decision-making that improves the community's amenity, health and liveability while responding to our environmental, infrastructure, economic, sporting, recreational and leisure needs.
- Apply a consistent strategic approach to the planning, provision and documentation of POS.
- Support the provision of POS in non-residential or rural living areas where supported by site specific and relevant justification.
- Ensure other incidental land uses within POS, such as utilities, infrastructure or biodiversity conservation, complement, not compromise POS function provided for the community.
- Not support the unplanned loss of existing POS areas through the rezoning or disposal processes.

5. Policy measures

5.1 General Measures

Proposals to create additional lots are to be assessed against this policy to determine the appropriate provision of, and contribution towards POS.

In general, a minimum of 10 per cent of the gross subdivisible area shall be for POS for community use across all urban areas. This is best guided by strategic planning and implemented in statutory decision-making through POS contributions from new subdivision.

The rate of contribution to POS may vary to accommodate localised situations and the new demand being generated in accordance with this policy.

5.2 Calculating and Designing Public Open Space

POS is to be calculated and designed in accordance with Liveable Neighbourhoods (to be replaced with a new SPP 7.1 Neighbourhood Design).

For POS impacted by an infrastructure or utility easement, credit for this easement land towards the 10 per cent requirement can only be granted at a maximum rate of 50 per cent credit where



the infrastructure is underground, or a maximum rate of 20 per cent credit where it is above ground infrastructure, providing it satisfies all of the following:

- there is no impediment to the use and development of the easement for POS purposes
- all land impacted by the infrastructure easement is considered restricted and as such is also subject to the overall restricted POS limits contained in Liveable Neighbourhoods; and
- is supported by the local government and infrastructure or utility operator/authority.

The alternative for land impacted by an infrastructure easement is to deduct the easement land from the gross subdivisible area altogether and no credit towards POS be given for this land.

For POS impacted by public utilities or infrastructure (such as dedicated drainage sumps or transformer pads), these are to be located so as not to compromise the function of the POS and generally do not form part of the 10 per cent POS area.

5.3 Strategic Planning

5.3.1 Local Planning Strategies

Local planning strategies are a key planning instrument for identifying the POS needs of a community and providing a strategic basis for localised decision-making about POS, including the rationale for any variations to POS contribution rates.

All local planning strategies are to be prepared in accordance with the WAPC's Local Planning Strategy Guidelines and the *Planning and Development (Local Planning Schemes) Regulations 2015*. To assist with POS planning, local planning strategies should also include the details, actions and indicative timeframes for the following, as relevant:

- an inventory of POS reserves, plus other sites and reserves that offer a publicly accessible open space function. This may include foreshore reserves, regional open space, public school ovals and conservation reserves that are developed with a POS function
- a broad POS demand and supply analysis, identifying existing and projected POS functionality alongside existing and estimated future population and land use utilising demographic forecasts on a suburb basis
- identification of any under provision of POS land and facilities, based in the first instance upon a minimum requirement of 10 per cent

of the gross subdivisible area for each suburb and the strategies for addressing, including obtaining more land or providing upgrades to existing POS

- identification of opportunities for improving linkages that enhance access to POS (e.g. landscaping of road reserves and pedestrian accessways)
- identification of land surrounding existing or proposed POS suitable for an increase in residential density to further encourage accessibility and use of POS and assist in achieving infill density targets
- identification of any existing POS or other open space reserves suitable for upgrades on which cash in lieu funds can be spent
- using the above analysis, include a rationale for any local variations or possible further exemptions to the standard POS contributions, as provided for in this policy. This anticipated per centage of POS contribution is to be articulated
- the anticipated per centage and rationale for any proposal to seek POS contributions from non-residential or rural living land uses.

To assist in collating this information, some local governments may opt to utilise more detailed POS demand analyses, or similar. It is important that if such additional studies have been prepared by the local government, the planning components are incorporated into the local planning strategy



to inform statutory planning decisions. This may be via an amendment to an existing local planning strategy.

POS location, area, distribution and function in a suburb is to be guided by the local planning strategy, the provisions of Liveable Neighbourhoods and any other WAPC policy as may be applicable. In the absence of a local planning strategy that adequately guides the provision of POS, it should be provided and contributed to in accordance with Liveable Neighbourhoods and this policy, ensuring an appropriate mix of local, neighbourhood and district open space providing sport (including dedicated sports fields), recreation and nature spaces.

5.3.2 Structure Plans

Structure planning (standard and precinct structure plans) is to address any existing POS and assess the need for new POS to cater for all current and anticipated community needs.

Structure plans should refer to the contributions towards POS to be provided at subdivision and how these contributions will assist in ensuring adequate extent, quality, function and distribution of POS within the area of the plan.

Any staging of POS land provision is to be outlined at the structure plan stage.

5.4 Statutory Planning

5.4.1 Local Planning Schemes

Proposals to zone land that will increase POS demand, particularly increases to residential densities, are to be supported by a local planning strategy that identifies the community's POS needs and anticipated contributors to POS (as land or cash in lieu).

In zoning to provide for new residential land, the minimum of 10 per cent of the gross subdivisible area should be planned for POS as land, unless otherwise justified and prescribed in an approved local planning strategy.

In the absence of an approved local planning strategy adequately addressing POS provision, a scheme amendment proposal may be required to include its own strategic analysis of the community's POS need to inform POS provision and contributions.

Local planning schemes are to include POS as a Reserve for Public Open Space and show this on the scheme map accordingly.

5.4.2 Subdivision General

In accordance with the WAPC's State Planning Policy 3.6 – Infrastructure Contributions (SPP 3.6) and Operational Policy 1.1 – Subdivision of Land General Principles (OP 1.1), all subdivision generating an additional lot (including green title

lots, all strata title lots and community scheme lots) is to consider the provision of POS as a standard infrastructure requirement prior to approval. This consideration is not restricted to any one land use or subdivision type.

In accordance with the *Planning and Development Act 2005*, a condition of subdivision approval may be imposed that requires a contribution to POS as land or cash in lieu, or combination thereof. Two lot subdivision applications will typically not have POS requirements applied, as cash in lieu cannot be sought under the *Planning and Development Act 2005* and a land contribution is often not practical.

In some circumstances requiring land for POS may not be practical, or there is already 10 per cent or more POS land in the suburb which caters for community needs, or it is provided in another location via a structure plan, subdivision or scheme. In such circumstances, contribution to POS via cash in lieu of land may be applied as a condition of subdivision approval. Advice from the local government will be sought by the WAPC regarding the imposition of such a condition.

5.4.3 Residential Subdivision

For all residential subdivisions (including strata title subdivision), a minimum standard of 10 per cent of the gross subdivisible area is to be ceded free of cost for POS, or the equivalent cash in lieu, unless varied in one of the following situations.



- a) Existing POS in a suburb provides some of the POS function for the existing (established) community and therefore may justify a reduced POS contribution rate in all infill (excludes brownfield) subdivision. In addition, where only one additional lot is created in an established (infill) area (such as 3 lots into 4 lots) contributions towards POS may be reduced further. The applicable rate of contribution towards POS is as follows:
- Infill subdivision (excludes brownfield sites) where the suburb already contains some existing developed POS, the minimum 10 per cent contribution requirement may be reduced by up to half to a minimum contribution of between 5 per cent and 10 per cent, the percentage to be justified and determined in an approved local planning strategy, scheme, structure plan or development contribution plan
 - Where there is no approved planning instrument as above to determine the percentage, a 5 per cent contribution based on the whole gross subdivisible area applies
 - Where only one additional lot is proposed in the subdivision and there is no approved planning instrument to determine the percentage, a 2.5 per cent contribution based on the whole gross subdivisible area applies; or
- iv. Two lot subdivision applications are exempt from a POS cash in lieu contribution.
- b) In recognition of the role some limited forms of publicly accessible, privately owned open space has in reducing the demand generated by new lots for POS, some credit may be granted towards the minimum 10 per cent contribution as follows:
- For all strata subdivision (includes built strata) and community title schemes where common property/communal open space is provided in excess to any Residential Design Code (R Code) requirement, the 10 per cent POS contribution may be reduced commensurate with this aforementioned area of common property/communal open space to a maximum reduction of half (i.e. minimum 5 per cent POS contribution still applies). Provided that:
 - the common property/communal open space is demonstrated by way of an approved plan to be designed and function like POS; and
 - the common property/communal open space area has unrestricted public access secured via an easement.
- The remainder of the POS contribution is to be via land or cash in lieu.
- c) In limited unique circumstances in some larger infill or brownfield sites, the minimum 10 per cent POS contribution may be reduced commensurate with expenditure on upgrades to an existing nearby POS at the subdividers cost, provided that:
- the POS upgrades are to occur in the same suburb as the subdivision
 - there is a minimum of 10 per cent POS land existing in the suburb already
 - the local government has already agreed to the proposed upgrades and arrangements and a legal agreement with the local government is in place
 - the POS upgrades proposed respond to community need; and
 - a condition of approval is imposed on the subdivision application accordingly.
- d) Mixed use sites are those not wholly comprised of residential land uses. As such, some reduction to the POS contribution rate may be applied to a mixed-use site; generally commensurate with the likely residential composition of the site at the following rates:
- where the site is identified in a scheme or structure plan for residential development at a density of up to and including R80 or R-AC4, or in the absence of an applicable



R Code, to a maximum height of 3 storeys, a minimum 5 per cent POS contribution applies to the whole mixed use site

- where the site is identified in a scheme or structure plan for residential development at a density exceeding the R80 or R-AC4 density, a minimum 7.5 per cent POS contribution applies to the whole mixed use site, unless previously varied in accordance with an approved scheme or structure plan; or
- where the mixed-use site is an infill site, the default 5 per cent contribution rate may apply unless otherwise provided for in the applicable scheme, structure plan or development contribution plan.

e) In all the above instances of variations to the 10 per cent minimum standard, consideration shall also be given to:

- the objectives and requirements of other State Planning Policies as may be applicable
- advice of the local government as may be sought by the WAPC; and
- the exclusion of any density or development bonus entitlement that has been approved or may otherwise have applied to the proposal.

5.4.4 Regional Residential Subdivision

In recognition of the climatic, environmental, cultural and lifestyle differences experienced across the state, a variation to the minimum POS standard of 10 per cent of the gross subdivisible area of a suburb may be supported in regional areas. This is provided that a strategic analysis via an approved local planning strategy, scheme, or structure plan has identified satisfactory unrestricted and developed POS and other open space that offers a local POS function (such as foreshore reserves, regional open space or community purpose sites) to accommodate the recreational and sporting needs of the community, and identifies a POS variation accordingly.

As a minimum, the strategic analysis is to include:

- an inventory of POS reserves in the suburb and adjoining suburbs
- identification of other sites or reservations that currently offer an open space function in the suburb and adjoining suburbs if applicable. This may include foreshore reserves and other public purpose reserves developed with a POS function
- a broad POS demand and supply analysis, identifying existing and projected POS quantity, accessibility and functionality alongside the existing and estimated future population and land use, utilising demographic forecasts, and ideally on a suburb basis.

The use of a townsite boundary may be more applicable than suburb boundary in some regional locations.

5.4.5 Non-Residential and Rural Living Subdivision

A POS contribution of any amount, as land or cash in lieu, may be sought from non-residential land uses (includes commercial, industrial or tourism) or for rural living land uses (includes rural residential) for the purposes of catering for residents, worker or visitor needs, general amenity or site specific requirements. The justification for, and amount of POS contribution, is to be informed by:

- a strategic analysis, as either contained in an approved local planning strategy, scheme, structure plan or other public planning document which identifies the nexus between the land use/development and the additional population/visitation/workforce demand for POS provision or contribution
- the suitability of the proposed POS as it relates to the non-residential or rural living land use needs, or suitability of existing POS on which cash in lieu is intended to be used for
- any objectives and requirements of other planning instruments as may be applicable; and
- the advice of the local government as may be sought by the WAPC.



5.5 Staging

Where a subdivision is staged, POS may be required to be met entirely from the first stage of subdivision, particularly if an agreement, such as by way of an approved structure plan, has not been reached with other landowners about the sharing of POS responsibilities.

Where the POS is not met entirely from the first stage of subdivision, the staged rate of provision of POS may be required to equal or exceed the overall rate of POS provision for that stage and be outlined in a staging plan, to ensure the quality, quantity and location of provided POS caters for residents at each stage of lot creation.

5.6 Development Applications

For development approvals that precede subdivision, an advice note should be provided to alert proponents to any likely future POS contribution condition at any subsequent subdivision.

5.7 Development of Public Open Space

The requirement for POS land as a condition of subdivision includes the development of that POS. Where POS is to be ceded free of cost by the subdivider, it is a requirement that the entire POS be developed to a minimum 'basic development' standard in accordance with SPP 3.6 Development Contributions and Liveable Neighbourhoods, unless otherwise agreed to by the WAPC and local government, and maintained for a minimum period of time. This requirement does not extend to cash in lieu conditions.

Development of the POS beyond the standards outlined in SPP 3.6 and Liveable Neighbourhoods is a matter for negotiation with the local government to ensure the POS development reflects the community needs and local government management capacities. An additional management agreement with the local government may be required to be entered into in these circumstances.

5.8 Cash in lieu collection and management

In accordance with Section 153 of the *Planning and Development Act 2005*, the WAPC can impose a condition of subdivision requiring POS to be provided as cash in lieu of setting aside a portion of land. Section 155 of the *Planning and*

Development Act 2005 sets out provisions in relation to valuation of land. The value of cash in lieu is determined as a percentage of the market value of the parent lot from which the subdivision occurs. The percentage relates to the equivalent percentage of land that would otherwise be provided as POS.

The local government will, at the expense of the subdivider, seek a valuation of the land from the Valuer General's Office or a licensed valuer. If the valuation is disputed by the subdivider or local government, the valuation may be varied by agreement between the parties or arbitrated in accordance with Section 156 of the *Planning and Development Act 2005*.

Section 154(1) of the *Planning and Development Act 2005* provides that cash in lieu funds received by a local government must be paid into a reserve account, separate to other reserve accounts, established and maintained under section 6.11 of the *Local Government Act 1995*. The account is to set out the purpose for which the money is held, the landholding from which it was obtained and the date on which it was paid to the local government.

The total amount of cash in lieu funds collected, held and expended per suburb in the reserve account should be made publicly available to ensure transparency and accountability to the community.



5.9 Cash in lieu expenditure

5.9.1 Cash in lieu intent

To address the nexus between POS demand generation and POS provision and upgrade, expenditure of cash in lieu should:

- be informed by an approved local planning strategy (LPS), or in the absence of a LPS, an alternative strategy, community strategic plan, local planning policy, structure plan or equivalent document that has been through public consultation
- respond to community need by improving access, safety, environmentally sensitive design or contemporary functionality of existing or proposed POS or the public reserve that functions as POS
- be on a site that has unrestricted public access, not generally be associated with a use fee, and is reserved in the local planning scheme for POS or other reserve with a recreation function; and
- occur within the suburb or adjoining suburb, in which it was collected unless variations are identified in an approved local planning strategy.

5.9.2 Cash in lieu use

Cash in lieu funds can be used for:

- the purchase of land for POS by the local government. This can include the local government's administrative costs associated with the purchase process or repaying loans for the purchase
- reimbursing an owner of land that is part of an agreement for the setting aside or vesting of land for POS in accordance with the *Planning and Development Act 2005*.
- improvements to or development of POS
- improvements to, or development of, public reserves that have a recreation function provided the land is reserved for a form of recreation purposes including POS recreation or public purpose reserves in the local government local planning scheme, the public has unrestricted access and cash in lieu contributions were sourced from within the suburb or adjoining suburb
- improvements to, or development of, regional open space, foreshore reserves and/or conservation reserves where it is demonstrated that the reserve offers a POS function, has unrestricted public access and the cash in lieu contributions were sourced from within the suburb or adjoining suburb. Such improvements or development for POS functions should be consistent with the purpose of the reserve

- cash in lieu funds would not normally be acceptable for indoor or enclosed recreation facilities where usage fees are charged, nor for maintenance or infrastructure upgrades unrelated to community POS needs.

In all instances, expenditure of cash in lieu should be publicly transparent and aim to be utilised within 5 years of the contribution collection date.

5.9.3 Expenditure requests

Requests to expend cash in lieu, other than for the purchase of land for POS, are to be submitted to the WAPC prior to Ministerial consideration, with the accompanying information:

- a cover letter briefly justifying the request from the local government, addressing the above requirements, this may be in the form of referencing the local planning strategy as applicable
- a plan or list outlining the source(s) and amount(s) of the funds (includes suburb, subdivision reference number from which funds were obtained, date obtained and the dollar value of the contribution)
- project or program timing schedule for expenditure; and
- project or program expenditure based on a maximum budget allocation.



Expenditure requests can be grouped into one consolidated map and schedule that includes the above information. Grouped requests will require notification to the WAPC within three months of completion of the works, including a signed statement demonstrating details of expenditure from a Certified Public Accountant employed by the local government or an audited statement prior to the publication of the local government annual report.

- any planning in the suburb which will result in an increase in residential population and possible need for additional POS quantity or quality
- the distribution and amount of POS already in the suburb as reflected as a percentage of the gross subdivisible area; and
- evidence of local community engagement.

The disposal of land set aside as a reserve for public recreation is governed by the *Land Administration Act 1997*. Proceeds from the sale of public recreation reserves may be used by the local government to acquire other land for POS or be spent on upgrades to existing areas of POS. Proposals for the disposal of any POS land will be referred to the WAPC for consideration.

5.10 Disposal of Public Open Space

The disposal or rezoning of POS reserves created for the purpose of providing POS is not generally supported by the WAPC, particularly given future community needs can be difficult to fully anticipate.

Where a local government considers that an existing area of POS is not in a suitable location, of an appropriate size or function, and does not meet the needs of the existing or anticipated future community, POS disposal may be considered, but it is to be assessed in the same strategic manner as determining POS provision. Preferably, the local planning strategy should be used to inform the suitability of disposal proposals. In the absence of a strategy, a strategic assessment of the existing and anticipated future community needs is to occur, which shall include the following:

- the current accessibility, interface, physical attributes, function and estimated visitation of the reserve

co-located with school sites, the management responsibilities of the POS are to be resolved at the structure planning stage, or prior to subdivision approval, as may be applicable and practical. If management responsibilities of the POS are unable to be resolved, the WAPC may not support the subdivision until the proponent supplies evidence of resolution of a suitable management arrangement.

5.12 Other Open Space

Regional open space, foreshore reserves, community purpose sites, Bush Forever sites or conservation reserves are not by definition in this policy considered POS. However, they may contribute a POS function for the local community and may receive consideration in strategic planning as providing that POS functionality.

These forms of other open space may influence the determination of the gross subdivisible area and in some instances may be included as justification for a reduction (or credit towards) the minimum 10 per cent POS requirement in the manner outlined in Liveable Neighbourhoods and/or this policy.

Foreshore reserve provision is in addition to any POS requirement. The width, function and design of foreshore reserves are determined in accordance with State Planning Policy 2.6 State Coastal Planning Policy and/or (draft) State Planning Policy 2.9 Planning for Water and associated guidelines.

5.11 Reservation, Management and Vesting of Public Open Space

Where land for POS has been created under the *Planning and Development Act 2005* and reserved for that purpose, that land is only to be used for public recreational purposes and is to remain open to the public at all times. It is to be reserved in the local planning scheme for POS.

Where POS sites are impacted upon by utilities, easements, buffers, environmental constraints, or are shared use sites such as those



6. Definitions

Brownfield: developed land that has been identified for future urban re-use. These are often larger sites in established or infill areas that may also have been converted from one former land use to another.

Demand analysis: understanding the demand created by anticipated future population helps to justify POS contributions. Demand for POS in yet to be developed areas or existing areas can be assessed based on the likely numbers of dwellings or subdivision yields to be achieved in an area. Latent demand is often assessed by projecting future participation, using existing participation rates, such as organised sporting activities, and applying this to projected population figures.

Greenfield: undeveloped land that has been identified for future urban use.

Gross Subdivisible Area: as set out in Liveable Neighbourhoods (and to be reviewed in preparation of SPP 7.1 Neighbourhood Design).

Infill: is the redevelopment of existing urban areas at a higher density than currently exists.

Locality: is a spatial term used in land use planning to describe a local area. The size and attributes of a locality can vary depending upon the context and intended application. For this reason, a locality is not specifically defined but rather can

be determined in a similar manner to a precinct in accordance with SPP 7.2. In POS planning, the starting point for identifying a locality is often a suburb area, modified in consideration of walkable catchments and relevant local features.

Public Open Space: land that is set aside, used as, and managed for public recreation purposes and reserved for public open space in a local planning scheme.

Regional Open Space: land that is designated as Parks and Recreation or Regional Open Space in a region planning scheme.

Regional Areas: generally interpreted as areas and country towns located outside of metropolitan and regional centres.

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Planning for Public Open Space

Introduction:

Public Open Space (POS) provides many essential benefits including enhancing local neighbourhoods, people's lifestyles and improving health outcomes. POS takes many forms and serves a range of functions but are typically identified as a park.

The Western Australian Planning Commission is advertising the draft new planning policy on public open space, intended to replace *Development Control Policy 2.3 – Public Open Space in Residential Areas*.

Please complete the following survey to provide your feedback, which will be used to inform the final policy.

Abbreviations:

Public Open Space (POS): land that is set aside, used as, and managed for public recreation purposes and reserved for public open space in a local planning scheme.

Note: *For issues relating to the current management of your local parks, please contact your local government as this is outside the scope of this draft planning policy consultation.*

What happens next

As this is a draft Planning for Public Open Space Operational Policy, there is no immediate change to existing planning controls for public open space.

The WAPC will consider all submissions on the draft Planning for Public Open Space Operational Policy before releasing a final Planning for Public Open Space Operational Policy to guide public open space allocation and planning. The current review of Liveable Neighbourhoods will be aligned with the provisions in this operational policy.

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Consultation

Question 1 - About you

1. What is your name? *(required)* Ms Jocelyn Baister
2. What is your email address? *(required)* jocelyn.baister@manjimup.wa.gov.au
3. Are you responding on behalf of an organisation? *(required)* ☒ Yes ☐ No
Organisation name: Shire of Manjimup
4. Submissions may be published as part of the consultation process. Do you wish to have your name removed from your submission? *(required)*
☒ Yes ☐ No
5. What region are you from? *(required)*

Please select only one item

- ☐ Perth
- ☐ Peel
- ☐ Gascoyne
- ☐ Goldfields
- ☐ Great Southern
- ☐ Kimberley
- ☐ Mid West
- ☐ Pilbara
- ☒ South West
- ☐ Wheatbelt

Question 2. Do you (or your organisation) think there are adequate and convenient parks for recreation and local amenity in your suburb?

- ☒ Yes
- ☐ No
- ☐ Unsure

If applicable, please comment on what is lacking in terms of adequacy of parks, adequacy of park facilities or accessibility to those parks.

Although there may be sufficient number of parks within each townsite, the parks are in need of upgrades to cater for the evolving community needs.

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Question 3. Public open space (POS) is important for recreation, health, education, local amenity and quality of life.

Do you agree with maintaining the existing minimum contribution requirement of 10 per cent POS land as a general standard for all suburbs? (10 per cent is a proportion of the gross subdivisible area, generally applied to residential type zones)

- ☒ Yes
☐ No
☐ Unsure

Do you have any other comments on this approach?

Question 4. Do you think it is reasonable for all subdividers of residential lots (blocks of land) that create new additional lots to contribute towards public open space (parks or park facilities) regardless of their location?

(Fact bank) Notes:

This contribution can either be by land for new public open space (parks) or by cash to be spent on upgrading existing parks and can depend on what is practical, as guided by the local government.

Two lot subdivision applications cannot contribute as cash due to restrictions in law and contributions of land is typically not practical. These subdivisions therefore do not usually contribute to public open space.

- ☒ Yes
☐ No
☐ Unsure

Do you have any other comments?

Although it may not seem equitable for a two lot subdivision to provide contributions to POS, if every lot within an existing suburb was subdivided into two lots, that would double the population of the suburb and double the demand on open space use. There should be a form of contribution to ensure that the existing POS can adequately deliver for the increase in demand.

Question 5. Non-residential (e.g. commercial, tourism, industrial) and rural living land uses can also be required to contribute towards POS (not necessarily at a 10 per cent rate), only on an as-needed basis where justified, and when outlined in a publicly available planning document. Are you in favour of this approach?

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- ☐ Yes
- ☒ No
- ☐ Unsure

Do you have any other comments on this approach?

It is important for workers to have access to local areas to respite to, outside of the workplace. To either recreate or relax during work hours.

Question 6. Many established suburbs (infill areas) already contain parks that meet some of the existing community's needs.

For this reason, it is proposed to enable POS contributions to be reduced to a minimum of 5 per cent (5%) of the residential subdivision area in infill (established) areas unless varied in a local government planning strategy or alike. It is envisaged that this contribution would commonly be in the form of cash to be spent on upgrades to existing POS, as determined by the local government.

Are you in favour of this approach?

- ☐ Yes
- ☐ No
- ☒ Unsure

Do you have any other comments on this approach?

As communities evolve into more higher density living, POS areas need to evolve to suit their needs. The type of existing POS may not be suitable and require upgrades. Depending on the level of upgrades 5% may not deliver the required standard of development.

Question 7. The draft policy proposes the ability to reduce the 10 per cent (10%) POS contribution in a few other scenarios. These include some strata and community title scheme subdivisions (such as apartments and villa complexes) where publicly accessible but privately owned open space is provided; for sites comprising a mix of land uses (such as a shopping precinct); and for regional areas where justified.

Do you support the ability to vary the 10 per cent POS contributions proposed?

- ☐ Yes
- ☐ No
- ☒ Unsure

Do you think there should be other scenarios where the 10 per cent POS contribution should be varied? Please explain.

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This should be on a case - by - case basis based on endorsed planning documents and not the default scenario.

Question 8. The draft policy proposes that POS contributions collected as monetary contributions instead of land (known as cash-in-lieu) are spent within the suburb or adjoining suburb from which it was originally collected, and ideally within a 5 year timeframe. Are you in favour of this change?

(Required)

- ☐ Yes
☐ No
☒ Unsure

Do you have any other comments on this approach?

Depending on the rate of collection, the 5yr period may not achieve adequate contributions to fund construction or upgrades and if required to deliver within this timeframe, may result in sub-standard open space that does not meets the needs of the community.

Question 9. Currently any required cash contribution to POS in infill areas (established areas) is calculated as a percentage of the value of the land being subdivided. The contribution amount therefore varies depending upon the value of the land.

Would you support a change to the way the cash contribution amount is calculated in infill areas to a standard set fee per lot instead?

- ☒ Yes
☐ No
☐ Unsure

Do you have any other comments on this or have a suggestion on an alternative approach to implementing POS contribution?

Although the value of might might differ depending on location, especially metropolitan verses regional, the cost of construction is either equal to or higher in the regions.

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Question 10. At present, contributions towards POS can only be sought from subdivision applications. Some residential developments never proceed to subdivision or would prefer to contribute at the development stage rather than subdivision stage.

Do you support changing legislation to enable POS contributions to be sought from development applications?

- ☒ Yes
☐ No
☐ Unsure

Comments:

Where grouped dwellings especially are proposed, with no intention of subdividing, this would resolve the unbalanced result of delivering suitable public open space for the population.

Question 11. Do you have any other park design, role or management issues or suggestions relevant to planning or this planning policy?

- ☒ Yes
☐ No

Comments

How will the new calculations address land set aside for drainage management, will this be effected. Will active verses passive recreation requirements be affected.

The Chief Executive Officer
Shire of Manjimup
Po Box 1
Manjimup, WA, 6258



Our Ref: R012/Ltr02-DCP-IPS

28 July 2023

Dear Sir,

Att: Mr Brian Robinson

RE: IN-PRINCIPLE SUPPORT – DEVELOPMENT
CONCEPT - LOT 21 PERUP ROAD,
BALBARRUP.

On behalf of the owner of the above property, we respectfully seek the Shire's in-principle support for the development of the above property as described below.

This application is supported by a Concept Development Plan ("CDP") generally outlining the contextual distribution and scale of the proposed land uses.

Essentially, the development of the property envisages a comprehensive, integrated development offering a wholistic experience for visitors to, and residents of, Manjimup, celebrating the region's rich timber milling and agricultural heritage.

As detailed below, the individual elements of the development will provide a range of complimentary onsite activities, tied together by a common architectural language.

Where practical, building materials will be locally sourced, recycled and sustainable. To this end the proponent has already identified a number of local providers and suppliers.

It is anticipated that the development of Lot 21, Perup Road will contribute significantly to the local economy in terms of direct and downstream employment opportunities and income generation, both at the construction and operational phases.

Elements of Development

The broad elements of the anticipated development of lot 21 Perup road are outlined as follows:

- Microbrewery & Bar/Restaurant
- Reception/Function/Business Centre
- Caravan, camping and cabin park
- Hop plantation(s)
- Dam for irrigation, recreation and aquaculture

Management

It is envisaged that all elements of the development will fall under a central management arrangement, with managerial responsibilities pertinent to the efficient operation of individual components delegated appropriately.

Architectural Inspiration

The following elements will be used to inspire the design language of the development:

- Rustic timber worker's cottages.
- Mill machinery and sheds.
- Contemporary (modern) design with a heritage/period twist (avoiding cliched/overworked design).
- Slightly ramshackle/worn patina.
- Farm machinery, fencing, sheds.
- Earthy, natural, muted colour palette with subtle contrasts.

Ambience

The development will strive for an ambience based on the following fundamentals:

- Casual, unfussed, homely.
- Unhurried, relaxing, analogue.
- Warm, cosy, welcoming.
- Country/rural, lush, Australiana, sun kissed.

Microbrewery & Bar/Restaurant

With beer brewed, and perhaps spirits distilled, on-site the Microbrewery will represent the cornerstone of development, providing a focal point for interaction between guests and local alike.

Siting, Design and construction:

- Centrally located and exceptional accessibility encourages engagement and minimise internal vehicular movement.
- Northerly aspect for year round solar access and expansive views.
- State of the art brewing meets timber town charm.
- Rustic, locally sourced building materials.

Activities

- Muster point/SiP
- Local watering hole, local club hosting etc.
- Restaurant and bar to promote local produce.
- Local bands/performers (Jazz, country, folk, stand-up, theatre etc.)
- Lawn games
- Cigars and Scotch (themed events)

Technical

- 150 person capacity
- Up to 15 Full Time Equivalent positions ("FTEs").

Caravan, Camping and Cabins

Siting, Design and Construction

- Compliant with Caravan and Camping Grounds Act 1995 and Regulations 1997
- Oriented to Dam
- Access arrangements to minimise traffic cross-talk.
- Structures to follow architectural theme aesthetics with modern fit out.

- Configured to enable easy caravan park-up

Activities/Elements

- Ablution Block(s)
- Laundry(s)
- Campers' kitchens
- Central recreation (swimming pool, interactive playground/equipment, indoor sports (table tennis, pool, pinball, movies etc.))
- Informal recreation areas with BBQ's, picnic tables/benches etc.
- Easy pedestrian access to microbrewery

Technical

- 120 Caravan Bays (powered)
- 100 Camping sites (30 powered)
- 50 1, 2 and 3 bedroom Cabins (self contained)
- Up to 8 FTEs

Reception/Functions/Business Centre;

Siting, Design and Construction

- Overlooking Dam
- Northerly aspect
- Landscaped formal country garden/grounds setting
- Photogenic
- Modern minimalism with rustic overtones.
- Robust/flexible design – from intimate to large scale functions

Activities/Elements

- Weddings, wakes, anniversaries etc.
- Business functions (UDIA, CoC, MBA etc.)
- Training (cooking classes, marketing and sales etc.)
- Seminars & conferences
- Outdoor functions – landscaped gardens, marquees, boardwalk/gazebo on dam
- Wellness centre (massages, sauna, spa, aroma therapy etc.)
- Self contained (kitchen/bar/admin/telecommunications and tech)
- Café/bar/restaurant open to public.

Technical

- Seating/capacity for up to 350 persons
- Up to 25 FTEs

DamSiting, Design and Construction

- Natural depression and drainage line
- Provides a natural focal point and activity anchor
- Incorporates boardwalk/gazebo

Activities

- Integrated recreation areas
- Canoeing
- Fishing – maron and trout
- Model boating
- Irrigation

Technical

- Approx. 2ha waterbody

Café and GallerySiting, Design and Construction

- Integrated with, but separate to Micro Brewery
- Overlooking farmland
- Sensory, analogue relief from busier elements

Activities

- Café, coffee, light meals
- Gallery showcasing local talent
- Library
- Boardgames
- Small, catered meetings/events (chess club etc.)

Technical

Seating for up to 30 persons
Up to 3 FTEs

Statutory Framework and Further Planning

It is acknowledged that the existing zoning of the Site pursuant to the Shire's Local Planning Scheme does not permit the Council's consideration and approval of a development of the nature described above.

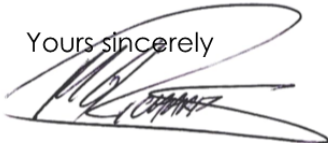
It is intended that once the property is appropriately zoned (upon the finalisation of Amendment No. 27 to the Scheme), a comprehensive development application will be submitted for the Shire's formal consideration.

The preparation of this application will result in considerable refinement and reimagining of the various elements, and provide far greater detail in terms of the built form, parking and access, floorspaces, activities, capacities, anticipated employment generators and numbers, social impact, land capability, servicing etc.

We look forward to progressing this exciting initiative with the Shire of Manjimup and will welcome any questions or further discussion regarding this matter.

Should you have any queries, or require further information, please do not hesitate to contact the undersigned.

Yours sincerely



Martin Richards
Principal



DEFINITIONS

BUSH LAND: Land other than pastured or grassed land including plantations of less than (8) hectares.

EXTERNAL BOUNDARY: Means the external perimeter boundary of contiguous land contained within the same ownership, irrespective of whether it contains one or more allotments.

FIRE BREAK: Means a trafficable portion of land being the prescribed width and height, clear of all flammable and combustible material, litter and forest fuels.

FLAMMABLE MATERIAL: Means accumulated fuel (living or dead) such as leaf litter, twigs, bark, dead trees and grass over the height of 100mm and anything deemed by an Authorised Officer to be capable of combustion. Flammable Material excludes cultivated plants located in gardens, fruit or vegetables plants, live standing trees or approved structures.

FOREST FUEL: Is any combustible material, dead or alive, in isolation, in clusters or aggregated with other combustible materials. It includes but is not limited to vegetation both on the ground and suspended, leaves, sticks, fallen branches, twigs and bracken. This definition excludes live standing trees.

FIRE SEASON: Means the period of time set out as the *Restricted and Prohibited Burning Season* and any variation. When applying 'Fire Season' to the summary of requirements for your property the start dates are (*Zone 8 - 11 December 2023 & Zone 6 - 18 December 2023*).

GRASSED LAND: Land used for the purpose of grazing or cropping.

LITTER: Means leaves, small sticks, twigs and branches immediately above the soil surface.

LIVE STANDING TREE: Means perennial plant having a permanent woody, self-supporting main stem or trunk, usually growing to considerable height and usually developing branches at some distance from the ground. Live standing trees exhibit a distinct crown of foliage with a stem diameter at breast height of at least 100mm. A live standing tree will continue to have sap movement along the cambium layer (layer of living cells) located under the bark.

PLANTATIONS: Land upon which any pine or eucalypt species of tree is planted on an area exceeding (8) hectares.

PLANTATION BOUNDARY: Shall mean contiguous parcels of land under separate ownership, lease or any form of contractual or financial arrangements whatsoever.

TOWN SITE LAND: All land located within the gazetted townsite boundaries of Manjimup, Pemberton, Northcliffe, Walpole, and Settlements of Jardee, Palgarup, Quinninup, Nyamup, Windy Harbour and Deanmill.

TRAFFICABLE: Means a portion of land free from overhanging trees, limbs or vegetation or any other natural or man made object to a vertical height of (5) metres, traversable by a large fire fighting appliance.

PARK LAND CLEARING: Means the removal of forest fuels whilst leaving live standing trees and predominate vegetation so as to maintain a reasonable forest fuel load at the required standard or below.

ZONED LAND: Means all land described in the *Shire of Manjimup Local Planning Scheme No 4*.

FOR EMERGENCIES CALL	000
SHIRE OF MANJIMUP	9771 7777
FIRE DUTY OFFICER A/HOURS	0427 913 252
CHIEF BUSH FIRE CONTROL OFFICER	
Remo Pessotto	0427 270 714
DEPUTY CHIEF BUSH FIRE CONTROL OFFICER	
Brad Wren	0427 959 431

FIRE CONTROL OFFICERS

Brigade	Fire Control Officer	
Balbarrup / Wilgarup	Gary Ryan	9771 2955
Diamond	Rob Thorn	0409 815 977 9771 1703
	Mick Terrigno	0419 864 687 9771 1637
Dingup	Josh Kanny	0429 881 528
Dunreath	Tom Muir	0418 831 296
Glenoran	Kim Skoss	0475 432 825
Manjimup / Pemberton	Shire Rangers	9771 7777
Mordalup	Mark Muir	0427 691 001 9769 1001
Northcliffe Townsite	Paul Owens	0427 667 199
Northcliffe	Peter Russell	9776 7148
	Len Dickson	9776 7071
Pemberton Rural	Browns Road: Mark Roche Eastbrook: Pemberton North:	0427 761 510
Perup	Eric Ipsen	0427 831 237
Quinninup	Maurice Humphrey	0419 138 685
Quinninup Town	Mick Eastwood	0438 731 960
Ringbarkers	Ringbarkers: Paul Tempra	0417 095 899 9771 1311
	Linfarne: Frank Shaw	0473 371 185
Seven Day Rd / Appadene	Tom Winfield Peter Parker	0417 964 463 0427 761 285
Smith Brook	Bill Rice	0427 057 243 9772 3543
Springfield	Nigel Pitts Keith Jackson	0400 422 334 9776 1206
Upper Warren	John Mottram	0417 993 536 9773 1179
Walpole	Glen Burton Richard Williams	0447 822 897 0429 442 252
Yanmah	Brad Wren	0427 959 431 9772 1397

REGULATED BURNING TIMES

THESE DATES ARE INCLUSIVE AND SUBJECT TO CHANGE

RESTRICTED	PROHIBITED (NO BURNING / NO OPEN FIRES)	RESTRICTED
ZONE 8 MANJIMUP / PEMBERTON / QUINNINUP		
9 NOV 2023 TO 21 DEC 2023	22 DEC 2023 TO 14 MAR 2024	15 MAR 2024 TO 26 APR 2024
ZONE 6 NORTHCLIFFE / WALPOLE		
19 NOV 2023 TO 31 DEC 2023	1 JAN 2024 TO 28 FEB 2024	1 MAR 2024 TO 12 APR 2024

Prohibited Burning Time

- No Burning is permitted.

Restricted Burning Time

- Burning can only be carried out with a Permit from your Fire Control Officer.

For further information on fire control and the new Fire Danger Rating System refer to:

www.manjimup.wa.gov.au
www.dbca.wa.gov.au
www.dfes.wa.gov.au

Application to Vary

- If considered impractical for any reason to comply with this Notice, you must apply to the Shire for an 'Application to Vary' no later than the 1 December 2023.



SHIRE OF
MANJIMUP
MANJIMUP - PEMBERTON - NORTHCLIFFE - WALPOLE

**Firebreak & Fuel Hazard
Reduction Notice
2023 / 2024**

Section 33 of the Bush Fires Act 1954



The requirements of this notice must be in place by:

ZONE 8	Manjimup Pemberton Quinninup	11 December 2023
ZONE 6	Northcliffe Walpole	18 December 2023

FIRST AND FINAL NOTICE

RANGERS WILL BE INSPECTING PROPERTIES,
PENALTY FOR NON-COMPLIANCE \$5,000

SUMMARY OF REQUIREMENTS (WHAT YOU NEED TO HAVE IN PLACE ON YOUR PROPERTY)

Land Category (where you are unsure of your Land Category please contact the Shire of Manjimup)	The Sections you are required to have in place.									
Land within a Townsite Boundary and land zoned Caravan Park	A									I
Karri Lakes Estate Quininnup		B	C		E					I
Land used for Timber Plantations		B				F				I
Land zoned Rural, Reserves, Rural Small Holdings, General and Priority Agriculture		B	C				G			I
Land zoned Rural Residential, Bush Land Protection, Rural Conservation, Tourist Enterprise, Special Use (<i>Bush Land Properties only</i>)		B	C	D	E					I
Land zoned Rural Residential, Tourist Enterprise, Special Use (<i>Grassed or Pasture only</i>)		B						H		I

SECTION A

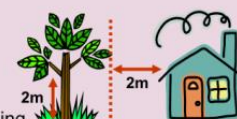
Remove all *flammable material* from the whole of the property OR all *flammable material* mowed and maintained at a level not exceeding 100mm **throughout the fire season**.

SECTION B

Building Protection Zone - Where a dwelling exists on your property you are required to have a Building Protection Zone for minimum of (20) metres measured from any external wall of a dwelling. Subject to the required clearing permit being obtained, a property owner may extend the Building Protection Zone to a maximum of (40) metres.

For all outbuildings on your property you need only to comply with Clause 1 in this Section.

1. Remove all flammable material within (20) metres of any dwelling or outbuilding.
2. Tree trunks to be free of branches to a height of (2) metres.
3. No trees are to over hang the dwelling.
4. No tall shrub over (1) metre in height or live standing tree is to be located within (2) metres from any part of a dwelling.
5. Shrubs are not to be located under trees, are not to be planted in clumps greater than 5m² in area, clumps of shrubs should be separated by at least (5) metres.
6. The Shire of Manjimup permits the clearing of live standing trees in the Building Protection Zone subject to the land owner obtaining a clearing permit from the Department of Water and Environmental Regulation. Please contact the Shire of Manjimup for assistance.



SECTION C

Fuel Hazard Reduction Bush lands - Forest fuel in your bush land must not exceed the following parameters for your property. (Sampling and fuel calculation should be as approved by the Department of Fire & Emergency Services procedures)

- Karri: 15 tonnes per hectare = 1,500 grams of forest fuel per square metre.
- Jarrah / Marri: 8 tonnes per hectare = 800 grams of forest fuel per square metre.
- Mixed Forest: 15 tonnes per hectare = 1,500 grams of forest fuel per square metre.

Acceptable methods of fuel hazard reduction include Hand Clearing, Mechanical Clearing, Park Land Clearing, Fuel Hazard Reduction Burning.

SECTION D

Where Bush Land exists on your property

A *trafficable firebreak* clear of all *flammable material* and not less than (3) metres wide shall be constructed immediately inside the external boundary of all land and be **maintained throughout the fire season**. Turn around areas designed to accommodate a 3.4 fire fighting appliance (as pictured) must be constructed every 500 metres.



SECTION E

Where *strategic firebreaks* are located on your land, they must be maintained in accordance with this notice or approved subdivision plans, whichever requirement is greater.

SECTION F

1. Construct a *trafficable firebreak* of not less than (15) metres wide around and inside the boundaries of all plantations established after 2009 (existing plantations established in 2009 or earlier require a firebreak of (10) metres wide).
2. Construct a *trafficable firebreak* not less than (6) metres wide within the plantation so as to divide the plantation into compartments not exceeding (30) hectares each.
3. Maintain all *firebreaks* in a *trafficable* condition. Trees on both sides of the firebreaks are to be pruned to a minimum height of (5) metres to allow for unrestricted access to all maintenance and fire fighting vehicles so as to maintain an effective firebreak width.
4. Where dwellings exist within (100) metres of a Plantation, no Plantation trees shall be planted within (50) metres of any existing or proposed dwelling. A further (50) metres of plantation should be pruned and have ground fuels reduced so as to provide a minimum of a (100) metre low fuel zone area immediately surrounding any dwelling.

SECTION G

1. **Abutting a Residential Zone** - Where rural land, whether bushland or pastured, abuts a residential zone boundary a (3) metre firebreak shall be constructed along the common boundary of the residential zone.
2. **Bushland** - Where bushland exceeds more than (1) hectare and abuts a boundary, a trafficable firebreak of not less than (3) metres must be constructed along the boundary and within (15) metres of that boundary.
3. **Grain Crops** - Shall have a (3) metre firebreak around the perimeter of the crop, this firebreak is to remain in place until the crop is harvested. During harvesting of the crop you must have an operational fire fighting unit full of water (not less than 600 litres) located within the paddock being harvested.
4. **Fuel Storage / Hay Sheds** - Shall have constructed a (6) metre firebreak immediately adjacent to any fuel storage and or hay sheds.

SECTION H

1. **Fuel Hazard Reduction** - All *flammable material* mowed and maintained at a level not exceeding 100mm and **maintained throughout the fire season**.
2. **Dwelling / Outbuilding** - Where a dwelling or outbuilding exists on your property you need to remove all *flammable material* within (20) metres from any external walls of that building.

SECTION I

Where a *Fire Management Plan* exists for a Subdivision or a property, the requirements of the plan needs to be in place.



PEMBERTON SPORTS COMPLEX OPERATIONAL & GOVERNANCE MODEL REVIEW



Prepared for Shire of Manjimup

SGL Consulting Group



fostering an active and healthy life

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EXECUTIVE SUMMARY

Pemberton Sports Complex consists of indoor sports areas, function and community space and a bar and commercial kitchen. The Complex is currently home to:

- Southerners Football Club Inc
- Southerners Junior Football Club Inc
- Pemberton Cricket Club Inc
- Southern Strikers Junior Soccer Club Inc
- Pemberton Basketball Association Inc
- Pemberton Netball Association Inc
- Pemberton Bowls Club Inc
- Pemberton Darts Association
- Pemberton Playgroup
- Pemberton Youth Group.

Pemberton Sports Complex is also used by the community for functions, events, art exhibitions, sporting and recreation activities, youth activities and is a designated Emergency Evacuation/Welfare Centre.

The objective of this review is to recommend the best practice operational and governance model for the Pemberton Sports Complex, and to provide recommendations for the implementation of that model.

Management and Governance of Pemberton Sports Complex

Pemberton Sports Complex is owned by the Shire of Manjimup and is managed by Pemberton Sports Club. The Club has a 50 year lease over Pemberton Sports Complex that runs until 30 June 2053. The current management model for the Complex was established in 2002 as part of the co-location of the Workers Club, indoor stadium, community space and sporting facilities into a redeveloped and expanded Complex.

The governance arrangements for Pemberton Sports Complex are facilitated by two key documents, the Pemberton Sports Complex Redevelopment Heads of Agreement between the Shire of Manjimup and Pemberton Sports Club and the Shire of Manjimup and Pemberton Sports Club Lease.

The HoA included specific references to for the Shire of Manjimup to:

- acknowledge the financial contribution of \$735,000 (ex GST) from the Club towards construction of Pemberton Sports Complex.
- acknowledge the current interest in the Liquor License held by the Club, and the intention of the Club to transfer that licence to the new facility.

Specific clauses of relevance from the lease for this review include:

- Clause 12.2 Quiet Enjoyment. The Lessor covenants that if the lessee pays the yearly rental in accordance with the lease and observes and performs the terms, covenants and conditions on its part it will allow the Lessee to peaceful enjoyment of the premises during the term without interruption by the lessor.
- Clause 13 Default of Lease provides information about the Lessee's obligations under the lease as well as breaches of the lease, including 13.1(d) the Lessee enters into liquidation or passes a resolution to be wound up voluntarily or its incorporation is threatened to be cancelled.
- Clause 18.5 Not to Remove or Surrender Licence. The Lessee shall not, without the prior written consent of the Lessor:
 - a) remove or apply to remove the Liquor Licence or allow the Liquor Licence to be removed from the Demised Premises to other premises; or
 - b) surrender or attempt to surrender the Liquor Licence.

From the information provided to SGL Group, there is no evidence that Pemberton Sports Club is in default of its lease and therefore remains entitled to retain quiet enjoyment for the balance of the lease period. It is

noted the Club has sought financial assistance from the Shire in recent years to ensure it could continue to operate and without this support consideration would need to be given to not continue with management of the Complex.

A comparison between the lease for Pemberton Sports Complex and the Shire of Manjimup Property Leasing Policy found the lease is largely in line with the Shire Policy. Key variances include:

- The annual fee is \$100 on demand whereas the Policy stipulates \$200.
- The lease term is 50 years with first right of refusal for an extension to the lease period.
- There a number of items listed in the Shire's Property Leasing Policy that are not specifically covered in the lease. It is assumed in this case the requirements of the Property Leasing Policy would apply as the overarching policy document.

The Department of Mines, Industry Regulation and Safety guide to help clubs or associations develop a constitution was also compared with the Pemberton Sports Club's Constitution. This comparison confirmed the Club's constitution follows recognised good practice and includes all key elements as identified in the model rules, apart from the omission of clauses relating to inspection of records and proxies of members.

Financial Performance

A review of financial performance of Pemberton Sports Club from the 2017/18 to 2021/22 financial years found:

- Revenue from Bar Trading has rebounded from the reduction in 2019/20 resulting from the impacts of Covid-19 and associated lockdowns.
- Cattle Trading revenue has increased, however this component of the business is noted to be inconsistent with the operations of Pemberton Sports Complex and the constitution of Pemberton Sports Club.
- A trend in downwards revenue for Other Income from 2018/19, however revenue components from the core sporting/community components of the Pemberton Sports Complex such as court hire, function room hire and gym fees dipped due to the impact of Covid-19 but are trending upwards.
- Revenue from Squash court hire has dropped significantly suggesting minimal use of this component of the Complex.
- Membership revenue has grown, particularly during 2021/22.
- Kitchen Hire has dropped significantly, resulting in minimal return from this component of the Complex.
- Youth Zone Fees have dropped in line with the reduction in provision of activities in this component of the Complex.
- Cleaning expenses increased significantly during 2021/22.
- Electricity, Insurance and Rates and Land Tax charges are an ongoing significant cost year on year.
- Wages have reduced, however this expense needs to be balanced against service provision to ensure the Complex is open and available to support activities needed by the community.
- Water charges increased significantly during 2021/22.

With an operating surplus of \$12,074 during 2021/22, Pemberton Sports Club was in a positive trading position as operated under the current governance model. However, without funding support from the Shire of Manjimup, and income from Cattle Trading, something not identified as an Object of the Association in the constitution, this would not be the case. It is noted that in three of the five years analysed the Club operated in a deficit.

Liquor Licence

Sport and recreation clubs in Western Australia wanting to sell alcohol on their premises must apply for a club or club restricted liquor licence. A club licence, as held by Pemberton Sports Club, allows liquor to be sold or supplied to a member, or guest of a member in the company of that member, for consumption on the premises.

Rates

The Shire of Manjimup Rating Policy aims to ensure a clear policy on property rating in the Shire of Manjimup that is easy to understand, administratively efficient, raises additional revenue for the Shire and delivers an equitable rating treatment between like uses. Under the Policy the portion of any club using a licenced premises is rated on a GRV basis, notwithstanding the club may be a not for profit organisation. This is because the licenced activity is considered to be of a similar nature to that commercially available at other licenced premises.

The Shire of Manjimup Rates Concession Waiver Policy provides an administrative framework for assessing any application requesting the waiving or granting concession from rates to not-for-profit community based organisations occupying rateable land in accordance with Council's discretionary powers. Under this Policy the Shire of Manjimup has applied a consistent 75% concession from the nominal rates charge based on the rateable property valuation.

Support from the Shire of Manjimup

There has been a long history of support provided to Pemberton Sports Club from the Shire of Manjimup in response to requests from the Club.

In 2022, the Shire agreed to a one off financial support package consisting of:

1. Support of \$52,500 to be made up of:
 - a. \$20,000 current outstanding balance of the Club in the Recreation Centre Development Program;
 - b. \$10,000 (ex. GST) in the 2022/23 financial year budget under the Recreation Centre Development Program for Pemberton Sports Complex;
 - c. \$6,000 (ex. GST) in the 2022/23 financial year budget under the Community Funds Program for the Pemberton Youth Zone; and
 - d. \$16,500 to be contributed from Municipal funds in the 2022/23 financial year budget;
2. Support being conditional on full cooperation with a review of the operational model of Pemberton Sports Complex and a willingness to support implementation of the review findings; and
3. Expenditure of \$30,000 from the Recreation Ground/Facility Improvement Reserve in the 2022/23 budget for the Shire to facilitate a review of the operational model of Pemberton Sports Complex (this review).

In 2020, following a request from Pemberton Sports Club the Shire resolved to:

1. Write off \$2,080.50 (ex. GST) in rates for the 2019/20 financial year;
2. Write off \$3,586.29 (ex. GST) in electricity charges for the 2019/20 financial year;
3. Write off \$3,327.76 (ex. GST) in water charges for the 2019/20 financial year;
4. Increase the bad debt expense account in the 2020/21 budget by \$8,994.55 (ex. GST) to cover the cost of items 1, 2 and 3 above;
5. Wave rates for 2021/21; and

6. Notify Pemberton Sports Club Inc. that given the history around previous rate waivers and debt write offs, the Shire of Manjimup will not waive rates and write off public utility debts against the property at any stage in the future.

In total, financial support provided to the Club by the Shire, including through the Recreation Centre Development Program, since 2011/12 is \$279,177, including \$45,000 allocated to undertake two reviews to assist with financial sustainability of the Club/Complex. Without the amounts for the reviews, the funding support provided was an average of \$19,514 per annum over the past 12 years, however over the past three years this amount was \$24,615 on average per annum.

Stakeholder Consultation

Upon commencement of this project the consultants undertook meetings with a variety of key stakeholders of Pemberton Sports Complex. This allowed for key exploratory questions where the following issues were identified:

- There has been long-term concern from Shire officers and Pemberton Sports Club Board members with the financial sustainability of Pemberton Sports Club's operational model.
- The Shire focus is on keeping Pemberton Sports Complex open for the community.
- The Shire is concerned the liquor licence operations are not a core community component that the local government should use public funds to support.
- The Shire is wanting to ensure equity in providing community facilities within the Shire of Manjimup.
- The Pemberton Sports Club board have sought to rationalise their operations for the betterment of the community and to ensure the future sustainability of the club and complex.
- The Pemberton Sports Club perceive the bar and restaurant operations as critical to the whole facility, and a long-term legacy of the pre-existing workers club.
- Historical and legacy issues exist that complicate the future operations of the Pemberton Sports Complex.
- The bar and restaurant area are operationally constrained due to the licence conditions which prohibit broader community engagement beyond club members and external visitors.
- Pemberton Sports Club, with support from the Shire of Manjimup, has sought to reduce operational expenditure for the complex through developing renewable energy options, and adapting roofing in the sports hall to allow more natural light.
- The restaurant space has been outsourced to an external operator as it is not core business of the Pemberton Sports Club, although it is run for the benefit of the community and helps to support and drive bar sales.

An electronic stakeholder consultation was circulated to the key user groups of the Pemberton Sports Complex. This survey was developed to understand the organisational perspectives of the key sports and community clubs who use, lease or rent space in the facility during the year.

The survey found:

- High participation and engagement rates within the Pemberton community, consistent or higher than the expected sports participation rates in Western Australia for the respective sports.
- Strong utilisation with 82% of respondents identifying a minimum of weekly frequency of use, and more than 70% of respondents identifying use of the Pemberton Sports Complex for more than half a day at a time (either half day or full day).
- Consistent usage across the year, with a peak in September as a number of different user groups converge their respective seasons at the same time.
- More than 45% of user groups use the Club on an ad-hoc hire arrangement with 36% working on a seasonal hire basis for facility space.

- 60% of user groups identified usage of more than one area of the facility.
- All user groups identified the bar was used by their respective members and participants when attending the Pemberton Sports Complex.
- All user groups identified the restaurant not being open as the major inhibitor to greater facility usage.
- Most of the respondents had positive satisfaction results for the various aspects of the either the complex or management and interaction with Pemberton Sports Club.
- User groups identified all spaces within Pemberton Sports Complex as being important or very important.
- Most respondents identified the Pemberton Sports Club as being the best placed for managing the various spaces around the complex, with The Shire of Manjimup as the second most popular option amongst user groups. There was a small percentage of respondents who indicated individual sports clubs were best placed to manage spaces.
- The only components of Pemberton Sports Complex that were identified as suitable for management by private businesses were the bar facilities and the kitchen/dining facilities.

An electronic key stakeholder consultation survey was also circulated to the community users of the Pemberton Sports Complex. This survey was designed to understand the community perspectives of the community members who utilise the facility during the year.

The response rate for the community survey was high, with 133 community members participating in the survey with 40% Male, 58.5% Female and 1.5% non-identified. Based on an estimated resident population for Pemberton of 861 people, this is a response rate of 15.4% of the community. The age profile of the respondents corresponded with the demographic profile of participation and the age demographic of Pemberton across the 35 and older aged categories.

The survey found:

- 68.4% were members of Pemberton Sports Club.
- Key themes for not being a member were identified by respondents as being a member or participant in other sports club/association at the Complex, apathy, value proposition and lack of use.
- More than 50% of team sports participants were visiting the complex on at least a weekly basis.
- The highest level of occasional visitation was for community and private events and functions.
- More than 35% of the respondents to this survey identified social visits at least a weekly to the centre which indicates the facility is a significant community gathering location.
- A strong level of support for regular dining at the Pemberton Sports Complex, with 38% having dined at least on a fortnightly basis throughout the year.
- More than 40% of Respondents indicated that they used the bar at least on a weekly basis at the Pemberton Sports Club, with a further 13% using the bar on a fortnightly basis. This indicates strong multi-use of the Pemberton Sports Complex beyond solely the sports participation aspect.
- The majority of respondents identified the current value proposition at the Pemberton Sports Complex to be about right or inexpensive.
- Most facilities in the Complex were identified as being either important or very important, providing an indication of the strong community demand for these facilities to be integral to the overall Pemberton Sports Complex. It is particularly noteworthy that the two highest recorded scores were for the non-sport specific component of the Pemberton Sports Complex (Bar and Dining).
- There was general high levels of satisfaction across the complex.
- When looking at management, responses from the community mainly advocate for a status quo, with the second highest category for the Shire of Manjimup to manage the various aspects of the Pemberton Sports Complex. The Dining Area is one aspect of the complex that was preferred for a private business, and the playgroup was seen as best managed by the individual community club. The Pemberton Sports Club was perceived by 75% of respondents as best to manage the bar facilities at the complex.

Facility Benchmarking

A comparison was undertaken on key metrics between Pemberton Sports Complex and other community/sport and recreation facilities in the Shire of Manjimup and across the wider south-west region. This showed:

- Indoor sports courts/components in the towns of Northcliffe and Walpole are leased to local sporting/recreation associations who manage these facilities in direct relationships with user groups. Northcliffe Colocation is leased to a head lessee with sub leases to other tenants. Facilities in Manjimup are managed by the Shire with direct hire arrangements with user groups.
- Pemberton Sports Complex operates with Pemberton Sports Club as head lessee with hire arrangements directly with user groups.
- The Shire of Manjimup maintains the indoor sports court floors in all four towns, including at Pemberton Sports Complex.
- Kitchen and canteen facilities are provided at each facility (with a different level of facility provided at each), however no permanent liquor licencing arrangements are in place at other venues. Liquor Licencing arrangements are all on an event basis for individual users. This differs from Pemberton Sports Complex with a commercial kitchen and dining space and large licenced bar.
- Fees and Charges for use of indoor sporting facilities are set by the head lessees and by the Shire for Manjimup Indoor Sports Pavilion. This is consistent with the arrangement in place at Pemberton Sports Complex.
- The Shire of Manjimup sets the fees and charges for use of outdoor sporting fields across the Shire, including those in Pemberton.
- Like Pemberton Sports Complex, Northcliffe Recreation Grounds and Walpole Recreation Centre each receive \$10,000 annually through the Shire's Town Recreation Centre Subsidy to assist with community recreation sustainability.

A desktop reviewed identified a number of sport and recreation or community facilities located in shires adjacent to the Shire of Manjimup. These all offer a range of indoor sport facilities and various community facilities. A key point of note is that none of these facilities have bar facilities with all focussed on facilitation of sport, recreation and community activities with all managed by the respective local government.

When benchmarking fees and charges the review found charges for court hire at Pemberton Sports Complex are lower than comparable facilities and similar for meeting room space. Gym fees are lower than those at the Shire of Augusta Margaret River however it is noted fees at those venues include group fitness classes and access to casual sports court entry.

Assessment and Recommendations

Pemberton Sports Complex provides a number of distinct and different services to the Pemberton community, including sports facilities and ancillary amenities to support sport and recreation activities, community services to support families and youth, arts and crafts displays, community events such as weddings and funerals, all supported by dining and provision of bar facilities.

A key consideration that impacts any alternate governance arrangements is the Pemberton Sports Complex Redevelopment Heads of Agreement between the Shire of Manjimup and Pemberton Sports Club. In this memorandum, the Shire of Manjimup specifically acknowledges the financial contribution of \$735,000 (ex GST) from Pemberton Sports Club towards construction of Pemberton Sports Complex and the interest in the Liquor License held by the Club, with the intention at the time of signing the Heads of Agreement to transfer that licence to the Pemberton Sports Complex.

Similarly, the lease between the Shire of Manjimup and Pemberton Sports Club specifically notes the Club's entitlement to quiet enjoyment of the premises and the requirement for the Club to not remove or surrender the liquor licence without prior consent of the Shire of Manjimup. From the information provided to SGL Group for this review, there is no evidence that Pemberton Sports Club is in default of its lease and therefore remains entitled to retain quiet enjoyment for the balance of the lease period to 2053 and for the Club to ensure the liquor licence is retained for that period. In this regard, any change to the lease, or surrender of the liquor licence, would require agreement between the Pemberton Sports Club and the Shire of Manjimup.

One of the challenges for Shire is to define its role in economic development so that it can decide how it should address the many strengths, weaknesses, opportunities and threats (key issues) that will come from each local government owned facility, and the management options available to the Shire.

In assessing governance arrangements, a key consideration should be whether Shire's management of a particular facility and provision of services from that facility has a crowding out effect, that would otherwise prevent a private business from being able to deliver the service. In this instance with the Pemberton Sports Complex, the Shire of Manjimup must consider the potential crowding out effect the bar and dining facilities have upon the business environment in Pemberton, and specifically if the lease and local government support provides an unfair economic advantage to the Pemberton Sports Club which has a crowding out effect on other "for profit" hospitality venues in the region.

Management Models

The review was an independent review with collaboration between the Shire and Club and broader community. The focus was to make a recommendation on the best governance model to ensure that the Complex remained open for the benefit of the Pemberton community. The acceptance of any recommendations within this report need to be endorsed or otherwise by both the Club and by the Shire of Manjimup if municipal funding is being recommended.

Governance options available to the Shire include leasing the venue to another entity to take over its operation, engaging a venue operator to manage the venue under a management contract, taking over direct management of the facility, other hybrid arrangements where different facility components are managed by different users, and continued operation of the facility by the sports club with fee for service.

Option 1: Lease to another Community Group/Sports Club

Under this option, the lease with the Pemberton Sports Club would be surrendered. The Shire of Manjimup would enter a lease with a community group or sports club who would take over administration and operation of the facility. Facility components would be managed as below:

- Sport, recreation and other use spaces – Seasonal user groups would enter a licence with the new lessee to utilise their specific facility component. Infrequent users would hire facility components directly from the new lessee.
- Bar – The bar would be included in the lease and made available to user groups via their licence arrangement with user groups obtaining their own liquor licence to meet their user requirements. The rates payable by the lessee would remain payable based on the size of the licence area with the 75% concession provided by the Shire, with each user group responsible for their club or club restricted liquor licence fee and the applicable rates charge apportioned to them.
- Kitchen/dining – This component of the operation would be sub-leased by the lessee to an operator who would provide catering services for the Complex.

If another entity, such as a football club or a community group, were to take over the lease for Pemberton Sports Complex, the priority focus of that entity would likely be on running the complex to suit the needs of

its members. Experience has shown this focus will often take priority over meeting the needs of other user groups and without ongoing financial support from the Shire of Manjimup would likely result in the same financial distress over time that Pemberton Sports Club has encountered. Given this, leasing to another entity who would take over management of the Complex as a whole based on the current operation is not considered feasible as a long-term option as it will essentially replicate the existing arrangement. Doing so may also alienate some community members who are supporters of the Pemberton Sports Club and its committee.

Option 2: Contract Management by a Community Group/Sports Club

Under this option, the lease with the Pemberton Sports Club would be surrendered. The Shire of Manjimup would then enter a management contract with a community group or sports club who would take over administration and operation of the Complex on a fee for service basis. Facility components would be managed as below:

- Sport, recreation and other use spaces – Seasonal user groups would and infrequent hirers would hire facility components directly from the contractor with arrangements for access managed by the contractor.
- Bar – The bar would be included in the management contract and made available to user groups obtaining their own liquor licence to meet their requirements. Rates would be payable by the contractor based on the size of the licence area with the 75% concession provided by the Shire. Each user group would then be responsible for their club or club restricted liquor licence fee and the applicable rates charge as apportioned to them.
- Kitchen/dining – This component of the operation would be sub-leased by the Shire to an operator who would provide catering services. This direct arrangement would be required as the contractor would not have the appropriate tenure to sub-lease the kitchen.

Due to the requirement for the manager to obtain a guaranteed return and given the historical turnover of the Complex, the small size of the Pemberton community and limited potential for significantly increased use of the complex this model is not considered feasible. A part-time contract manager would seek in the order of \$60,000-80,000 per annum. Based on the financial model option would require an annual operational subsidy in the order of \$154,000 in year one increasing to \$178,000 per annum by year five.

The cost for end users would increase as they would be responsible for their respective licence fee and a share of the rates as apportioned to them.

Option 3: Direct Shire Oversight A

Under this option, the lease with the Pemberton Sports Club would be surrendered with the Shire taking over direct responsibility for Pemberton Sports Complex, including staffing for administration and cleaning and the Shire funding all building maintenance. Facility components would be managed as below:

- Sport, recreation and other use spaces – Seasonal user groups would enter a licence with the Shire to utilise their specific facility component. Infrequent users would hire facility components directly from the Shire.
- Bar – The bar would be kept, with user groups obtaining their own liquor licence to meet their user requirements. This would result in all groups needing to obtain their own club or club restricted licence for each respective licence area. To ensure competitive neutrality, rates would remain payable in line with the Shires rating policy based on the size of the licence area with the 75% concession. Each user group would be responsible for their club or club restricted liquor licence fee and the applicable rates charge as apportioned to them.
- Kitchen/dining – This component of the operation would be leased by the Shire to an operator who would provide catering services.

The five year financial model showed this option would require an annual operational subsidy in the order of \$88,000 in year one increasing to \$102,000 by year five.

This option would be more expensive for each individual club with a liquor licence as they would be responsible for the licence fee and any applicable rates attributed to their respective licence area. They remain in the model however as they would be expenses directly incurred by the Shire and there is no certainty they could be fully recouped from end users.

This option does not take into account the costs to the Shire for staffing wages and on-costs as it is assumed they would be included in the existing Shire staffing budget.

Option 4: Direct Shire Oversight B

Under this option, the lease with the Pemberton Sports Club would be surrendered with the Shire taking over direct responsibility for Pemberton Sports Complex, including staffing for administration and cleaning and the Shire funding all building maintenance. This would essentially be the same model that the Shire of Manjimup applies to the Manjimup Sports Stadium and other general recreation and community facilities that are directly managed.

Facility components would be managed as:

- Sport, recreation and other use spaces – Seasonal user groups would enter a licence or have hire arrangement with the Shire to utilise their specific facility component. Infrequent users would hire facility components directly with the Shire to manage hire bookings.
- Bar and kitchen/dining – These components of the facility would be closed.

The five year financial model showed this option would require an annual operational subsidy in the order of \$67,000 in year one increasing to \$82,000 by year five. It is assumed no rates would be payable based on the Complex solely being a community sport and recreation facility.

This option does not take into account the costs to the Shire for staffing wages and on-costs as it is assumed they would be included in the existing Shire staffing budget.

Removal of the bar and dining facilities also reduces the capacity of the Complex to meet community needs for activities and other social events such as weddings and funerals. It would also remove the potential for sports club users to utilise the bar and dining facilities during their visit to the Complex. It is anticipated that closure of the bar and dining facilities would not be supported by the community.

This option meets will meet the Shire of Manjimup's requirement to meet the needs of the community for sport, recreation and community purposes however may not fully address all of the community wants.

Option 5: Separating Pemberton Sports Complex (multiple leases)

Under this option, the lease with Pemberton Sports Club would be amended to separate the components of the Complex to be managed by different parties. Facility components would be managed as follows:

- Sport, recreation and other use spaces – The Shire of Manjimup would enter a lease with a separate community group or sports club who would take over management of the sports and community components of Pemberton Sports Complex. Seasonal user groups would enter a licence with the lessee to utilise their specific facility component. Infrequent users would hire facility components directly from the lessee with arrangements for access managed by the lessee.
- Bar – The bar would remain in the lease area for Pemberton Sports Club and would continue to be managed and operated by Pemberton Sports Club.
- Kitchen/dining – This component of the operation would remain in the lease area for Pemberton Sports Club and would continue to be sub-leased to an operator who would provide catering services.

The five year financial model showed this option would require an annual operational subsidy in the order of \$67,000 in year one increasing to \$82,000 by year five. It is assumed no rates would be payable by the manager of the community/sport components of the facility. This does not include any financial support for operation of the bar/dining components of the complex as this would operate on a fully commercial basis and rates would remain payable by Pemberton Sports Club.

This option will meet the Shire of Manjimup's requirement to meet the needs of the community, however may not fully address all of the community wants.

This option requires the agreement of Pemberton Sports Club and would require amendment of the lease with the Shire of Manjimup and amendment to the Club's constitution. These are administrative procedures in nature and could be undertaken with agreement of the Club. The Club would need to pay a fully commercial rental rate for the bar/kitchen component of the complex based on the size of the licence area with no rates concession.

Option 6: Pemberton Sports Club Management – continuing current management

If Pemberton Sports Club continues as lessee for Pemberton Sports Complex, measures need to be put in place to ensure it can operate in a sustainable financial manner. On a base level these include:

1. Implementation of recommendations that remain outstanding from the 2014 Review of Pemberton Sports Complex, including stabilisation of the financial position, development of operating documents and facility modifications.
2. Negotiation and implementation of licence arrangements with seasonal/regular user groups and published hire arrangements for ad-hoc venue use.
3. Agreement with the Club to operate with greater clarity of financial accounting between the sport and recreation components of Pemberton Sports Complex and the commercial bar/dining components.
4. Exploring whether a more equitable calculation may be considered for the valuation of Pemberton Sports Complex, and in turn the rates calculation of the facility, based on the community benefit, type and frequency of use of Pemberton Sports Complex by sporting clubs and respective user groups.

These basic steps alone would not ensure a long term sustainable governance model for the Complex as the Club will essentially continue to operate as it always has, resulting in further need for ongoing support. This is not a criticism of the Club, it operates with the support of members who are volunteers and it is clear the community has made a significant contribution to keep the Complex operational and available for the community.

Option 7: Pemberton Sports Club Management – Fee for Service arrangement

A variation on this arrangement is for the Club to continue to manage Pemberton Sports Complex and to maintain and promote delivery of community and recreation services on a fee for service basis for the Shire. Under this arrangement Pemberton Sports Club would retain the lease over and continue with management of Pemberton Sports Complex. Key elements of this arrangement would include:

1. The Club entering a 'Fee for Service' Agreement with the Shire of Manjimup to maintain and promote the delivery of community sport and recreation services/activities. Under this agreement:
 - a. the Club could employ a part time resource or explore other arrangements with another group/entity to promote and support community sport and recreation activities at the Complex. This could also assist to activate the entry to the Complex if another entity were involved in promotion/delivery of community sport and recreation activities and were co-located on site.
 - b. the Agreement between the Shire and the Club would stipulate the deliverables as agreed between the parties, however it would be expected they would support optimising use of the community and recreation facilities and further activating increased community use at the Complex.

- c. The fee for service recommended under this arrangement is approximately \$770 per week (\$40,040 per annum). This calculated is based upon an equivalent Level 4 coordinator position, under the Local Government Award at 18 hours per week, with additional incidental funds for advertising, marketing and operational costs. This fee for service amount reflects the economies of scale that is achieved through this model, with The Club managing both the Bar trading and the sport and community facility spaces. Alternative models will lead to duplication of costs, and inefficiencies that would lead to higher costs for The Club and higher costs for The Shire. It is expected that this fee for service arrangement will be used at the discretion of the Pemberton Sports Club in order to ensure agreed service delivery, and could be used to support volunteer or existing management resources.
2. Agreement with the Club to operate with greater clarity of financial accounting between the sport and recreation components of Pemberton Sports Complex and the commercial bar/dining components, ie, separating the finances of the sport and recreation component of the Club from the bar and dining components. This can ensure that payments to the Club under the Fee for Service Agreement are accounted for in the sport and recreation component of the Club's operation.
3. Implementation of recommendations that remain outstanding from the 2014 Review of Pemberton Sports Complex, including development of operating documents and facility modifications.
4. Negotiation and implementation of licence arrangements with seasonal/regular user groups and published hire arrangements for ad-hoc venue use.
5. Exploring whether a more equitable calculation may be considered for the valuation of Pemberton Sports Complex, and in turn the rates calculation of the facility, based on the community benefit, type and frequency of use of Pemberton Sports Complex by sporting clubs and respective user groups.

The five year financial model found options 6 and 7 would both require an annual operational subsidy in the order of \$24,000 increasing to \$28,000 by year five to support the Sport and Recreation components of the Complex. The fee for service payment under option 7 however would remove the need for this subsidy and provide the Club with the opportunity to facilitate increase facility use and enhance future operational sustainability.

It should be noted that the financial forecasting and recommendations in this report have been calculated on a Net Present Value basis, and any future agreements should address potential cost increases as appropriate.

Recommendations

Based on the review and assessment considered in this report, the current arrangement of Pemberton Sports Club continuing as lessee and entering a Fee for Service Arrangement (**Option 7**) is recommended as the preferred governance arrangement for Pemberton Sports Complex. Specific recommendations for consideration by the Pemberton Sports Club and the Shire of Manjimup include:

Recommendation 1: Fee for Service Agreement

The Club and the Shire of Manjimup should negotiate and enter a Fee for Service Agreement to maintain and promote the delivery of community sport and recreation services/activities at Pemberton Sports Complex.

The Agreement would stipulate the required deliverables as agreed between the parties, however it would be expected they would be based around and support optimising use of the community and recreation facilities at the Complex. The fee for service recommended under this arrangement is approximately \$770 per week (\$40,040 per annum). This fee for service amount reflects the economies of scale that is achieved through this model, with The Club managing both the Bar trading and the sport and community facility spaces. Alternative models will lead to duplication of costs, and inefficiencies that would lead to higher costs for The Club and higher costs for The Shire.

Recommendation 2: Supplementary steps to stabilise the financial position of Pemberton Sports Club

- Pemberton Sports Club (seeking assistance from the Shire as required) to develop key documentation/processes which will enable it to strategically plan for the future, including a business and asset management plan.
- The Club review its funding model to secure a greater commitment from all user groups. This includes entering licences where possible with user groups for facility use with a mechanism to share revenues from increased bar sales (documented further below).

Recommendation 3: Formalise all club activities in the Club Constitution (if required).

Recommendation 4: More formal arrangements be put in place with seasonal users of Pemberton Sports Complex. This will provide user groups with certainty of facility of access to meet their respective needs and provide Pemberton Sports Club with more certainty in facility use and associated revenue streams.

Licence to Occupy - To provide certainty of facility access to meet their needs it is recommended that licence arrangements are negotiated and implemented with seasonal/regular user groups.

Hire Arrangements - It is recommended that Pemberton Sports Club continue to offer hire arrangements for short-term or irregular one-off uses of Pemberton Sports Complex. Hire arrangements should continue to be via published rates and the hirer accepting the Club's specific terms and conditions for facility hire.

Recommendation 5: Options should be explored and discussions held with any community groups who may be compatible with co-location within Pemberton Sports Complex. Requirements for facility modification as result of co-locations could only be determined once a viable arrangement has been identified.

Recommendation 6: Electricity costs have been identified as a significant operating expense for Pemberton Sports Club, a cost that is anticipated to continue to grow into the future. In order to help mitigate the impact of this cost Pemberton Sports Club (with the assistance of the Shire) should undertake an updated to the 2014 energy cost audit with a new energy use audit with a view to:

- Explore options to reduce the size of the cold room and break it to a cold room/store room (with this component not refrigerated).
- Shut down the freezer for the kitchen area and utilise a smaller fit for purpose freezer which would provide more efficient cold storage options.
- Consider installation of sub electricity and water meters so that usage can be tracked between discreet optional components of the Complex.
- Consider installation of battery storage and other enhancements to the existing solar installation at the Complex.

Recommendation 7: Water charges increased significantly during 2021/22. This should be investigated as to the main cause if not already known as it could potentially relate to a water leak as opposed to water from increased known usage. It is recommended that a water usage audit be undertaken by the Club to determine where water is consumed and potential water saving options to be implemented at the Complex.

Recommendation 8: Future license agreements with user groups include a mechanism for a percentage rebate to the licence fee from alcohol sales to each club/user group. Such an arrangement will provide an incentive for clubs to promote use of the bar and help to boost sales from bar takings to and in turn would benefit the clubs or user groups themselves.

It is important that any rebate mechanism be developed with consideration to the fact that although the clubs do not currently receive a percentage of profit from sales, they also do not contribute towards the

costs of cleaning, bar management, electricity, water and other building maintenance. These elements should all be considered when determining an appropriate rebate formula.

Recommendation 9: The Club should further explore (in consultation with the Shire) how the valuation for Pemberton Sports Club is undertaken and whether a more equitable calculation could be considered by the Valuer General, based on the community benefit, type and frequency of use of Pemberton Sports Complex by sporting clubs and respective users. In the event a more equitable valuation were adopted, this could assist in a reduction in the ratable area and therefore rates paid by the Club.

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1. BACKGROUND

Pemberton Sports Complex (the 'Complex') is located at 1 Club Road, Pemberton. The Complex is approximately 4,750m² in size, consisting of two indoor sports courts, a bar and dining room, commercial kitchen, gymnasium, squash courts, snooker room, 2 x canteen/serveries, player change rooms and a variety of function, office, store and club rooms. The indoor sports courts are marked for basketball, netball, and badminton. Figure 1.1 shows the complex floor plan.

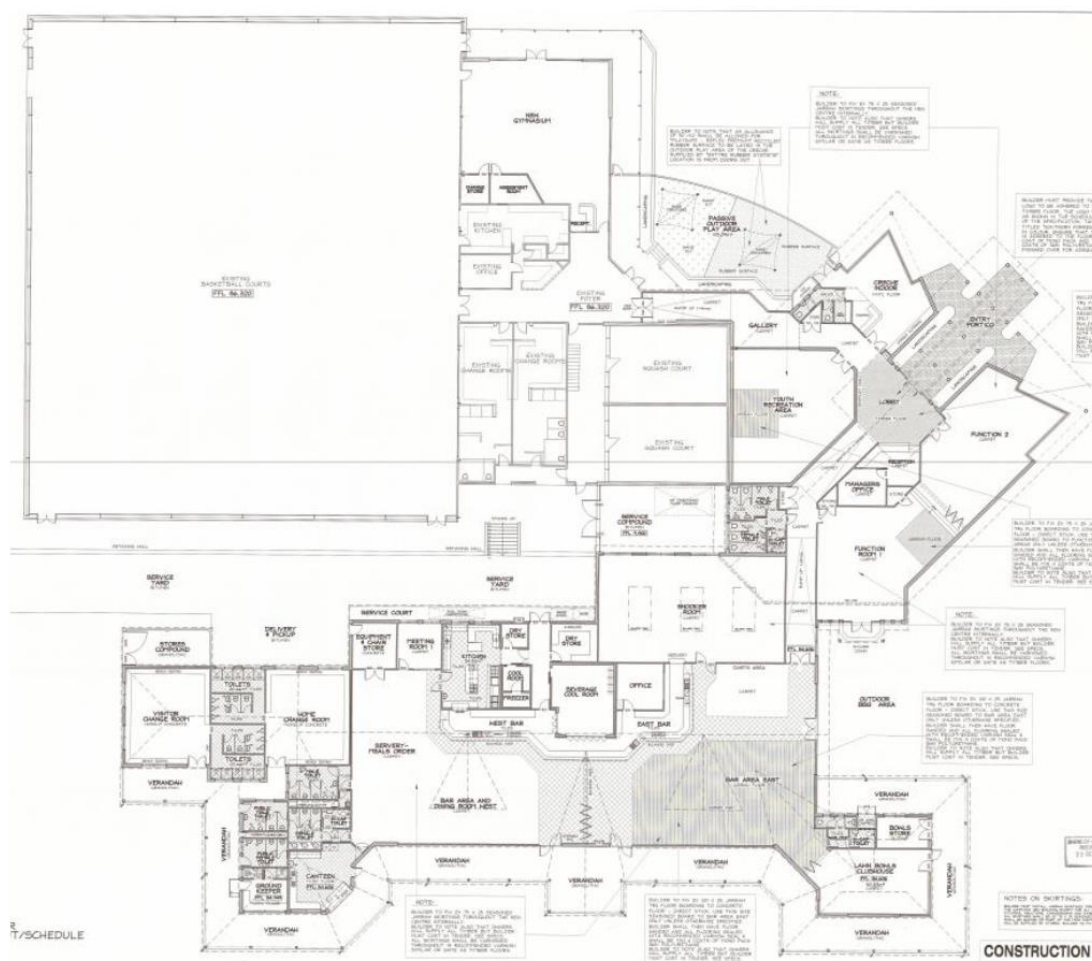


Figure 1.1: Pemberton Sports Complex internal layout

The Complex is currently home to the following sporting clubs and recreation groups:

- Southerners Football Club Inc
- Pemberton Cricket Club Inc
- Pemberton Basketball Association Inc
- Pemberton Bowls Club Inc
- Pemberton Playgroup
- Southerners Junior Football Club Inc
- Southern Strikers Junior Soccer Club Inc
- Pemberton Netball Association Inc
- Pemberton Darts Association
- Pemberton Youth Group.

Pemberton Sports Complex is also used by the community for functions, events, art exhibitions, formal sporting and recreation activities (eg. badminton, snooker, karate and squash), youth activities and is a designated Emergency Evacuation/Welfare Centre.

The Complex is owned by the Shire of Manjimup and is managed under a lease arrangement by the Pemberton Sports Club Incorporated (the 'Club'). The Club is responsible for the day to day management and running of the Complex.

The current club model was established in 2002 as part of the co-location of the Workers Club, the then indoor stadium, community space and sporting facilities into the redeveloped and expanded Complex. The Shire of Manjimup has advised that after twenty years and a decade of financial performance indicators with the requirement for ongoing financial support from the Shire, the existing governance model may no longer be the best fit or the most sustainable option for the management of the Complex. As the Complex owner, the Shire of Manjimup is seeking to engage with the Pemberton community to re-examine the best way to ensure that the Complex remains open to the community for the longer term.

Pemberton is a small rural town in the short term, and the Shire of Manjimup has advised there is no expectation of significant changes to the user catchment and the Complex usage. As such, the operational and governance model review is to provide recommendations based on the existing usage. This has been confirmed by the analysis summarised in Chapter 2 and included at Appendix A.

1.1.1. Objective and Deliverables

The objective of this review is to recommend the best practice operational and governance model for the Pemberton Sports Complex, and to provide recommendations for the implementation of that model. Key deliverables are to prepare a report based on the scope of works and to present the findings to the Shire of Manjimup, key stakeholders and the community.

The recommended model must:

- Ensure Pemberton Sports Complex, inclusive of its sporting and recreation community facilities, remains available for the broader Pemberton community to access;
- Consider the demographics and the financial capacity of user groups and individuals in the Pemberton community;
- Fit the needs and the resources of both the user groups/clubs and the Shire of Manjimup;
- Be operationally and financially sustainable into the future;
- Is equitable in comparison to other shared/collocated/similar facilities within the Shire of Manjimup in terms of fees and charges and recommended subsidy;
- Is appropriate and suitable for a local community and sporting facility; and
- Provides a clear direction to the Shire of Manjimup regarding any recommended financial contribution required for the Complex to remain operational.

During this engagement, the Principal confirmed the role of the Shire of Manjimup is to meet the needs (as opposed to the wants and wishes) of the community to participate in recreation and sport activities. This position is in the broader context of:

- the Shire's need to balance the delivery of services across the entire local government area within budget in a fair and equitable manner;
- the Shire should not fund, subsidise or run a bar using public monies.

The focus is on a sustainable governance model and what is required by parties to achieve this.

2. PEMBERTON & SHIRE OF MANJIMUP

A high level demographic overview of Pemberton and the Shire of Manjimup and sport and recreation participation statistics is presented in Attachment A. It is acknowledged that there is a potential broader catchment for the Pemberton Sports Complex and these demographics may not cover all potential users of the facility. However this demographic overview is consistent with normal overview of a facility of this kind.

Key points to note from this overview in regard to the review of governance arrangements for Pemberton Sports Complex are:

- The population of the Pemberton statistical locality was 861 people in 2021, being 50.4% female and 49.6% male.
- The median age is 48 years, with the highest proportion of people in the 35-49 age group (17.3%), 70 years and over (16.9%) and 50-59 (16.5%) years. The lowest proportion of people is those aged 0-4 years (3.6%) and 25-34 years (9.1%).
- People from the region have a similar labour force participation rate than the rest of Western Australia, however they are more likely to be employed as manager or labourers in the agricultural and other service industries.
- The total population is forecast to decline to 2031. This will differ across the age categories however, with the decline only for those aged 5-14 and 35 to 59 years of age. The population will grow for those aged 70 years and over and will have relative stability for those aged 0-4, 25-34 and 60-69 years.
- Personal and family income is lower for people in the region when compared with Western Australia as a whole. This means the community may be more price sensitive in regard to discretionary spending and participation in sport and recreation activities.
- High participation activities in Western Australia for sport and recreation activities that are offered at Pemberton Sports Complex include fitness/gym, yoga, football (soccer), basketball, pilates, Australian Football and netball.

3. PEMBERTON SPORTS COMPLEX

This chapter provides a summary overview of the Pemberton Sports Complex and its governance by the Pemberton Sports Club.

3.1. Management and Governance

Pemberton Sports Complex is owned by the Shire of Manjimup and is managed by Pemberton Sports Club. The Club has a 50 year lease over Pemberton Sports Complex that runs until 30 June 2053.

The current management model for the Complex was established in 2002 as part of the co-location of the Workers Club, indoor stadium, community space and sporting facilities into a redeveloped and expanded Complex.

The governance arrangements for Pemberton Sports Complex are facilitated by two key documents:

1. The Pemberton Sports Complex Redevelopment Heads of Agreement between the Shire of Manjimup and Pemberton Sports Club; and
2. The Shire of Manjimup and Pemberton Sports Club (Inc) Lease.

3.1.1. Pemberton Sports Complex Redevelopment – Heads of Agreement

On 23 January 2003 the Shire of Manjimup and Pemberton Sports Club (Inc) signed a Heads of Agreement (HoA) to facilitate the Pemberton Sports Complex redevelopment. Key elements of the HoA were:

- The HoA is between the Shire of Manjimup and Pemberton Sports Club Inc.
- The Shire would undertake construction works to the value of \$2,481,000 (ex GST) funded by:
 - \$474,273 – the Shire of Manjimup
 - \$474,000 – CSRFF
 - \$632,727 – South West Forests Structural Adjustment Programme (SWFSAP)
 - \$165,000 – SWDC
 - \$735,000 – Pemberton Sports Club (the Club), both cash and in-kind contributions.
- Works were for development of Pemberton Sports Complex as shown in Figure 1.1 (page 4 of this report).
- Arrangements around the Club's financial contribution and management of grant funding obligations, including its contribution of in-kind funding towards development of the Complex were specifically identified.
- For the Complex to be leased to the Club for a 50 year period with a first right of refusal of an extension to the lease period (in accordance with the lease included at Attachment B to the HoA).
- The Shire's acknowledgement of the interest in the Liquor Licence held by the Club, and the intention of the Club to transfer that licence to the new facility.
- The Club to have management rights to the Complex.

The HoA included specific references to for the Shire of Manjimup to:

- acknowledge the financial contribution of \$735,000 (ex GST) from the Club towards construction of Pemberton Sports Complex.
- acknowledge the current interest in the Liquor License held by the Club, and the intention of the Club to transfer that licence to the new facility.

These are important points for consideration in identification of future governance models for the Complex.

3.1.2. Shire of Manjimup and Pemberton Sports Club (Inc) - Lease

The Lease for Pemberton Sports Complex was executed between the Shire of Manjimup and Pemberton Sports Club on 2 December 2002. Key terms of the lease include:

- The lease area includes a portion of Lot 181, Pemberton, Certificate of Title 2350 folio 149, which includes Pemberton Sports Complex.
- The date of commencement was 1 July 2003 with a termination date of 30 June 2053 (50 year term), with a first right of refusal for an extension to the lease period.
- The yearly rental payable by the lessee is \$100 per annum on demand, which may be reviewed by the lessor from time to time.
- The lessee is liable for all local authority rates, land tax, water, sewerage, electricity, gas and telephone services.
- The permitted use of the premises is for community sport and recreation together with such related and ancillary purposes as are normal and appropriate for such premises or as may be approved in writing by the lessor.
- The lessee is to maintain the premises in good clean repair and condition at its expense to the satisfaction of the lessor, and where in the opinion of the lessor including replacement of floor coverings, window treatments and light fittings.
- The lessee is to repaint/re-paper the walls and ceilings once during each ten years of the term.
- The lessee is not to make any improvements without the prior written consent of the lessor.
- The lessee is not to assign, sublet, mortgage, charge, part with possession of, nor dispose of the premises or any part of, without the written consent of the lessor.
- The lease includes requirements for compliance with covenants for the liquor licence, including complying with any conditions, keeping it current and not removing or surrendering without the prior written consent of the lessor.

Specific clauses of relevance to this review include:

- Clause 12.2 Quiet Enjoyment. The Lessor covenants that if the lessee pays the yearly rental in accordance with the lease and observes and performs the terms, covenants and conditions on its part it will allow the Lessee to peaceful enjoyment of the premises during the term without interruption by the lessor.
- Clause 13 Default of Lease provides information about the Lessee's obligations under the lease as well as breaches of the lease, including 13.1(d) the Lessee enters into liquidation or passes a resolution to be wound up voluntarily or its incorporation is threatened to be cancelled.
- Clause 18.5 Not to Remove or Surrender Licence. The Lessee shall not, without the prior written consent of the Lessor:
 - c) remove or apply to remove the Liquor Licence or allow the Liquor Licence to be removed from the Demised Premises to other premises; or
 - d) surrender or attempt to surrender the Liquor Licence.

From the information provided to SGL Group, there is no evidence that Pemberton Sports Club is in default of its lease and therefore remains entitled to retain quiet enjoyment for the balance of the lease period. It is noted the Club has sought financial assistance from the Shire in recent years to ensure it could continue to operate and without this support consideration would need to be given to not continue with management of the Complex.

3.1.2.1. Shire of Manjimup Leasing Policy

The Shire of Manjimup leases land and buildings to community groups, clubs, recreational bodies and commercial enterprises in accordance with its administration policy, 4.2.8 Property Leasing Policy. The

objective of this policy is to ensure the Shire of Manjimup provides a consistent approach to setting lease terms, lease fees and maintenance responsibilities.

A summary of the terms and conditions for leases to community organisations from the policy is compared to the lease conditions with Pemberton Sports Club for Pemberton Sports Complex in Table 3.1. The policy notes however that alternate terms and conditions may be negotiated by the Shire.

This comparison shows the lease for Pemberton Sports Complex with Pemberton Sports Club is largely in line with the Shire's Property Leasing Policy. Key variances include:

- The annual fee is \$100 on demand whereas the Policy stipulates \$200.
- The lease term is 50 years with first right of refusal for an extension to the lease period.
- There a number of items listed in the Shire's Property Leasing Policy that are not specifically covered in the lease. It is assumed in this case the requirements of the Property Leasing Policy would apply as the overarching policy document.

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Table 3.1: Comparison of lease with Pemberton Sports Club to the Shire of Manjimup Leasing Policy

Lease matter	Policy Position	Pemberton Sports Complex lease
Lease fee – where buildings and improvements are owned by the Shire	\$200 per annum for organisations that have licenced premises with potential to earn income where buildings and improvements owned or managed by the Shire and leased to a community association. \$100 per annum for organisations that have licenced premises with potential to earn income where buildings and improvements are owned by a community association on Shire managed land.	\$100 per annum on demand.
Lease term	Five years with a five year renewal option	50 years with a first right of refusal for an extension to the lease period
Lessee Responsibilities	<ol style="list-style-type: none"> 1. Maintain premises in good condition to the satisfaction of the Shire. 2. Not make alterations, additions or modifications to the premises without first seeking the consent of the Shire. 3. Responsible for the costs of repairs or replacement required due to misuse, modifications by the Lessee, maintenance neglect or other negligence. 4. Advise the Shire promptly of all damage sustained to the premises. 	Lease is consistent with lessee responsibilities at points 1 to 4 as identified in the policy
Lessor Responsibilities	<ol style="list-style-type: none"> 1. Carry out structural maintenance and repairs to the building at the Shire's discretion. 2. Conduct capital works and upgrades in accordance with the budget adopted by Council. 3. Responsible for building insurance, unless otherwise negotiated according to the use and lessee's potential to earn income. 4. Recoup expenses from the Lessee when applicable, relating to the identified lessee responsibilities summarised below. 	The lease is silent on points 1 and 2. The lessee is responsible for building insurance at point 3 and point 4 is covered below
Appliances, fixtures and fittings (installed on commencement)	Lessee is responsible for maintenance, services and repair. Lessor responsible for renewal.	Lessee to maintain and where necessary in the opinion of the lessor replace.
Appliances, fixtures and fittings (lessee installed)	Lessee has full responsibility to approval required before installation.	Lessee to maintain and where necessary in the opinion of the lessor replace and remove on expiry of the lease.
Building external	Lessee to clean and maintain. Lessor to renew.	The lease is silent on this component of the policy. Assumed applies.

Cleaning	Responsibility of lessee.	The lease is consistent with the policy.
Doors and security screens	Lessee to maintain. Lessor to renew.	The lease is silent on this component of the policy. Assumed applies.
Automatic doors	Lessee to service and maintain. Lessor to renew.	The lease is silent on this component of the policy. Assumed applies.
Electrical wiring and fittings	Lessee to maintain and renew electrical fittings, such as power points, light switches, light fittings and globes. Lessor to maintain and renew building wiring from main supply to switchboard and fittings.	Lessee to maintain and where necessary in the opinion of the lessor replace light fittings.
Fire extinguishers and equipment	Lessee to meet annual costs associated with inspection, servicing, maintenance and refilling. Lessor to renew.	The lease is silent on this component of the policy. Assumed applies.
Floor surfaces and coverings	Lessee to clean and maintain, including compliance with Food Act and to meet the relevant Food Safety Standard where required. Lessor to renew.	Lessee to maintain and where necessary in the opinion of the lessor replace.
Food handling areas and equipment	Lessee to clean and maintain, including meeting legislative standards and requirements. Lessor to renew.	The lease is silent on this component of the policy. Assumed applies.
Gardens and surrounds	Lessee to maintain. Lessor to replace improvements and maintain trees to safe standard.	The lease is silent on this component of the policy. Assumed applies.
Gutters and downpipes	Lessee to clean. Lessor to maintain and renew.	The lease is silent on this component of the policy. Assumed applies.
Keys, locks and door hardware	Lessee to maintain locks and hardware, meet cost of additional keys and cost of replacement locks, keys and hardware due to loss or misuse. Lessor to purchase and install all locks and renew, recoup costs from Lessor when applicable.	The lease is silent on this component of the policy. Assumed applies.
Painting	Lessee responsible for internal and external painting, minimum once during each 10 years or at end of lease.	The lease is consistent with the policy.
Pest Control	Lessee to keep all areas in clean and hygienic state, free from pests and vermin, undertaken termite inspections, annually unless otherwise agreed, arrange treatment for termites when required and meet costs for maintenance and renewal of assets attributable to neglect of pest control.	Lease states the lessee shall use its best endeavours to keep the demised premises free from rodents and other pests.
Plumbing and fixtures	Lessee to undertake maintenance, ensure all taps and water outlets are in good working order, renew minor fixtures and fittings, such as taps. Lessor to renew.	The lease is silent on this component of the policy. Assumed applies.

Plumbing waste pipes and drains	Lessee to clean and repair if blocked. Lessor to maintain and renew.	The lease is consistent with the policy.
Roof	Lessor to maintain and renew.	The lease is silent on this component of the policy. Assumed applies.
Skylights	Lessor to maintain and renew.	The lease is silent on this component of the policy. Assumed applies.
Utilities	Lessee to arrange and meet cost for connection, disconnection, rates/service charges, rental, usage charges, maintenance, service, testing and other expenses associated with water, electricity, gas and telephone services. Lessor to recoup expenses when applicable.	The lease is consistent with the policy.
Vandalism	Lessee responsible for removal and repair of minor vandalism; up to the value of \$300 per incident, with removal within 48 hours of discovery. Lessor responsible for repairs due to major vandalism not attributed to the actions of the Lessee and above \$300. Recoup \$300 per incident from Lessee.	The lease is silent on this component of the policy. Assumed applies.
Walls and ceilings	Lessor responsible for maintenance and renewal.	The lease is silent on this component of the policy. Assumed applies.
Windows/glass	Lessee to replace broken glass, except when broken as a result of vandalism and cost is greater than \$300. Lessor to replace glass broken as a result of an act of vandalism, when the cost of repairs is greater than \$300. Recoup \$300 per incident from Lessee.	Lessee to maintain and where necessary in the opinion of the lessor replace.
Window treatments where fitted	Lessee to maintain. Lessor to renew.	Lessee to maintain and where necessary in the opinion of the lessor replace.

3.1.3. Pemberton Sports Club Constitution

The Department of Mines, Industry Regulation and Safety has published a guide to help clubs or associations develop a constitution. The Guide includes prescribed model rules as well as guidance notes and obligations within the *Associations Incorporation Act 2015*.

Key requirements specified by the Guide that are of importance for a constitution have been compared against Pemberton Sports Club Inc's Constitution and summarised in Table 3.2. This confirms the Club's constitution follows recognised good practice and includes all key elements as identified in the model rules, apart from the omission of clauses relating to inspection of records and proxies of members.

Table 3.2: Constitution requirements/Pemberton Sports Club Inc Constitution

Model rules for constitutions		Pemberton Sports Club Constitution - Notes
Name of the Association		Pemberton Sports Club Inc.
Definitions – summarised as required to define key terms of the constitution		Key terms as used in the constitution are defined as outlined in the model rules.
Objects of the Association – to explain what the organisation is about		<p>The objects have been outlined in line with the model rules as:</p> <ul style="list-style-type: none"> a) To establish, maintain and conduct a club for badminton, basketball, bowls, cricket, darts, football, karate, netball, snooker, soccer and to support the recreational, social, sporting, cultural and community dimensions of that interest. These objects include the provision of facilities for the pursuit of literary, scientific, athletic and professional and any other lawful purpose that provides benefit and enjoyment for members of the Club. b) To provide and maintain a clubhouse and sporting amenities for the use of members. c) Secondary object to maintain a club license under the current Liquor Licensing Act and its amendments.
Powers of Association – these are the same as those conferred by section 13 of the Act		The powers of the association are defined as powers of the committee who may exercise the powers of the Club.
Qualifications for Membership of the Association – outlines who membership is open to, the process to apply for membership, and how that application will be considered by the committee of the Association		This is listed as application to become a member in the constitution and differs to the model rules as it only infers but does not outline consideration by the committee nor any appeals process for rejected applications.
Register of members of the Association – compliance with Section 27 of the Act by keeping and maintaining an up to date register of members of the association		This is included in section 5 of the constitution however it then details membership types which align with qualifications for membership as outlined in the model rules.
Subscriptions of members of Association – outlines the membership fee, payment dates and outcome if payment is not made		This is included in section 8 of the constitution however it does not include membership outcomes if payment is not made in line with the model rules.
Termination of membership of the Association – outlines the termination of membership processes		This is included in section 5 of the constitution under Membership under section 5d) Cessation of Membership.
Suspension or expulsion of members of the Association		This is included in section 26 of the constitution and is consistent with the model rules.
Committee of Management – details committee members, term, eligibility and election process		This is included in section 16 of the constitution under Management Committee and Conditions and is consistent with the model rules.
Chairperson and Vice-Chairperson – rules around who presides over general and committee meetings		This is included in section 16 of the constitution under Management Committee and Conditions.

Secretary – outlines the role of the secretary	The role of the Secretary is outlined in section 21 of the constitution.
Treasurer – outlines the role of the treasurer	The role of Treasurer is outlined in section 22 of the constitution and is consistent with the requirements outlined in the model rules.
Casual Vacancies in membership of the Committee – outlines the process for management of casual committee vacancies	This is included in section 17 of the constitution under Ceasing to be a member of the Management Committee.
Proceedings of Committee – outlines the process for committee meetings, voting and pecuniary interests	This is included in section 16 and 19 of the constitution.
General Meetings	This is included in the constitution.
Quorum and proceedings at general meetings	This is included in sections 11 to 13 of the constitution and covers provisions for the Annual General Meeting, a Special General Meeting and General Meetings.
Minutes of meetings of Association – outlines the process for recording and having minutes signed as a true and correct record	This is included as one of the identified roles as the Secretary/Manager in section 21 of the constitution, with the Chairperson to ensure they are reviewed and signed as correct.
Voting rights of members of Association – outlines who has a right to vote and the process for voting	Member voting rights are outlined in the constitution under section 7 Member's Rights.
Proxies of members of Association – process to attend and vote on behalf of a member	This is omitted from the constitution.
Rules of Association – the process to alter, rescind or make additional rules for the association	This is included under variation sections of the constitution with section 25 specifically dealing with Alteration and Repeal of Rules.
Common seal of Association	Section 29 of the constitution covers the requirements of the model rules for the common seal.
Inspection of records of the Association	This is omitted from the constitution.
Disputes and mediation – outlines the grievance procedures to be followed in the event of disputes	Section 27 of the constitution covers resolving disputes in line with the model rules.
Distribution of surplus property on winding up of the Association	Section 30 of the constitution covers Dissolution of the Club and distribution of surplus property processes in line with the model rules.

3.2. Financial Performance

Table 3.3 provides a summary extract of the financial performance of Pemberton Sports Club from the 2017/18 to 2021/22 financial years.

For income this shows:

- Revenue from Bar Trading has rebounded from the reduction in 2019/20 resulting from the impacts of Covid-19 and associated lockdowns.
- Cattle Trading revenue has increased, however this component of the business is noted to be inconsistent with the operations of Pemberton Sports Complex and the constitution of Pemberton Sports Club.
- A trend in downwards revenue for Other Income from 2018/19, however revenue components from the core sporting/community components of the Pemberton Sports Complex such as court hire, function room hire and gym fees dipped due to the impact of Covid-19 but are trending upwards.
- Revenue from Squash court hire has dropped significantly suggesting minimal use of this component of the Complex.
- Membership revenue has grown, particularly during 2021/22.
- Kitchen Hire has dropped significantly, resulting in minimal return from this component of the Complex.
- Youth Zone Fees have dropped in line with the reduction in provision of activities in this component of the Complex.

For expenditure this shows:

- Cleaning expenses increased significantly during 2021/22.
- Electricity, Insurance and Rates and Land Tax charges are an ongoing significant cost year on year.
- Wages have reduced, however this expense needs to be balanced against service provision to ensure the Complex is open and available to support activities needed by the community.
- Water charges increased significantly during 2021/22. This should be investigated as to the main cause if not already known as it could potentially relate to a water leak as opposed to water from increased known usage.

With an operating surplus of \$12,074 during 2021/22 the operation of Pemberton Sports Club was in a positive trading position as operated under the current governance model. However, without funding support from the Shire of Manjimup, noted in Grants-Other, and income from Cattle Trading, something not identified as an Object of the Association in the constitution, this would not be the case.

It is noted that in three of the five years analysed the Club operated in a deficit and per the letter from the Club to the Shire of Manjimup, dated 18 May 2022, the Club advised its current position *"we don't believe we can generate enough profit from the bar to be able to continue to run the entire facility. Even with our current large financial and volunteer support the Club receives, the building is large and the delivery of services required makes the current position unviable. We do acknowledge that Council has supported us in the past"*.

The audited financial statements as presented do not provide a distinction between expenses directly associated with the operation of the bar and expenses associated with operation of the complex to support the community and sport and recreation activities. Expenses that could reasonably be apportioned to Bar Trading include items such as Cleaning, Cleaning Supplies, Electricity, Insurance, Rates and Land Tax, Superannuation, Wages and Water. These items, if apportioned to bar trading would result in a different financial position to that component of the Pemberton Sports Club operation. From the information provided it is not possible to determine an accurate apportionment of all expense items between the community and the bar trading activities.

Table 3.3: Pemberton Sports Club Income and Expenditure

Income and Expenditure	2018	2019	2020	2021	2022
Bar Trading					
Trading Revenue	288,263	280,072	159,464	210,390	279,138
Total cost of Sales	138,976	116,240	67,957	82,213	129,978
Bar Trading Revenue	149,287	162,832	91,508	128,177	149,159
Cattle Trading					
Total Incoming	8,700	25,792	21,295	21,295	32,132
Total Outgoing	7,164	19,649	14,674	14,674	16,476
Cattle Trading Revenue	1,536	6,143	14,172	6,621	15,656
Other Income					
ATO Cash Boost Stimulus	-	-	10,000	10,000	-
Community Centre Court Hire	6,995	6,519	4,944	3,072	5,884
Community Centre Function Room Hire	3,886	5,986	1,505	5,893	7,676
Community Centre Gym Fees	15,304	15,322	10,694	13,269	13,922
Community Centre Other Income	-	1,184	2,900	1,013	571
Community Centre Squash Fees	1,482	1,286	-	191	218
Donations Received	3,100	3,500	2,700	4,095	-
Grants – Other ¹	-	10,000	20,000	19,000	15,030
Grants – Youth Worker ¹	6,000	6,000	5,320	1,500	6,000
Insurance re-coup	-	-	2,375	-	440
Interest Received	323	404	40	7	6
Kitchen Hire	6,730	4,735	2,727	1,591	600
Kitchen Sales	1,170	144	-	-	-
Melbourne Cup Lunch 2019	-	-	1,409	-	-
Membership	11,860	16,956	15,296	16,828	19,330
Other Income	3,997	9,698	623	851	1,240
Other Sales	-	368	122	201	1,006
Other Sports Club Income	1,906	2,692	2,825	2,562	1,191
Rebates and Refunds	3,988	63	215	-	-
Video Bingo Machine	335	1,229	734	70	-
Youth Zone Fees	1,627	852	74	-	-
Total Other Income	82,888	102,363	84,505	80,142	73,114
Expenditure					
Accountancy and Audit Fees	-	-	4,500	4,600	4,600
Advertising and Promotion	1,652	1,783	240	1,898	4,380
Bank Fees and Charges	2,161	1,871	1,158	3,408	2,666
Bingo Game 90 Ball expenses	-	-	350	-	-
Cattle Expenses	-	-	700	137	-
Cleaning	4,189	4,379	2,668	2,617	10,435
Cleaning Supplies	3,084	2,204	951	2,688	3,196
Consumables Replacement	-	-	-	408	667
Counter Suppers	961	1,221	120	-	332
Depreciation	12,177	8,931	8,330	7,947	7,116
Donations	100	-	111	-	-
Electricity	24,719	19,632	12,324	12,371	16,283

¹ Including Shire of Manjimup Town Recreation Centre Subsidy and Community Funds Allocations

Equipment Purchases	2,060	-	-	-	-
Entertainment Expenses	5,492	15,134	1,305	1,600	1,277
Food	-	-	48	405	-
Freight & Cartage	1,646	877	1,002	1,393	3,265
Gas	6,160	5,777	3,423	3,592	2,512
Glassware, Crockery & Linen Replacem't	945	52	-	-	-
Gym Repairs and Maintenance	-	1,092	319	646	1,002
Hire/Rent of Plant and Equipment	-	327	44	598	317
Insurance	6,367	6,795	9,922	10,282	10,146
Internet	-	45	-	-	-
Kitchen Expenses	476	1,167	1,524	-	-
Licensing Fees	-	433	2,728	1,940	1,221
Motor Vehicles	5,417	586	-	-	-
Postage	525	451	355	339	272
Printing & Stationary	1,430	1,703	817	918	555
Prizes, Raffle Expenses	7,420	1,366	401	-	4,654
Rates & Land Taxes	9,174	8,039	8,324	(1,608)	8,585
Rent on Land and Buildings	-	-	-	-	110
Repairs & Maintenance	6,247	10,726	4,755	10,647	13,204
Repairs & Maintenance – P&E	4,823	986	3,476	-	-
Staff Amenities	65	76	-	-	-
Subscriptions	3,961	3,426	1,296	1,390	3,131
Sundry Bar requisites	1,551	11	-	-	1,172
Sundry Expenses	304	5,148	1,324	1,050	1,079
Superannuation	13,305	13,218	8,784	8,347	8,919
Telephone	3,589	3,163	3,135	2,342	1,327
Video Bingo Machine Payments	470	676	371	221	493
Wages	143,087	140,340	101,501	99,936	92,719
Wages – movement in leave provisions	-	(1,778)	3,349	(6,960)	2,019
Water	6,890	5,743	6,083	6,636	16,961
Workers Compensation	1,848	3,488	-	-	-
Youth Zone Activities Expenses	2,567	2,967	2,155	-	1,239
Total Expenditure	285,875	272,863	199,735	179,786	225,856
Current Year Surplus/(Deficit)	(52,164)	(525)	(9,551)	35,153	12,074

3.3. Fees and Charges

Pemberton Sports Club sets fees and charges that are published for use/hire of facilities within Pemberton Sports Complex.

Table 3.4 provides a summary of the facility hire fees associated with use of the sports courts and mezzanine floor level for sport/fitness activities.

Table 3.4: Hire fees for Pemberton Sports Complex Sports Courts, 2022/23

Hire Charges		
Sports court hire – per hour, per court (seasonal)		\$21.70
Sports court hire – per hour, per court (occasional, daytime, no lights)		\$15.50
Use of courts with lights – per hour, per court		\$37.90
Schools – occasional bookings – per hour, per court		\$28.70
Other than sports (per hour)	with lights	\$114.70
	without lights	\$80.00
Other than sports (half day up to 4 hours)	with lights	\$434.40
	without lights	\$280.00
PCC kitchen hire per booking		\$65.00
Cleaning fee (per hour)		\$60.00
Squash Courts		
Available to hire during sports club opening hours – per hour, per court, minimum 1 hour		\$20.00
Schools – occasional bookings – per hour, per court, minimum 1 hour		\$15.00
Mezzanine Floor Level		
Sport/Fitness – seasonal bookings – per hour, minimum 1 hour		\$20.00
Sport/Fitness – occasional booking – per hour, minimum 1 hour		\$40.00

Table 3.5 provides a summary of the Karri & Jarrah Rooms for meetings/other uses.

Table 3.5: Hire fees for Pemberton Sports Complex Meeting Space, 2022/23

Pemberton based sporting group/not for profit/charity		
Meeting room – per hour		\$20.00
Meeting room – half day, up to 4 hours		\$50.00
Meeting room – full day, over 4 hours		\$75.00
General public/government agency		
Meeting room – per hour		\$50.00
Meeting room – half day, up to 4 hours		\$100.00
Meeting room – full day, over 4 hours		\$150.00
Commercial entity		
Meeting room – per hour		\$50.00
Meeting room – half day, up to 4 hours		\$100.00
Meeting room – full day, over 4 hours		\$150.00
Cleaning fee (when food consumed as part of meeting) – per hour		\$60.00
Equipment hire	Chairs	\$2.00 each
	Tables	\$5.00 each

Table 3.6 provides a summary of hire rates for the Pemberton Sports Complex restaurant area, with all bookings subject to approval by the Kitchen Lessee, along with hire rates for the canteen.

Table 3.6: Hire fees for Pemberton Sports Complex Function Room and Canteen, 2022/23

Within Sports Club normal trading hours	
Function room only	\$150.00
Function room with tea & coffee supplied	\$200.00
Function room with basic canteen use	\$250.00
Functions held outside normal trading hours additional fees	
For each staff member when licenced bar required – per hour	\$60.00
One off cleaning fee – per hour	\$60.00
Pemberton Sports Club Canteen	
Not for profit/charity – season rate per day	\$50.00
General members	Half day, up to 4 hours \$80.00
	Full day, over 4 hours \$100.00
External facilities – toilets, one-off cleaning fee, per day	\$60.00

Table 3.7 provides a summary of the membership fees for the gym at Pemberton Sports Complex.

Table 3.7: Gym membership fees for Pemberton Sports Complex, 2022/23

Gym membership fees	
1 month membership	\$50.00
6 month membership	\$250.00
12 month membership	\$450.00

A comparison of the fees at Pemberton Sports Complex with other like facilities in the South West is provided in Table 6.3.

3.4. Liquor Licence

The Department of Racing, Gaming and Liquor is responsible for administering the Liquor Control Act 1988 and promoting the integrity and lawful liquor activities. The Liquor Control Act 1988 provides for 11 different types of liquor licence in Western Australia.

Sport and recreation clubs in Western Australia wanting to sell alcohol on their premises must apply for a club or club restricted liquor licence. A club licence, as held by Pemberton Sports Club, allows liquor to be sold or supplied to a member, or guest of a member in the company of that member, for consumption on the premises. General trading hours are 6am to 12 midnight on Monday to Friday; 6am to 1am Saturday and 10am to 10pm on Sundays. Club restricted licences have specific time limitations specified in the licence and restrict sales of any packaged liquor. These would generally be obtained by individual sporting clubs.

A requirement of any licence is the keeping of proper records of meetings, membership categories and membership numbers. In addition proper financial accounts must be maintained by the licensee.

Generally rates associated with any premises are calculated by multiplying the gross rental value (GRV), which is supplied by Landgate Property and Valuation Services, by the “rate in the dollar”. Where premises include a ‘commercial’ floor area, the rateable value may be increased proportionately.

In September 2019 Pemberton Sports Club wrote to the Department of Racing, Gaming and Liquor to seek advice on removal of some areas within the Club’s licence area. Correspondence was also provided to the Shire of Manjimup about this matter.

In April 2021 the Shire of Manjimup wrote to Pemberton Sports Club to advise of consent to the Club's application to the Department of Racing, Gaming and Liquor to reduce the indoor and outdoor license areas. The Shire noted that if approved:

1. The Shire would revise and amend the licenced area on the lease with Pemberton Sports Club for Lot 181 and Reserve 22663.
2. The altered liquor licence plans would be sent to the Valuer-General to determine any effect on the valuation used for the rates calculation.
3. Pemberton Sports Club would be responsible for applications for occasional liquor licences for any applicable events outside the liquor licence areas.
4. Southerners Football Club may submit a request to the Shire of Manjimup for a proposed playground on Reserve 22663 outside the liquor licence area.

The Principal has advised that no notification of the outcome has been received from the Club in relation to the above mentioned application.

3.5. Rating Policy and Concessions

The Shire of Manjimup has a Rating Policy and Rates Concession Waivers that are followed and applied with regard to property rating in the Shire.

3.5.1. Rating Policy

The Shire of Manjimup Rating Policy is documented by Policy, 4.1.9 Rating Policy. The object of this policy is to ensure a clear policy on property rating in the Shire of Manjimup that is easy to understand, administratively efficient, raises additional revenue for the Shire and delivers an equitable rating treatment between like uses.

The key premise on which the policy is structured is that rates are based on the 'use' of a property and where predominant use is rural the basis will be Unimproved Value (UV) and where non rural the basis will be Gross Rental Value (GRV).

The portion of any club using a licenced premises is rated on a GRV basis, notwithstanding the club may be a not for profit organisation. This is because the licenced activity is considered to be of a similar nature to that commercially available at other licenced premises. Indicative treatment of uses under the rating policy of relevance to Pemberton Sports Complex includes:

Use	UV or GRV	Comment
Licensed Premises (ie, licensed area of clubs)	GRV	In respect of the licensed area. No rates applicable on other community sport and recreation components of the property.

3.5.2. Rates Concession Waiver

The Shire of Manjimup Rates Concession Waiver Policy is documented by Policy, 4.1.14 Rates Concession Waiver. The object of this policy is to provide an administrative framework for assessing any application requesting the waiving or granting concession from rates to not-for-profit community based organisations occupying rateable land in accordance with Council's discretionary powers provided by section 6.47 of *The Local Government Act 1995*.

In line with the Act, a local government may resolve to waive a rate or service charge or resolve to grant other concessions in relation to a rate or service charge. This policy recognises the value and importance of the services and contributions that community groups and associations provide.

The Policy notes that not-for-profit community groups including sporting associations that hold a licence under the Liquor Licensing Act 1988, the licenced area and any residential area of the property only is rated.

The Policy also sets out the process to be followed by both the Shire and a not-for-profit community group providing a benefit to the community from rateable land for relief of rates, including that all rate concessions/waivers are subject to annual review. Table 3.8 provides a summary of rates concessions for Pemberton Sports Clubs and other Sports or country clubs from the Shire of Manjimup 2022/23 adopted budget.

Table 3.8: Rates Concessions and Waivers, 2022/23

Concession	Valuation	Rates Raised	Concession	Net Rates
Manjimup Country Club	146,500	\$14,861.33	\$11,145.99	\$3,715.33
Pemberton Country Club	36,500	\$3,702.65	\$2,730.65	\$1,036.00
Tigers Football & Sporting Club	46,000	\$4,666.36	\$3,499.77	\$1,166.59
Imperials Football Club	74,500	\$7,557.47	\$5,668.10	\$1,889.37
Walpole Country Club	55,000	\$5,579.34	\$4,184.50	\$1,394.83
Pemberton Sports Club	318,980	\$32,358.13	\$24,268.60	\$8,089.53

The Shire of Manjimup has applied a consistent rate of approximately 75% concession from the nominal rates charge based on the rateable property valuation.

The biggest issue facing Pemberton Sports Club with regard to rates is the size of the licenced area and valuation placed on Pemberton Sports Complex, and as a result, the net rates charged after granting of the concession. This is particularly so given the small turnover of the Club.

The Review of Pemberton Sports Club undertaken in 2014 found that on balance the 75% concession applied to sporting groups with licensed premises was fair, equitable and consistent, with a recommendation to continue the concession. SGL is of the view there may be merit in further exploring how the valuation for Pemberton Sports Club is undertaken and whether a more equitable calculation may be considered, based on the community benefit, type and frequency of use of Pemberton Sports Complex by sporting clubs and respective users.

3.6. Asset Maintenance

The lease between the Shire of Manjimup and Pemberton Sports Club sets out the parties responsibilities with regard to asset management and maintenance. Key responsibilities of each party are summarised in Table 3.1.

The Principal has noted the Shire has invested over \$200,000 during 2022/23, funded under the Federal Government Local Road and Community Infrastructure Round 3. Works include external and internal painting, repairs to walls, floors and ceilings, replacement of carpet and flooring, installation of led court lights, condensation fans and amendments to ensure compliance with safety and accessibility standards.

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4. HISTORY OF SUPPORT FROM SHIRE OF MANJIMUP

There has been a long history of support provided to Pemberton Sports Club from the Shire of Manjimup in response to requests from the Club.

4.1. Request May 2022

On 18 May 2022, Pemberton Sports Club wrote to the Shire of Manjimup to request financial support over a two-year period, including:

1. Water and sewerage (\$12k)
2. Electricity (\$20k)
3. Maintain minor maintenance allowance (\$10k)
4. Maintain youth zone (\$6k)
5. Rates (\$8k reduced to \$3.5k).

In response the Shire agreed to a one off financial support package consisting of:

4. Support of \$52,500 to be made up of:
 - a. \$20,000 current outstanding balance of the Club in the Recreation Centre Development Program;
 - b. \$10,000 (ex. GST) in the 2022/23 financial year budget under the Recreation Centre Development Program for Pemberton Sports Complex;
 - c. \$6,000 (ex. GST) in the 2022/23 financial year budget under the Community Funds Program for the Pemberton Youth Zone; and
 - d. \$16,500 to be contributed from Municipal funds in the 2022/23 financial year budget;
5. Notify Pemberton Sports Club Inc. that the above support is conditional on full cooperation with a review of the operational model of Pemberton Sports Complex and a willingness to support implementation of the review findings; and
6. Approve expenditure of \$30,000 from the Recreation Ground/Facility Improvement Reserve in the 2022/23 budget for the Shire to facilitate a review of the operational model of Pemberton Sports Complex (this review).

In 2022, as part of the funding mentioned in Chapter 3.6, the Shire funded structural and maintenance works of which some are considered under the lease/policy the responsibility of the Shire but also included a number of maintenance items which under the lease are the responsibility of the Club.

4.2. Request July 2020

On 16 July 2020, following a request from Pemberton Sports Club the Shire resolved to:

7. Write off \$2,080.50 (ex. GST) in rates for the 2019/20 financial year;
8. Write off \$3,586.29 (ex. GST) in electricity charges for the 2019/20 financial year;
9. Write off \$3,327.76 (ex. GST) in water charges for the 2019/20 financial year;
10. Increase the bad debt expense account in the 2020/21 budget by \$8,994.55 (ex. GST) to cover the cost of items 1, 2 and 3 above;
11. Wave rates for 2021/21; and
12. Notify Pemberton Sports Club Inc. that given the history around previous rate waivers and debt write offs, the Shire of Manjimup will not waive rates and write off public utility debts against the property at any stage in the future.

4.3. Ongoing Financial Assistance

The Recreation Centre Development Program was established by the Shire of Manjimup in 2014/15 to assist town recreation centres (Pemberton Sports Complex, Northcliffe Recreation Grounds and Walpole Recreation Centre) which are leased to local sporting associations, to operate sustainably. The Shire of Manjimup funds this program annually through allocating 1% of the prior year rates, with the remaining balance to be utilised for recreation development and a transfer into the Recreation Grounds/Facility Improvement Reserve.

Funding is designed to be applied to the recreation and community components of each facility (not licensed areas). However, in 2016/17, \$20,000 of funding was applied (with Shire approval upon request of Pemberton Sports Club) to clear the electricity debt owing to the Shire. It is noted that the way the audited financial statements for the Club are presented they do not distinguish between the proportion of electricity that would have been incurred in operation of the bar versus operation of the sport and recreation components of the Complex.

The Shire of Manjimup also provides ongoing support of \$6,000 per annum for a youth zone to be operated in each town, with funding provided through the Community Funds Program. Historically, the youth zone in Pemberton was run by Pemberton Sports Club, however it has not operated consistently in recent years due to a number of reasons. The Shire's Youth Development Officer facilitated re-commencement of the youth zone in May 2022 in collaboration with the Club and Northcliffe Youth Zone. However, upon the resignation in 2022 of the then youth worker employed by the Club, the Zone has not been operational.

In total, financial support provided to the Club by the Shire, including through the Recreation Centre Development Program, since 2011/12 is \$279,177, including \$45,000 allocated to undertake two reviews to assist with financial sustainability of the Club/Complex. Without the amounts for the reviews, the funding support provided was an average of \$19,514 per annum over the past 12 years, however over the past three years this amount was \$24,615 on average per annum. Table 4.1 provides a summary of the financial support provided to Pemberton Sports Club for continued operation of Pemberton Sports Complex.

The other leased centres in Northcliffe and Walpole have not received any support other than funding through the Recreation Centre Development Program (\$90,000 and \$110,000 each respectively in total). In comparison, Shire officers report that the costs to the Shire to operate Manjimup Recreation Centre (Manjimup Indoor Sports Pavilion) since 2014/15 was \$75,736, an average of \$9,457 per annum.

Notwithstanding the above the Shire of Manjimup has acknowledged that Pemberton Sports Complex is a large multi-use facility that services a direct population of less than 1,000 people with inherent complexities and unique challenges.

Table 4.1: Historic overview of financial support for Pemberton Sports Club

Year	Amount	Description
2011/12	\$4,156	Write off outstanding rates
2012/13	\$8,500	Write off outstanding rates
	\$20,181	Utilities
	\$15,000	Audit/review of Pemberton Sports Club undertaken
2013/14	\$8,391	No rates raised
2014/15	\$40,000	Town Recreation Centre Council Subsidy
2015/16	\$20,000	Town Recreation Centre Council Subsidy
2016/17	\$20,000	Town Recreation Centre Council Subsidy
2017/18	\$10,000	Town Recreation Centre Council Subsidy
2018/19	\$10,000	Town Recreation Centre Council Subsidy
2019/20	\$10,000	Town Recreation Centre Council Subsidy
	\$2,081	Write off rates
	\$3,586	Write off electricity debt
	\$3,328	Write off water debt
2020/21	\$7,454	Rates waived
	\$10,000	Town Recreation Centre Council Subsidy
2021/22	\$10,000	Town Recreation Centre Council Subsidy
2022/23	\$10,000	Town Recreation Centre Council Subsidy
	\$36,500	Additional financial support
	\$30,000	Review Pemberton Sports Complex governance model
Total	\$279,177	

4.4. 2014 Review of Pemberton Sports Club

In January 2013 in response to correspondence from the Club seeking financial assistance, the Shire resolved to undertake a review of the operating structure and practices of Pemberton Sports Club. The final report from this review is dated 19 May 2014. The below is an extract from the review:

- There is a trend in developing innovative approaches by community facility operators as a means of reducing operational costs, including reducing energy and water use, increasing potential to generate secondary spend by customers and developing partnerships with other community service providers (through co-location).
- A review of the constitution found the Club operates under acceptable and recognised good practice and the operational structure is sound, however gaps in policy, reporting and decision making processes were identified as:
 - Development of an operational plan and forward budget process which is reviewed monthly
 - Development of a long-term strategic plan for growth and future site planning
 - Development of a risk management strategy and mitigation measures which need to be reviewed by the board as a minimum every two months
 - Delineation of clear roles and responsibilities of board members and alignment to a communication plan, operational plan and strategic plan.
- The negative financial position which the Club has addressed through a variety of mechanisms are 'one off' solutions. Important building blocks need to be established to assist to control finances, including:
 - Development of systems, policies and processes approved by the board
 - Development of an asset management plan, to ensure the costs required to maintain the facility for community use are available annually

- Development of a staff business plan that is required and adjusted in line with trends and opportunities to attract additional revenue
- The community centre, whilst a separate and non-profitable entity should be incorporated within the main operational framework as Pemberton Sports Club and provided as a consolidated service offer to both member clubs and the general community
- The immediate priority for Pemberton Sports Club should be to address energy costs and in the first instance renegotiate the current contract with Alinta. Subsequent to that, the opportunity to install a solar system should be explored further.
- A visual audit of the facility highlighted a number of potential options which individually or collectively would assist in generating more use of the centre, off-set operational costs and/or generate a greater level of income, including:
 - Introduction of additional signposting within and outside the site to provide greater delineation between sports club activity and community centre
 - Consolidation of activities to ensure space is maximised and heating/lighting costs are reduced
 - To explore use of the creche for occasional child care and play group activities to support the use of the gym by carers
 - Consideration to removing the squash courts and utilising the space to enable complimentary infrastructure to collocate, potentially providing more flexible space for a variety of users
 - Exploring the opportunity to use the space as a Community Resource Centre or alternate community use, such as arts, which needs to maintain a controlled access point
 - Group fitness is ideally located within the main body of the building and aligned to gym/personal fitness use
 - The function spaces, being on a split level may be viable for community arts use or as a base for St Johns Ambulance with minor external modifications and introduction of disabled access between levels (It has been noted by Shire officers that the option of St John Ambulance utilising a portion of the Complex as a base was explored and not supported by St John Ambulance)
 - The current gym area should be retained and incorporated within the service offer of Pemberton Sports Club
 - Commercial space should be considered within the Centre.
- As part of the review consultation was undertaken with the Shire, Pemberton Sports Club and representatives of the clubs who use the facilities. Key issues of note were raised as the ability of clubs to fund raise and their limited member numbers, declining memberships and options to reduce costs associated with use of the building, including changes to energy use and co-location of other user groups within the Complex.
- The review concluded that the optimum management of the Club is the model currently adopted as it provides independent management of the facility on behalf of the sporting use groups. However, it was noted that financial position needed to be stabilised and alternate income generation opportunities identified and progressed.
- Recommendations were identified as:
 - **Priority 1:** Stabilise the financial position of Pemberton Sports Club
 - Waiver of rates for a minimum of 2 years and maximum of 3 years and write-off any outstanding debt payments
 - The Shire work with Pemberton Sports Club to develop key documentation which will enable the club to strategically plan for the future, including a business plan, asset management plan and strategic plan
 - A review of the club funding model to secure a greater commitment from all user groups
 These items were to be undertaken immediately and tied into time limited performance measures
 - **Priority 2:** Explore options to reduce energy costs
 - Re-negotiate the energy supply contract and explore options to reduce contract costs
 - Investigate alternative energy installation options and payback period
 - Put in place a program to move to energy efficient lighting

- **Priority 3:** Investigate partnership development options to assist in more effectively managing the ongoing operational costs of Pemberton Sports Complex (It has been noted by Shire officers that partnership opportunities were investigated at the time and were not supported by the then board of Pemberton Sports Club)
 - Investigate potential to relocate St Johns or other community groups to the existing split level function area located behind the reception of Pemberton Sports Complex
 - Investigate the option of converting the existing squash and first floor group fitness area for the purposes of a library or resource centre or other alternative community use
- **Priority 4:** Ongoing activities
 - Implement club policies to mitigate the high risk profile
 - Re-evaluate the club staffing model on an ongoing basis to support the strategic plan
 - Staged incorporation of the PSC within the management responsibilities of the Pemberton Sports Club subject to agreement with the Shire on future financial commitments and a minimum break-even revenue plan
 - Re-introduce rate payments by Pemberton Sports Club by 2017 and align performance of the Pemberton Sports Club to an annual reporting process to the Shire based on agreed key performance measures.

4.4.1. Status Overview of 2014 Recommendations

Table 4.2 provides a summary overview of the status of the recommendations made in the 2014 Review of Pemberton Sports Club.

Table 4.2: Status Overview of 2014 Recommendations

Recommendation	Responsible	Status
Priority 1: Stabilise the financial position of Pemberton Sports Club Waiver of rates for a minimum of 2 years and maximum of 3 years and write-off any outstanding debt payments.	Shire	<ul style="list-style-type: none"> No rates were raised in 2013/14. In 2014/15 the Shire established the Town Recreation Centre Subsidy, which provided \$40k subsidy in the 1st year, and \$20k for 2 subsequent years, after which it continued with \$10k annually. Since 2014 the Shire took on the responsibility for court floor maintenance of all recreation centres within the Shire.
The Shire work with Pemberton Sports Club to develop key documentation which will enable the club to strategically plan for the future, including: <ul style="list-style-type: none"> - A business plan to be reviewed annually by the Club. - An asset management plan to be reviewed annually by the club in partnership with the Shire. - A strategic plan providing long term strategic direction for PSC. 	Shire & PSC	<ul style="list-style-type: none"> The Shire ran a Club Development Program from 2014 to 2018 with a dedicated officer available to assist clubs and offer training sessions. All clubs, incl PSC, were invited to each session. Following this program, the State Government (DLGSC) offered the Every Club Program which offers online resources and regular online (mostly free) training sessions. Every Club information and training/grant opportunities are regularly being disseminated by the Shire to all clubs within the Shire.
A review of the club funding model to secure a greater commitment from all user groups.	PSC	<ul style="list-style-type: none"> No information has been provided by the Club in relation to this recommendation.
Priority 2: Explore options to reduce energy costs Re-negotiate the energy supply contract and explore options to reduce contract costs.	Shire	<ul style="list-style-type: none"> Completed: the Shire investigated energy supply contract options, and upon the Alinta contract expiry date entered into a supply contract with Synergy as it provided good usage rates and transparency of charges.
Investigate alternative energy installation options and payback period.	PSC & Shire	<ul style="list-style-type: none"> In 2014/15 the PSC installed a \$47k solar PV system with \$25k financial assistance from the Shire's Town Recreation Centre Subsidy.
Put in place a program to move to energy efficient lighting.	PSC	<ul style="list-style-type: none"> The Shire undertook a comprehensive analysis of the electricity usage of all parts of the Complex, and shared the results and recommendations with the PSC to reduce the highest usage areas (being the cool room, freezer and bar). Over the years PSC has gradually replaced most lighting in the building for LEDs, assisted by the Shire's Town Recreation Centre Subsidy.

Priority 3: Investigate partnership development options to assist in more effectively managing the ongoing operational costs of Pemberton Sports Complex		In 2022/23 the Shire replaced the indoor courts lighting with LEDs.	
Investigate potential to relocate St Johns or other community groups to the existing split level function area located behind the reception of Pemberton Sports Complex.	Shire & PSC	<ul style="list-style-type: none"> The Shire presented partnership and co-location opportunities at the time, which were not supported by the then board of Pemberton Sports Club. Prior to the establishment of the now Pemberton Community Hub, consultation was undertaken between the PSC and co-location stakeholders, however the costs of proposed building expansions to meet the requested facilities, were financially unfeasible. 	
Investigate the option of converting the existing squash and first floor group fitness area for the purposes of a library or resource centre or other alternative community use.	Shire & PSC	<ul style="list-style-type: none"> See above. 	
Priority 4: Ongoing activities			
Implement club policies to mitigate the high risk profile. In particular: <ul style="list-style-type: none"> Working with children and child protection Code of conduct for members, players, committee, officials, coaches, spectators and volunteers Health and Safety Dispute resolution Financial management Statutory Obligations General Club / Organisational 	PSC	<ul style="list-style-type: none"> No information has been provided by the Club in relation to this recommendation. 	
Re-evaluate the club staffing model on an ongoing basis to support the strategic plan.	PSC		
Staged incorporation of the PSC within the management responsibilities of the Pemberton Sports Club subject to agreement with the Shire on future financial commitments and a minimum break-even revenue plan. Areas to investigate include: <ol style="list-style-type: none"> Rationalisation of current office / kiosk space and the potential future expansion of the gym and associated supporting activities (i.e. allied health use of consulting rooms for therapy / treatment). Keyholder and secured gym entry which permits extended 	PSC	<ol style="list-style-type: none"> No information has been provided by the Club in relation item 1. PSC expanded their gym operations and made building amendments to make the gym accessible 24/7. The Pemberton Playgroup has been located at the Pemberton Sports Complex for some years now. 	

operational hours. 3. The re-introduction and integration of the playgroup / crèche		
Re-introduce rate payments by Pemberton Sports Club by 2017 and align performance of the Pemberton Sports Club to an annual reporting process to the Shire based on agreed key performance measures.	Shire	<ul style="list-style-type: none"> See first comment above.

4.4.2. 2014 Analysis of Complex Energy Use

Following receipt of the Review, the Shire undertook a comprehensive energy consumption audit of the Complex. The final report and audit recommendations were formally provided to the club as lessee of the Complex to consider and implement any recommendations with regard to energy consumption savings.

Table 4.3 shows the areas that had sub meters installed, with the percentage of total electricity usage per sub-metered area from the period of 1 February to 14 July 2014. It is noted that this is not a full year analysis and therefore is not a fully accurate picture of annual electricity usage across the Complex. For example, electricity usage for sports that use the Football oval lights during winter and early spring would not be fully captured as the analysis did not cover the full season.

Table 4.3: Electricity usage by sub-metered area in the Complex, February to July 2014

Submeter	Areas included	% of total Complex usage
Creche	creche	0.13%
Kitchen	kitchen (bain marie, dishwasher, lights) NOT included: cool rooms, water heaters, air conditioning	11.38%
Bowls	bowls lawns	0.19%
Football	oval lights	1.78%
Comm. C.	stadium courts, gym, squash, toilets, group fitness room	10.36%
Remaining	NOT SUBMETERED: bar, cool rooms, club rooms, car park, lobby, function room, youth zone, darts room, bowls room	76.16%

The energy audit took the analysis further by reviewing all hard wired electrical equipment in each area of the Complex, expected energy consumption by power rating with a calculation of cost by hours of usage. This analysis calculated the expected annual cost for each area of the Complex, broken down into community centre/sport areas and Pemberton Sports Club areas (including the bar, kitchen, bowls and darts/snooker rooms and the refrigeration areas). It is noted this analysis excluded the sub metered areas of the creche and football overall lights, however included the sub metered kitchen, bowls lawns and area identified as Comm C (stadium courts, gym, squash, toilets and group fitness room).

Table 4.4 shows the calculated annual energy cost (based on an average charge of 0.26c per kwh) for each area within Pemberton Sports Complex, broken into community centre and sports club. It is noted this analysis placed the club rooms, bowls room and darts/snooker rooms in the sports club as opposed to the community centre component of the Complex.

The analysis shows the highest usage areas of the complex to be associated with the bar (40.81%), the small cool room and freezer (17.68%) and the large beverage cool room (13.93%). It should be noted that current revenue from Kitchen operations is approximately \$600 per annum, which is around 10% of operational expenses of that part of the building when considering the electricity costs for operations of the freezer and kitchen equipment. For the community centre component of the Complex the highest usage area was identified as the recreation stadium (6.20%). The club rooms (consisting of electrical appliances in the canteen area) were also identified as a higher usage area (9.60%).

Table 4.4: Calculated energy cost and usage, Pemberton Sports Complex

Area	Yearly cost	% of cost
Jarraah room	\$ 430	1.35%
Car park	\$ 50	0.16%
Outdoor entrance	\$ 132	0.41%
Lobby	\$ 74	0.23%
Admin office	\$ 179	0.56%
Recreation stadium	\$ 1,978	6.20%
Hallway to stadium	\$ 122	0.38%
Gym	\$ 988	3.10%
Squash courts	\$ 21	0.07%
Group fitness room	\$ 38	0.12%
Community Centre Change Rooms	\$ 90	0.28%
Community Centre Kitchen	\$ 1,011	3.17%
Total Community Centre	\$ 5,112	16.03%
Hallway to bar	\$ 172	0.54%
Cool room large beverage	\$ 4,441	13.93%
Cool room small + freezer	\$ 5,637	17.68%
Kitchen	\$ 58	0.18%
Bar	\$ 13,013	40.81%
Club rooms	\$ 3,062	9.60%
Bowls	\$ 78	0.24%
Darts/snooker room	\$ 315	0.99%
Total Pemberton Sports Club	\$ 26,777	83.97%
Total	\$ 31,889	

5. STAKEHOLDER CONSULTATION

The consultants have undertaken a multistage approach to key stakeholder and community consultation as part of this project. This has included an initial face to face stakeholder meeting and follow up electronic community and user group consultation via phone, email and internet correspondence.

5.1. Initial Face to Face Consultation

Upon commencement of this project the consultants undertook meetings with a variety of key stakeholders of Pemberton Sports Complex. These key stakeholders consulted included:

- Officers from the Shire of Manjimup (representing the Principal)
- Shire of Manjimup Shire Ward Councillors (for Pemberton)
- Pemberton Sports Club Manager
- Pemberton Sports Club Board.

During this stakeholder consultation period the consultants were able to physically visit and interact with the Pemberton Sport Complex, and the Sports Club board members. This allowed for key exploratory questions to be asked based upon emergent issues from the tour of the complex. During this phase of the stakeholder consultation the following issues were identified:

- There has been long-term concern from Shire officers and Pemberton Sports Club Board members with the financial sustainability of Pemberton Sports Club's operational model.
- The Shire focus is on keeping Pemberton Sports Complex open for the community.
- The Shire is concerned the liquor licence operations are not a core community component that the local government should use public funds to support.
- The Shire is wanting to ensure equity in providing community facilities within the Shire of Manjimup.
- The Pemberton Sports Club board have sought to rationalise their operations for the betterment of the community and to ensure the future sustainability of the club and complex.
- The Pemberton Sports Club perceive the bar and restaurant operations as critical to the whole facility, and a long-term legacy of the pre-existing workers club.
- Historical and legacy issues exist that complicate the future operations of the Pemberton Sports Complex, including:
 - Pemberton Sports Club has evolved from the pre-existing workers club associated with the forestry industry which was the dominant industry in Pemberton prior to 2002, noting that 2024 will see the final closure of the native timber industry.
 - The Pemberton Sports Complex was a joint venture between multiple parties including the PSC, sporting clubs, the Shire of Manjimup and government funding from multiple levels.
 - As population in Pemberton has declined usage of the facility has declined.
- The bar and restaurant area are operationally constrained due to the licence conditions which prohibit broader community engagement beyond club members and external visitors.
- Pemberton Sports Club, with support from the Shire of Manjimup, has sought to reduce operational expenditure for the complex through developing renewable energy options, and adapting roofing in the sports hall to allow more natural light.
- The restaurant space has been outsourced to an external operator as it is not core business of the Pemberton Sports Club, although it is run for the benefit of the community and helps to support and drive bar sales.

5.2. Pemberton Sports Complex User Group Consultation

An electronic key stakeholder consultation survey instrument was designed and approved by the Shire of Manjimup before being circulated to the key user groups of the Pemberton Sports Complex. This survey was developed to understand the organisational perspectives of the key sports and community clubs who use, lease or rent space in the facility during the year. The electronic survey was hosted by SGL Group on Survey Monkey, and was made available to the key stakeholders from 10 April 2023 through to 1 May 2023. Key user groups were directly contacted via email, and where necessary phone call to encourage them to participate in the survey.

Responses were sought from the following clubs:

- Southerners Football Club Inc
- Pemberton Cricket Club Inc
- Pemberton Basketball Association Inc
- Pemberton Bowls Club Inc
- Pemberton Playgroup
- Southerners Junior Football Club Inc
- Southern Strikers Junior Soccer Club Inc
- Pemberton Netball Association Inc
- Pemberton Darts Association
- Pemberton Youth Group.

Stakeholders were asked to identify how many players and supporters attended the Pemberton Sports Complex to participate in club/user group activities. Additionally, the user groups were asked to identify how many members their respective clubs had as financial members. The responses for each of the groups included:

User Group	Participants and Supporters	Members
Southern Strikers Soccer Club	180	85
Southerners Junior Football Club	200	90
Pemberton Bowls Club, Incorporated	20	32
Pemberton Ladies Darts	20	16
Northcliffe Netball Club	30	Unknown
Pemberton Mixed Summer darts	24	27
Pemberton Arts Group	100	55
Southerners Football Club (seniors)	100	100
Pemberton Basketball association	120	120
Pemberton District High School P & C	10	15
Pemberton Playgroup	20	10

The results of this question indicate high participation and engagement rates within the Pemberton community, and are consistent or higher than the expected sports participation rates in Western Australia for the respective sports.

5.2.1. Frequency and Usage of Pemberton Sports Complex

Frequency and time of usage are important indicators of facility utilisation and key user groups identified their respective usage as:

Frequency of Use		Time of Each Use	
None of the above	0.0%	None of the above	9.0%
Twice or more a week	37.0%	Up to and including 1 hour	18.0 %
Weekly	45.0%	Half day (up to and including 4 hours)	64.0 %
Fortnightly	0.0%	Fully day (over 4 hours)	9.0%
Monthly	9.0%		
Occasionally	9.0%		

When considering frequency of use usage of time, utilisation is demonstrated to be strong with 82% of respondents identifying a minimum of weekly frequency of use, and more than 70% of respondents identifying use of the Pemberton Sports Complex for more than half a day at a time (either half day or full day).

Usage of the Complex was identified as being consistent across the year, with a peak in September as a number of different user groups converge their respective seasons at the same time. With the exception of the January School holiday period, Pemberton Sports Complex has an even spread of sports and community groups using the facility throughout the year.

Month	% of Usage
January	36.4%
February	45.4%
March	63.6%
April	63.6%
May	54.6%
June	54.6%
July	54.6%
August	54.6%
September	81.8%
October	45.4%
November	54.6%
December	54.6%

5.2.2. Use of Pemberton Sports Complex

When asked about their arrangement with Pemberton Sports Club for use of the Complex, more than 45% of user groups indicated they have no formal contract with the Pemberton Sports Complex and use the club on an ad-hoc arrangement. A further 36% were working on a seasonal hire basis for facility space.

When asked to identify if they would like to continue with exiting arrangements or seek an amendment 90% of respondents indicated a preference for the status quo.

What contractual arrangement does your organisation have with the PSC?	%
No formal arrangement	45.4%
Hire arrangement on a casual basis in line with standard published hire rates	9.1%
Hire arrangement on a seasonal basis in line with standard published hire rates	36.3%
Lease arrangement	9.1%
Licence to occupy	0.0%

User groups were asked to identify whether their members and participants utilised other parts of the Pemberton Sports Complex with 60% of user groups identifying usage of more than one area of the facility and in most case multiple areas. Response frequency included:

- 6 x Change rooms & toilets
- 3 x Canteen
- 2 x Meeting rooms
- 1 x Oval
- 1 x Bowls room
- 4 x Sports Club bar & function facilities
- 3 x Basketball court
- 2 x Gym
- 1 x Bowling green
- 1 x Kitchen.

As can be demonstrated from the response to other areas used at the Complex there is strong formal utilisation by the sports clubs of the bar and function facilities. These results are particularly strong as these options were unprompted. When explicitly asked whether the members or participants in their respective user groups dined before, during or after their activity at the Complex the results were:

- 70% Yes
- 30% No.

All user groups identified the bar was used by their respective members and participants when attending the Pemberton Sports Complex.

All user groups identified the restaurant not being open as the major inhibitor to greater facility usage.

5.2.3. Satisfaction Levels for Pemberton Sports Complex

Satisfaction levels for a number of aspects of the Pemberton Sports Complex and Pemberton Sports Club by user groups are shown in Table 5.1. Most of the respondents had positive satisfaction results for the various aspects of the either the complex or management and interaction with Pemberton Sports Club. Most question categories recorded 70-90% satisfaction levels. The outlier for this response was satisfaction with the cost of the facility with only 55% recording a positive satisfaction level. It should be noted that this result is to be expected, particularly in the current high inflationary environment.

Table 5.1: User Group Satisfaction, Pemberton Sports Complex and Pemberton Sports Club

	Very Unsatisfied	Unsatisfied	Neither Satisfied or unsatisfied	Satisfied	Very Satisfied	Not applicable
Quality and condition of facilities used by your club/organisation	0.0%	20.0%	0.0%	60.0%	20.0%	0.0%
Cost of use of the facilities used by your club/organisation	0.0%	11.1%	22.2%	22.2%	33.3%	11.1%
Management arrangements for your club/organisation's use of Pemberton Sports Complex	0.0%	10.0%	10.0%	60.0%	10.0%	10.0%
Management of Pemberton Sports Complex by Pemberton Sports Club	0.0%	10.0%	0.0%	70.0%	20.0%	0.0%
Your club/organisation's interaction with Pemberton Sports Club	0.0%	10.0%	10.0%	40.0%	30.0%	10.0%

User groups were asked to comment on why they made the relative assessment of satisfaction. Responses to this open ended question were both positive and negative and could be categorised across the key themes of:

- Quality and condition of facilities
- Costs of use
- Management arrangements
- Management by Pemberton Sports Club
- Interaction with Pemberton Sports Club.

The full list of responses to this question are included at Section 1 of Appendix B.

5.2.4. Facility Specific Levels of Importance

User groups were asked to identify the level of importance they attached to different spaces, rooms and facilities within the Pemberton Sports Complex (Table 5.2). This was designed to identify the organisational perspective on the complex and components within the complex.

Table 5.2: Importance of Pemberton Sports Complex Activity Spaces

Complex Space	Not at all important	Not Important	Neutral	Important	Very Important	Not applicable
Community space (Karri & Jarrah rooms)	0.0%	0.0%	20.0%	40.0%	40.0%	0.0%
Multi-use indoor sports courts	0.0%	0.0%	10.0%	30.0%	60.0%	0.0%
Mezzanine space (ie, for martial arts, yoga, pilates etc)	0.0%	10.0%	20.0%	40.0%	30.0%	0.0%
Gymnasium	0.0%	0.0%	10.0%	30.0%	60.0%	0.0%
Billiards room (for billiards and pool)	0.0%	0.0%	20.0%	70.0%	10.0%	0.0%
Darts room	0.0%	0.0%	30.0%	50.0%	20.0%	0.0%
Lawn bowls green	0.0%	0.0%	10.0%	30.0%	60.0%	0.0%
Youth space	0.0%	0.0%	20.0%	40.0%	40.0%	0.0%
Bar facilities	0.0%	0.0%	0.0%	40.0%	60.0%	0.0%
Dining facilities	0.0%	0.0%	0.0%	20.0%	80.0%	0.0%
Playgroup	0.0%	0.0%	20.0%	50.0%	30.0%	0.0%
Bowls meeting/club room	0.0%	0.0%	0.0%	40.0%	60.0%	0.0%
Squash courts	0.0%	0.0%	30.0%	40.0%	30.0%	0.0%

User groups identified all spaces within Pemberton Sports Complex as being important or very important with between 70-100% in support of that statement.

5.2.5. Future Management Responsibility for Pemberton Sports Complex

Respondents were asked to identify who they thought should be responsible for management of various parts of the Pemberton Sports Complex. Discreet choices were provided for different parts of the complex, with the options of Pemberton Sports Club, Shire of Manjimup, individual sports clubs, individual community groups or private businesses. The results are shown in Table 5.3.

Table 5.3: Suggested responsibility for management of Pemberton Sports Complex activity spaces

Pemberton Sports Complex Facility Space	Pemberton Sports Club	Shire of Manjimup	Individual Sports Clubs	Individual Community Groups	Private Businesses	Don't Know
Community space (Karri & Jarrah rooms)	50.0%	30.0%	0.0%	10.0%	0.0%	10.0%
Indoor sports courts	60.0%	20.0%	10.0%	0.0%	0.0%	10.0%
Indoor mezzanine space	50.0%	20.0%	20.0%	0.0%	0.0%	10.0%
Gymnasium	60.0%	20.0%	10.0%	0.0%	0.0%	10.0%
Bar facilities	60.0%	10.0%	0.0%	0.0%	20.0%	10.0%
Kitchen/Dining facilities	50.0%	10.0%	10.0%	0.0%	30.0%	0.0%
Playgroup	40.0%	30.0%	10.0%	0.0%	0.0%	20.0%
Youth space	30.0%	40.0%	10.0%	0.0%	0.0%	20.0%
Squash courts	50.0%	30.0%	10.0%	0.0%	0.0%	10.0%

Most respondents identified the Pemberton Sports Club as being the best placed for managing the various spaces around the complex, with The Shire of Manjimup as the second most popular option amongst user groups. There was a small percentage of respondents who indicated individual sports clubs were best placed to manage spaces.

The only components of Pemberton Sports Complex that were identified as suitable for management by private businesses were the bar facilities and the kitchen/dining facilities.

5.2.6. User Group Comments about the Pemberton Sports Complex

User groups were asked if they would like to make any unprompted comments about the Pemberton Sports Complex. Responses are listed below, providing some insight about user group views on the complex itself:

- There have been multiple working groups created over time regarding sport and recreation facilities in Manjimup and Pemberton at a huge cost with minimal benefit to the stakeholders and members of the sporting clubs.
- We suggest the money would be better spent directly on the Clubs themselves. If this facility was to close, it would have a massive impact on the Pemberton and Northcliffe community.
- PSC must meet with representatives of the individual club's and where possible action any of their concerns, ie. the more successful the clubs are that use the facilities of PSC, the more successful will be the PSC.
- I think the Shire needs to take control as the Board members are getting older and out of touch with "today's" standards.
- It's a great venue that is not used properly by the community, has potential if organised properly.
- I hope the Sports Club can receive funding to keep the club going, I feel if the Shire take it on we will not have the access and availability we have now, and my personal opinion, the Shire doesn't give a rats about the smaller towns outside of Manjimup. The actual towns that attract tourists.
- The Pemberton Sports Complex is a great facility for the town, sadly the running costs are too high.
- The town lost a lot of it's residents with the closure of the mill, plus many went fly in fly out, the population of the town is now trending towards retirees as there is little employment and no accommodation available.
- Retirees would not use a fair percentage of the facilities of the Complex.

- The PSC is such an important community asset for the towns of Pemberton, Northcliffe and Manjimup. If the PSC was to close, this would have huge implications for the footy club and other sporting clubs that use the facilities.
- I don't believe that the facility should have to make a profit to stay open. The Shire should financially assist in keeping the PSC open in its entirety including the bar and dining. The complex is the main meeting area for our community and without this facility our town will be left without its heart.
- We are grateful that the space exists and have plans to apply for more grants and to do some fundraising to upgrade the outdoor space especially.

5.2.7. User Group Comments about the Pemberton Sports Club

User groups were asked if they would like to make any unprompted comments about the Pemberton Sports Club who are the managers and operators of the Pemberton Sports Complex. Responses listed below:

- The people of Pemberton really need to get behind the current managing body as they appear to be trying very hard to provide the best possible service and facility to all community groups, sporting clubs and individuals.
- We believe that the Pemberton Sports Club needs a paid manager by the Shire of Manjimup as occurs in Manjimup.
- The bowls club is going through a process to replace the bowling green surface and upgrade its surrounds, the budget for this work is approximately \$240,000, we need to know that the PSC will survive and that it will support us as we commit to this enormous spend.
- Keep funding it.
- The PSC could be better managed if more funds were available to employ more people. The town simply does not have enough population to sustain a building and facility of this size especially if you are relying on bar sales to keep the doors open.
- I encourage the Shire to acknowledge what a fantastic facility and asset they have and the huge benefits it provides to the community. It has to stay open for the benefit of the sporting clubs and the community.
- The current committee are doing the best they can and do a lot of voluntary work. It is the most proactive committee in ages.

5.3. Pemberton Sports Complex Community Consultation

An electronic key stakeholder consultation survey instrument was designed and approved by the Shire of Manjimup before being circulated to the community users of the Pemberton Sports Complex. This survey was designed to understand the community perspectives of the community members who utilise the facility during the year.

The electronic survey was hosted by SGL Group on Survey Monkey and was made available to the key stakeholders from 10 April 2023 through to 1 May 2023. Key user groups were directly contacted via email, and where necessary phone call to encourage them to share the survey availability with their members. Additionally, the link was provided and advertised through the Pemberton People Facebook page.

5.3.1. Community Response Profile

The response rate for the community survey was high, with 133 community members participating in the survey with 40% Male, 58.5% Female and 1.5% non-identified. Based on an estimated resident population for Pemberton of 861 people, this is a response rate of 15.4% of the community.

The age profile of the respondents corresponds with the demographic profile of participation and the age demographic of Pemberton across the 35 and older aged categories. The age profile of the respondents was:

Age Profile of Respondents	%
14 or under	0.0%
15 to 24	3.8%
25 to 34	4.5%
35 to 44	26.3%
45 to 54	23.3%
55 to 64	18.8%
65 or older	22.6%
Prefer not to say	0.7%

When asked to identify if the respondent was a member of any of the sports clubs listed the following allocation was provided:

Sports Club Membership	%
None of the above	35.3%
Badminton	5.7%
Basketball	12.8%
Cricket	6.8%
Darts	6.0%
Indoor Hockey	3.0%
Karate	3.0%
Ladies Exercise group	3.8%
Lawn Bowls	15.0%
Netball	12.8%
Snooker	6.8%
Southerners	29.3%
Other (please specify):	15.0%

Alternative specified responses included:

- 5 x Soccer Club
- 5 x Gym
- 4 x Squash/racquet ball
- Social - President of the Sports Club
- Pemberton Aged Accommodation Inc Pemberton History and Heritage, Pemberton Mill Hall committee.
All use the club socially
- Pemberton Arts Group's Annual x 2 exhibitions
- Corporate Bowls season
- Playgroup
- Grandparent, both watch all sports
- A small disability group uses the facility.

The response rate amongst the various user groups of the Pemberton sports complex is diverse, and reflective of the participation rates expected from the different sports, and also corresponds with the participation rates identified in the user group consultation.

Respondents were additionally asked whether they were a member of the Pemberton Sports Club with the following responses:

Yes	68.4%
No	18.8%
I have been previously but am no longer a member	12.8%

Reasons for not being a member were provided in an open ended question and were categorised into key themes, including:

- Member or participant in other sports club/association at the Complex
- Apathy
- Value Proposition
- Lack of Use

A detailed summary of all open ended responses to this question is included at Section 2 of Attachment B.

5.3.2. Pemberton Sports Complex Utilisation

Users were asked to identify their level of utilisation of the centre by primary activity, displayed in Table 5.4. The results of this indicate that more than 50% of team sports participants were visiting the complex on at least a weekly basis. The highest level of occasional visitation was for community and private events and functions. More than 35% of the respondents to this survey identified social visits on at least a weekly visit to the centre which indicates the facility is a significant community gathering location.

Table 5.4: Usage of Pemberton Sports Complex by Activity

	Twice a week	Weekly	fortnightly	monthly	Occasionally	I don't visit for that purpose
Team sports (eg, basketball, netball, football)	20.0%	31.2%	3.2%	5.6%	18.4%	21.6%
Other sports (eg, gym, karate, yoga, squash)	9.4%	16.0%	0.0%	0.0%	19.8%	54.7%
Children and youth activities (eg, playgroup, youth group)	0.0%	6.1%	0.0%	3.1%	9.2%	81.6%
Events (eg, community events, art exhibitions)	5.2%	0.0%	2.6%	7.8%	66.4%	18.1%
Private functions (eg, birthday parties, funeral)	2.6%	0.0%	1.7%	5.1%	78.6%	12.0%
Social/general visit (eg, bar and dining)	12.0%	23.6%	10.2%	7.1%	35.4%	11.0%

Respondents were asked if they attended the facility for a secondary purpose during their primary visit to the Complex. The unprompted and open ended responses included:

- 66% (88 respondents) identified Bar and Dining
- 1 (respondent) art exhibition
- 2 (respondents) Toilets.

When explicitly and directly asked about how frequent the respondent had dined at the Complex the following responses were received:

I haven't dined at Pemberton Sports Complex	15.0%
Twice or more a week	2.3%
Weekly	25.6%
Fortnightly	10.5%
Monthly	15.0%
Occasionally	31.6%

These results demonstrate a strong level of support for regular dining at the Pemberton Sports Complex, with 38% having dined at least on a fortnightly basis throughout the year. When explicitly and directly asked about how frequently the respondent had used the bar at the Complex the following responses were received:

I haven't used the bar facilities at Pemberton Sports Complex	12.1%
Twice or more a week	12.9%
Weekly	28.8%
Fortnightly	13.6%
Monthly	10.6%
Occasionally	22.0%

More than 40% of Respondents indicated that they used the bar at least on a weekly basis at the Pemberton Sports Club, with a further 13% using the bar on a fortnightly basis. This indicates strong multi-use of the Pemberton Sports Complex beyond solely the sports participation aspect.

5.3.3. Value and Importance at Pemberton Sports Complex

Respondents were asked to identify the relative value and importance of various facility offerings of the Pemberton Sports Complex. The purpose of this question was to identify current and emerging attitudes to the complex, and how these insights might inform future performance of the complex. The results, shown in Table 5.5, show the majority of respondents identified the current value proposition at the Pemberton Sports Complex to be about right or inexpensive. This may provide an opportunity for the complex to marginally increase prices for services, however, this may lead to some reduction in usage.

Table 5.5: Usage of Pemberton Sports Complex by Activity

Value for Money	Very Expensive	Expensive	About right	Inexpensive	Very Inexpensive	Do not know
Hire of activity space	0.00%	7.03%	40.63%	12.50%	2.34%	37.50%
Gym membership	2.42%	11.29%	18.55%	8.06%	2.42%	57.26%
Dining	0.76%	6.87%	73.28%	9.16%	0.76%	9.16%
Bar facilities	0.75%	8.27%	69.17%	12.78%	1.50%	7.52%

When respondents were asked to evaluate the relative level of importance of each of the various facilities, spaces and service offerings at Pemberton Sports Complex they responded as shown in Table 5.6.

Table 5.6: Usage of Pemberton Sports Complex by Activity

Facility	Not at all important	Not important	important	Very important	Don't know
Bar facilities	2.3%	0.77%	21.54%	74.62%	0.77%
Billiards room	2.3%	10.85%	42.64%	31.78%	12.40%
Bowls meeting/club room	2.3%	3.03%	33.33%	51.52%	9.85%
Darts room	1.5%	3.0%	44.2%	32.8%	18.3%
Dining facilities	0.0%	4.6%	22.0%	72.7%	0.8%
Gymnasium	0.8%	0.0%	34.3%	56.5%	8.4%
Hire space for community use (Jarrah and Karri rooms)	0.8%	6.9%	32.1%	52.7%	7.6%
Lawn bowls green	1.5%	0.0%	32.1%	62.6%	3.8%
Mezzanine space (ie, for martial arts, yoga, pilates etc)	0.8%	3.1%	34.3%	45.8%	16.0%
Multi-use indoor sports courts	0.0%	0.0%	25.0%	68.9%	6.1%
Playgroup	0.8%	2.3%	35.9%	42.7%	18.3%
Squash courts	3.1%	7.0%	48.1%	27.1%	14.7%
Youth space	1.5%	2.3%	36.9%	45.4%	13.8%

Most facilities in the Complex were identified as being either important or very important. The highest recorded responses for very important were:

- Bar Facilities (74.6%)
- Dining Facilities (72.7%)
- Multi-Use indoor Sports Courts (68.9%)
- Lawn Bowls Green (62.6%).

These very important facility services are an indication of the strong community demand for these facilities to be integral to the overall Pemberton Sports Complex. It is particularly noteworthy that the two highest recorded scores were for the non-sport specific component of the Pemberton Sports Complex (Bar and Dining).

5.3.4. Satisfaction with Pemberton Sports Complex

Respondents were asked a range of questions about the management, operations and infrastructure of the Pemberton Sports Complex. A total of 66.4% of respondents identified they were satisfied with the current operations of the Pemberton Sports Complex.

Responses for satisfaction with various components of Pemberton Sports Complex are shown in Table 5.7. This shows general high levels of satisfaction across the complex. The one area that achieved the lowest level of satisfaction was in the ease of gaining information about usage of the facility. This could indicate there is an opportunity to enhance communication from management in order to attract more participation and usage at the complex.

Table 5.7: Satisfaction with Pemberton Sports Complex

	Very Unsatisfied	unsatisfied	Neither satisfied or unsatisfied	satisfied	Very satisfied	Don' t know
Quality and condition of facilities that you use	3.0%	12.1%	18.2%	50.8%	12.1%	3.8%
Cost of use of the facilities that you use	3.0%	5.3%	16.0%	45.0%	16.0%	14.5%
Ease of gaining information about usage of the facilities	0.8%	10.7%	25.9%	36.6%	9.9%	16.0%
Ease of access of the facilities that you use	3.0%	6.1%	14.4%	51.5%	19.7%	5.3%
Your interaction with Pemberton Sports Club	0.8%	5.3%	22.0%	43.9%	23.5%	4.5%

5.3.5. Management of Pemberton Sports Complex Facilities

Table 5.8 shows responses for who respondents believe should be responsible for management of the various facilities at the Pemberton Sports Complex. The responses from the community mainly advocate for a status quo arrangement, although it should be noted that the second highest category is for the Shire of Manjimup to manage the various aspects of the Pemberton Sports Complex. It should be noted the Dining Area is one aspect of the complex that was preferred for a private business, and the playgroup was seen as best managed by the individual community club. The Pemberton Sports Club was perceived by 75% of respondents as best to manage the Bar facilities at the complex.

Table 5.8: Management of Pemberton Sports Complex Components

	Pemberton Sports Club	Shire of Manjimup	Individual Sports Clubs	Individual Community Clubs	Private Businesses	Don' t Know
Community space (Karri & Jarrah rooms)	48.4%	32.8%	0.8%	5.5%	1.6%	11.0%
Indoor sports courts	44.5%	36.7%	4.7%	1.6%	0.0%	12.5%
Indoor mezzanine space	45.4%	28.5%	6.9%	4.6%	0.0%	14.6%
Gymnasium	53.9%	23.4%	2.3%	2.3%	3.1%	14.8%
Bar facilities	75.8%	7.0%	3.1%	0.0%	9.4%	4.7%
Kitchen/Dining facilities	35.8%	6.9%	2.3%	0.0%	45.4%	10.0%
Playgroup	25.8%	25.0%	1.6%	28.1%	3.1%	16.4%
Youth space	31.2%	37.5%	0.8%	15.6%	0.8%	14.1%
Squash courts	45.7%	29.5%	10.1%	2.3%	0.8%	11.6%

5.3.6. Unprompted Comments about the Pemberton Sports Complex

Community members were provided an opportunity to provide an open-ended comment about the Pemberton Sports Complex. A range of different responses were provided, both positive and negative, which are included at Section 3 of Attachment B.

5.3.7. Unprompted Comments about the Pemberton Sports Club

Community members were provided an opportunity to provide an open-ended comment about the Pemberton Sports Club. A range of different responses were provided, both positive and negative, which are included at Section 4 of Attachment B.

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6. FACILITY BENCHMARKING

A comparison has been undertaken on key metrics between Pemberton Sports Complex and other community/sport and recreation facilities in the Shire of Manjimup and across the wider south-west region.

6.1. Shire of Manjimup

The Shire has a directive to co-locate facilities for sport, recreation and community use. These have a range of operating models and include facilities such as Manjimup Indoor Sports Pavilion, Northcliffe Recreation Grounds, Walpole Recreation Centre, Pemberton Community Hub (under development), Manjimup Community Centre and Northcliffe Colocation.

Table 6.1 provides a summary of each venue, description and components for use, tenure arrangements, financial information and food and beverage offering. This shows:

- Indoor sports courts/components in the towns of Northcliffe and Walpole are leased to local sporting/recreation associations who manage these facilities in direct relationships with user groups. Northcliffe Colocation is leased to a head lessee with sub leases to other tenants. Facilities in Manjimup are managed by the Shire with direct hire arrangements with user groups.
- Pemberton Sports Complex operates with Pemberton Sports Club as head lessee with hire arrangements directly with user groups.
- The Shire of Manjimup maintains the indoor sports court floors in all four towns, including at Pemberton Sports Complex.
- Kitchen and canteen facilities are provided at each facility (with a different level of facility provided at each), however no permanent liquor licencing arrangements are in place at other venues. Liquor Licencing arrangements are all on an event basis for individual users. This differs from Pemberton Sports Complex with a commercial kitchen and dining space, large bar facility and licenced bar.
- Fees and Charges for use of indoor sporting facilities are set by the head lessees and by the Shire for Manjimup Indoor Sports Pavilion. This is consistent with the arrangement in place at Pemberton Sports Complex.
- The Shire of Manjimup sets the fees and charges for use of outdoor sporting fields across the Shire, including those in Pemberton.
- Like Pemberton Sports Complex, Northcliffe Recreation Grounds and Walpole Recreation Centre each receive \$10,000 annually through the Shire's Town Recreation Centre Subsidy to assist with community recreation sustainability.

The benefits of the current arrangements at the recreation and community facilities have been identified as:

- Northcliffe Recreation Grounds – Committed volunteer group operates within their means to ensure buildings are accessible for the community (this is important as Northcliffe has few other community facilities). There is a strong and realistic focus on facility development and upgrades, and collaboration with the Shire to implement these in a staged manner. Arrangements between Northcliffe Recreation Association and underlying sporting groups seems to work well.
- Walpole Recreation Centre – Committed paid administrator/manager with a focus on activation and increasing usage of centre by organising (sports) activities. The centre operates within its means and utilises the Shire subsidy predominantly on items that reduce costs and/or increase revenue streams.
- Manjimup Indoor Sports Pavilion – The Shire can determine equitable and affordable fees, has control over equitable use and accessibility. Fees are targeted at cost recovery.
- Manjimup Community Centre – Synergies between users works well with a strong focus on children and families and cultural services. Groups will at times work collaboratively on delivering events and activities.

- Northcliffe Colocation – Good collaboration between groups with resource sharing and arrangements that are mutually beneficial. For example, Northcliffe Visitor Centre (NVC) does ticketing for the Southern Forest Arts Understory and monitors entry to the Painted Tree Gallery. NVC offers library access to the community seven days a week rather than the traditional 15 hours, the old Library room has been made available as part of the Community Resource Centre lease except for one day a week when used for Story Time and library purposes.

Identified negatives or drawbacks of the current arrangements at the recreation and community facilities across the Shire of Manjimup include:

- Northcliffe Recreation Grounds – There is a strong feeling of ownership for the facilities and grounds which on occasion provides challenges when the facilities are not within NRA lease and/or responsibilities. Due to not having paid administration, and the increased administrative load due to arrangements with underlying sporting clubs, and the drive to upgrade the facilities there is risk of volunteer burn-out. Being a small community there is a small pool for volunteers so stability on the committee is important.
- Walpole Recreation Centre – Insufficient budget for paid administrator often resulting in many volunteer hours. This has resulted in limited opening hours and manning of the facility.
- Manjimup Indoor Sports Pavilion – This is an unmanned facility, thus some usage occurs without prior bookings or advance notice. There is a new access pin code system, that allows greater oversight of usage. Administration of bookings can be time consuming for Shire staff.
- Manjimup Community Centre – Some design issues have been identified as problematic.
- Northcliffe Colocation – Design and size of the facility could have been better however the process for design was fully consultative and it was determined as being fit for purpose at the time and built within the available budget. Stakeholders are looking to expand the facility storage and secure solar to further benefit all user groups.

Table 6.1: Summary of community and sporting facilities in the Shire of Manjimup

Facility name and location	Description and use	Management arrangements	Financial arrangements	Food & Beverage
Manjimup Indoor Sports Pavilion, Manjimup	<p>Three indoor sports courts with basketball and netball line marking (badminton also marked on court 3). Hire agreements only for occasional and seasonal hire.</p> <p>Basketball: Season - October to March, usage - 5 days per week, 3 to 5.5 hours per day (approx.. 20 hours per week), some weekends.</p> <p>Netball: Season - April to September, usage - 2 days per week (approximately 8 hours per week).</p> <ul style="list-style-type: none"> Tiered spectator viewing area on court one only Bench seating and score benches (owned by clubs) Facility also serves as Emergency Welfare Centre (evacuation centre). 	<p>Facility operated, managed and maintained by Shire.</p> <p>Facility bookings by the Shire.</p> <p>Users are invoiced for hire.</p> <p>The Shire maintains all sports court floors in all 4 towns.</p>	<p>The Shire determines equitable and affordable fees, has control over equitable use and accessibility.</p> <p>Fees and charges are set at cost recovery.</p> <p>Hire fees and charges are set by the Shire and published.</p> <p>Historic capital contribution at the time of construction.</p> <p>Some groups have been granted funding by Council towards their funding requests for one-off projects.</p>	<p>The pavilion has a kitchen/canteen facility.</p> <p>Kitchen appliances owned by clubs and permission to use must be sought from these clubs.</p>
Northcliffe Recreation Grounds, Northcliffe	<p>Sporting field with Clem Collins Pavilion and Eric Sanders Grandstand</p> <p>Bowling green (1 green)</p> <p>Outdoor tennis courts (4 courts)</p> <p>Indoor Recreation Centre with 1 court, indoor gym (under redevelopment to provide 24/7 access) and tiered seating.</p> <p>Facility also serves as Emergency Welfare Centre (evacuation centre).</p> <p>Small playground.</p>	<p>All buildings leased and operated by Northcliffe Recreation Association (NRA).</p> <p>Facility maintenance responsibilities in accordance with lease agreement and Shire's lease policy.</p> <p>The Shire maintains all sports court floors in all 4 towns.</p>	<p>\$10,000 per annum provided through the Shire's Town Recreation Centre Subsidy to assist with sustainability.</p> <p>Historic capital contribution at the time of construction.</p>	<p>Clem Collins Pavilion:</p> <p>Open kitchen area (not commercial set up) in the hall; can be utilised by hall hirers.</p> <p>Basic club canteen underneath the Eric Sanders Grandstand, operated by sporting</p>

	Activities include: sports, community activities and events, private functions (eg. birthdays, funerals).	NRA operates through their committee of volunteers without paid manager/administrator. Outdoor facilities managed by the Shire, incl. sporting field and playground. Unique set up of NRA being the only incorporated body, handling all administrative and governance matters for the underlying sporting clubs that utilise the NR grounds.	Some groups have been granted funding by Council towards their one-off projects. A fee for service (\$7k per annum) is in place for the maintenance of the sporting field and surround between the Shire and NRA (note: the same arrangement is in place with different local groups for other sporting fields within Shire, except Walpole due to low usage).	clubs during their sporting activities. Occasional liquor licencing for a small number of events.
Walpole Recreation Centre, Walpole	Indoor Recreation Centre with 1 court, gym with 24/7 access, lobby with kitchen serves as indoor community space. Outdoor tennis courts (3 courts). Small infrared saunas in male and female change rooms. Facility also serves as Emergency Welfare Centre (evacuation centre). Activities include: sports, community activities and events, private functions. Not part of the Walpole Recreation Centre, but on same lot: - Playground - Skate park - Sporting field	Indoor Rec Centre incl. tennis courts leased and operated by Walpole Sport & Recreation Association (WSRA). WSRA operates with a paid manager/administrator. Facility maintenance responsibilities in accordance with lease agreement and Shire's lease policy. The Shire maintains all sports court floors in all 4 towns. Outdoor facilities managed by the Shire, incl. sporting field, skatepark and playground.	Historic capital contribution at the time of construction. Some groups have been granted funding by Council towards their one-off projects.	Open kitchen area (not commercial set up) in the lobby; can be utilised by facility hirers. Occasional liquor licencing for a small number of events.

Pemberton Community Hub, Pemberton	- Community Garden.	<p>Community Garden leased and operated by Ficifolia Community Garden Inc.</p> <p>Note that most Walpole children attend school in Denmark from a certain age; as such there are very few sporting clubs (only yachting club and country club) in Walpole and the WSRA organises many sporting activities (eg. gymnastics, karate, basketball) as well as community events.</p>	<p>Library, public space and hire facilities managed and operated by the Shire. Lease and MOU to Pemberton Community Resource Centre. Lease and MOU to Pemberton Visitor Centre. Lease and MOU to Pemberton Arts Group. Lease and MOU to Pemberton Heritage and History Group. Lease and MOU to Chamber of Commerce and Industry. MOU to Pemberton Branch Returned & Services League</p>	<p>Peppercorn leases (\$100 on demand per annum) Shire to clean and cover utility costs for 50% of the RSL Building being the library, hire space and public are, and maintain gardens/grounds. Individual groups to be responsible for their own cleaning and utility costs. Shire will invoice fees and charges as determined.</p> <p>Collaborative construction and fit out process with majority of finances coming from the Shire of Manjimup and then Lotterywest with individual groups contributing as able.</p>	No food & beverage or liquor licence.
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Manjimup Community Centre, Manjimup	Includes the following facilities/groups: <ul style="list-style-type: none"> • Manjimup Library • Manjimup Art Gallery • Manjimup Family Centre • Timber Tots Daycare Centre • Manjimup Community Health Nurse Rooms for hire. 	Library and Gallery managed and operated by Shire. Lease to Manjimup Family Centre. Lease to YMCA (Timber Tots). Lease to Anglicare Financial Counselling. Lease to WA Country Health Service. Part area under control of Department of Communities Outgoings such as cleaning, utilities and waste management costs are recouped from YMCA, Family Centre and WA Country Health Service by an annual/quarterly fee. Department of Communities pay the Shire an annual contribution to retain control of allocated rooms. Single room counselling services pay an annual fee. Shire covers bulk of communal public space. Facility maintenance responsibilities in accordance with lease agreement and Shire's lease policy.	PHHG eligible for annual subsidy for heritage of \$5,000 and other groups eligible for annual community grant applications. Historic capital contribution at the time of construction. Some groups have been granted funding by Council towards their funding requests for one-off projects via competitive grant processes.	Small kitchenette in community space; can be operated by users/hirers. Commercial kitchen in daycare centre, operated only for daycare centre. Occasional liquor licencing for a small number of events in Art Gallery.
Northcliffe Colocation, Northcliffe	Houses the following groups: <ul style="list-style-type: none"> • Northcliffe Visitor Centre • Northcliffe Library 	Lease to Northcliffe Community Resource Centre (Head Lessee). Sublease to Southern Forest Arts.	Peppercorn Leases and building maintenance in accordance with lease.	Kitchenette and coffee machine for centre users.

	<ul style="list-style-type: none"> • Northcliffe Gallery (Southern Forest Arts) • Northcliffe Community Resource Centre (NCRC) <p>Spaces: Hire/conference room.</p>	<p>Sublease to Northcliffe Visitor Centre. Service Agreement MOU in place between the Northcliffe Visitor Centre and Northcliffe Library SoM.</p> <p>Facility maintenance responsibilities in accordance with lease agreement and Shire's lease policy.</p> <p>NCRC recoups outgoings such as utilities from sublessees.</p>	<p>Historic capital contribution at the time of construction.</p> <p>Some groups have been granted funding by Council for one-off projects (through open competitive community grant processes).</p>	<p>Nil food & beverage. No liquor licence.</p>
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6.2. South-West Region

A desktop reviewed identified a number of sport and recreation or community facilities located in shires adjacent to the Shire of Manjimup. Key details of each facility are summarised in Table 6.2.

A key point of note is that none of these facilities have bar facilities with all focussed on facilitation of sport, recreation and community activities and all are managed by the respective local government.

Table 6.2: Summary of community and sporting facilities in South-West Region

Facility name and location	Description	Facility use
Margaret River Recreation Centre	Indoor Sporting Facility with 2 indoor courts, gymnasium and group fitness classes and a creche (normally 3 court however 1 is unavailable due to the refurbishment works). There is also an outdoor pool which is currently closed for long term refurbishment.	<ul style="list-style-type: none"> Indoor courts – competitions for netball (women's and mixed) and mixed volleyball Creche Outside school hours and holiday care programs Group fitness, exercise physiologist and seniors classes.
Augusta Recreation Centre	Indoor Sporting Facility with a gymnasium, hydro pool and indoor court. Facility is not staffed, with bookings made via Margaret River Recreation Centre	<ul style="list-style-type: none"> Indoor court – basketball, netball, volleyball and Badminton (casual use is included in gym membership).
Geographe Leisure Centre, Busselton	Multi use sporting complex with three indoor courts, gymnasium, group fitness studio, indoor and outdoor heated swimming pools, spa and sauna, café and creche.	<ul style="list-style-type: none"> Indoor courts – for netball, basketball, volleyball and badminton Sporting fixtures (association run competitions and social basketball and netball) Swim school Creche.
Naturaliste Community Centre	Community meeting space with indoor courts, spin bike studio, two multi-purpose activity rooms, commercial kitchen, meeting room and creche facilities.	<ul style="list-style-type: none"> One court stadium – netball, basketball, volleyball, indoor soccer, badminton and tennis Health and fitness classes Social sports School holiday vacation care program Creche.

6.3. Comparison of fees and charges

Table 6.3 provides a summary comparison of the fees and charges for the various hire spaces at Pemberton Sports Complex with those at the other sport, recreation and community facilities across the Shire of Manjimup and facilities in the Shire of Augusta Margaret River and the City of Busselton².

This shows charges for court hire at Pemberton Sports Complex are lower than comparable facilities and similar for meeting room space.

Gym fees are lower than those at the Shire of Augusta Margaret River however it is noted fees at those venues include group fitness classes and access to casual sports court entry.

² Only elements of Pemberton Complex available for hire with comparable rates have been included.

Table 6.3: Comparison of hire fees and charges

Hire Charges	Pemberton Sports Complex	Manjimup Indoor Sporting Pavilion	Northcliffe Recreation Grounds	Walpole Recreation Centre	Augusta Recreation Centre	Margaret River Recreation Centre	Geographic Leisure Centre	Naturaliste Community Centre
Sports Courts								
Use of courts with lights – per hour, per court	\$37.90	\$39.00	\$25.00	Casual \$6.00 adult \$4.50 child		\$44.00 Casual \$5.50 16+ \$4.50 u15	\$58.00 Casual \$7.00 adult \$3.00 child	\$57.00 Casual \$7.00 adult \$3.00 child
Other than sports (half day up to 4 hours)	\$434.40	\$447.00					\$680.00 per day	
Kitchen hire per booking	\$65.00			\$60.00				
Mezzanine Floor Level – Sport & Fitness								
Sport/Fitness – seasonal bookings – per hour, minimum 1 hour	\$20.00			\$4.50 per child per day			\$41.00	\$41.00
Sport/Fitness – occasional booking – per hour, minimum 1 hour	\$40.00						\$77.00	\$77.50
Meeting room hire		Roundhouse, Manjimup Heritage Park						
Pemberton based sporting group/not for profit/charity								
Meeting room – per hour	\$20.00	\$10.00	\$45.00				\$24.00	
Commercial entity								
Meeting room – per hour	\$50.00	\$25.00	\$60.00				\$40.00	
Equipment hire	\$2.00 each	\$1.50 each	\$1.00 each	\$2.00 each				
Chairs								
Tables	\$5.00 each	\$5.50 each	\$10.00 each	\$10.00 each				
Function Room and Canteen Hire								
Function room only	\$150.00		\$120.00	\$120.00				

7. INDUSTRY TRENDS

This chapter provides an analysis of best practice industry trends in sports complex/facility governance and management arrangements, including pros and cons of each.

7.1. Sport and Recreation Trends

SGL has undertaken desktop research on published data which has been correlated with information sourced from prior studies to better identify key sport and recreation trends. Below are a series of trends that have implications for both sport and recreation activities and facilities.

7.1.1. Social Trends

- Australia's population is growing but also ageing with increasing numbers of older people participating in a wider range of sport and recreation activities.
- There has been a slow relocation away from capital cities with lifestyle and affordability being driving factors behind this population migration.
- More than half of working Australians are in part time or casual work. This is impacting the ability to participate in regular sport and recreation activities.
- Councils are taking more of a role in encouragement of active lifestyles to reduce social isolation and improve health outcomes, both physical and mental.

7.1.2. Participation Trends

- There has been a trend towards more individual or small group non-organised sport and recreation activity participation, and a movement away from more traditional organised sports. This has been exacerbated by the Covid-19 pandemic.
- People have less time for sport and recreation participation so convenience in being able to participate at a time that suits each individual is becoming increasingly important.
- There is an increased consumer approach, where people can just arrive and participate in sport and recreation activities at a time that suits their lifestyle, eg: 24/7 gymnasiums and other similar pay and play activities.
- More people are using public parks and open space to participate in fitness and exercise programs, either as individuals or with a person trainer/small group. This is reducing the reliance on built infrastructure/buildings.

7.1.3. Infrastructure and Facility Trends

- Quality facilities – often high quality sport and recreation facilities are seen as a key tool to help attract new residents, particularly those in more regional centres.
- Multi-purpose facilities are increasingly being developed to serve multiple sports at different standards and levels of competition as well as other ancillary activities such as markets and shows.
- Toilets and change rooms are expected to be adequate in size, accessible to playing areas and compliant for people with a disability.
- Local governments are recognising the importance of creating environments to enable people to lead active and healthy lives, placing greater focus on integration with urban planning including provision of walking/cycling paths, access to parks and open space.
- Outdoor individual fitness equipment has been increasingly installed in public open spaces, providing an opportunity to meet the demand from people to exercise at a time the suits them.

- Local governments have an increased awareness of the need for a ‘whole-of-life’ approach to facility development and asset management.
- With economic constraints and limited capital and operational budgets, new innovative funding arrangements are being considered.

7.2. Model multi-use facilities

Multi-purpose facilities are increasingly being developed to serve multiple sports/recreation activities at different standards and levels of competition. Below are some recent examples of such facilities that have been developed or in the process of being redeveloped and expanded to meet community demand.

7.2.1. Port Noarlunga Sports Complex – Port Noarlunga

The Port Noarlunga Sports Complex is in the City of Port Noarlunga, a city with a 2022 estimated resident population of 3,232 people. The complex is used by the Port Noarlunga Football Club, Port Noarlunga Cricket Club, Port Noarlunga Netball Club and the Port Noarlunga Tennis Club. Other groups also use the facility for community music and social events such as South Coast Raw and the Blues Festival. Sporting clubs will have licences to operate and play from the facility.

Sporting facilities include an Australian Football/cricket oval, cricket nets (three) and six tennis/netball courts. A new multi-use club building is currently under construction that will service all current sports and cater for future anticipated sport and recreation needs of the community.

The new building will meet modern sporting facility guidelines, helping to promote female and junior participation in sport. Being positioned next to the oval and hard courts will provide function space with views across all playing surfaces, offering improved site connectivity and a flexible layout to meet the diverse needs of user groups. Construction of the facilities includes:

- Four player change rooms with shower and toilet amenities
- Two umpire change rooms
- A medical room
- An oval sport canteen
- A court sport canteen
- A kitchen and bar
- A large multi-function room with amenities
- Storage rooms
- Offices
- An external viewing deck.

7.2.2. Summit Sport and Recreation Park – Mount Barker District Council

Summit Sport and Recreation Park is being developed by Mount Barker District Council as a multi-use regional sports hub. The Mount Barker District Council 2022 estimated resident population is 41,059 people. Facilities constructed to date include two premier synthetic football (soccer) pitches and associated clubrooms, one Australian Football/cricket oval and cricket practice nets.

A number of clubs have entered licences to operate and play from the facility.

Other facilities proposed for development in future stages include two additional football (soccer) pitches, a second Australian Football/cricket oval, netball courts and tennis/netball courts.

7.2.3. South Pine Sports Complex – Moreton Bay Regional Council

South Pine Sports Complex is in the Moreton Bay Regional Council area, with an estimated residential population of 497,154 in 2022. The Complex is a multi-use facility with both indoor and outdoor sport and recreation facilities. The venue is currently home to 14 sporting clubs and one commercial beach volleyball centre. Sporting activities include: Australian Football, Basketball, Beach Volleyball, Cricket, Dog Agility, Futsal, Gymnastics, Hockey, Netball, Roller Derby, Rugby Union, Rugby League, Soccer, Touch Football and Taekwondo.

Outdoor playing fields include:

- 3 Rugby League fields
- 2 Rugby Union fields with an associated clubhouse that includes:
 - universal change rooms and officials' rooms
 - first-aid room, storerooms, merchandise room
 - gym space, spectator amenities and canteen
 - separate club meeting rooms for the rugby union and touch football clubs
- 4 Football (soccer pitches) with a 5th mini pitch
- 2 Australian Football ovals
- 1 cricket oval with a second cricket oval/2 hockey pitch fields
- Dog agility and training area
- Newly constructed BMX racetrack and clubhouse.

The indoor sports centre includes:

- three multi-purpose indoor sports courts
- canteen and spectator areas
- offices, multipurpose function room/event space with supporting servery facilities
- retractable grandstand seating, storage areas, universal change rooms, officials' rooms, compliance and first aid rooms and spectator amenities.

Design has recently been completed for construction of four new full size soccer fields, two new clubhouses and amenities buildings, spectator areas and carparking as part of a football centre of excellence.

The Brisbane Roar's junior academy and women's team will use the ground and will be constructed in time for the 2023 FIFA Women's World Cup.

7.3. Governance Models

The type of governance model chosen by a local government for management of government owned sport, recreation and community facilities can be influenced by a number of factors. These include the need to ensure:

- community assets are used in accordance with the local government's goals
- the arrangement provides accurate information on the performance of the facility
- the arrangement ensures financial and human resources are used efficiently
- probity is achieved in the operation of the facility
- staff or the facility manager comply with established policies and procedures, and
- the assets of government are safeguarded for the future.

Common governance models are summarised below with an assessment of the advantages and disadvantages and a range of examples.

7.3.1. Lease

Local governments across Australia commonly lease sport, recreation and community facilities to external operators such as private companies (for larger aquatic and sport/recreation centres) and community groups or sporting associations (for community facilities and smaller indoor sport/recreation facilities). A lease agreement is often used where the site is either fully occupied for a specific purpose or where a club has made substantial contributions to the development of the site. From a legal perspective a lease creates an interest in the land and/or facility.

Under lease arrangements for larger profitable facilities the lessee often has some responsibility for ongoing capital development and upgrades with the lease term and value determined by the level of investment expected from the lessee for any capital upgrades.

In the situation where the lessee funds the capital works, the government would offer a longer term to provide the lessee with the opportunity to obtain a return on their investment. If the local government injects some (or all) of the capital prior to leasing it would enable the standard and type of facilities to be developed to the level desired by council to meet community demand and expectation. In this situation, the length of lease could be much shorter as there is no need to obtain a return on investment by the lessee.

7.3.1.1. Advantages of a lease

- Relieves government of the day-to-day burden of responsibility for managing the facility, such as ongoing operating costs, maintenance and repairs, while still providing an income stream in the form of rental payments.
- Relieves government of legislative and occupational health and safety responsibilities for facility.
- Government retains control of the type of development in the facility through conditions written into the lease.
- Lease terms can foster capital investment into the infrastructure without significant capital expenditure by the local government.
- The nature of upgrades is likely to be more customer focused and meet expectations of clients than when the local government decides on type of expenditure.

7.3.1.2. Disadvantages of a lease

- Loss of degree of control over the development and operation of the facility.
- No control over setting of fees or day to day management of the facility.
- Where the local government injects capital, it would be investing in a non-core business during the term of the lease.
- Any capital expenditure may not be the best fit to maximise the preferred outcomes for the facility.
- The lease would commit the government for a considerable time frame so it is extremely important to get the lease details right.

If a local government decides that leasing a sport and recreation facility is the preferred option, then development of a detailed management plan to control the future of the facility should be executed with the lessee. It should also incorporate items such as rent review methods and dates of review.

7.3.1.3. Position for Lessee

For a lessee, such as a sporting club, the benefits include greater certainty and autonomy in access to, and use of, their particular lease area. Lessee's can set fees for user groups and depending on lease conditions will have greater 'ownership' of the facility, including responsibility for maintenance and capital works.

Lessee's can ensure the facility is developed and operated to meet their user needs. Potential negatives relate to the additional exposure to risk, particularly financial risk and the requirement to offer or make space available for other users (if required to support multiple users), which may impact the core focus of the lessee.

7.3.2. Contract Management

Contracts enable a local government to engage a venue manager (this could be a company or association) on a fee for service basis to manage their sport and recreation facilities or community halls.

Within the contract management option there is a scale of responsibility that the government or contractor could adopt to grow the business and increase revenue. At one end of the scale, the contractor collects and remits income to government and in return for management services receives payments based on a percentage of operating revenue. This option has the capacity to incentivise the manager to grow the business as their payment will increase as operating revenue increases. At the other end of the scale, the contractor collects and remits income to government and in return for the management receives a set monthly fee. Under this option there is no incentive for the manager to grow the business so marketing and promotion would fall to the local government who would take the additional revenue from any increased business.

Under a management contract, payments to the contractor cover the cost of salaries and wages, cleaning and minor building maintenance. The contractor is required to manage the facility during the period of the contract, maintain a minimum amount of insurance and maintain all plant and equipment. From the revenue it receives, the local government would meet all operating costs.

7.3.2.1. Advantages of Contract Management

- Simple to create and administer.
- Provides a buffer between government and users of the facility.
- Local government retains direct budget control over all aspects of the facility, including setting fees and charges.
- The manager handles all operational matters, including bookings and marketing (depending on the scale of responsibility, this could also be undertaken by the local government).
- Through the tender process, the market determines the cost to government for this service.
- Minimum standards and procedures can be documented in the management agreement to ensure high standards in service, facilities and infrastructure.
- Well written contracts can clearly articulate roles and responsibilities for all parties to enable decisions to be made easily.
- An entrepreneurial contractor may be more motivated to ensure a facilities success, particularly where the contractor is paid a percentage of operating revenue.
- Administration within government is simplified.

7.3.2.2. Disadvantages of Contract Management

- Local government has indirect control over the quality of the facilities operations as measured by the cleanliness of amenities and level of service to customers.
- It can be difficult for the contractor and the government to address maintenance and capital requirements in a timely manner.
- It can be difficult for a local government to respond to changing market circumstances.
- There is a requirement for a detailed management contract.
- Local government will have less control than if directly managing the facility.

- Where government pays a set fee, there is less incentive for the manager to grow the business and increase operating revenue.

7.3.2.3. Position for Contract Manager

For the contract manager, the benefits include the ability to ensure that the contract fee will meet all anticipated expenses, plus provide a return for the contract management service. The manager can handle all operational matters, including booking and marketing of the facility and can negotiate to have facility maintenance undertaken by the local government. Potential negatives relate to the local government attending to major maintenance and/or breakdowns in a timely manner which may impact operation of the facility.

7.3.3. Local Government Management (Direct Management)

The management option that some local governments have adopted is to directly employ staff to look after sport and recreation facilities. Under this arrangement all responsibility of the facility is met by government. This would include day to day management, marketing and ongoing costs for operation as well as funding all capital works.

7.3.3.1. Advantages of Direct Local Government Management

- Allows staff to manage a number of facilities as needed and based on demand, providing cost and management efficiencies.
- There is no need for a tender process or contract documents other than job specifications and recruitment processes.
- Council retains control over all staffing, maintenance and capital works expenditure.
- Council retains direct budget control over all aspects of the facility, including setting fees and charges.

7.3.3.2. Disadvantages of Direct Local Government Management

- The chain of command can become problematic when operational decisions need to be made about the facility, particularly when front line employees do not have the authority to make all decisions.
- Local government industrial awards are not geared to meet the large over-time costs often incurred when running facilities with a large component of after-hours use.
- As employees, staff may not be as motivated to provide the necessary customer service standards required for a well-functioning facility.
- Local government is responsible for all operating and capital costs, as well as management and marketing of the facility. This can create an additional risk that government may not want to take regarding ratepayer funds.

Due to the disadvantages associated with this model, many local governments have over time moved away from this style of management for many sport, recreation and community facilities.

7.3.4. Other Models (Hybrid)

In addition to the three basic models identified above, a range of other hybrid models could be considered for management of local government owned sport, recreation or community facilities. These could be adopted for all or only some components within a facility, depending on the scale and complexity of the operation and could include a mix of lease, sub-lease, contract management, licence and direct hire arrangements. Table 7.1 provides a summary of potential governance options for different facility components that are currently provided at Pemberton Sports Complex.

Using Pemberton Sports Complex as an example, sport and recreation facility user groups could enter a licence to occupy a specific facility requirement directly from the local government, a lease could be entered for commercial facilities such as a bar or kitchen and a contract could be entered for provision of commercial services such as cleaning or groundskeeping.

Table 7.1: Potential Governance Options for Sport and Community Facility Components

Facility Component	Potential Arrangement and Comments
Sport and recreation facilities Community rooms (for community services and programs) Arts and exhibition space	<ul style="list-style-type: none"> Hire (casual or seasonal) – users/user groups get access if facilities are available at published hire rates. Arrangements could be managed directly by local government or by the lessee. Licence to occupy – provides user groups with certainty of facility space for a specific purpose when required for a fee which covers the cost of use and maintenance. This could be administered by the local government directly or by the lessee. Lease – direct arrangement with the local government who will administer. This provides certainty of tenure and will include requirements for maintenance and upkeep however it is not possible to have multiple leases over the same facility component. Sub-lease – from a head lessee. This would provide an interest in the facility similar to a lease, and would generally require approval from the head land or facility owner. Similar to a lease, it is not possible to have multiple leases over the same facility component.
Bar facilities	<ul style="list-style-type: none"> Contract arrangement with head lessee. Under this arrangement the contractor would provide a fee for service basis. Sub-lease – from a head lessee. This would provide an interest in the facility similar to a lease, and would generally require approval from the head land or facility owner.
Commercial kitchen	<ul style="list-style-type: none"> Contract arrangement with head lessee. Under this arrangement the contractor would provide a fee for service basis. Sub-lease – from a head lessee. This would provide an interest in the facility similar to a lease, and would generally require approval from the head land or facility owner.

7.3.5. Case Studies

Below are some case examples from across Australia of a range of different governance arrangements as discussed in sections 7.3.1 to 7.3.4, including benefits and drawbacks of each.

7.3.5.1. Community run, council supported - Ravendale Community and Sports Centre – City of Port Lincoln

The Ravendale Community and Sports Centre (RCSC) is a sports and community facility in Port Lincoln, South Australia, a city with an estimated resident population of 14,947 in 2022. The centre was conceived as a collaboration between the City of Port Lincoln, Tasman Football Club and the Port Lincoln Hockey

Association, with the support of Federal, State and Local Government funding plus a large measure of local business and personal sponsorship.

The City of Port Lincoln owns the land and sports complex facilities and amenities (lessor) with the RCSC Board of Management (BoM) as the lessee. The BoM is formally represented by members of Tasman Football Club Inc. and Port Lincoln Hockey Association Inc. This model was established for the community to have responsibility for the operations and management of the facility, resulting in a low-cost operating model for the City of Port Lincoln.

Benefits

- Responsibility and accountability for the facility moves to user groups directly who provide services to the community on an as needs basis.
- Maintenance costs are shared with the City.
- Low rent model with revenue sharing with the community to recover capital costs of the facility.
- No need to engage a commercial operator for the facility, which would provide greater community benefits through reduced costs.

Negatives

The negatives in this model are often associated with governance failures, and the reliance on volunteers to ensure the facility is managed effectively, including:

- Potential governance failures that can lead to poor community engagement.
- Potential for financial mismanagement due to reliance on volunteers within the community, who may or may not have adequate time and or skills to support effective financial decision making.
- Maintenance failures can be exaggerated, as expectations differ from one a commercial entity to a volunteer or incorporated association entity.
- There is a higher risk of failure of this type of model which can ultimately cost the local government more in the long run if there is a requirement to take back control of the facility.

7.3.5.2. Government run (staff solely for one precinct) – Christmas Island Recreation Centre

Christmas Island Recreation Centre is located at Phosphate Hill, Christmas Island and was constructed by the Australian Government in 2004. Christmas Island had an estimated resident population of 1,843 in 2022. The recreation centre includes a 25m outdoor swimming pool, outdoor toddlers pool, multi-use recreation hall, change rooms, gymnasium, group fitness, crèche, café and function rooms.

This facility was originally managed internally by the Shire of Christmas Island – the local government authority. Internal management of the facility was thought to be a good opportunity to engage with the local community to offset the effects of installing the offshore processing facility for offshore immigration arrivals.

Benefits

The benefits of this model were to ensure the local government was responsible for the operations and management of the facility, and to provide an operating model to benefit the community. Benefits:

- There would not be a need to engage a commercial operator for the facility, due to the greater community benefits and potential for reduced costs.
- Community engagement would be strong, providing access to the facility when the community needed.
- Utilisation and optimisation of existing local government resources to manage the facility.

Negatives

Ultimately the negatives of this local government run facility led to the facility being outsourced to a commercial manager to operate on behalf of council. Negatives that lead to this outcome included:

- Council staff employed to run the facility did not have sufficient experience managing or operating the type of facility.
- Management costs were very high, due to re-allocation of staff from other government operations to the Recreation Centre. As a consequence, staff were paid unrealistically high salaries that could not be recovered from operation of the facility.
- Opening hours were highly restrictive to reduce staffing costs, which led to poor community engagement and satisfaction with the facility.
- The facility was over-regulated and had a bureaucratic management model which did not have a community focus, resulting in competing programs being established such as a community learn to swim program at the beach, in order to avoid using the swimming pool.
- There was limited staff accountability for service delivery due to the lack of expertise within the Shire of internal facility management, and the model became a satisficing⁴ model of delivery, rather than a service delivery model.

7.3.5.3. Out-task (outsourcing of Facility Management roles on case-by-case basis) – Canteen/Cafe Contract Out Model

Outsourcing of task specific components of facilities has been common in a range of sporting facilities such as golf course pro shops, waste management, building maintenance, school canteens, security services and food and beverage operations or cafes within larger facilities. This model is common because it requires a special skill set that is often not transferable to other administrative functions, such as food preparation, food services, barista service, and food and drinks procurement.

Benefits

The benefit of this model allows a local government to outsource management of majority of a sub-section of a facility to a specialist operator responsible for the operations and management of that component, thus benefiting the community. Potential benefits include:

- Ability to draw on industry expertise with commercial operator.
- Opportunity to draw upon service specific staff and resources.
- Utilisation and optimisation of existing council resources to other parts of council operations.

Negatives

- There can be misalignment with community needs in particular facilities.
- Management contracts create an obligation on the local government to provide a facility which operates effectively and efficiently. Where plant breaks down and is not repaired immediately it creates an extra cost for the contractor.
- A good argument can be made for compensation payments where the inaction of the local government results in increased cost for the contractor.

7.3.5.4. Consolidated (pooling of staff, contractors across sites) Morten Bay Regional Council Aquatic Facilities – Belgravia Leisure

Morten Bay Regional Council in Queensland has facility management contracts for eleven pools managed by Belgravia Leisure. Contracts requiring payment of rent by the contractor require the local government to

⁴ **Satisficing** is a decision-making strategy that aims for a satisfactory or adequate result, rather than the optimal solution.

undertake maintenance works and pay for part or all of utilities. A simpler process is for the contractor to pay for all costs including routine maintenance and retain all revenues. In return the local government may pay a subsidy, or reduce/eliminate the rent payment.

Benefits

The benefits of this model are to ensure the local government can outsource the collective facility management of majority of their community facilities to a specialist operator responsible for the operations and management of the facility, and to provide an operating model to benefit the community. Potential benefits include:

- Opportunity for the local government to bundle all similar type facilities to be managed by a single commercial operator with significant experience in the sector. Examples would be:
 - Leisure and Recreation Centres could be managed by a single commercial operator who specialises in recreation centre management
 - Libraries could be managed by a single commercial operator who specialises in library management (eg. Often this can be an operator of a broader Library network such as the State Library)
 - Art Galleries across the local government area could be managed by a single operator who specialises in Art Galleries and Museums
 - Kindergartens could be managed by a single operator who specialises in early childhood learning.
- Ability to draw on industry expertise with commercial operator.
- Management experience of similar facilities around Australia which allows for internal benchmarking for performance.
- Opportunity to draw on capital funding from the commercial provider to supplement council investment in facility provision.
- Opportunity to draw upon staff and resources at neighbouring facilities where resourcing challenges are confronted.
- Utilisation and optimisation of existing local government resources to other parts of council operations.
- Terms and conditions which should be consistent across all facilities include:
 - Lifeguard and supervision standards to meet RLSS Guidelines for Safe Pool Operation
 - Contractors responsible for routine and preventative maintenance
 - Definition of routine, preventative and structural maintenance
 - Payment of utilities (water and energy)
 - Payment of rates
 - Insurance requirements, including public liability insurance levels
 - Reporting (financials, attendances, maintenance and programs)
 - Financial audit
 - Security deposit or guarantee
 - Setting entry fees for core activities
 - Branding and naming of the facility
 - Minimum opening hours, and seasonal opening periods.

Negatives

The negatives of an outsourced run facility by a commercial operator on behalf of the local government can include:

- There can be misalignment with community needs in particular facilities.
- Management contracts create an obligation on the local government to provide a facility which operates effectively and efficiently. Where plant breaks down and is not repaired immediately it creates an extra cost for the contractor. For example, a pool leak will result in higher water costs, and failure of a solar heating system results in higher electricity costs.
- A good argument can be made for compensation payments where the inaction of the local government results in increased cost for the contractor.

- This model is best suited to single category type facilities (leisure centres, art galleries, libraries, kindergartens, aquatic centres etc) across the council region, rather than large multi-use Community facilities which might encompass non-specific facility offerings such as meeting rooms, conference facilities, office space, in addition to libraries, recreation centres etc.

7.3.5.5. Bundled FM services – Programmed Asset Management, University of Tasmania

Bundled outsourcing or “Bundled Services” as it is usually referred to, is when multiple services are outsourced to one company, typically bunched into combinations such as cleaning, security, and waste management. Aside from the benefits of reducing costs through economies of scale, business can expect to benefit from increased value for money, a one-team approach and increased innovation.

Programmed work with the University of Tasmania was implemented to assist them with whole of life asset management services for the university’s student accommodation facilities as part of a Public Private Partnership (PPP). The scope for this PPP spans five sites and includes maintenance, replacement, cleaning, waste and capital works. They also provide a painting program for the university and manage the helpdesk and utilities for 2,200 beds across 11 purpose-built student accommodation buildings.

Benefits

The benefits of this model were to ensure the local government can outsource the bundled facility management to a company responsible for the operations and management of the facility, and to provide an operating model to benefit the organisation. Potential benefits include:

- When outsourcing bundled services to a single service provider, you can expect to benefit from lowering the individual cost of each service line.
- This can be achieved through more efficient use of personnel and by ‘cross-training’ employees across service lines.
- Security Guards may be trained in cleaning practices, meaning they can step in as a cleaning operative when needed, effectively performing two roles at once, meaning increased value for money.
- Works best on standardised facilities – such as an office building, where the main facility services are cleaning, waste management, building maintenance and security services.

Negatives

The negatives of a bundled outsourced run facility by a commercial operator on behalf of a local government potentially include:

- Doesn’t tend to work well with specific service delivery facilities such as sport and recreation, or health and wellbeing centres.
- There can be misalignment with community needs in certain types of facilities.

8. ENVIRONMENTAL AND ORGANISATION ANALYSIS

This chapter provides a macro and micro level review of the Pemberton Sports Complex, taking into account background information and data, industry trends and the stakeholder consultation undertaken as part of this project. This analysis will form two distinct components:

1. PESTLE analysis – exploring the Political, Economic, Social, Technological, Legal and Environmental situation in which the Pemberton Sports Complex is operating.
2. SWOT Analysis – Exploring the Internal Strengths and Weaknesses and the External Opportunities and Threats facing the Pemberton Sports Complex.

8.1. PESTLE Analysis

The PESTLE analysis is an effective tool for scanning the broader or macro environmental issues that effect an organisation, in this case the Pemberton Sports Complex. The analysis will include an identification of the various Political, Economic, Social, Technological, Legal and Environmental factors that influence the broader macro environment in which the Pemberton Sports Complex is operating. It should be noted this analysis does not provide absolute solutions to any issues or factors raised, nor are the issue or factors identified listed in any hierarchy of importance.

8.1.1. Political Factors

The Pemberton Sports Complex has a range of political factors that influence the operations and management of the facility within the local Pemberton Community. These factors include:

- The historical association of the complex with the shut-down of the forestry industry in Pemberton – the major industry in the region for the previous century.
- The historical association of the complex with the Pemberton workers club associated with the timber processing mill.
- The initial funding of the Complex was a joint venture between the Shire of Manjimup and the Pemberton Sports Club, with additional funding provided by various government and grant programs.
- There is long-term animosity at the Pemberton Sports Club about its perceived treatment by the Shire of Manjimup.
- Shire of Manjimup has an objective of providing equitable support to the Pemberton Sports Complex as it does to other similar sports and community complexes in the Shire.
- The Shire President has a long-term and historical association with Pemberton and the Pemberton Sports Complex.
- Shire Councillors

8.1.2. Economic Factors

Economic factors associated with the Pemberton Sports Complex include:

- The local Pemberton community is constrained by a declining population, which creates an effective cap on the total number of effective users that can attend the sports complex.
- The recent inflationary environment is creating significant cost pressures on both the local community, and the effective cost control by the Pemberton Sports Club.
- Recent years have had a significant financial impact on the financial operations of Pemberton Sport Club due to declining revenues, increasing expenses and the COVID Pandemic.

- The Pemberton Sports Club has undertaken significant efforts to reduce costs by more than 20% or \$60K over the past 5 years. When taken in combination with inflation the real cost reduction is equivalent to a \$73K reduction in costs over the same period.
- The club has been experiencing rising energy and water costs.
- Pemberton Sports Club have the highest rates charges of sports and community clubs in the Shire of Manjimup.
- Pemberton Sports Club have rates charges that are based upon the total size of the building, with a concession based upon exercising the sports and community spaces. Leaving approximately 25% of the rateable amount to be paid (\$8,000 approximately per annum).
- Pemberton Sports Club Rates payable for 2022/23 were \$8,089, which represents 3.4% of total income for the Club, and 5.4% of bar trading revenue.
- Pemberton Sports Club have approximately \$150,000 of bar trading revenue annually which has been stable when accounting for the significant downturn in trading revenues during the COVID Pandemic. It is noted that this is not an indication of net profit from bar trading activity however.
- Pemberton Sports Complex generates approximately \$30,000 from sports courts and community hire activities.
- Pemberton Sports Club has total Annual Revenues of around \$235,000 annually, which has been roughly stable over the past 5 years.

8.1.3. Social Factors

Social factors associated with the Pemberton Sports Complex include:

- The population of Pemberton has declined or has been stable over the past 20 years.
- There is an older age demographic in Pemberton which is likely to reduce the usage and participation of the Sport Complex.
- The Pemberton Sports Complex is viewed by members of the local community as a key community venue.
- Pemberton Sports Complex is a regular venue for town funerals and special events such as birthday parties and weddings.
- Community support for the Pemberton Sports Complex is high.
- Community support for the bar and dining areas at the Pemberton Sports Complex is also high, as it is seen as a complimentary service to the other sports and community facilities at the complex.
- As with many regional towns, the Pemberton Sports Complex is a major social complex due to the cricket and football clubs co-locating at the Complex.
- The Pemberton Sports Complex is a community gathering point for sports, community and other events, both midweek and on weekends.

8.1.4. Technological Factors

Technological factors associated with the Pemberton Sports Complex include:

- The size of the Pemberton Sports Complex is very large and expansive.
- The size of the building provides significant challenges in addressing energy and other utility needs at the Complex.
- Although solar panels have been installed which have reduced the energy expense, energy costs continue to increase, which may necessitate more solar panels or other renewable energy technologies being employed at the complex (ie. battery storage)
- There have been large increases in water charges in recent years, which may mean there are water leaks or wastage occurring.
- The sports halls has had roof panels replayed with clear/light penetrating panels to allow extra natural light into the space, and offset daytime lighting requirements.

- The kitchen fridge and bar cool room is large and as a consequence will have larger energy requirements to maintain low temperatures than may be required for a venue with this level of patronage.

8.1.5. Legal Factors

Legal factors associated with the Pemberton Sports Complex include:

- The Pemberton Sports Club is required to pay rates under the Shire's Rating Policy. Rates are based upon the total valuation of the PSC of \$318,918 with a 75% reduction in rateable amount.
- The rates valuation is based upon the total licenced bar area and is significantly higher than the rateable assessment of other sports and community clubs in the Shire:
 - Manjimup Country Club (\$146,500)
 - Tigers Football and Sporting Club (\$46,000)
 - Deanmills Workers Club (\$27,500).
- The quantum of rates payable is determined by three factors: the method of valuation of the land, the valuation of the land and improvements, and the rate in the dollar applied to that valuation by the local government.
- In determining the method of valuation of land to be used by a local government the Minister is to have regard to the general principle that the basis for a rate on any land is to be:
 - where the land is used predominantly for rural purposes, the unimproved value of the land; and
 - where the land is used predominantly for non-rural purposes, the gross rental value of the land.
- The Gross Rental Value rate is determined by the Valuer General, on comparable facilities and spaces.
- The Gross Rental Value of the Pemberton Sports Complex is very high, and not associated with any realistic rental return that could be achieved for this facility by a private operator.
- There is no realistic likelihood of any commercial entity renting the Complex for the rate identified and the rates payable and concession provided by the Shire although reasonable on ratio basis, the starting price is too high, and as a consequence the final amount ratables after concession is significantly higher than other sports and community facilities in the Shire.
- The Pemberton Sports Club has a Club Licence which requires local people to be a member of the club in order to purchase alcohol in the bar area. This limits the ability for the Pemberton Sports Club to more broadly market the bar and dining facilities beyond the membership base that is comprised of the various sports clubs and associations.

8.1.6. Environmental Factors

Environmental factors associated with the Pemberton Sports Complex include:

- The Pemberton Sports Complex and associated ovals are identified as a bushfire refuge, and are a safe gathering place in case of an emergency in the district with the Complex registered as an 'Emergency Evacuation Centre'.
- The size of the facility makes the energy costs higher than might otherwise be the case, contributing to the high cost burden confronting the Pemberton Sports Club.

8.2. SWOT Analysis

The SWOT analysis is an effective tool for scanning the internal and external operating factors relevant to an organisation. A SWOT analysis is a strategic planning tool used to assess the strengths, weaknesses, opportunities and threats of an organisation. Developing a SWOT analysis can help to identify a new strategic directions to take the organisation. The results generated by a SWOT analysis makes up part of organisational planning. It can assist organisations to:

- better understand their organisation
- identify areas of the organisation that need improving
- decide if you should introduce a new product or service
- understand your market and competitors
- predict changes you will need to deal with to ensure your organisation is successful.

8.2.1. Organisational Strengths (Internal Factors)

Assessing the strengths of the Pemberton Sports Complex will allow the Shire, and the operator of the complex to identify key internal factors that can and should be utilised to build sustained competitive advantage and success into the future. Some of the key Organisational Strengths of the Pemberton Sports Complex include:

- High quality and strong building construction
- Large carpark
- Large sports hall, capable of multiple games at once
- Large function and exhibition space
- Large bar and dining area that leads onto terrace overlooking oval
- Large commercial kitchen
- 24 hours access for members of the gym to use
- Strong community connection to the facility (for both sports and community functions)
- Commitment from community volunteers to maintain operations at the facility
- Large multi-sport facilities including; basketball, soccer, football, cricket, lawn bowls, netball, snooker, and darts.
- Large community and events gathering place for funerals, significant birthdays and other large community events.
- Unique quality asset in the Shire.

8.2.2. Organisational Weaknesses (Internal Factors)

Assessing the weaknesses of the Pemberton Sports Complex will allow the Shire, and the operator of the complex to identify key internal factors that can and should be mitigated to build sustained competitive advantage and success into the future. Some of the key organisational weaknesses of the Pemberton Sports Complex include:

- Predominantly volunteer based management
- The large building is broadly spread, and not concentrated in any one area
- The entrance area is not connected to main usage areas (sports hall or bar and dining areas)
- The large building requires ongoing and increasing building maintenance to address infrastructure requirements
- Operational finances are constrained due to population in the local area and natural caps on utilisation
- Operational reliance on bar trading revenue
- The bar and dining area is at opposite ends of the facility to the sports hall reducing incidence of walk past traffic
- There is limited activation at the entrance to the Pemberton Sports Complex
- No administrative entry can result in missed opportunities to attract new members and hirers and limited monitoring on actual of the community recreation spaces
- Limited space activation and marketing
- The Pemberton Sports Complex is not in a high traffic area of town, and as a consequence does not attract walk in visitors

- There are more than one carparking entrance areas, so people can avoid walking through the facility and enter via an alternative space
- The complex has multiple entrance points, effecting foot traffic flow concentration
- The perceived poor relationship with the Shire of Manjimup.

8.2.3. Organisational Opportunities (External Factors)

Assessing the opportunities for the Pemberton Sports Complex will allow the Shire, and the operator of the complex to identify key external factors that can and should be utilised to develop sustained competitive advantage and success into the future. Some of the key organisational opportunities to the Pemberton Sports Complex include:

- To be a community focal point within the Pemberton community for more than just sports, but also other community events and festivals
- To be used as a bushfire refuge in instances of emergency evacuation in the area
- Opportunity for more youth engagement at the facility
- Opportunity to build more consistent community engagement in non-sports activities such as art and culture
- Developing a welcoming entrance area that can be the meeting point and gathering for the facility would provide better linkages between different components of the facility
- Opportunity to engage with the Shire of Manjimup, building relationships and delivering opportunities for the community to engage in community and recreation activities.

8.2.4. Organisational Threats (External Factors)

Assessing the threats for the Pemberton Sports Complex will allow the Shire, and the operator of the complex to identify key external factors that can and should be mitigated to minimise future threats to the sustainable operations of the complex. Some of the key organisational threats to the Pemberton Sports Complex include:

- Constrained relationship between the Pemberton Sports Club and the Shire of Manjimup, whether perceived or real
- The current valuation is very high, based upon building materials, age of construction, and size of the building making the ratables amount for the facility challenging for a predominantly volunteer managed community facility
- Energy and other utility costs are significantly increasing, putting increased pressure on volunteer cost control.
- If the Pemberton Sports Club was to close, there is unlikely to be any commercial operator that would take over the running of the Pemberton Sports Complex without a significant operational subsidy. This would lead to a reduction in community benefit.

9. ASSESSMENT AND RECOMMENDATIONS

This chapter provides an overview assessment and recommendations for proposed governance arrangements for Pemberton Sports Complex.

9.1. Summary Discussion

Pemberton Sports Complex provides a number of distinct and different services to the Pemberton community, including sports facilities and ancillary amenities to support sport and recreation activities, community services to support families and youth, arts and crafts displays, community events such as weddings and funerals, all supported by dining and provision of bar facilities. The stakeholder and community consultation confirmed the Complex is an extremely important community asset with a long history that provides licenced function space that accommodates large community events that could not be held elsewhere in Pemberton. It also provides a linkage to the social side of the sports offered at the Complex which would not be provided at another licenced venue.

The review of the audited annual financial statements in Section 3.2 shows that Pemberton Sports Club is operating with a positive trading position. The financial statements show that revenues from the Club's activities through bar sales and income associated with cattle trading are being utilised to subsidise and support the key community sport and recreation activities offered at Pemberton Sports Complex. It is noted however, the club is operating with fine margins and the history of ad-hoc financial support that has been provided by the Shire shows a positive financial position is not sustainable, even with ongoing funding support from the Shire of Manjimup through the Recreation Centre Development Program.

The audited financial statements as presented do not provide a distinction between expenses directly associated with the operation of the bar and expenses associated with operation of the complex to support the community and sport and recreation activities. These items, if apportioned to bar trading would result in a reduction in the financial position to that component of the Pemberton Sports Club operation, however, in SGL Group's opinion it would still generate a positive return which supports the key community sport and recreation activities offered at Pemberton Sports Complex.

A key consideration that impacts any alternate governance arrangements is the Pemberton Sports Complex Redevelopment Heads of Agreement between the Shire of Manjimup and Pemberton Sports Club. In this memorandum, the Shire of Manjimup specifically acknowledges the financial contribution of \$735,000 (ex GST) from Pemberton Sports Club towards construction of Pemberton Sports Complex and the interest in the Liquor License held by the Club, with the intention at the time of signing the Heads of Agreement to transfer that licence to the Pemberton Sports Complex.

Similarly, the lease between the Shire of Manjimup and Pemberton Sports Club specifically notes the Club's entitlement to quiet enjoyment of the premises and the requirement for the Club to not remove or surrender the liquor license without prior consent of the Shire of Manjimup. From the information provided to SGL Group for this review, there is no evidence that Pemberton Sports Club is in default of its lease and therefore remains entitled to retain quiet enjoyment for the balance of the lease period to 2053 and for the Club to ensure the liquor licence is retained for that period.

In this regard, any change to the lease, or surrender of the liquor licence, would require agreement between the Pemberton Sports Club and the Shire of Manjimup.

SGL Group is also of the view from an equity perspective there is merit in exploring how the valuation for Pemberton Sports Club is undertaken and whether an alternate calculation may be considered for rates

charges based on the community benefit, type and frequency of use of Pemberton Sports Complex by sporting clubs and respective users. The current charge determined on the gross rental value for the licence area is not commercially achievable even with the 75% concession, with the effective rates payable still above what is reasonable given the revenues from bar trading at the Complex.

Based on the net rate charges applied to other clubs in Manjimup, a more equitable charge would be in the order of \$3,500 per annum, similar to that payable by Manjimup Country Club which has a similar bar/dining operation and membership level. This reduced charge would still be higher than both the Tigers Football & Sporting Club and Imperials Football Club. In this regard, it is noted that other football clubs in the Shire of Manjimup have bars for their members and removing the licenced area from Pemberton Sports Complex would have a detrimental effect on the free enjoyment of the facility by members of the Club and reasonable availability and use of bar facilities for members and their guests who are the only users of the bar at the Complex due to the club licence restrictions.

9.2. Council's Role in Economic Development

The Shire's role in economic development and associated community facility provision should be incorporated into the facility governance model. The Shire should consider its role in economic development, as it will inform the best decisions it can make with regards to different facility governance options for different services offered at the various community centres.

There are three essential ways the Shire can be involved in economic development:

- **Supporter (Low Risk)** – The Shire focuses on infrastructure (e.g.: roads, industry parks and tourism assets such as walking trails and tourism environments, etc.) and the business environment (e.g.: policy, regulations, zoning, etc.).
- **Value Adder (Medium Risk)** – the Shire adds value to State and Commonwealth programs (e.g.: provides funds to complement maternal health funded programs or provides funding to complement funds available in government programs for early childhood learning, or for local businesses or new private investment incentives).
- **Economic Developer (High Risk)** – the Shire (for example) takes equity positions in projects based on potential financial and economic development returns.

These alternative roles are illustrated in Figure 9.1.

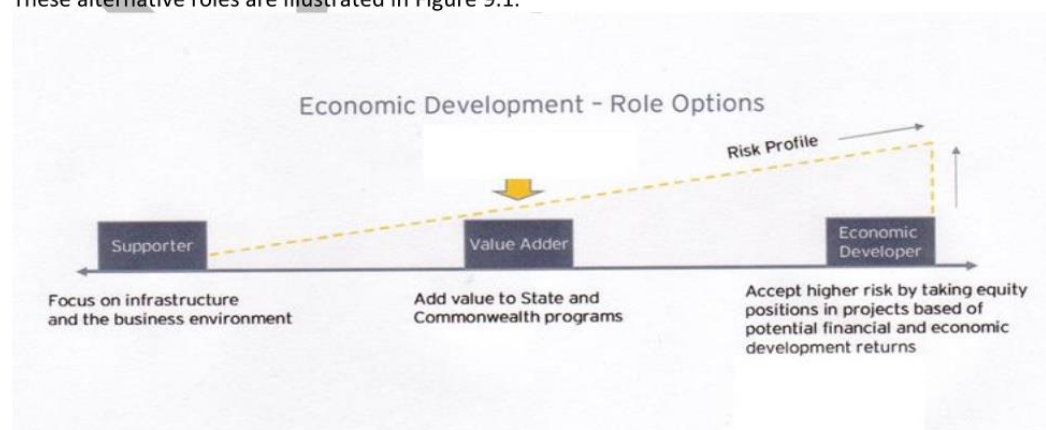


Figure 9.1: Council's Role in Economic Development

One of the challenges for Shire is to define its role in economic development so that it can decide how it should address the many strengths, weaknesses, opportunities and threats (key issues) that will come from each local government owned facility, and the management options available to the Shire.

The primary constraints on Shire are resources (human and financial) and exposure to risk in economic development transactions. In order to minimise resource demands and risk exposures it is recommended that local governments adopt the Supporter and Value Adder roles by:

- Focussing on improving the physical and business environment for economic development and identifying areas where support can be provided or increased.
- Adding value to and participating in regional, State and Commonwealth Government economic development initiatives.
- Collaborating with contiguous economic development regions.

A further challenge is to consider the impact “crowding out”. The crowding out effect is an economic theory arguing that rising public sector spending drives down or even eliminates private sector spending.

- The crowding out effect suggests rising public sector spending drives down private sector spending.
- There are three main reasons for the crowding out effect to take place: economics, social welfare, and infrastructure.
- Crowding in, on the other hand, suggests government borrowing can actually increase demand.

In assessing governance arrangements, a key consideration should be whether Shire’s management of a particular facility and provision of services from that facility has a crowding out effect, that would otherwise prevent a private business from being able to deliver the service. This may mean that for some facilities and services provided by the Shire, it may be preferable to outsource the management of a facility to a private operator who can generate a more efficient product, while contributing to the social and economic benefits to the local community. Consideration of these economic development factors are important, when determining the best approach for each facility.

In this instance with the Pemberton Sports Complex, the Shire of Manjimup must consider the potential crowding out effect the bar and dining facilities have upon the business environment in Pemberton, and specifically if the lease and local government support provides an unfair economic advantage to the Pemberton Sports Club which has a crowding out effect on other “for profit” hospitality venues in the region.

9.3. Alternative Management Models

It is important to note that the purpose of this report is to present an independent review of the Pemberton Sports Club governance operational model. The review was intended as an independent review with collaboration between the Shire and Club and broader community. The focus was to make a recommendation on the best governance model to ensure that the Complex remained open for the benefit of the Pemberton community.

The acceptance of any recommendations within this report need to be endorsed or otherwise by both the Club and by the Shire of Manjimup if municipal funding is being recommended.

As previously stated within this report the Club are entitled to the (refer Clause 12.2 Quiet Enjoyment) and unless the Club are in breach of their lease any Governance models not including the Club as the lessee would require a decision of the Club to dissolve and surrender its lease over the complex.

If the lease with Pemberton Sports Club is surrendered, terminated, or Pemberton Sports Club is dissolved, the Shire of Manjimup will need to consider an alternate governance model for Pemberton Sports Complex that can continue to support the ongoing sport, recreation and community needs of the community. Although it is noted the role of local government is to endeavour to meet the needs of the community, this review also seeks to address how the Club or any other entity might also address the wants of the community over and above those needs.

In this case, alternative options available to the Shire include leasing the venue to another entity to take over its operation, engaging a venue operator to manage the venue under a management contract, taking over direct management of the facility or other hybrid arrangements where different facility components are managed by different users.

9.3.1. Option 1: Lease to another Community Group/Sports Club

Under this option, the lease with the Pemberton Sports Club would be surrendered. The Shire of Manjimup would enter a lease with a community group or sports club who would take over administration and operation of the facility. Facility components would be managed as below:

- Sport, recreation and other use spaces – Seasonal user groups would enter a licence with the new lessee to utilise their specific facility component. Infrequent users would hire facility components directly from the new lessee.
- Bar – The bar would be included in the lease and made available to user groups via their licence arrangement with user groups obtaining their own liquor licence to meet their user requirements. The rates payable by the lessee would remain payable based on the size of the licence area with the 75% concession provided by the Shire, with each user group responsible for their club or club restricted liquor licence fee and the applicable rates charge apportioned to them.
- Kitchen/dining – This component of the operation would be sub-leased by the lessee to an operator who would provide catering services for the Complex.

Comment – This option requires the agreement of Pemberton Sports Club to surrender its lease as discussed in Section 9.1.

If another entity, such as a football club or a community group, were to take over the lease for Pemberton Sports Complex, the priority focus of that entity would likely be on running the complex to suit the needs of its members. Experience has shown this focus will often take priority over meeting the needs of other user groups and without ongoing financial support from the Shire of Manjimup would likely result in the same financial distress over time that Pemberton Sports Club has encountered. Given this, leasing to another entity who would take over management of the Complex as a whole based on the current operation is not considered feasible as a long-term option as it will essentially replicate the existing arrangement. Doing so may also alienate some community members who are supporters of the Pemberton Sports Club and its committee.

9.3.2. Option 2: Contract Management by a Community Group/Sports Club

Under this option, the lease with the Pemberton Sports Club would be surrendered. The Shire of Manjimup would then enter a management contract with a community group or sports club who would take over administration and operation of the Complex on a fee for service basis. Facility components would be managed as below:

- Sport, recreation and other use spaces – Seasonal user groups would and infrequent hirers would hire facility components directly from the contractor with arrangements for access managed by the contractor.
- Bar – The bar would be included in the management contract and made available to user groups obtaining their own liquor licence to meet their requirements. Rates would be payable by the contractor based on the size of the licence area with the 75% concession provided by the Shire. Each user group would then be responsible for their club or club restricted liquor licence fee and the applicable rates charge as apportioned to them.
- Kitchen/dining – This component of the operation would be sub-leased by the Shire to an operator who would provide catering services. This direct arrangement would be required as the contractor would not have the appropriate tenure to sub-lease the kitchen.

Comment – Due to the requirement for the manager to obtain a guaranteed return and given the historical turnover of the Complex, the small size of the Pemberton community and limited potential for significantly increased use of the complex this model is not considered feasible. A part-time contract manager would seek in the order of \$60,000-80,000 per annum. The five year financial model at Table 9.1 shows this option would require an annual operational subsidy in the order of \$154,000 in year one increasing to \$178,000 per annum by year five.

The cost for end users would increase as they would be responsible for their respective licence fee and a share of the rates as apportioned to them. These expenses remain in the model however as they would be expenses directly incurred by the contract manager and may not be fully recouped from end users by the manager.

This option also requires the agreement of Pemberton Sports Club to surrender its lease as discussed in Section 9.1.

Table 9.1: Five year model for Contract Management⁵

Income and Expenditure	2022	2023	2024	2025	2026	2027
Bar Trading						
Trading Revenue						
Total cost of Sales						
Bar Trading Revenue	0	0	0	0	0	0
Other Income						
Community Centre Court Hire	5,884	6,355	6,672	6,939	7,148	7,362
Community Centre Function Room Hire	7,676	8,290	8,705	9,053	9,324	9,604
Community Centre Gym Fees	13,922	15,036	15,788	16,419	16,912	17,419
Community Centre Other Income	571	617	648	673	694	714
Community Centre Squash Fees	218	235	247	257	265	273
Kitchen Hire						
Pemberton Sports Club Membership						
Total Other Income	28,271	30,533	32,059	33,342	34,342	35,372
Total Income	28,271	30,533	32,059	33,342	34,342	35,372
Expenditure						
Management fee	60,000	64,800	68,040	70,762	72,884	75,071
Accountancy and Audit Fees	4,600	4,968	5,216	5,425	5,588	5,755
Advertising and Promotion						
Bank Fees and Charges						
Cleaning	10,435	11,270	11,833	12,307	12,676	13,056
Cleaning Supplies	3,196	3,452	3,624	3,769	3,882	3,999
Consumables Replacement	667	720	756	787	810	835
Depreciation	7,116	7,685	8,070	8,392	8,644	8,903
Electricity	16,283	17,586	18,465	19,204	19,780	20,373
Entertainment Expenses	1,277	1,379	1,448	1,506	1,551	1,598
Freight & Cartage						
Gas	2,512	2,713	2,849	2,963	3,051	3,143
Gym Repairs and Maintenance	1,002	1,082	1,136	1,182	1,217	1,254
Hire/Rent of Plant and Equipment	317	342	359	374	385	397
Insurance	10,146	10,958	11,506	11,966	12,325	12,695
Licensing Fees	1,221	1,319	1,385	1,440	1,483	1,528
Postage	272	294	308	321	330	340
Printing & Stationary	555	599	629	655	674	694
Rates & Land Taxes	8,585	9,272	9,735	10,125	10,429	10,741
Rent on Land and Buildings	110	119	125	130	134	138
Repairs & Maintenance	13,204	14,260	14,973	15,572	16,039	16,521
Subscriptions		0	0	0		
Sundry Bar requisites	1,172	1,266	1,329	1,382	1,424	1,466
Sundry Expenses	1,079	1,165	1,224	1,273	1,311	1,350
Superannuation	8,919	9,633	10,114	10,519	10,834	11,159
Telephone						
Wages						
Wages – movement in leave provisions						
Water	16,961	18,318	19,234	20,003	20,603	21,221
Workers Compensation						
Youth Zone Activities Expenses	1,239	1,338	1,405	1,461	1,505	1,550
Total Expenditure	170,868	184,537	193,764	201,515	207,560	213,787
Current Year Surplus/(Deficit)	-142,597	-154,005	-161,705	-168,173	-173,218	-178,415

⁵ Revenues and costs have been increased by conservative Reserve Bank of Australia CPI forecasts.

9.3.3. Local Government Management

Under this arrangement all responsibility of the facility would be met by the Shire, including day to day management, marketing and ongoing costs for operation as well as funding all maintenance works. Two options have been considered.

Option 3: Direct Shire Oversight A

Under this option, the lease with the Pemberton Sports Club would be surrendered with the Shire taking over direct responsibility for Pemberton Sports Complex, including staffing for administration and cleaning and the Shire funding all building maintenance. Facility components would be managed as below:

- Sport, recreation and other use spaces – Seasonal user groups would enter a licence with the Shire to utilise their specific facility component. Infrequent users would hire facility components directly from the Shire.
- Bar – The bar would be kept, with user groups obtaining their own liquor licence to meet their user requirements. This would result in all groups needing to obtain their own club or club restricted licence for each respective licence area. To ensure competitive neutrality, rates would remain payable in line with the Shires rating policy based on the size of the licence area with the 75% concession. Each user group would be responsible for their club or club restricted liquor licence fee and the applicable rates charge as apportioned to them.
- Kitchen/dining – This component of the operation would be leased by the Shire to an operator who would provide catering services.

Comment – The five year financial model at Table 9.2 shows this option would require an annual operational subsidy in the order of \$88,000 in year one increasing to \$102,000 by year five.

This option would be more expensive for each individual club with a liquor licence as they would be responsible for the licence fee and any applicable rates attributed to their respective licence area. They remain in the model however as they would be expenses directly incurred by the Shire and there is no certainty they could be fully recouped from end users.

This option does not take into account the costs to the Shire for staffing wages and on-costs as it is assumed they would be included in the existing Shire staffing budget.

This option requires the agreement of Pemberton Sports Club to surrender its lease as discussed in Section 9.1.

Table 9.2: Shire oversight with bar facilities remaining for user groups⁶

Income and Expenditure	2022	2023	2024	2025	2026	2027
Bar Trading						
Trading Revenue						
Total cost of Sales						
Bar Trading Revenue	0	0	0	0	0	0
Other Income						
Community Centre Court Hire	5,884	6,355	6,672	6,939	7,148	7,362
Community Centre Function Room Hire	7,676	8,290	8,705	9,053	9,324	9,604
Community Centre Gym Fees	13,922	15,036	15,788	16,419	16,912	17,419
Community Centre Other Income	571	617	648	673	694	714
Community Centre Squash Fees	218	235	247	257	265	273
Kitchen Hire	600	648	680	708	729	751
Pemberton Sports Club Membership						
Total Other Income	28,871	31,181	32,740	34,049	35,071	36,123
Total Income	28,871	31,181	32,740	34,049	35,071	36,123
Expenditure						
Accountancy and Audit Fees	4,600	4,968	5,216	5,425	5,588	5,755
Advertising and Promotion						
Bank Fees and Charges						
Cleaning	10,435	11,270	11,833	12,307	12,676	13,056
Cleaning Supplies	3,196	3,452	3,624	3,769	3,882	3,999
Consumables Replacement	667	720	756	787	810	835
Depreciation	7,116	7,685	8,070	8,392	8,644	8,903
Electricity	16,283	17,586	18,465	19,204	19,780	20,373
Entertainment Expenses	1,277	1,379	1,448	1,506	1,551	1,598
Freight & Cartage						
Gas	2,512	2,713	2,849	2,963	3,051	3,143
Gym Repairs and Maintenance	1,002	1,082	1,136	1,182	1,217	1,254
Hire/Rent of Plant and Equipment	317	342	359	374	385	397
Insurance	10,146	10,958	11,506	11,966	12,325	12,695
Licensing Fees	1,221	1,319	1,385	1,440	1,483	1,528
Postage	272	294	308	321	330	340
Printing & Stationary	555	599	629	655	674	694
Rates & Land Taxes	8,585	9,272	9,735	10,125	10,429	10,741
Rent on Land and Buildings	110	119	125	130	134	138
Repairs & Maintenance	13,204	14,260	14,973	15,572	16,039	16,521
Subscriptions		0	0	0		
Sundry Bar requisites	1,172	1,266	1,329	1,382	1,424	1,466
Sundry Expenses	1,079	1,165	1,224	1,273	1,311	1,350
Superannuation	8,919	9,633	10,114	10,519	10,834	11,159
Telephone						
Wages						
Wages – movement in leave provisions						
Water	16,961	18,318	19,234	20,003	20,603	21,221
Workers Compensation						
Youth Zone Activities Expenses	1,239	1,338	1,405	1,461	1,505	1,550
Total Expenditure	110,868	119,737	125,724	130,753	134,676	138,716
Current Year Surplus/(Deficit)	-81,997	-88,557	-92,985	-96,704	-99,605	-102,593

⁶ Revenues and costs have been increased by conservative Reserve Bank of Australia CPI forecasts.

Option 4: Direct Shire Oversight B

Under this option, the lease with the Pemberton Sports Club would be surrendered with the Shire taking over direct responsibility for Pemberton Sports Complex, including staffing for administration and cleaning and the Shire funding all building maintenance. This would essentially be the same model that the Shire of Manjimup applies to the Manjimup Sports Stadium and other general recreation and community facilities that are directly managed.

Facility components would be managed as below:

- Sport, recreation and other use spaces – Seasonal user groups would enter a licence or have hire arrangement with the Shire to utilise their specific facility component. Infrequent users would hire facility components directly with the Shire to manage hire bookings.
- Bar and kitchen/dining – These components of the facility would be closed.

Comment – The five year financial model at Table 9.3 shows this option would require an annual operational subsidy in the order of \$67,000 in year one increasing to \$82,000 by year five. It is assumed no rates would be payable based on the Complex solely being a community sport and recreation facility.

This option does not take into account the costs to the Shire for staffing wages and on-costs as it is assumed they would be included in the existing Shire staffing budget.

This option requires the agreement of Pemberton Sports Club to terminate its lease as discussed in Section 9.1.

Removal of the bar and dining facilities also reduces the capacity of the Complex to meet community needs for activities and other social events such as weddings and funerals. It would also remove the potential for sports club users to utilise the bar and dining facilities during their visit to the Complex. It is anticipated that closure of the bar and dining facilities would not be supported by the community.

This option meets will meet the Shire of Manjimup's requirement to meet the needs of the community for sport, recreation and community purposes however may not fully address all of the community wants.

Table 9.3: Shire oversight with no bar facilities⁷

Income and Expenditure	2022	2023	2024	2025	2026	2027
Bar Trading						
Trading Revenue						
Total cost of Sales						
Bar Trading Revenue	0	0	0	0	0	0
Other Income						
Community Centre Court Hire	5,884	6,355	6,672	6,939	7,148	7,362
Community Centre Function Room Hire	7,676	8,290	8,705	9,053	9,324	9,604
Community Centre Gym Fees	13,922	15,036	15,788	16,419	16,912	17,419
Community Centre Other Income	571	617	648	673	694	714
Community Centre Squash Fees	218	235	247	257	265	273
Kitchen Hire						
Total Other Income	28,871	28,871	28,871	28,871	28,871	28,872
Total Income	28,871	28,871	28,871	28,871	28,871	28,872
Expenditure						
Accountancy and Audit Fees						
Advertising and Promotion						
Bank Fees and Charges	2,666	2,879	3,023	3,144	3,238	3,336
Cleaning	10,435	11,270	11,833	12,307	12,676	13,056
Cleaning Supplies	3,196	3,452	3,624	3,769	3,882	3,999
Consumables Replacement	667	720	756	787	810	835
Depreciation	7,116	7,685	8,070	8,392	8,644	8,903
Electricity	16,283	17,586	18,465	19,204	19,780	20,373
Entertainment Expenses						
Freight & Cartage	3,265	3,526	3,703	3,851	3,966	4,085
Gas	2,512	2,713	2,849	2,963	3,051	3,143
Gym Repairs and Maintenance	1,002	1,082	1,136	1,182	1,217	1,254
Hire/Rent of Plant and Equipment	317	342	359	374	385	397
Insurance	10,146	10,958	11,506	11,966	12,325	12,695
Licensing Fees						
Postage						
Printing & Stationary						
Rates & Land Taxes						
Rent on Land and Buildings	110	119	125	130	134	138
Repairs & Maintenance	13,204	14,260	14,973	15,572	16,039	16,521
Subscriptions						
Sundry Bar requisites						
Sundry Expenses						
Superannuation						
Telephone						
Wages						
Wages – movement in leave provisions						
Water	16,961	18,318	19,234	20,003	20,603	21,221
Workers Compensation						
Youth Zone Activities Expenses	1,239	1,338	1,405	1,461	1,505	1,550
Total Expenditure	89,119	96,249	101,061	105,103	108,256	111,504
Current Year Surplus/(Deficit)	-60,248	-67,378	-72,190	-76,232	-79,385	-82,632

⁷ Revenues and costs have been increased by conservative Reserve Bank of Australia CPI forecasts.

9.3.4. Hybrid Option

Given Pemberton Sports Complex is an existing facility, the hybrid option is based on the facility components as existing and for the facility to continue to meet the identified needs of the community for sport and recreation and other community purposes.

Option 5: Separating Pemberton Sports Complex (multiple leases)

Under this option, the lease with Pemberton Sports Club would be amended to separate the components of the Complex to be managed by different parties. Facility components would be managed as follows:

- Sport, recreation and other use spaces – The Shire of Manjimup would enter a lease with a separate community group or sports club who would take over management of the sports and community components of Pemberton Sports Complex. Seasonal user groups would enter a licence with the lessee to utilise their specific facility component. Infrequent users would hire facility components directly from the lessee with arrangements for access managed by the lessee.
- Bar – The bar would remain in the lease area for Pemberton Sports Club and would continue to be managed and operated by Pemberton Sports Club.
- Kitchen/dining – This component of the operation would remain in the lease area for Pemberton Sports Club and would continue to be sub-leased to an operator who would provide catering services.

Comment – The five year financial model at Table 9.4 shows this option would require an annual operational subsidy in the order of \$67,000 in year one increasing to \$82,000 by year five. It is assumed no rates would be payable by the manager of the community/sport components of the facility. This does not include any financial support for operation of the bar/dining components of the complex as this would operate on a fully commercial basis and rates would remain payable by Pemberton Sports Club.

This option will meet the Shire of Manjimup's requirement to meet the needs of the community, however may not fully address all of the community wants.

This option requires the agreement of Pemberton Sports Club and would require amendment of the lease with the Shire of Manjimup and amendment to the Club's constitution. These are administrative procedures in nature and could be undertaken with agreement of the Club. The Club would need to pay a fully commercial rental rate for the bar/kitchen component of the complex based on the size of the licence area with no rates concession.

Table 9.4: New lessee with PSC continuing to manage the bar and kitchen⁸

Income and Expenditure	2022	2023	2024	2025	2026	2027
Bar Trading						
Trading Revenue						
Total cost of Sales						
Bar Trading Revenue	0	0	0	0	0	0
Other Income						
Community Centre Court Hire	5,884	6,355	6,672	6,939	7,148	7,362
Community Centre Function Room Hire	7,676	8,290	8,705	9,053	9,324	9,604
Community Centre Gym Fees	13,922	15,036	15,788	16,419	16,912	17,419
Community Centre Other Income	571	617	648	673	694	714
Community Centre Squash Fees	218	235	247	257	265	273
Kitchen Hire						
Total Other Income	28,871	28,871	28,871	28,871	28,871	28,872
Total Income	28,871	28,871	28,871	28,871	28,871	28,872
Expenditure						
Accountancy and Audit Fees						
Advertising and Promotion						
Bank Fees and Charges	2,666	2,879	3,023	3,144	3,238	3,336
Cleaning	10,435	11,270	11,833	12,307	12,676	13,056
Cleaning Supplies	3,196	3,452	3,624	3,769	3,882	3,999
Consumables Replacement	667	720	756	787	810	835
Depreciation	7,116	7,685	8,070	8,392	8,644	8,903
Electricity	16,283	17,586	18,465	19,204	19,780	20,373
Entertainment Expenses						
Freight & Cartage	3,265	3,526	3,703	3,851	3,966	4,085
Gas	2,512	2,713	2,849	2,963	3,051	3,143
Gym Repairs and Maintenance	1,002	1,082	1,136	1,182	1,217	1,254
Hire/Rent of Plant and Equipment	317	342	359	374	385	397
Insurance	10,146	10,958	11,506	11,966	12,325	12,695
Licensing Fees						
Postage						
Printing & Stationary						
Rates & Land Taxes						
Rent on Land and Buildings	110	119	125	130	134	138
Repairs & Maintenance	13,204	14,260	14,973	15,572	16,039	16,521
Subscriptions						
Sundry Bar requisites						
Sundry Expenses						
Superannuation						
Telephone						
Wages						
Wages – movement in leave provisions						
Water	16,961	18,318	19,234	20,003	20,603	21,221
Workers Compensation						
Youth Zone Activities Expenses	1,239	1,338	1,405	1,461	1,505	1,550
Total Expenditure	89,119	96,249	101,061	105,103	108,256	111,504
Current Year Surplus/(Deficit)	-60,248	-67,378	-72,190	-76,232	-79,385	-82,632

⁸ Revenues and costs have been increased by conservative Reserve Bank of Australia CPI forecasts.

9.4. Pemberton Sports Club Management

Option 6: Pemberton Sports Club Management – continuing current management

If Pemberton Sports Club continues as lessee for Pemberton Sports Complex, measures need to be put in place to ensure it can operate in a sustainable financial manner. On a base level these include:

1. Implementation of recommendations that remain outstanding from the 2014 Review of Pemberton Sports Complex, including stabilisation of the financial position, development of operating documents and facility modifications.
2. Negotiation and implementation of licence arrangements with seasonal/regular user groups and published hire arrangements for ad-hoc venue use.
3. Agreement with the Club to operate with greater clarity of financial accounting between the sport and recreation components of Pemberton Sports Complex and the commercial bar/dining components.
4. Exploring whether a more equitable calculation may be considered for the valuation of Pemberton Sports Complex, and in turn the rates calculation of the facility, based on the community benefit, type and frequency of use of Pemberton Sports Complex by sporting clubs and respective user groups.

These basic steps alone would not ensure a long term sustainable governance model for the Complex as the Club will essentially continue to operate as it always has, resulting in further need for ongoing support. This is not a criticism of the Club, it operates with the support of members who are volunteers and it is clear the community has made a significant contribution to keep the Complex operational and available for the community.

Option 7: Pemberton Sports Club Management – Fee for Service arrangement

A variation on this arrangement is for the Club to continue to manage Pemberton Sports Complex and to maintain and promote delivery of community and recreation services on a fee for service basis for the Shire.

Under this arrangement Pemberton Sports Club would retain the lease over and continue with management of Pemberton Sports Complex. Key elements of this arrangement would include:

1. The Club entering a 'Fee for Service' Agreement with the Shire of Manjimup to maintain and promote the delivery of community sport and recreation services/activities. Under this agreement:
 - a. The Club could employ a part time resource or explore other arrangements with another group/entity to promote and support community sport and recreation activities at the Complex. This could also assist to activate the entry to the Complex if another entity were involved in promotion/delivery of community sport and recreation activities and were co-located on site.
 - b. The Agreement between the Shire and the Club would stipulate the deliverables as agreed between the parties, however it would be expected they would support optimising use of the community and recreation facilities and further activating increased community use at the Complex.
 - c. The fee for service recommended under this arrangement is approximately \$770 per week (\$40,040 per annum). This calculated is based upon an equivalent Level 4 coordinator position, under the Local Government Award at 18 hours per week, with additional incidental funds for advertising, marketing and operational costs. This fee for service amount reflects the economies of scale that is achieved through this model, with The Club managing both the Bar trading and the sport and community facility spaces. Alternative models will lead to duplication of costs, and inefficiencies that would lead to higher costs for The Club and higher costs for The Shire. It is expected that this fee for service arrangement will be used at the discretion of the Pemberton Sports Club in order to ensure agreed service delivery, and could be used to support volunteer or existing management resources.
2. Agreement with the Club to operate with greater clarity of financial accounting between the sport and recreation components of Pemberton Sports Complex and the commercial bar/dining components, ie,

separating the finances of the sport and recreation component of the Club from the bar and dining components. This can ensure that payments to the Club under the Fee for Service Agreement are accounted for in the sport and recreation component of the Club's operation.

3. Implementation of recommendations that remain outstanding from the 2014 Review of Pemberton Sports Complex, including development of operating documents and facility modifications (
4. Negotiation and implementation of licence arrangements with seasonal/regular user groups and published hire arrangements for ad-hoc venue use.
5. Exploring whether a more equitable calculation may be considered for the valuation of Pemberton Sports Complex, and in turn the rates calculation of the facility, based on the community benefit, type and frequency of use of Pemberton Sports Complex by sporting clubs and respective user groups.

The five year financial model at Table 9.5 shows that Options 6 and 7 would both require an annual operational subsidy in the order of \$24,000 increasing to \$28,000 by year five to support the Sport and Recreation components of the Complex. The fee for service payment under option 7 however would remove the need for this subsidy and provide the Club with the opportunity to facilitate increase facility use and enhance future operational sustainability.

It should be noted that the financial forecasting and recommendations in this report have been calculated on a Net Present Value basis, and in any future agreements should address potential cost increases as appropriate.

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Table 9.5: Pemberton Sports Club management of Pemberton Sports Complex⁹

Income and Expenditure	2022	2023	2024	2025	2026	2027
Bar Trading						
Trading Revenue	280,000	302,400	317,520	330,221	340,127	350,331
Total cost of Sales	129,978	140,376	147,395	153,291	157,890	162,626
Bar Trading Revenue	150,022	162,024	170,125	176,930	182,238	187,705
Other Income						
Community Centre Court Hire	5,884	6,355	6,672	6,939	7,148	7,362
Community Centre Function Room Hire	7,676	8,290	8,705	9,053	9,324	9,604
Community Centre Gym Fees	13,922	15,036	15,788	16,419	16,912	17,419
Community Centre Other Income	571	617	648	673	694	714
Community Centre Squash Fees	218	235	247	257	265	273
Kitchen Hire	600	648	680	708	729	751
Pemberton Sports Club Membership	19,330	20,876	21,920	22,797	23,481	24,185
Total Other Income	48,201	52,057	54,660	56,846	58,552	60,308
Total Income	198,223	214,081	224,785	233,776	240,790	248,013
Expenditure						
Accountancy and Audit Fees	4,600	4,968	5,216	5,425	5,588	5,755
Advertising and Promotion	4,380	4,730	4,967	5,166	5,321	5,480
Bank Fees and Charges	2,666	2,879	3,023	3,144	3,238	3,336
Cleaning	10,435	11,270	11,833	12,307	12,676	13,056
Cleaning Supplies	3,196	3,452	3,624	3,769	3,882	3,999
Consumables Replacement	667	720	756	787	810	835
Depreciation	7,116	7,685	8,070	8,392	8,644	8,903
Electricity	16,283	17,586	18,465	19,204	19,780	20,373
Entertainment Expenses	1,277	1,379	1,448	1,506	1,551	1,598
Freight & Cartage	3,265	3,526	3,703	3,851	3,966	4,085
Gas	2,512	2,713	2,849	2,963	3,051	3,143
Gym Repairs and Maintenance	1,002	1,082	1,136	1,182	1,217	1,254
Hire/Rent of Plant and Equipment	317	342	359	374	385	397
Insurance	10,146	10,958	11,506	11,966	12,325	12,695
Licensing Fees	1,221	1,319	1,385	1,440	1,483	1,528
Postage	272	294	308	321	330	340
Printing & Stationary	555	599	629	655	674	694
Rates & Land Taxes	8,585	9,272	9,735	10,125	10,429	10,741
Rent on Land and Buildings	110	119	125	130	134	138
Repairs & Maintenance	13,204	14,260	14,973	15,572	16,039	16,521
Subscriptions	3,131	3,381	3,551	3,693	3,803	3,917
Sundry Bar requisites	1,172	1,266	1,329	1,382	1,424	1,466
Sundry Expenses	1,079	1,165	1,224	1,273	1,311	1,350
Superannuation	8,919	9,633	10,114	10,519	10,834	11,159
Telephone	1,327	1,433	1,505	1,565	1,612	1,660
Wages	92,719	100,137	105,143	109,349	112,630	116,008
Wages – movement in leave provisions	2,019	2,181	2,290	2,381	2,453	2,526
Water	16,961	18,318	19,234	20,003	20,603	21,221
Workers Compensation						
Youth Zone Activities Expenses	1,239	1,338	1,405	1,461	1,505	1,550
Total Expenditure	220,375	238,005	249,905	259,901	267,699	275,729
Current Year Surplus/(Deficit)	-22,152	-23,924	-25,120	-26,125	-26,909	-27,716

⁹ Revenues and costs have been increased by conservative Reserve Bank of Australia CPI forecasts.

9.5. Recommendations

Based on the review and assessment considered in this report, the current arrangement of Pemberton Sports Club continuing as lessee and entering a Fee for Service Arrangement (**Option 7**) is recommended as the preferred governance arrangement for Pemberton Sports Complex.

Specific recommendations for consideration by the Pemberton Sports Club and the Shire of Manjimup are summarised below:

Recommendation 1: Fee for Service Arrangement

The Club and the Shire of Manjimup should negotiate and enter a Fee for Service Arrangement to maintain and promote the delivery of community sport and recreation services/activities at Pemberton Sports Complex.

The Agreement would stipulate the required deliverables as agreed between the parties, however it would be expected they would be based around and support optimising use of the community and recreation facilities at the Complex. The fee for service recommended under this arrangement is approximately \$770 per week (\$40,040 per annum). This fee for service amount reflects the economies of scale that is achieved through this model, with The Club managing both the Bar trading and the sport and community facility spaces. Alternative models will lead to duplication of costs, and inefficiencies that would lead to higher costs for The Club and higher costs for The Shire.

Recommendation 2: Supplementary steps to stabilise the financial position of Pemberton Sports Club

- Pemberton Sports Club (seeking assistance from the Shire as required) to develop key documentation/processes which will enable it to strategically plan for the future, including a business and asset management plan.
- The Club review its funding model to secure a greater commitment from all user groups. This includes entering licences where possible with user groups for facility use with a mechanism to share revenues from increased bar sales (documented further below).

9.5.1. Constitution Changes

Similar to the 2014 Review of Pemberton Sports Complex, the current review of the constitution found that the club operates in line with the 'model' rules for a constitution.

It is noted however, that the financials included income and expenses related to cattle trading which is not included in the Objects of the Association. If this activity is to continue as a long term arrangement for the Club, this discrepancy should be addressed.

Recommendation 3: Formalise all club activities in the Club Constitution.

9.5.2. User Group/Use Arrangements

Recommendation 4: More formal arrangements be put in place with seasonal users of Pemberton Sports Complex. This will provide user groups with certainty of facility of access to meet their respective needs and provide Pemberton Sports Club with more certainty in facility use and associated revenue streams.

Licence to Occupy - To provide certainty of facility access to meet their needs it is recommended that licence arrangements are negotiated and implemented with seasonal/regular user groups.

Under the licence agreement, the licensee will be granted permission to access the Complex for a specified purpose, such as conduct of their specific activity, at specified times and under specified conditions. The licence agreement will not provide exclusive use of the respective facility component beyond the specified times of access as no interest is created in the land or facility (unlike a lease or sub-lease).

Hire Arrangements - It is recommended that Pemberton Sports Club continue to offer hire arrangements for short-term or irregular one-off uses of Pemberton Sports Complex. Hire arrangements should continue to be via published rates and the hirer accepting the Club's specific terms and conditions for facility hire.

9.5.3. Facility Modifications

The 2014 Review of Pemberton Sports Complex made recommendations that were identified as being able to assist to increase use of the centre, offset operational costs and generate a greater level of income.

Recommendation 5: Options should be explored and discussions held with any community groups who may be compatible with co-location within Pemberton Sports Complex. Any requirements for facility modification as result of co-locations could only be determined once a viable arrangement has been identified.

Recommendation 6: Electricity costs have been identified as a significant operating expense for Pemberton Sports Club, a cost that is anticipated to continue to grow into the future. In order to help mitigate the impact of this cost Pemberton Sports Club (with the assistance of the Shire) should undertake an updated to the 2014 energy cost audit with a new energy use audit with a view to:

- Explore options to reduce the size of the cold room and break it to a cold room/store room (with this component not refrigerated).
- Shut down the freezer for the kitchen area and utilise a smaller fit for purpose freezer which would provide more efficient cold storage options.
- Consider installation of sub electricity and water meters so that usage can be tracked between discreet optional components of the Complex.
- Consider installation of battery storage and other enhancements to the existing solar installation at the Complex.

Recommendation 7: Water charges increased significantly during 2021/22. This should be investigated as to the main cause if not already known as it could potentially relate to a water leak as opposed to water from increased known usage. It is recommended that a water usage audit be undertaken by the Club to determine where water is consumed and potential water saving options to be implemented at the Complex.

9.5.4. Liquor Licence

The current Club Liquor Licence is the most appropriate licence model for the Club.

Income from bar trading provides a significant source of revenue for Pemberton Sports Club (62.7% of income in FY2022), which in turn, is used to support the operations of Pemberton Sports Complex. Given this, SGL recommends the liquor licence be retained under the current model with Pemberton Sports Club as the licensee.

Two issues emerged from the consultation with regard to alcohol sales however that should be considered:

1. The football club noted its members purchase alcohol from the bar at Pemberton Sports Complex, including after games and that the original intent of the club's memorandum of understanding with Pemberton Sports Club was that the football club would be a percentage of profit from alcohol sales returned to the club, however that has not occurred.

2. There was feedback that some users go elsewhere to drink following their use of facilities at Pemberton Sports Complex, resulting in potential lost revenue from alcohol sales.

Recommendation 8: Future license agreements with user groups include a mechanism for a percentage rebate to the licence fee from alcohol sales to each club/user group. Such an arrangement will provide an incentive for clubs to promote use of the bar and help to boost sales from bar takings to and in turn would benefit the clubs or user groups themselves.

It is important that any rebate mechanism be developed with consideration to the fact that although the clubs do not currently receive a percentage of profit from sales, they also do not contribute towards the costs of cleaning, bar management, electricity, water and other building maintenance. These elements should all be considered when determining an appropriate rebate formula.

Recommendation 9: The Club should further explore (in consultation with the Shire) how the valuation for Pemberton Sports Club is undertaken and whether a more equitable calculation could be considered by the Valuer General, based on the community benefit, type and frequency of use of Pemberton Sports Complex by sporting clubs and respective users. In the event a more equitable valuation were adopted, this could assist in a reduction in the ratable area and therefore rates paid by the Club.

DRAFT

ATTACHMENT A PEMBERTON & MANJIMUP

This section provides a high level demographic overview of Pemberton and the Shire of Manjimup with associated high level sport and recreation participation statistics for Western Australia.

Demographics

Presented below is a snapshot demographic summary of the Pemberton UCL (based on the Australian Bureau of Statistics Pemberton Urban Centre and Locality¹⁰) and the wider local government area of Manjimup¹¹.

9,093 2021 population Manjimup Shire There are slightly more males living in Manjimup (4,574 or 50.3%) compared to females (4,522 or 49.7%)	47 years Median Age This is significantly higher than the median age for Western Australia at 38 years	3.3% Indigenous Status 3.3% of the Manjimup population identify as being Aboriginal and/or Torres Strait Islander, the same percentage for Western Australia as a whole
861 2021 population Pemberton There are slightly more females living in Pemberton (50.4%) compared to males (49.6%)	48 years Median Age This is higher than the median age for Manjimup and significantly higher than Western Australia at 38 years	1.4% Indigenous Status 1.4% of the Pemberton population identify as being Aboriginal and/or Torres Strait Islander

Table 1 provides a summary of age for the Pemberton UCL and the Shire of Manjimup according to various life stages. For Pemberton the highest proportion of people is in the 35-49 age group (17.3%), followed by those aged 70 and over (16.9%) and those aged 50-59 (16.5%).

For the Shire of Manjimup, the highest proportion of people are aged 35-49 years (16.7%), 50-59 years (16.0%), 70 and over (15.5%) and 60-69 years (15.4%). Both Pemberton and Manjimup have an older population when compared with Western Australia, with more people aged 50 and over and fewer people in the younger age categories, particularly those aged 25-49 years.

¹⁰ www.abs.gov.au/census/find-census-data/quickstats/2021/UCL521042. Urban Centres and Localities (UCLs) represent areas of concentrated urban development with populations of 200 people or more. These areas of urban development are primarily identified using dwelling and population density criteria using data from the 2021 Census. UCLs are not an official definition of towns.

¹¹ www.abs.gov.au/census/find-census-data/quickstats/2021/LGA55180

Table 1: Age by life stage

	Pemberton			Manjimup		Western Australia
Young children	0-4 years	3.6%	31	4.7%	430	6.1%
Primary schoolers	5-14 years	11.6%	100	11.6%	1,058	12.9%
Secondary/tertiary	15-24 years	10.7%	92	10.1%	925	11.8%
Young workforce	25-34 years	9.1%	78	10.0%	915	14.0%
Homebuilders	35-49 years	17.3%	149	16.7%	1,522	20.8%
Older workers	50-59 years	16.5%	142	16.0%	1,455	12.6%
Empty nesters	60-69 years	14.2%	122	15.4%	1,405	10.7%
Seniors/elderly	70 and over	17.0%	146	15.5%	1,410	11.1%
Total		100.0%	860	100.0%	9,020	100.0%

Presented below is a statistical summary snapshot of the Shire of Manjimup. This has not been provided at a Pemberton level due to the low total population count for the Pemberton UCL.

Education and Qualifications		For people currently attending an educational institution, people from Manjimup are more likely to be attending either primary or secondary school	
5.3% Pre school 5.6% for WA as a whole		27.6% Primary 27.6% for WA as a whole	25.3% Secondary 21.8% for WA as a whole
6.4% TAFE and vocational 7.4% for WA as a whole		3.0% University Significantly lower than the 13.9% for WA as a whole	
Highest level of educational attainment for those aged 15 and over		People living in Manjimup are less likely to have achieved a bachelor degree or advanced diploma when compared with Western Australia as a whole. They are also less likely to have completed senior school with a greater percentage indicating their highest level of attainment at years 9 through to 11	
11.8% Bachelor degree compared with 23.8% for WA as a whole		6.4% Advanced diploma/diploma compared with 9.3% for WA as a whole	14.8% Year 12 compared with 15.5% for WA as a whole
7.5% Year 11 compared with 5.0% for WA as a whole		16.9% Year 10 compared with 11.3% for WA as a whole	8.5% Year 9 or below compared with 5.4% for WA as a whole
Cultural Diversity			
Ancestry ¹²		People living in Manjimup are more likely to report English, Australian and Scottish ancestry when compared with Western Australia as a whole (for WA 37.5% English, 29.7% Australian and 8.7% Scottish)	
46.0% English		37.5% Australian	10.3% Scottish

¹² Respondents had the option of reporting up to two ancestries on their Census form, and this is captured by the Ancestry multi response (ANCP) variable used in this table. Therefore, the sum of all ancestry responses for an area will not equal the total number of people in the area

76.3% Born in Australia (compared with 62.0% for Western Australia as a whole)	55.0% Both Parents Born in Australia (compared with 37.9% for Western Australia as a whole)	
Income and Employment		
Participation in the labour force	People living in Manjimup have similar labour force participation rates when compared with the rest of Western Australia (people aged 15 and over)	
59.1% In the labour force (compared with 63.9% for Western Australia as a whole)	55.1% Work full time (compared with 57.1% for Western Australia as a whole)	
Top Occupations	People living in Manjimup are more likely to be employed as Managers or Labourers (people aged 15 and over)	
20.4% Managers (compared with 12.3% for Western Australia as a whole)	18.7% Labourers (compared with 9.4% for Western Australia as a whole)	13.1% Technicians and Trades (compared with 15.3% for Western Australia as a whole)
Industry of employment	People living in Manjimup are more likely to be employed in agricultural and other service industries (people aged 15 and over)	
3.6% Beef cattle farming (compared with 0.2% for Western Australia as a whole)	3.4% Accommodation (compared with 0.9% for Western Australia as a whole)	3.4% Supermarket/grocery (compared with 2.4% for Western Australia as a whole)
3.3% Fruit and nut tree growing (compared with 0.0% for Western Australia as a whole)	2.9% State Government Administration (compared with 1.3% for Western Australia as a whole)	
Median Weekly Income	People living in Manjimup have lower personal, family and household incomes when compared with Western Australia as a whole (people aged 15 and over)	
\$675 Personal (compared with \$848 for Western Australia as a whole)	\$1,616 Family (compared with \$2,214 for Western Australia as a whole)	\$1,211 Household (compared with \$1,815 for Western Australia as a whole)
Volunteers		
1,870 residents have performed volunteer work (24.5% of residents compared with 15.9% for Western Australia as a whole)		
Families	People living in Manjimup are more likely to live in a couple family with no children when compared with Western Australia as a whole. Similarly, they are less likely to live in a couple family with children	
50.2% Couple family without children (compared with 38.8% for Western Australia as a whole)	35.3% Couple family with children (compared with 44.6% for Western Australia as a whole)	3.1 Average number of people per household

WA Tomorrow provides a series of population forecasts for the State of Western Australia that are produced using a cohort component model using data for births, deaths and migration. Rates are calculated for

fertility, mortality and migration with historical data matched the regions to be forecast, representing the best estimate of future population size if trends in fertility, mortality and migration continue.

Figure 1 shows the most recent median level WA Tomorrow Population Report No. 11 forecast for the Shire of Manjimup to 2031¹³. It is noted this data is not available at the Pemberton locality level. This shows the population for the Shire of Manjimup is forecast to decrease to 2031.

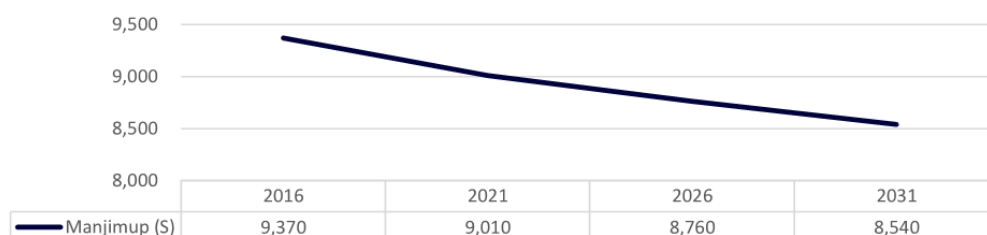


Figure 1: Population forecast for Manjimup Shire

To understand the forecast decline in population further and the impact this may have on sport and recreation participation, this data has been broken down into age categories as presented in Figure 2:

0-4 years – Young children	5-14 years – Primary schoolers	15-24 years – Secondary/tertiary
25-34 years – Young workforce	35-49 years – Homebuilders	50-59 years – Older workers
60-69 years – Empty nesters	70 and over – Seniors/elderly	

Figure 2 presents the age breakdown by population forecast to 2026 and 2031 for the Shire of Manjimup, showing:

- 70 years and over (Seniors/elderly) are forecast to have significant growth;
- 5-14 years (Primary schoolers), 35-49 years (Homebuilders) and 50-59 years (Older workers) are forecast to have the greatest decline; and
- 0-4 years (Young children), 25-34 years (Young workforce) and 60-69 years (Empty nesters) are forecast to remain relatively stable.

¹³ <https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.wa.gov.au%2Fsystem%2Ffiles%2F2021-07%2F2021-WAT-2016-2031-sub-State-LGA-forecast-by-age-and-sex.xlsx&wdOrigin=BROWSELINK>



Figure 2: Population forecast for Shire Manjimup by age category

Sport and Recreation Participation

AusPlay provides national, state and territory data on almost 400 different participation sports and recreation activities in Australia and who is participating in them. The results include participate rates which refer to participation at least once per year with adults being 15+ year old and children's participation referring to organised activity outside of school hours for those aged 0-14 years old.

Ausplay State Data

Participation from the Ausplay data tables for Western Australia from the period July 2021 to June 2022 has been analysed to support the review of Pemberton Sports Complex. For the survey period the participation rate in Western Australia for adults was 88.3%, with 88.0% female and 88.6% male having participated at least once during the year.

Figure 3 shows participation for adults varies for the respective age groups, with the highest participation for those aged 45-54 years (92.6%), 25-34 years (91.4%) and 35-44 years (90.2%). The lowest participation rate was for those aged 65 and over (83.2%).

For children from 0 to 14 years the total participation rate was 73.9%. There is a wide discrepancy between the age groups however with the highest participation rates for children are for those aged 5-8 years (87.9%) followed by those aged 12-14 (83.6%) and those aged 9-11 years (83.1%). Younger children have lower participation rates, for example those aged 0-4 have a participation rate of 54.4%.

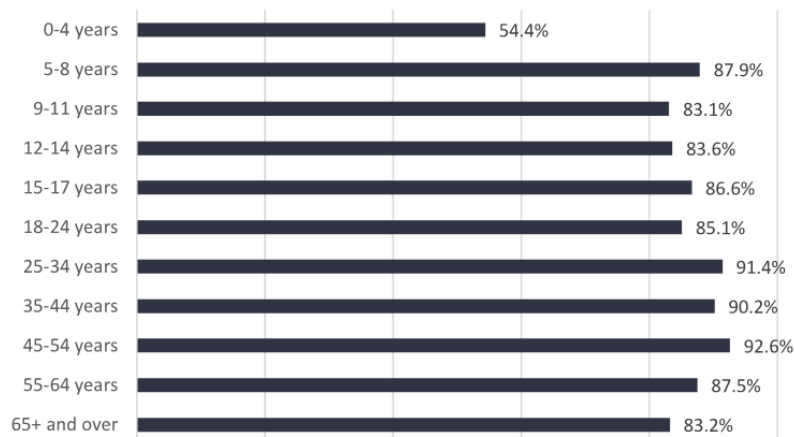


Figure 3: Participation rates by age category (at least once per year)

Figure 4 shows that participation rates for adults are similar for those who are of Aboriginal or Torres Strait Islander origin (83.9%) or those located in an outer regional location (82.9%) however they decline for those who identify as having a disability or physical condition that restricts life in some way (77.9%).



Figure 4: Participation rates by heritage, disability/physical condition or location, Western Australia

As would be expected, the highest frequency of participation for adults was at least once per year (88.3%), decreasing to 23.6% of people who participated seven or more times per week. A total of 79.8% of people indicated they participated at least once per week (Figure 5).

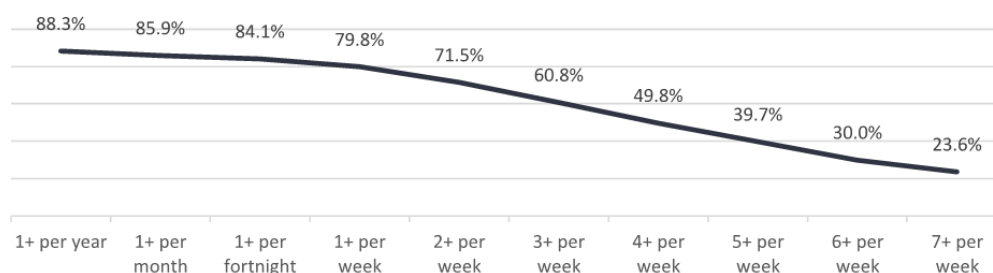


Figure 5: Frequency of participation, adults

For adults who participate in a sport or recreation activity at least one or more times per week, the highest participation rate is for those aged 45-54 years (86.2%), followed by those aged 35-44 (82.1%) and those aged 25-34 (80.9%). The lowest participate rate is for those aged 15-17 years (67.8%). Shown in Figure 6.

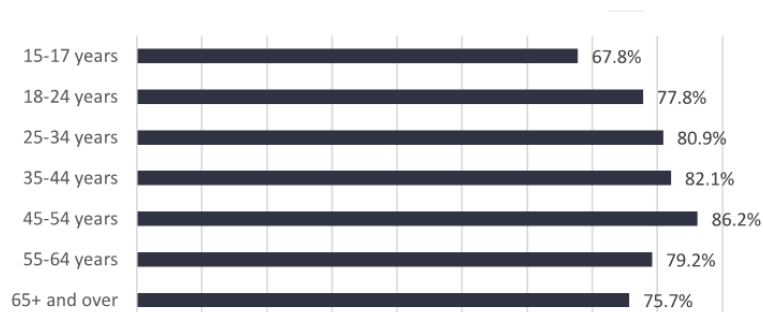


Figure 6: Frequency of participation at least one or more times per week

Figure 7 shows the top 15 activities for adults are identified as walking (40.4%), fitness/gym (37.2%) and athletics (including jogging) (20.1%). For activities or those that could be undertaken at Pemberton Sports Complex the top activities include fitness/gym (37.2%), yoga (6.7%), football/soccer (5.7%), basketball (5.3%), pilates (4.8%), Australian football (4.5%) and netball (4.0%).

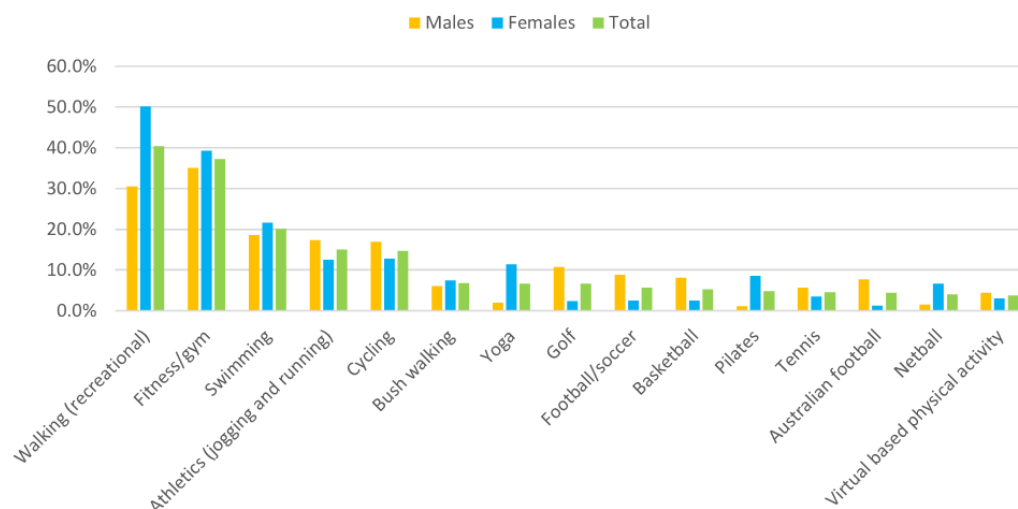


Figure 7: Top 15 activities for adults

There are some distinct gender differences in the top 15 activities. Table 2 provides a full summary of the participation rates for the top 15 activities identified for both adult males and females in Western Australia from July 2021 to June 2022.

This shows a greater number of females participated in walking (50.2% females compared to 30.5% for males), fitness/gym (39.3% compared to 35.1%), yoga (11.4% compared to 2.0%), pilates (8.5% compared to 1.1%) and netball (6.6% compared to 1.5%).

A greater number of males participated in athletics (jogging and running) (17.4% for males compared to 12.6% for females), cycling (16.9% males compared to 12.8% females), golf (10.8% compared to 2.4%), football/soccer (8.9% compared to 2.5%) and Australian football (7.7% compared to 1.3%).

Table 2: Participation by activity – WA data tables – July 2021 to June 2022

Participation by Activity - top 15 activities	Males	Females	Total
Walking (recreational)	30.5%	50.2%	40.4%
Fitness/gym	35.1%	39.3%	37.2%
Swimming	18.6%	21.6%	20.1%
Athletics (jogging and running)	17.4%	12.6%	15.0%
Cycling	16.9%	12.8%	14.8%
Bush walking	6.1%	7.5%	6.8%
Yoga	2.0%	11.4%	6.7%
Golf	10.8%	2.4%	6.6%
Football/soccer	8.9%	2.5%	5.7%
Basketball	8.2%	2.5%	5.3%
Pilates	1.1%	8.5%	4.8%
Tennis	5.7%	3.5%	4.6%
Australian football	7.7%	1.3%	4.5%
Netball	1.5%	6.6%	4.0%
Virtual based physical activity	4.4%	3.0%	3.7%

For children, the results showed the highest participation rate was at least once per year (73.9%), decreasing to 14.8% for three or more times per week (shows in Figure 8).

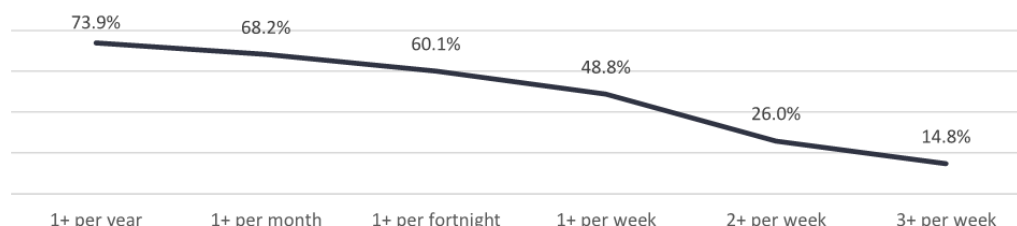
**Figure 8:** Frequency of participation, children

Figure 9 shows the top organised participation activities for children included swimming (31.8%) basketball (11.6%) and Australian football (11.1%).

Similar to adult participation, there are some distinct gender differences for participation rates in the top ten activities. Females had a higher level of participation in dancing (recreational) (22.0% females compared to 0.0% males), athletics (including jogging and running) (9.7% females compared to 5.5% males) and netball (14.6% females compared to 0.9% males). Males had a higher level of participation in Australian football (17.2% for males compared to 3.3% for females), football/soccer (10.4% males compared to 5.9% females) and cricket (8.9% males compared to 1.2% females).

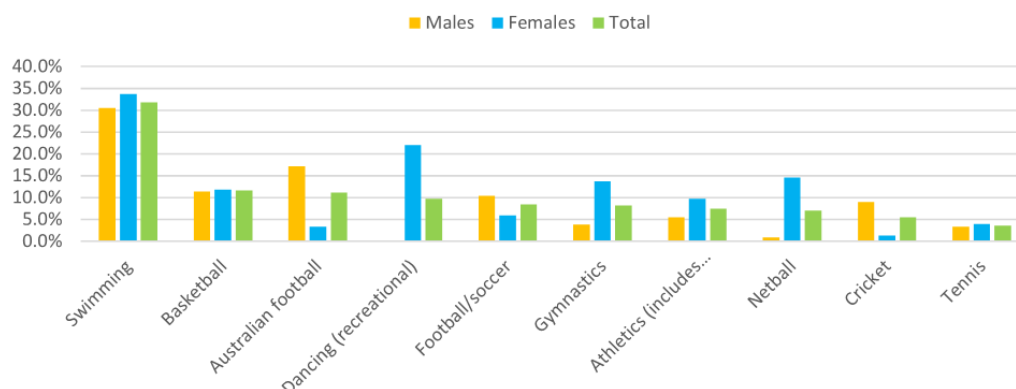


Figure 9: Top 10 activities, children

Table 3 provides a full summary of the participation rates for the top ten activities for children in Western Australia from July 2021 to June 2022.

Table 3: Participation by activity for children – SA data tables – January 2021 to December 2021

Participation by Activity - top 10 activities ¹⁴	Males	Females	Total
Swimming	30.4%	33.6%	31.8%
Basketball	*11.4%	*11.8%	11.6%
Australian football	17.2%	**3.3%	11.1%
Dancing (recreational)	**0.0%	22.0%	9.7%
Football/soccer	*10.4%	*5.9%	8.4%
Gymnastics	*3.8%	*13.7%	8.2%
Athletics (includes jogging and running)	*5.5%	*9.7%	*7.4%
Netball	**0.9%	*14.6%	*7.0%
Cricket	*8.9%	**1.2%	*5.5%
Tennis	**3.3%	**3.9%	*3.6%

Ausplay National Data¹⁵

Ausplay has also prepared Sport and Physical Activity reports that present data on a national level based on a range of sport and recreation activities. Table 4 shows data extracted from these reports to show gender participation rates by age category for the top adult and children's activities that are or could be held at Pemberton Sports Complex. All results are based on aggregated data collected from the commencement of Ausplay in October 2015.

¹⁴ Figures with * denote the estimate has a relative margin of error between 50 and 100% and should be used with caution, figures with ** denote the estimate has a relative margin of error greater than 100% and should be used with caution

¹⁵ www.clearinghouseforsport.gov.au/research/ausplay/results#sportreport

Table 4: Activities by age and gender – Sport and Physical Activity Reports

	Age	0-4	5-8	9-11	12-14	15-17	18-24	25-34	35-44	45-54	55-64	65+
Australian Football	Male	0.9%	17.6%	19.4%	17.8%	17.3%	9.4%	6.1%	4.1%	2.8%	0.1%	0.3%
	Female	0.0%	3.6%	4.0%	5.4%	8.3%	2.9%	1.5%	0.7%	0.4%	0.0%	0.0%
Badminton	Male		0.0%	0.3%	0.6%	2.1%	2.2%	2.2%	2.0%	0.8%	0.5%	0.2%
	Female		0.1%	0.2%	0.5%	3.9%	1.7%	1.2%	0.8%	0.6%	0.3%	0.3%
Basketball	Male	0.3%	7.8%	16.1%	18.1%	22.8%	13.9%	7.8%	5.9%	1.2%	0.3%	0.2%
	Female	0.1%	4.5%	10.2%	11.5%	13.2%	5.6%	2.8%	2.1%	0.0%	0.0%	0.0%
Cricket	Male	0.5%	9.1%	15.2%	13.8%	9.5%	6.5%	6.8%	7.2%	4.4%	1.8%	0.7%
	Female	0.1%	1.5%	2.0%	1.7%	3.2%	1.1%	0.7%	0.8%	0.5%	0.2%	0.1%
Fitness/Gym	Male	1.9%	1.4%	1.1%	2.7%	25.3%	41.8%	41.2%	33.1%	27.9%	24.5%	24.1%
	Female	0.8%	1.1%	1.9%	3.0%	28.0%	47.0%	46.6%	41.8%	37.5%	34.0%	33.4%
Football/soccer	Male	6.1%	27.3%	30.3%	27.2%	27.6%	16.4%	13.2%	9.5%	5.6%	2.1%	0.5%
	Female	2.0%	9.1%	10.3%	10.1%	13.9%	7.2%	3.5%	2.3%	1.3%	0.2%	0.2%
Karate	Male	0.5%	5.9%	4.0%	2.5%	1.1%	0.4%	0.1%	0.4%	0.6%	0.3%	0.1%
	Female	0.7%	3.3%	4.2%	2.1%	0.7%	0.5%	0.3%	0.5%	0.3%	0.1%	0.0%
Netball	Male	0.0%	0.4%	0.8%	0.5%	1.5%	2.1%	1.6%	0.6%	0.3%	0.1%	0.0%
	Female	0.2%	10.5%	25.8%	26.9%	24.1%	13.3%	7.4%	5.2%	2.4%	0.6%	0.1%
Squash	Male		0.1%	0.4%	0.6%	0.7%	1.1%	1.9%	1.7%	1.4%	1.0%	0.2%
	Female		0.1%	0.1%	0.2%	0.7%	0.3%	0.5%	0.4%	0.4%	0.2%	0.3%

Table 4 shows the highest participation rates for each sport or recreation activity as:

Activity	Highest Participation Groups
Australian Football	Younger males aged from 5 to 17
Badminton	Males aged from 15 to 44 and females aged from 15 to 24
Basketball	Males aged from 9 to 24 and females aged from 9 to 17
Cricket	Males aged from 5 to 17
Fitness/gym	Males and females aged 15 and over
Football/soccer	Males aged from 5 to 34 and females aged from 5 to 17
Karate	Younger males aged from 5 to 11 and younger females aged from 9 to 11
Netball	Females aged from 5 to 24
Squash	Males aged from 18 to 54

ATTACHMENT B RESPONSES TO OPEN ENDED SURVEY QUESTIONS

1. User Group responses about satisfaction with Pemberton Sports Complex and Pemberton Sports Club

Quality and condition of facilities

- The grounds & facilities/amenities that we use are always in pretty good condition and kept fairly clean, neat & tidy. There is always room for improvement, but no major complaints
- Condition and maintenance of facilities need improvement from Shire of Manjimup
- Most of the facilities we use as a club are maintained by our members
- We supply and maintain all our own equipment therefore not a cost to the Club
- Needs an upgrade!
- Arts group also looks after venue
- Our changerooms, toilets and the canteen facilities are functional but they are getting old and need more maintenance and some improvements.

Costs of use

- We have found the fees & charges to be fair and affordable for our Club
- Affordable
- We are never happy having to pay for the use of OUR clubs facilities however we are aware of the financial status of the PSC and pay our share
- Currently we do not pay for the facilities other than our local teams are all Sports Club members, which we ensure that we meet the Club requirements
- Not value for money
- We ensure that all of our members who are required to be members under the Club Constitution have paid their fees
- If stays the same then all ok but if price increases it will make it harder for NFP organisations
- The football club purchases all alcohol sales over the bar at the PSC including after games. The original intent of our MOU with the PSC was that the football club would get some % of alcohol sales profit returned to the footy club, but this has not been possible due to the financial hardship the PSC has found itself in. This does cause some animosity with some of our members.

Management Arrangements

- Although sometimes there is miscommunication &/or misunderstanding between different sporting groups, particularly if one is operating based on historical patterns of use, as opposed to current guidelines and procedures
- We have never had any issues
- Most of the time arrangements are fine, however we have had some minor dispute with the use of the dining room following our three major bowling carnivals
- Because we do not get compensated when they use our facility
- We supply our own equipment and organise our playing nights, all the club is required to do is have the bar open
- Reliable
- The footy club can function as per normal under the current arrangements with the PSC. The main issue is financial where the footy club supports the PSC with bar sales, but we don't get anything back financially

- The PSC by necessity is charging the footy club to use toilets, canteen, etc when we are already propping up the PSC with our bar sales. Its double dipping to a degree but the PSC need to do this to survive and keep the doors open. Other than financial, the management of the PSC generally are supportive and work positively with the Footy Club
- We currently just arrange meetings and turn up, no formal arrangement.

Management by Pemberton Sports Club

- The committee were very approachable and accommodating last season. There was a feeling of mutual respect and desire to support each other
- We understand that the PSC is managed by volunteers and so cannot be overly critical. They are reasonable to deal with
- Facilities are not clean and often pose a physical risk to users
- They do a good job in trying to keep the Club open
- Reliable
- The PSC is predominately run by volunteers, and they do the best they can do with their limited time. More can be done to improve the PSC but with volunteers it is hard to find the time and the money required.

Interaction with Pemberton Sports Club

- Also, our members do appear to value the service and facilities available to the local community through the Sporting Complex, although I'm sure the Sports Club would benefit from more financial members to enable them to better manage and maintain the facility. Our Club should continue to promote this
- We are satisfied with bar manager as easy to communicate with
- Hoopz is great
- We have asked for meetings with the management committee to resolve issues, some of the agreed actions did not take place or our request for a meeting was not responded to
- Happy with service we receive from the staff
- Because they are not fair in their decision making
- We have a good relationship with the staff on the nights that we play
- Don't have much to do with each other
- Our interaction is friendly and well-intentioned but better communications could be achieved if the volunteers had more time available.

2. Reasons for not being a member of Pemberton Sports Club

- **Member or participant in other sports club/association at the Complex**
 - I use the PSC as a member of the Men's Winter Darts Association
 - Have only used the facilities for club organised team sport
 - I play basketball and netball there but I am not a member of the sports club
 - I am a member of the gym only.
- **Apathy**
 - I am not associated with any Pemberton sports clubs so I do socialize in Pemberton.
 - Never been directed to do so
 - I am not a member but would consider becoming one
 - Not sure.
- **Value Proposition**
 - Membership is overpriced. Volume of trade is what they want. Make it a \$10 membership and you would double membership overnight.

- Fees are too high and I think it should be open for everyone not just locals but tourism industry as well
- No benefits
- Don't see the point, what are the benefits?
- Services provided and access didn't suit desires at the time
- I have tried to join but was never welcomed, gotten back to
- Joined and never received any emails confirming even though I tried multiple times through other family members emails to remedy this
- Was unhappy with the bar manager but thankfully that has changed
- Not worth it
- Mismanagement of membership fees by committee and culture of poor decision making and Shire blaming. Rather than look at the club with eyes wide open and make decisions on the best interests of club and membership, an anti-Shire rhetoric has been promoted, poor decisions made and total disregard for membership has flourished
- No incentive to be a member. Also generally only attend during basketball season so don't see the point in paying for a year membership.
- Lack of Use
 - Not using it
 - Traveling
 - My visits are very infrequent
 - Moved out of the town. Family are still based there and support using facilities when back in the area
 - Due to relocation to a surrounding town
 - Spend a lot of time in Perth, not enough time in Pemberton
 - Don't go to sports club anymore
 - Do not use
 - Don't use it enough
 - Don't use the facilities

3. Responses to opened ended comments about Pemberton Sports Complex

- I feel as President of the Pemberton Sports Club that this review is going to be very critical. I also feel that you have not got the correct facts right to make this survey useful. I feel you need to be engaging with the people who use the facility including the other sporting bodies who use the facility and I feel you are making the review based on what feedback you are getting from the shire.
- A valuable asset to the community.
- The ability to play sport should be the primary focus.
- I think they should become a tavern and the football club be welcomed because they are the biggest club in the town and should have more control in the running of the club.
- Its been a challenging topic and there are no easy answers, but as a resident of Pemberton, I live work and enjoy life here and this facility is very important to our town.
- Nice to see some improvements happening.
- Overall community vibe is improving.
- More advertising required to promote people being members and when you are a member you get annual reminder to pay.
- Kitchen excellent.
- Lani doing a great job - for bigger events more bar staff required to handle busy times.
- I think that the Shire should be assisting more with keeping this very important community meeting place open for all.

- When I first became a member of the club I was very surprised not to see the sports bar full of footballers who use the grounds. It shocked me when I was told that they drink elsewhere and do not support the sports bar. To me this doesn't add up and is certainly detrimental to the prosperity of the sports club. In my mind everyone who uses the facility and grounds should be doing everything they can to support the club. That includes eating and drinking in the bar and having a full membership. If these activities are undertaken elsewhere then it will certainly have a serious affect on the clubs turnover.
- I think the Club should look into why some groups have been set up and the great outcome that could occur if their needs were met. At the moment this doesn't happen.
- It's a valuable space for the town of Pemberton servicing many sports and tourism that comes into Pemberton. Without it running where would any one be able to go.
- Not being in actual Manjimup gives it a huge disadvantage as the Manjimup shire would only rather money spent in the "super town " Manjimup.
- I am commenting to the survey on behalf of the local Department of Biodiversity Conservation and Attraction office (Parks and Wildlife) Manager. This area is in bushfire risk zone, and the Sports Club provides an important hub for incident management and community information and potential evacuation centre. These types of facilities, if closed, will impact during emergency events.
- Because the Sports Club involves all the community in general it needs more financial assistance from the Shire of Manjimup.
- More regular communication to members and general public.
- Admin staff need to be employed to run the facility as the bar manager has her own job to deal with and having to run all the other sections of the place can get too hard to deal with.
- Sports club membership discounts to encourage more members.
- It is a wonderful facility and I wish it could be used for more things. However right from the beginning, the operating costs have been a recurring problem. If this review helps in that, I for one will be celebrating.
- In 2014 a similar review was held and it was decided that the Pemberton Sports Hub should receive \$40,000 per year. This money has been reduced over time by the staff and councillors of the Manjimup Shire because they don't have a full appreciation of the community service value of this facility, while at the same time they spend many hundreds of thousands of dollars delivering such services in Manjimup. The fact that a local person was overlooked by Manjimup Shire staff and councillors for this review and the fact that staff briefings were from staff that don't live in the town tells a story.
- The Pemberton community simply requires the Manjimup Shire from their \$30M budget to give \$50,000 to the Pemberton Sports Club so they can continue to deliver this highly cost-effective and extremely important community service hub and facility that daily helps create a community spirit and soul that is absent in many communities and helps make this town the envy of many others. The \$36,000 review itself was predominantly a decision made by Manjimup Staff and Councillors who don't understand the community contribution and importance of this facility.
- I am not sure about the idea of paying \$60 to use the kitchen to supply food during a sport competition is viable for the organisers.
- Excellent Facility built mainly by Pemberton people with some assistance from Government. Needs Shire support.
- This is a very in portent complex used for community groups and in portent functions.
- Some local People work very hard doing work to keep this large place open.. being a sporting complex it should be under the control of the local shire management.. the restaurant and bar areas would be best maintained as currently are.
- Running costs are expensive so it would be great if the Manjimup Shire could support it. Pay cleaning and electricity etc.
- This is a great community place to socialise and allow for our kids to play sports in an indoor setting.

- The front appearance of the complex is foreboding and unwelcoming. The approach inside was designed to accommodate a receptionist who is not now employed with the result that anyone attending has to find their own way around.
- A great facility that has been poorly run and maintained and which has in the past been a "closed shop", effectively excluding any "outside" input and advice.
- The football club were instrumental in the design and in the club. However, the club rooms are also the restaurant. It would be good to see them contribute more.
- I'd like the showers opened so that the public can use them. There are no public shower facilities in Pemberton and the sports club have a \$15 for three months membership which would cover shower usage for the travelling public. This may also bring them into the club to use the facilities, gym, restaurant, bar, squash, courts, etc.
- The gym membership is now electronic. Can give access to the gym to members of the community 24/7 which is a great initiative.
- The town needs it. It's an important space for the community.
- Would be good if the Shire supported the community with accessing grants, events etc. Volunteers in satellite towns within the Shire are burning out while Shire staff are able to support Manjimup town's needs.
- The PSC has been a community run facility for over 20 years. They have managed and always found ways to keep the doors open and worked very hard to do so. They rely heavily on volunteers as they cannot pay a manager to run the administration, they can only afford a bar manager. With constantly increasing overheads, the costs are now being included by facility users who expect better service for their money and put more pressure on a volunteer committee. If they had administrative support through a community centre manager, a lot of the issues would be alleviated. This cannot be achieved without financial input from the Shire or other Government body.
- This sports club is more than a venue. It is a meeting place for our community, be it sports, arts, meetings or political. The Manjimup Shire do not extend their efforts or financial backing anymore than the bare minimum. It is obvious that the Shire are happy to wait on local Pemberton volunteers to find solutions to problems, find financial avenues to repair the building and pursue new solutions to find more effective management strategies. We would not have this same approach if the building was located in Manjimup.
- The club needs more staff to run the complex holistically, not in separate silos.
- Fixed costs for the complex are huge for such a small community base due to the lack of foresight when planning the complex. This has led to budget blow outs that were not the fault of the committee charged with running the facility. The Shire of Manjimup have not been helpful in the past, choosing to blame the committee for poor management rather than find practical ways to help.
- I think the shire needs to review the rates charged to the Community Complex, treating it separately from the Sports Club itself.
- Create a more functional and updated gym area with better equipment/space.
- The Pemberton Sports Club is a significant building and should be the number 1 facility within the Manji Shire. It is a very expensive building to run and maintain. The PSC is managed superbly by the volunteers of the PSC and the volunteers of the subclubs. We need to remember that the PSC is managed and operated by volunteers. The MSC needs to step up financially and support the volunteers in managing the PSC which is a very much needed community facility and asset.
- The PSC is the clubrooms of the Southerners Football Club. We are proud of what the Southerners Football Club have put into the PSC and the support we provide to the PSC and require the PSC to continue operating.
- The community of Pemberton pay massive rates and have very little funding in comparison with Manjimup; ie \$2million being spent on oval lighting in Manjimup.

- More people such as casuals should pay a premium on bar and food to cover costs. Members should have a card to show for lower rates. Also in some areas no membership no entry. More costs need to be covered by users.
- The PSC is a key community asset and is vital for our town and the associated sports that use it. The bar and dining are central to all sports and a meeting place for the community and events. The shire should financially support the PSC more. A small dollar amount for the huge community benefit.
- A great asset to have for the community and all efforts must be made to maintain the facility. Very important for the social well being of the township.
- Not all aspects of a community asset are able to be economically viable 100% and some quarter must be given for social welfare.
- Would be great to see a new lease of life established in the complex but it seems to be stuck in the past.
- Shire of Manjimup should be helping all community groups within the facility. Be responsible for maintenance and upkeep to keep the sport club looking fresh and inviting to locals and visitors.
- Committee needs to be more open to new ideas and suggestions.
- The Shire should allocate more funding to the upkeep and maintenance of the facility, rather than the Sports Club Board.
- I believe that certain sections of the sports complex should be hired by the sporting groups. Sporting groups/clubs should pay facility hire fees to use parts of the building. Historical agreements regarding the facilities need to be left aside to ensure the future of the complex.
- Push membership and the outdoor seating area isn't advertised enough. Amazing space to relax with a drink.
- All sporting clubs need to proactive with their members to make the club viable.
- It is an incredibly important space for community to come together. It is essentially the heart of Pemberton.
- To consider membership for locals who no longer live in the town and use facilities occasionally.
- Think about the why behind people wanting to use the club facilities. Everyone's why is different.
- Who else can use facilities (in the local area) during the quieter months.
- Where else can facilities be promoted? What can our facilities be used for?
- How else can we attract the younger people (between the ages of 20 to 35) to use the club.
- To have one club vision and mission, which aligns to all of the community groups.
- The complex is so important to the town and would be great to see it bigger and better and run efficiently with collaboration between all sports there. Bar and restaurant to work hand in hand would be an improvement.
- I believe the gym should be overhauled so access can be done via swipe card so access can be 24 hours. I feel for too long, the Committee blame the shire for the blow out of costs, but bad man management over a number of years, has caused this, not the shire. The town needs to wake up and stop blaming the shire for everything. Also, Shire councilors need to stop blaming other members of the shire employees for the issues and consider their focus and nepotism.
- The club needs more money. Govt grants etc.
- Perhaps need a help from shire like other sporting complex's in shire regarding power & water
Thank you.
- The Sports Complex is an asset to the town of Pemberton and is used by many sporting and non sporting groups. The facility is need of maintenance and promotion to ensure it is fully utilised.
- Please review information gathered at the brainstorming session conducted by the Pemberton Sports Club Committee - Strategic Planning Meeting held Tues 24 November 2021.
- It is a facility that is vitally important to the Pemberton community but the population of Pemberton is struggling to utilise it to its full potential. Needs to be more accessible to visitors for additional income.

- The facility is too big. The library and crc should have been moved down there other than building the new building across from the post office to utilise unused spaces and help cut costs.
- The sports club is brilliant but doing a paper desk top review from across the county is not going to help. You need to be here and living in the community to understand how it really works. The volunteer work tirelessly to keep the club going and the shire staff do everything possible to make it difficult for them. Community services should be supporting the committee to develop a sustainable model with solid income sources. They should also support the marketing of the club.
- Make it open get rid of club fees.
- This facility is a community hub currently being managed and run predominantly by volunteers. We need funding to be able to have a manager available on site for all areas other than the bar & kitchen area.
- As previously stated it is difficult to know what the right answer to managing this complex is given its inability to make money but at the same time it is a core place for the community.
- Overall the sports complex is great however not enough users to ensure it can cover its costs. Also need to ensure all users are paid up members.
- It is a vital part of our community. Every kid uses it for something. So whatever it takes to keep it operating in ways that allow them to use it safely.
- More funding from the Shire to allow for good maintenance of the building and to provide youth services. It is a council owned building that should represent a quality service and facilities. It's been great to see some recent renovations improving the facility and customer experience.
- Not every member non member have Facebook.....will you get a true and accurate outcome of your survey?
- Great asset to the community but lacking clear direction.
- I don't know how but youth need to be involved in the decision making process.
- Board needs to be restructured if this is to work. Stop thinking that you can get volunteers to do everything, complex needs to be run as a business not try and run off Shire funding

4. Responses to open ended comments about Pemberton Sports Club

- The current committee are volunteers who are working there butts off to keep the club a float, we have no new committee members wanting to join the committee. The same committee members are on a number of other club committee as well plus own or hold other employment with other business.
- The Manjimup Shire needs to recognise the importance of a complex of this nature to the betterment of the community.
- At present very difficult to organise access and court hire.
- Overall managements seems a lot more evident.
- Well managed by staff and the many volunteers, still need more help from the Shire of Manjimup considering we are part of this Shire.
- Personally, I think they are incapable of running such a much needed facility.
- It's relied to much on the same volunteers with little to no help from shire to help the sporting facilities unlike the amount they will spend in Manjimup.
- The bar/dining should be separate from the sporting facilities, including all staff and bills.
- Each sporting club should be represented on the Sports Club board of management.
- I don't know what the answer is to the continuing financial problems.
- The management of the Pemberton Sports Hub has improved greatly over the last 2 years and is heavily reliant on volunteers. Many things that this facility delivers go unrecognised by the Manjimup Shire - Evacuation centre, New Year's Eve celebrations, Mental Health evenings, cancer fundraisers, funerals, weddings, breast cancer screening, toilet facilities for the skate park, emergency helipad, polling booth, Shire Council meetings, workshops etc.

- The management are very hard working and have organized over the last year quite a few large events for charities, sports and fireworks on New years Eve.
- Facility is well managed despite huge workload of volunteers who are at breaking point.
- It is run by volunteers without help from the Shire. A lot of the cost are incurred from the community and sporting groups and visitors but the cost of all this is incurred by the club without any help from the Shire.
- Possibly more contact with the locals to encourage more family use of the centre.. I am an out of Townner, so have to travel 50km round trip.
- The power supply on the roof needs to be upgraded to run on batteries. Panels without battery's are useless. most of the power is used at night when the sun is not out.
- Over the years it appears to have been focused on Bowls and footy. I note soccer and cricket are also regular seasonal users. Current management appear more accommodating. It will remain to be seen if other groups around town can access the facilities if and when they wish to.
- I think they are all trying to do their best and keep it afloat for all of us to enjoy.
- Good to see the showers available.
- Also talk to the sports club as the club grounds make a great overflow camping area for town. I believe the caravan park could come to some agreement to manage this.
- This would bring additional income into the club in the form of membership fees for the use of showers and toilets. Not to mention additional revenue to the bar and restaurant.
- A Community Centre Manager is needed to provide regular administration to the Pemberton Sports Complex.
- The Shire of Manjimup has neglected this facility, based on the fact that it has a sports bar. This is irrelevant to the Sports Complex overall and the Community centre. A bar manager is not a facility manager and without Shire assistance, the PSC cannot afford both. They expect volunteers to run a business and community centre of this size for free! They only recently put grant money into improving the facilities with a bit of paint. What about management costs? They do not even give any assistance for rates, electricity or water, yet expect all the bills to be paid, ultimately by bar takings.
- The board and bar manager do a great job but really need someone for the Community Centre and oversees the whole complex so there is someone there everyday during the day.
- Although originally created by the community, the club needs the support of the shire, as they support facilities in Manjimup.
- It's a sometimes thankless task, but they are all doing a good job.
- Last time the Sports Club asked for financial assistance, I believe they were told that "the community raised money last time, get them to do it again".
- The PSC bar complex is the only real source of income paying the bills, perhaps memberships to each sporting group may need to be changed? Deanmill Workers Club charges \$10/ year for membership and still makes money. Its the outgoing expenses that are crippling the PSC, in my opinion.
- It is run-in a voluntary capacity and I think they do the best they can however with the cost of things it is very hard and sometimes seems like they are fighting a losing battle.
- Support the volunteers who manage the PSC.
- The funding needed is beyond the scope and ability of Pemberton residents. The Shire needs to increase its funding FROM OUR RATES to meet current personnel needs.
- Management needs updating.
- The management of the PSC is mostly done by volunteers. They need more financial help from the shire to maintain the facility and allow it to grow and flourish. I don't think the shire know how important this facility is the fabric of Pemberton.
- Management is looking good and trying hard to keep the club afloat.
- Shire should run waive rates run by volunteers who put in a lot of their own time.

- Professional management of the asset must be in place to keep track of costings and devise a fair and acceptable level of charges to the respective users where possible. If this does not cover the full operating costs of the asset then if all avenues of reform to costs have been completed then the remaining shortfall has to be borne by the shire.
- Keeping the staff friendly !!
- New manager should be supported to revitalise and modernise this facility.
- It would be ideally run by the one body to ensure of cohesion & collaboration between local groups, however I'm not sure they have the resources to enable them to do this.
- Hard to get in contact to organise use of space. Don't know who to ring.
- Get rid of the committee.
- The less shire intervention in management the greater the benefit to maintaining and making a profit.
- The current management by the Pemberton Sports Club is an asset to the town and the Shire of Manjimup should applaud them for recent changes implemented to ensure the longevity of the complex. I'd like to see a comparative of the numbers through the doors vs the Manjimup Pool which runs at a million dollar loss. The Pemberton sports complex is an asset to the community and needs to be maintained by the Shire of Manjimup.
- I believe an individual, employed and reporting to the Shire, as a manager and acting as part of the Sports Club Committee, would be ideal to co-ordinate, promote and plan events to help that volunteer Committee make this hub an even better community asset.
- The management of Pemberton sports club is doing all it can. More support from the shire is required for the Pemberton community.
- The configuration of clubs and spaces needs to be addressed. Historic allocations are not relevant now.
- Members of our community just trying their best to keep the doors open and accessible to all. Small town volunteer base ever shrinking making it a thankless job.
- The club is managed by a group of volunteers who try to do a good job, they may not necessarily have the skills to operate the club in a profitable way.
- Please don't let this committee drag on any longer. It has been like watching a slow train crash for years.
- They would be able to improve the facility a lot more with regular funding to cover basic costs.
- Some board members have been doing a great job for a long time unpaid. Will burnout become an issue? Paid council employees running the club may be more motivated and a long term solution?
- Too many rules, politics amongst sporting clubs, management, kitchen.
- Some hard working members but would benefit from fresh perspectives.
- It's crazy that the restaurant can only be open when the bar is.
- Only way to succeed is to have a look how other successful sporting clubs are run. They do not live in the dark ages and get the Shire to pick up the pieces when bad decisions are being made.



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Brian Robinson
Acting Chief Executive Officer
Shire of Manjimup Council
PO Box 1
Manjimup WA 6258

31st May 2023

Subject: Request to Rename the Walpole Library to "Elizabeth Gerner Walpole Library"

Dear Brian,

I am writing on behalf of the Walpole Community Resource Centre (Inc) to formally request to rename the Walpole Library to the "Elizabeth Gerner Walpole Library." This request is supported by a unanimous motion passed during the Walpole Community Resource Centre's meeting, which grants permission to submit this proposal on behalf of the community. In accordance with the requirements for renaming community infrastructure, as established by the Manjimup Shire Council, I have compiled all the necessary information and documentation:

1. Addressed to the Chief Executive Officer (CEO) This letter is specifically addressed to you, the Chief Executive Officer of the Manjimup Shire Council, to ensure that our request receives proper attention and consideration.
2. Evidence of support from the Walpole Community Resource Centre is attached to this letter, you will find the minutes of the Walpole Community Resource Centre meeting, which reflect a unanimous motion in favour of renaming the Walpole Library as the "Elizabeth Gerner Walpole Library." This document serves as evidence of the Resource Centre's endorsement and support for the proposal.
3. Address of the building or place to be named The Walpole Library, subject to this renaming request, is located at 2 Pier Street Walpole.
4. A site plan clearly identifying the location and boundaries of the asset to be named. Enclosed with this letter, you will find a site plan that provides a clear visual representation of the location and boundaries of the Walpole Library. Please refer to



Department of
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the attached document for a comprehensive understanding of the library's position within the community.

5. Documentation providing the reason for the choice of name, including the history, meaning, significance, and relevance to the town, locality, and/or Warren-Blackwood or Walpole-Nornalup region or national/international contribution Elizabeth Gerner, a highly esteemed individual, played a pivotal role in the development and progress of the Walpole Library and made enduring contributions to the Walpole community. Her remarkable dedication and efforts have left an indelible impact, making her an exceptional candidate for this renaming initiative.

As a trained librarian, Elizabeth Gerner became an integral part of the Walpole library system soon after she and her husband, Thomas Gerner, settled in Walpole in 1969. She actively served on the library committee and assumed the role of Secretary/Librarian in 1970. Elizabeth's unwavering commitment to ensuring that Walpole became part of the State Library Service eventually led to the town's achievement of this milestone in May 1982. Her determination and perseverance were instrumental in bringing about this significant accomplishment, with the library subsequently relocating to new premises.

Throughout her thirty-three years of service, Elizabeth Gerner earned the respect and admiration of the community. She was widely recognised for her passion for books and reading, as well as her personal interactions with library members. Elizabeth's influence extended beyond the library, as she actively participated in various community initiatives, including her long-standing membership in the Walpole Nornalup and Districts Historical Society, hosting Outward Bound activities on her property, and supporting musical endeavours. Her extensive involvement exemplifies the breadth and depth of her dedication to the district.

Sadly, Elizabeth Gerner passed away in 2022. However, her legacy lives on in the hearts of the Walpole community. The renaming of the Walpole Library as the "Elizabeth Gerner Walpole Library" would serve as a fitting tribute to her memory and the enduring contributions she made during her lifetime.

In light of the unanimous support from the Walpole Community Resource Centre and the compelling rationale provided above, we kindly request the Manjimup Shire Council to give serious consideration to approving the renaming of the Walpole Library in honour of Elizabeth Gerner.



Department of
**Primary Industries and
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Thank you for your attention to this matter. We believe that renaming the library would be a meaningful way to commemorate Elizabeth Gerner's exceptional impact on the Walpole community.

Please find attached the minutes of the Walpole Community Resource Centre meeting for your reference. Should you require any additional information or documentation, please do not hesitate to contact me.

We appreciate your time and consideration and look forward to a positive response.

Sincerely,

Cherie Smith | General Manager | Walpole Community Resource Centre Inc.
24 Latham Avenue Walpole Western Australia 6398
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Department of
**Primary Industries and
Regional Development**





Jennifer Willcox
Cornucopia

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29th May 2023

TO WHOM IT MAY CONCERN

I am extremely happy to provide this letter in support of the initiative by Walpole Community Resource Centre in the proposing the renaming of the Walpole Public Library, to become the Elizabeth Gerner Library.

Elizabeth and her husband Thomas, either singly or together, have been very strong supporters over many years of a number of community groups and initiatives including but not limited to Walpole Telecentre Steering Committee, Walpole Telecentre Management Committee, Walpole and District Seniors Accommodation, Walpole Collocation Committee, Walpole Menshed, Walpole Ladies Craft Group, Walpole Health Advisory Committee, Walpole Choir, members of Walpole Nornalup Tourism Association, Walpole CRC Management Committee.

I personally have known and worked alongside Elizabeth many times over the last 30 years and knew her primarily as Walpole's long standing and much loved Librarian. I understand she was instrumental in bringing many initiatives to the Walpole Library.

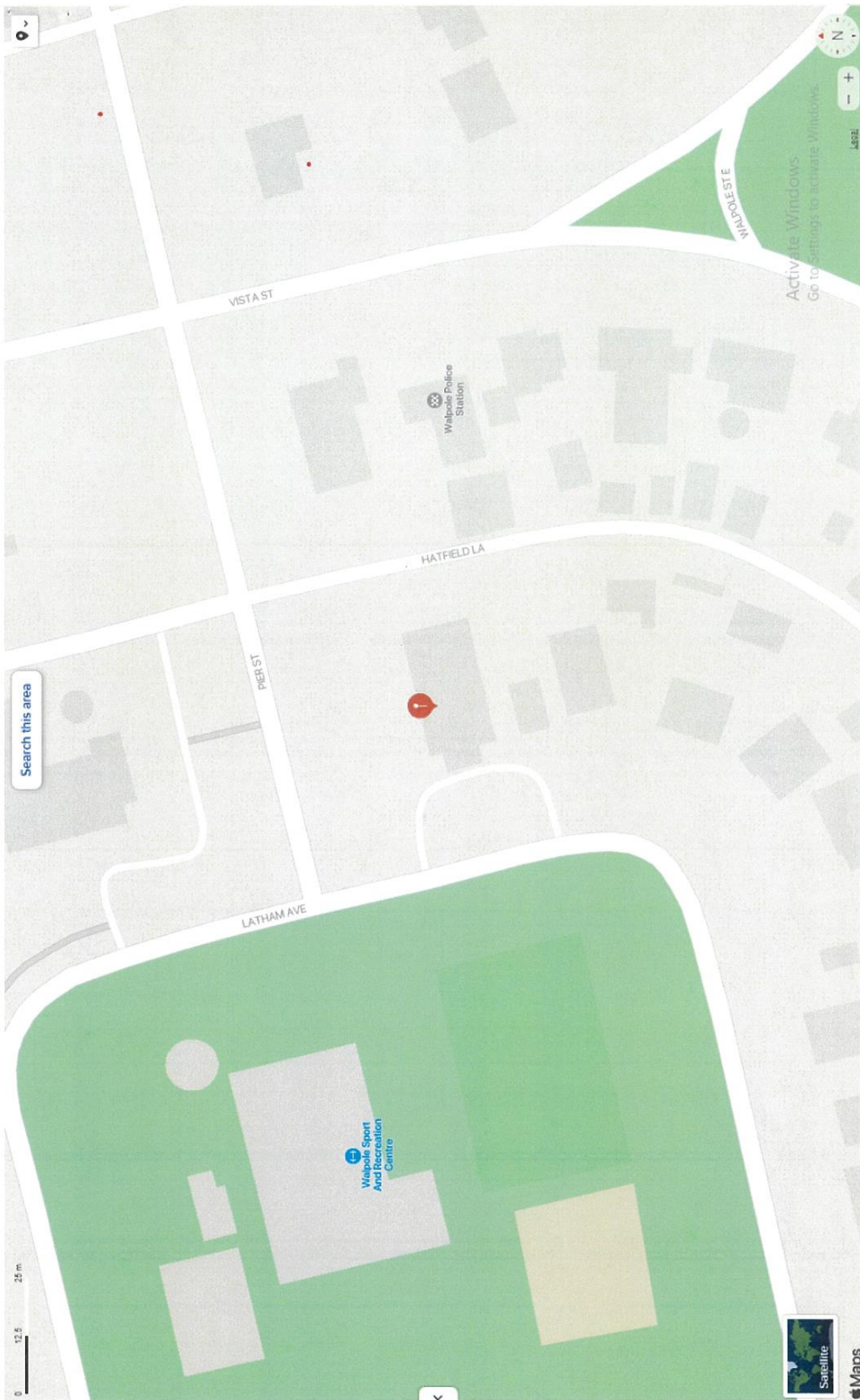
Upon Elizabeth's recent sad passing, I can think of no higher or better recognition for this truly wonderful lady who contributed to Walpole in helping to make it the "community in unity" that it is today.

Yours sincerely,

Jennifer Willcox



Councillor
South Ward [Walpole]
Shire of Manjimup





Thomas Gerner
PO Box 301
Walpole WA 6398

25th May 2023

Brian Robinson
Acting Chief Executive Officer
Shire of Manjimup Council
PO Box 1
Manjimup WA 6258

Subject: Permission to Rename the Walpole Library after Elizabeth Gerner

Dear Mr Robinson,

I am writing to express my heartfelt permission and support for the proposed renaming of the Walpole Library in honour of my late wife, Elizabeth Gerner. It would be an immense honour to see her legacy memorialised in such a meaningful way.

Elizabeth dedicated over three decades of her life to serving the Walpole community and played a vital role in the growth and development of the Walpole Library. As a trained librarian, her expertise and passion for books were evident in her unwavering commitment to the library and its patrons. Her tireless efforts in establishing Walpole as the 200th State Library in May 1982 were instrumental in securing access to valuable resources and knowledge for our community.

Beyond her professional contributions, Elizabeth had a profound impact on the lives of countless individuals. She instilled a love of reading and learning in young library visitors, nurturing their intellectual growth and fostering a sense of community. Her dedication extended far beyond the library walls, as she actively participated in various community initiatives, sharing her talents and expertise with enthusiasm and generosity.

I can personally attest to Elizabeth's unwavering dedication, as I had the privilege of witnessing her immense contributions firsthand. Her profound influence on the Walpole community was a source of great pride for her,

and I know she would be deeply honoured by the proposed renaming of the Walpole Library.

Therefore, I, Thomas Gerner and my family wholeheartedly give my permission and support for the Manjimup Shire Council to rename the Walpole Library as the "Elizabeth Gerner Walpole Library." This act of recognition would not only commemorate her extraordinary contributions but also serve as a lasting tribute to her memory and the lasting impact she made on our community.

Thank you for your attention to this matter. I trust that the council will give due consideration to this proposal, taking into account the overwhelming support from the community and the enduring legacy Elizabeth Gerner left behind.

With gratitude,

A handwritten signature in black ink, appearing to read 'Thomas Gerner', with a stylized, flowing script.

Thomas Gerner



**Walpole Community Resource Centre (Inc)
Management Committee Meeting**

NB: Some members of this Committee are volunteers at WCRC and this could constitute a conflict of interest

**Minutes
Friday 26th May 2023**

MEETING OPENED: 3:00pm

PRESENT: Liv Stockley, Ian Payton, Linda Vivian, Cherie Smith, Dave Tapley, Judy Graham

APOLOGIES: Carmy O'Sullivan, Sharon Bell

MINUTES OF PREVIOUS MEETING

The Minutes of the last Committee Meeting held on 28th April 2023 were emailed and read.

Motion: That the Minutes as tabled were a true and accurate record of that meeting.

Moved: J Graham

Seconded: I Payton

Carried

BUSINESS ARISING FROM PREVIOUS MINUTES: Nil

CORRESPONDENCE: Routine

TREASURER'S REPORT:

Previously emailed and read

Motion: That the Treasurer's report, as tabled, be accepted.

Moved: I Payton

Seconded: J Graham

Carried

Business arising from Report: Nil – Ian's comment: EOFY is close and any profit needs to be kept in perspective.

GENERAL MANAGER, FINANCIAL AND ADMINISTRATION REPORT:

Previously emailed and read

Motion: That the General Manager's report, as tabled, be accepted.

Moved: L Stockely

Seconded: L Vivian

Carried

Business arising from Report: Cherie gave the following overview and additions to her report:

- Elisa Novello – is to take over from Trinity with MYOB, perform reception duties and will help Nicole with her sport/cooking duties as needed. Although grant writing has slowed down, she will also apply for grants pertinent to events on our calendar.
- There are now 14 contractors (including an RN) and 28 clients in the process of signing up for the Home Care packages. The Walpole Hotel is now on board as a service provider so the Meals on Wheels facility can be expanded for seniors on packages.

GENERAL BUSINESS

Re-naming the Walpole Library – a survey of Walpole and Districts residents and subsequent voting resulted in 91 for, 3 against the re-naming of the Library. Therefore, the following motion was proposed:

That the Walpole CRC Management Committee allow Cherie Smith to write an official request to the Shire of Manjimup to re-name our Library:

Elizabeth Gerner Walpole Library

Moved: L Stockely

Seconded: D Tapley

Carried

MEETING CLOSED

There being no further business, the meeting closed at 3:25pm

NEXT MEETING: Friday, 23rd June, 3:00pm

**LOCAL GOVERNMENT ACT 1995
BUSH FIRES ACT 1954**

SHIRE OF MANJIMUP

BUSH FIRE BRIGADES LOCAL LAW 2023

Under the powers conferred by the *Local Government Act 1995*, the *Bush Fires Act 1954* and under all other powers enabling it, the Council of the Shire of Manjimup resolved on ~~XX XXXXX~~ 2023 to make the following local law.

1. Citation

This local law may be cited as the *Shire of Manjimup Bush Fire Brigades Local Law 2023*.

2. Commencement

This local law will come into operation 14 days after publication in the *Government Gazette*.

2.2 Repeal Provisions

The By-laws of the Manjimup Road Board relating to the Establishment, Maintenance and Equipment of Bush Fire Brigade for the Road District of Manjimup, as published in the *Government Gazette* on the 24 May, 1940 are repealed.

3. Application

This local law applies throughout the district.

4. Definitions

(1) In this local law unless the context otherwise requires—

Act means the *Bush Fires Act 1954*;

brigade area is defined in clause 6(1)(b);

bush fire brigade is defined in section 7 of the Act;

CEO means the Chief Executive Officer of the local government;

district means the district of the local government;

local government means the Shire of Manjimup;

normal brigade activities is defined by section 35A of the Act; and

Regulations means Regulations made under the Act.

(2) In this local law, unless the context otherwise requires, a reference to—

(a) a captain;

(b) a first lieutenant;

(c) any additional lieutenants;

means a person holding that position in a bush fire brigade.

5. Establishment of a bush fire brigade

(1) The local government may establish a bush fire brigade for the purpose of carrying out normal brigade activities.

(2) A bush fire brigade is established on the date of the local government's decision under subclause (1).

(3) A bush fire brigade established under subclause (1) is to hold a meeting at least once every financial year to appoint persons to the positions in clause 6(1)(c).

6. Name and officers of bush fire brigade

(1) On establishing a bush fire brigade under clause 5(1) the local government is to—

(a) give a name to the bush fire brigade;

(b) specify the brigade area in which the bush fire brigade is primarily responsible for carrying out the normal brigade activities; and

(c) appoint—

(i) a captain;

(ii) a first lieutenant; and

(iii) additional lieutenants if the local government considers it necessary.

(2) A person appointed to a position pursuant to subclause (1)(c) is to be taken to be a brigade member.

(3) The appointments referred to in subclause (1)(c) expire at the completion of the first annual general meeting of the bush fire brigade.

(4) In accordance with section 43 of the Act, the local government may remove or appoint officers of a bush fire brigade as deemed necessary or appropriate.

(5) Subject to subclause (4)—

(a) an election is to be held at the first annual general meeting by the members of the brigade for appointments to the positions referred to in subclause (1)(c) and every subsequent annual general meeting; and

- (b) if a position referred to in subclause (1)(c) becomes vacant prior to the completion of the first annual general meeting or at any time, then the brigade members are to vote for a replacement member to fill the position.

(6) The brigade members may elect, set the term of office, describe the duties of, and dismiss, any person to any other position including secretary, treasurer, equipment officer, training officer or other positions, and may combine those positions.

(7) The brigade members may establish types of brigade membership including fire fighting members, auxiliary members, cadet members, and honorary life members.

7. Duties of captain and bush fire brigade officers

- (1) The duties of the captain are to—
 - (a) provide leadership to bush fire brigades;
 - (b) in the absence of a bush fire control officer take command and manage members during emergencies and other Brigade related activities;
 - (c) monitor bush fire brigades' resourcing, equipment and training levels;
 - (d) liaise with the local government concerning—
 - (i) fire prevention or fire suppression matters generally;
 - (ii) directions to be issued by the local government to bush fire control officers, including those who issue permits to burn; and
 - (iii) bush fire brigade officers;
 - (e) ensure that a list of bush fire brigade members is maintained;
 - (f) report annually to the local government the office bearers of the bush fire brigade in accordance with the Regulations;
 - (g) report to the local government at least annually, for consideration and appropriate provision being made in the next local government budget, the status of a bush fire brigade's—
 - (i) training and readiness;
 - (ii) protective clothing;
 - (iii) equipment; and
 - (iv) vehicles and appliances;
 - (h) arrange for normal brigade activities as authorised by the Act or by the local government; and
 - (i) where a vacancy occurs in a position appointed under clause 6(1)(c), to—
 - (i) advise the CEO of the vacancy as soon as practicable; and
 - (ii) make alternate suitable arrangements for that position until an appointment is made.
- (2) The duties of lieutenants are to—
 - (a) provide support to the Captain;
 - (b) in the absence of a bush fire control officer and or captain take command and manage members during emergencies and other Brigade related activities;
 - (c) demonstrate positive leadership and mentor members;
 - (d) maintain open lines of communication and encourage positive interaction and teamwork between members;
 - (e) ensure Bush Fire Brigade Operational Procedures are adhered to during brigade activities;
 - (f) ensure members engaged in firefighting activities hold competencies relevant to the task;
 - (g) work cohesively with the brigade Training Officer and conduct training activities for members;
 - (h) ensure the behaviour of members is in accordance with the Local Government's code of conduct; and
 - (i) in the absence of the brigade Captain the most senior Lieutenant present assumes the responsibilities and duties of that office and takes ultimate responsibility for the performance of all Brigade activities.

8. Appointment, employment, payment, dismissal and duties of bush fire control officers

The appointment, employment, payment, dismissal and duties of bush fire control officers is dealt with by the Act.

9. Maintenance and equipment with appliances and apparatus of bush fire brigades

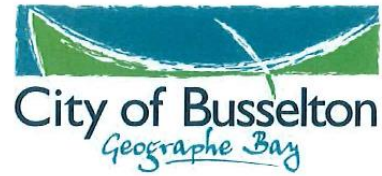
The local government may provide funds for the maintenance and equipment with appliances and apparatus of bush fire brigades in accordance with Part 6 of the *Local Government Act 1995*.

Dated this **XX XXXXX 2023**.

The Common Seal of the Shire of Manjimup was affixed by authority of a resolution of Council in the presence of—

P. OMODEI, President.
B.ROBINSON, Acting Chief Executive Officer.

Our Ref: BMRRA01
 via email: info@manjimup.wa.gov.au



24 July 2017

Mr Andrew Campbell
 Chief Executive Officer
 Shire of Manjimup
 PO BOX 1
 MANJIMUP WA 6258

Dear Andrew

BUSSELTON MARGARET RIVER REGIONAL AIRPORT – FUTURE AIRPORT MARKETING FUND

On behalf of the City of Busselton, I wish to thank you and the Shire of Manjimup for the ongoing support of the Busselton Margaret River Regional Airport (BMRRA) Development Project.

I am now writing to request that the Shire of Manjimup continue this support through a financial contribution of \$10,000 over five years for a future Airport Marketing fund. The Airport Marketing Fund will assist in the attraction and retention of Airlines to service the East Coast to South West route, the outcomes of which will provide direct benefits to all regional South West Local Governments.

As you are aware, the City has made significant progress on the project to date in terms of infrastructure development and airline engagement, resulting in positive responses from domestic airlines including interest to commence services by the end of 2017. The opportunity for an airline to be a first-mover into the South West region with a fully serviced terminal and ancillary services has been critical to this response.

To assist in securing direct interstate and international flights into the South West region, the City has committed \$3.5 million over five years towards the Airline Marketing fund, with the Margaret River Busselton Tourism Association (MRBTA) committing \$100,000 over two years. In addition, the City, in partnership with Tourism Western Australia, has engaged an Airline Engagement Consultant to assist in securing and retaining airlines to service the East Coast to South West route.

These ongoing financial and in-kind commitments by stakeholders represent a significant commitment to the South West region and more importantly, to driving significant economic growth opportunities and expansive social benefits. The introduction of direct interstate flights into the South West region will benefit the region as a whole, increasing visitation to the region, bolstering the tourism industry, increasing occupancy and event attendance and providing incentive to invest in the development of major tourism infrastructure.

All Communications to:

The Chief Executive Officer
 Locked Bag 1
 BUSSELTON WA 6280
 T: (08) 9781 0444 E: city@busselton.wa.gov.au
www.busselton.wa.gov.au

Events Capital WA

The wider regional benefits of a developed airport include a construction workforce of 126; 94 new direct and indirect ongoing jobs over a 30 year period; \$95.5m in Gross Value Add to the South West Region over a 30 year period; \$55m in additional income; and \$220m in additional economic output.

Most importantly for the Shire of Manjimup, BMRRRA represents a significant opportunity for air freight cargo. The region is renowned as a producer of high calibre horticultural and agricultural produce and is a substantial contributor to Western Australia's export figures. It is estimated that well over half of all airfreight out of Perth Airport comes from the South West region and as the epicentre of high quality produce, the Shire of Manjimup is poised to take advantage of maturing markets with a growing emphasis on effectively managing the supply chains and shortening time to markets. Establishing a 'Paddock to Plate' supply chain via underbelly cargo on domestic and international regular passenger transport (RPT) services will provide direct and indirect economic benefits for the Shire of Manjimup.

In addition, the prospect of residing in the idyllic South West region and maintaining a desirable work life balance presents opportunities for the entire South West region to diversify its current workforce and attract new residents. This can be achieved through the redevelopment of BMRRRA and increased FIFO services. As the amount of FIFO workers in Western Australia is expected to expand through newly commissioned projects and expansion of existing activities, a significant portion of this additional workforce demand will be met by skilled labour from towns in regional WA, presenting opportunities for the entire South West region to diversify its current workforce and attract new residents.

I ask that the Shire of Manjimup Council consider this request and provide a letter confirming a financial contribution toward the Airport Marketing fund and the continued support for the Busselton-Margaret River Regional Airport development project as one of the most regionally significant and transformational infrastructure projects in the South West.

Please feel free to contact me for further information.

Yours sincerely



Mike Archer
CHIEF EXECUTIVE OFFICER

All Communications to:

The Chief Executive Officer
Locked Bag 1
BUSSELTON WA 6280
T: (08) 9781 0444 E: city@busselton.wa.gov.au
www.busselton.wa.gov.au

Events Capital WA

Cr Winfield returned to the Chamber at 5.44pm.

ATTACHMENT

9.1.3 City of Busselton Request for a Financial Contribution to the Busselton Margaret River Regional Airport - Airline Marketing Fund

PROPONENT	City of Busselton
OWNER	City of Busselton
LOCATION / ADDRESS:	86 Neville Hyder Drive, Yalyalup WA 6280
WARD:	N/A
ZONE:	N/A
DIRECTORATE:	Office of the CEO
FILE REFERENCE:	F160189
LEGISLATION:	Nil
AUTHOR:	Andrew Campbell
DATE OF REPORT:	9/08/2017
DECLARATION OF INTEREST:	Nil

BACKGROUND:

The City of Busselton is currently engaged in the ambitious Busselton Margaret River Regional Airport (BMRRA) Development Project. The objective of the BMRRA is to redevelop the existing airport to enable the introduction of direct international and interstate flights into the South West region of Western Australia.

The Shire of Manjimup has previously provided letters of support for the project concept and this contributed to the receipt of Federal, State and Local funding for the airport redevelopment. Prospective benefits to the communities in the Shire of Manjimup were identified in the tourism and agricultural industry sectors in addition to possible air transport benefits for local residents.

The City of Busselton has requested a financial contribution of \$10,000 spread over five years from the Shire of Manjimup and all of the other South West Local Governments, toward an Airline Marketing Fund. The City of Busselton's contribution is \$3.5M over the same period.

A copy of the request from the City of Busselton is attached.

ATTACHMENT: 9.1.3(1)

PUBLIC CONSULTATION UNDERTAKEN:

Nil

COMMENT (Includes Options):

It is understood that it is quite difficult to attract and retain an airline carrier for international and interstate destinations from essentially what will be a new airport not currently operating in similar markets. It is considered that the City

of Busselton's approach to establishing a significant Airline Marketing Fund is a strategy that will give them the best shot at achieving their desired outcomes not only within their Local Government district but potentially within the entire South West region.

The request for a contribution of \$10,000 over five years is considered to be a small cost to the Shire of Manjimup in creating something that could potentially transform the South West region if successful. Whilst potential benefits to the Shire of Manjimup may be insignificant at first, over time if the project is successful by attracting and retaining airline carrier/s for international and interstate flights, the benefit to the whole South West region including the Shire of Manjimup may be significant.

The Shire commits considerable funds to marketing and promotion each year and it is considered that \$2,000 per annum for the next five years is a small investment in a large regional project that Council should give favourable consideration to.

STATUTORY ENVIRONMENT:

Nil.

POLICY / STRATEGIC IMPLICATIONS:

Tourism and agriculture are two very important industry sectors in the Shire of Manjimup. Additionally the introduction of significant jet movements into the BMRRA may result in pressure on light air traffic to relocate to quieter airfields such as located in Manjimup.

ORGANISATIONAL RISK MANAGEMENT:

Nil.

FINANCIAL IMPLICATIONS:

The contribution requested by the City of Busselton is \$2,000 per year for the next five years. This amount can be sourced from within existing budget allocations.

SUSTAINABILITY:

Environmental: Nil

Economic: The BMRRA has the potential to provide medium to long term economic benefit to the Shire of Manjimup in the industry sectors of tourism and agriculture.

Social: Having an airport in close proximity to the Shire of Manjimup that offers international and interstate air travel destinations is considered to have positive social benefit to the community.

VOTING REQUIREMENTS:

ABSOLUTE MAJORITY

OFFICER RECOMMENDATION:

47

That Council agree to fund \$2,000 per year for the next five financial years toward the City of Busselton's Airport Marketing Fund as part of the Shire of Manjimup's annual Marketing Budget.

COUNCIL RESOLUTION:

MOVED: Logan, C SECONDED: Tapley, D

27137

That Council agree to fund \$2,000 per year for the next five financial years toward the City of Busselton's Airport Marketing Fund as part of the Shire of Manjimup's annual Marketing Budget.

CARRIED: 9/0



SHIRE OF MANJIMUP
6. LOCAL PLANNING POLICIES
6.1.1 General Applications for Planning Consent

6.1.1 GENERAL APPLICATIONS FOR PLANNING CONSENT

Purpose

The purpose of this Policy is to clarify the local government's position relating to in-principle decisions, clause 61A single house exemption check applications and to identify the 'exceptional circumstances' where the Chief Executive Officer under delegated authority may waive development application fees under clause 9.2.2 of the Shire of Manjimup Local Planning Scheme No. 4.

Objectives

The objectives of this Policy is to ensure all decisions relating to land use and development within the Shire of Manjimup are made in accordance with the local government's obligations under the Planning and Development Act 2005 (PDAct) and the Scheme as well as having a clear position on waiving of fees for development applications lodged by sporting, charitable or other not-for-profit community groups.

Definitions

For the purpose of this policy, all terms and references shall have the same meaning as given by the provisions of the PD Act, Planning and Development (Local Planning Schemes) Regulations 2015 (Regulations) and the Scheme.

Application of Policy

This Policy applies to decisions relating to all land within the Shire and to all Applications for Planning Proposals lodged in accordance with the Scheme. Also, the Policy is to be read in conjunction with the Scheme and any other relevant Local Planning Policy. If a provision of the Policy is inconsistent with the Scheme, the Scheme prevails.

Policy Measures

The above objectives provide the context for the Policy measures which are set out under the following headings:

- < In-Principle Decisions;
- < Clause 61A Single House Exemption Check Applications; and
- < Waiving of Planning Application Fees.

1. In-Principle Decisions

The local government is occasionally requested to provide 'in-principle' support to a particular land use proposal. This process may be favoured by some developers to determine whether the local government is generally supportive of the proposal prior to committing resources to a formal application.

Legally, a local government is limited to making land use planning decisions in accordance with Schedule 2, Part 9 of the Regulations. The Scheme limits the ability to make land use planning decisions to formal applications made under Part 8 of the Regulations. Therefore, there is no legal basis to a local government making an in-principle decision.

SHIRE OF MANJIMUP
6. LOCAL PLANNING POLICIES
6.1.1 General Applications for Planning Consent

1.1. No In-Principle Decisions

The local government will not make a decision relating to the use or development of land unless it is subject to an Application for Planning Approval or an Application for Subdivision / Amalgamation documentation lodged with the Western Australian Planning Commission and formally referred to the local government for comment.

1.2. Scheme Amendment Requests

- (i) Notwithstanding the above mentioned, the local government may consider requests for support of amendments to the Scheme prior to submission of a formal Scheme Amendment documentation. The purpose of a Scheme Amendment Request is to identify whether a scheme amendment proposal is consistent with local government strategic planning objectives.
- (ii) Any such support under (i) will not be construed as formal initiation of a Scheme Amendment and will be considered as 'without prejudice'.
- (iii) Notwithstanding support under (ii), the local government will reserve the right to assess a formal Scheme Amendment on the merits presented in a formal Amendment Document and is not to be encumbered by the previous resolution of support.

2. Provision of Preliminary Advice

Officers of the local government are permitted to provide 'without prejudice' preliminary advice on planning requirements to landowners, consultants, government agencies and members of the general public.

3. Clause 61A Single House Exemption Check Applications

The Shire of Manjimup has, in accordance with Schedule 2, clause 61A(5)(a) of the Regulations, elected to provide advice to landowners in the Scheme area who propose to erect, or alter, or add to a single house, that development approval is not required because of the exemption under item 6 in the Table to clause 61(1).

The fee for this written advice is as per the fees and charges adopted annually by Council.

4. Waiving of Planning Application Fees

4.1. Requests to waive application fees associated with an application for planning consent shall be determined having regard to the following:

- (i) Request to be made
Any sporting, charitable or other community group shall make a request in writing to the Chief Executive Officer to waive a planning fee prior to the application being processed.
- (ii) Group must be incorporated not-for-profit body
Any group making a request as per the above, must be an incorporated

SHIRE OF MANJIMUP
6. LOCAL PLANNING POLICIES
6.1.1 General Applications for Planning Consent

not-for-profit body.

- (iii) Application must be for a development of community benefit
In order to qualify for the waiving of fees, an application must be considered by the Chief Executive Officer to be a development that will produce a community benefit.

4.2. Other Considerations

In addition to the above mentioned, the Chief Executive Officer shall have due regard to the following considerations when determining a request for the waiving of Planning Fees:

- ⟨ The level of contribution already made by the local government to the subject project;
 - ⟨ Whether other funding sources the project provided for the payment of planning fees;
 - ⟨ The financial position of the body making the request;
 - ⟨ Whether an undesirable precedent for the waiving of planning fees would be created by approval of the request; and
 - ⟨ Any other matter the Chief Executive Officer considers relevant to the request.
- (i) Application not to be processed until request to waiver determined
An application subject to a request for waiving of planning fees is not to be processed and determined until such time as the Chief Executive Officer has determined the request in accordance with the section below.
 - (ii) Determination of Request for Waiver
The Chief Executive Officer is to make a written determination on any request for waiving of planning fees in accordance with this Policy. In the event that refusal of the request is warranted, reasons for this are to be given.
 - (iii) Request Referred to Council
In the event of a refusal, the body making the request may request that the matter be determined by Council. In the event of this occurring, the subject application is not to be processed and determined until Council considers the request unless the prescribed fee is paid.

Notwithstanding this Policy, the Chief Executive Officer may elect to table the request for waiving of planning fees for the consideration of Council.

- (iv) Delegation to Chief Executive Officer Not to be Transferred
The delegation from Council to the Chief Executive Officer to determine requests for the waiving of development application fees is not to be transferred to another officer.

ADOPTED – 8 July 2021

EFFECTIVE – 21 July 2021

SHIRE OF MANJIMUP
6. LOCAL PLANNING POLICIES
6.1.1 General Applications for Planning Consent

NEXT DUE FOR REVIEW – July 2025

The Administration of this Policy is by the Development and Regulation Division.



3. **COMMUNITY SERVICES**

3.1 **COMMUNITY DEVELOPMENT**

3.1.6 Naming of Shire Assets, Tree Plantings, Memorials and Plaques

Background and Issues

Community infrastructure, public places, memorials and plaques are reminders of citizens, culture and local heritage and are to be named and placed appropriately to match the context and significance of the asset or purpose.

Objectives

The objective of this policy is:

1. to establish and formalise the principles and criteria by which the Shire of Manjimup names public places, community infrastructure, memorials and plaques inclusive of:
 - Memorial furniture;
 - Memorial Plaques;
 - Public Spaces (including Shire reserves);
 - Community infrastructure (i.e. – any property, complex, structure, building, ornamental bridges, asset, sporting field owned or under the control of the Shire, excluding public roads.); and
 - Tree Plantings
2. to ensure that a consistent, fair and equitable assessment of the naming of the asset is undertaken.
3. To acknowledge that language provides an identity that connects people to culture, embodies traditions and passes on knowledge.

Area of Application

This policy applies to all Shire-managed public spaces, community infrastructure, memorial furniture, plaques and tree plantings within the Shire of Manjimup local government area, excluding public roads/bridges.

Policy Measures

The Shire will consider on its merits any application for the naming of an asset to be included on land under its care, control and management.

1. Naming of Public Open Spaces, Reserves and Community Infrastructure
 - a) In general terms, naming should be unique and use form, spelling and style of contemporary Australian English. In particular cases, naming practice should take into account local Noongar languages.

3. COMMUNITY SERVICES

3.1 COMMUNITY DEVELOPMENT

3.1.6 Naming of Shire Assets, Tree Plantings, Memorials and Plaques

- b) A name shall be wherever possible:
- relevant to Australian, preferably local, history, flora, fauna, culture, local landscape and physical characteristics;
 - short and simple - preferably one to two words;
 - in all respects, in accordance with community standards;
 - complementary with and sensitive to existing names and design themes of adjoining assets;
 - not easily confused with or duplicating names within the region or nearby local governments;
 - be considerate of any potential risk to the reputation of the Shire and/or Council from aligning with an individual or company whose reputation may vary.
 - be considerate of any potential detrimental impact to the community or individuals; and
 - have strong local community support.
- c) If personal names are used, the person commemorated should meet one or more of the following criteria:
- have contributed significantly to the development, protection or enhancement of:
 - Shire Town sites, Localities or Reserves; or
 - the greater region (Warren-Blackwood, Walpole-Nornalup) that has produced long-term improvements in the area or community;
 - have actively served or contributed to an area of national or international importance;
 - have a long-term association with a local community group or service club (no less than twenty years), service to the community or organisation must have been voluntary;
 - have donated property or funds for community benefit;
 - have their birth name recognised – no nick-names;
 - preferably be recognised in memoriam;
 - be endorsed by a deceased persons immediate family; and
 - names of living persons are by their nature subject to partisan perception and change in community judgement and acceptance. For this reason the adoption of a personal name during the lifetime of the person concerned should only be made in exceptional circumstance.

3. COMMUNITY SERVICES

3.1 COMMUNITY DEVELOPMENT

3.1.6 Naming of Shire Assets, Tree Plantings, Memorials and Plaques

- d) Sensitivity to diverse cultural situations should be applied when selecting names and derogatory or discriminatory terms or terms likely to cause offence will not be approved.
- e) Names of commercial entities and the like must not be used unless part of a formal sponsorship proposal.
- f) Naming of parks, reserves and components of reserves must meet the requirements under the Land Administration Act and the Geographic Names Committee (GNC) WA Principles, Guidelines and Procedures.
Note: under the Land Administration Act 1997 names that commemorate a living person will not be considered for parks and reserves over one hectare.

2. Renaming of Community Infrastructure or Public Space

- a) Renaming will only occur in an extraordinary case. Evidence of substantial community support must be provided for a change in name.
- b) Where an asset has been named after a person and that person comes into disrepute through illegal activities, conviction or similar, whether retrospectively or subsequent to the naming, the Shire reserves the right to remove or review the name immediately.
- c) Where a name change is being considered for any of the Shire's infrastructure or reserves, the request is to be firstly referred to Land Management Service (LMS) to confirm if the current name is officially approved by the GNC.

3. Signage

- a) Any signage must be in line with the Shire's signage practices, design standards, and guidelines.

4. Requirements for Naming Proposals for Public Spaces and Community Infrastructure

- a) Addressed to the Chief Executive Officer (CEO);
- b) Evidence of support from an Elected Member of the Shire;
- c) Address of the building or place to be named;
- d) A site plan clearly identifying the location and boundaries of the asset to be named;
- e) Documentation providing the reason for the choice of name including the history, meaning, significance and relevance to the town, locality and/or Warren-Blackwood or Walpole-Nornalup region or national/international contribution;

3. COMMUNITY SERVICES

3.1 COMMUNITY DEVELOPMENT

3.1.6 Naming of Shire Assets, Tree Plantings, Memorials and Plaques

- f) If the nomination is being submitted by an organisation, documented evidence (i.e. minutes from a committee / board meeting) must also be included in support of the nomination; and
- g) For personal names, the following must also be supplied:
 - Biographical details: dates of birth & death (if relevant); length and years of service or association;
 - Written permission from the family in the case of a deceased person.

5 Requirements for Memorial Furniture and Plaques

- a) Addressed to the CEO;
- b) Address of the location;
- c) A site plan clearly identifying the location of the proposed plaque or memorial seat;
- d) A copy of the text to be included on the plaque or memorial seat, and the size and details of the materials to be used.
- e) Documentation providing the reason for the choice of name including the history, meaning, significance and relevance of the subject person to the site; and
- f) If the nomination is being submitted by an organisation, documented evidence (i.e. minutes from a committee / board meeting) must also be included in support of the nomination.

6. Requirements for Tree Planting / Plaques

- a) Addressed to the CEO;
- b) Within the primary town sites of Manjimup, Pemberton, Northcliffe and Walpole the preferred locations are:
 - i. Manjimup Heritage Park
 - ii. Pemberton Memorial Park
 - iii. Northcliffe Forest Park
 - iv. Walpole Pioneer Park
 - v. Other
- c) A site plan clearly identifying the location of the proposed tree planting or tree plaque installation;
- d) Documentation providing the reason for the request including whether for: Centenarian recognition, or memorial purposes should include the history, meaning, significance and relevance of the subject person;

3. COMMUNITY SERVICES**3.1 COMMUNITY DEVELOPMENT****3.1.6 Naming of Shire Assets, Tree Plantings, Memorials and Plaques**

- e) If the request is to recognise a Centenarian then consent of that Centenarian must be included in the submission;
- f) A copy of the text to be included on the plaque or memorial seat, and the size and details of the materials to be used.
- g) If the nomination is being submitted by an organisation, documented evidence (i.e. minutes from a committee / board meeting) must also be included in support of the nomination.

7. Assessment Process:

- a) On receipt of a nomination, the CEO shall ensure or criteria is assessed.
- b) Where the nomination proposal pertains to the naming of parks and reserves a preliminary presentation should be made to Landgate (GNC) for initial comment prior to it being presented to Council for approval. If approval is provided, public consultation occurs, formal approval from Landgate is then requested.
- c) Recommendations to Council involving matters that may be deemed of a sensitive nature will be kept confidential, where possible. Adoption of the recommendation will require an absolute majority decision by Council.
- d) Maintenance and replacement budget considerations pertaining to the request will be considered in the Officer Report.
- e) Memorial furniture, plaques or tree plantings can be granted approval at the discretion of the CEO provided there is no variation to the Policy Measures.

ADOPTED 24 October 2019

NEXT DUE FOR REVIEW MONTH 2023

The Administration of this Policy is by Community Services Directorate.