

NOTICE OF AN ORDINARY MEETING OF COUNCIL

Dear Council Member

The next Ordinary Meeting of the Shire of Bridgetown-Greenbushes will be held on **Thursday, 24 June 2021** in Council Chambers commencing at 5.30pm

T Clynch, CEO



Date:

18 June 2021

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AGENDA

For an Ordinary Meeting of Council to be held in Council Chambers on Thursday, 24 June 2021 commencing at 5.30pm

Opening of Meeting

Meeting to be opened by the Presiding Member.

Acknowledgment of Country

On behalf of the Councillors, staff and gallery, I acknowledge the Noongar People, the Traditional Custodians of the land on which we are gathered, and pay my respects to their Elders past, present and emerging.

Attendance, Apologies and Leave of Absence

President	- Cr J Nicholas
Councillors	- J Bookless
	- J Boyle
	- B Johnson
	- J Moore
	- J Mountford
	- A Pratico
	- P Quinby
	- A Wilson
Officers	- T Clynch, Chief Executive Officer
	- E Denniss, Executive Manager Community Services
	- M Larkworthy, Executive Manager Corporate Services
	- G Arlandoo, Executive Manager Development & Infrastructure
	- K Dudley, Executive Assistant

Attendance of Gallery

Responses to Previous Questions Taken on Notice

Public Question Time

Petitions/Deputations/Presentations

Comments on Agenda Items by Parties with an Interest

Applications for Leave of Absence

Confirmation of Minutes

C.01/0621 Ordinary Meeting held 27 May 2021

A motion is required to confirm the Minutes of the Ordinary Meeting of Council held 27 May 2021 as a true and correct record.

C.02/0621 Special Meeting held 10 June 2021

A motion is required to confirm the Minutes of the Special Meeting of Council held 10 June 2021 as a true and correct record.

Announcements by the Presiding Member Without Discussion

Notification of Disclosure of Interest

Section 5.65 or 5.70 of the *Local Government Act 1995* requires a Member or Officer who has an interest in any matter to be discussed at a Committee/Council Meeting that will be attended by the Member or Officer must disclose the nature of the interest in a written notice given to the Chief Executive Officer before the meeting; or at the meeting before the matter is discussed.

A Member who makes a disclosure under Section 5.65 or 5.70 must not preside at the part of the meeting relating to the matter; or participate in; or be present during any discussion or decision making procedure relating to the matter, unless allowed by the Committee/Council. If Committee/Council allows a Member to speak, the extent of the interest must also be stated.

Questions on Agenda Items by Elected Members

Consideration of Motions of which Previous Notice has been Given

Reports of Officers

Reports of Officers have been divided into Departments as follows:

- CEO's Office
- Corporate Services
- Development & Infrastructure
- Community Services

CEO’s Office

ITEM NO.	C.03/0621	FILE REF.	261.1
SUBJECT	WA Local Government Convention and WALGA AGM		
PROPONENT	WALGA		
OFFICER	Executive Assistant		
DATE OF REPORT	15 June 2021		

Attachment 2 WA Local Government convention Information & Registration Brochure

OFFICER RECOMMENDATION that Council determine how many elected members (and who these will be) to attend the 2021 WA Local Government Convention.

OFFICER RECOMMENDATION that of the Elected Members selected to attend the Local Government Convention, Council appoints two of these as its voting delegates to represent the Shire of Bridgetown-Greenbushes at the Western Australian Local Government Association Annual General Meeting.

OFFICER RECOMMENDATION that if Council determines to submit a Notice of Motion(s) for the Annual General Meeting, the Motion(s) are to be submitted in the format set out by WALGA.

Summary/Purpose

Each year WALGA holds its Annual General Meeting during the WA Local Government Convention with all member Councils being invited to submit Notices of Motions for this meeting.

In addition, pursuant to the WALGA Constitution, all member Councils are entitled to be represented by two (2) voting delegates. Voting delegates may be either elected members or serving officers and the names of these delegates will be required to be registered by 1 September 2021.

Background

Elected Member representation during the past five years has been:

2020	2019	2018	2017	2016
Conference not held (1 day political forum and AGM attended by Cr Nicholas and Cr Johnson)	Cr Wilson Cr Bookless Cr Pratico	Cr Pratico Cr Bookless	Cr Wilson Cr Pratico Cr Hodson	Cr Nicholas Cr Moore Cr Pratico

Any member Council can submit motions to the AGM with the deadline being 2 July 2021 for motions proposing amendments to WALGA’s constitution and 16 July 2021 for other motions. This means that if Council wishes to submit a motion it needs to do so at the June Council meeting.

Guidelines for Formulation of Motions

- Motions should focus on policy matters rather than issues which could be dealt with by the State Council with minimal delay.
- Due regard should be given to the relevance of the motion to the total membership and to Local Government in general. Some motions are of a localised or regional interest and might be better handled through other forums.
- Due regard should be given to the timeliness of the motion – will it still be relevant come Local Government Week or would it be better handled immediately by the Association through the State Council.
- The likely political impact of the motion should be carefully considered.
- Due regard should be given to the educational value to members – ie; does awareness need to be raised on the particular matter.
- The potential media interest of the subject matter should be considered.
- Annual General Meeting motions submitted by member Councils must be accompanied by fully researched and documented supporting comment.

Local Government Convention

The theme for the 2021 Local Government Convention is leading the WAY: Looking Forward, Looking Back, taking place against the backdrop of generational change for the sector with the reform of the Local Government Act on the horizon. The WA Local Government Convention is presented specifically for those engaged in the Local Government sector. The conference sessions aim to support and inform Mayors, Presidents, Elected Members and Chief Executive Officers. Additionally attendance by Executive Directors and other senior managers is highly recommended.

The event, which incorporates WALGA's AGM, will take place on Monday, 20 and Tuesday, 21 September, with the Opening Welcome Reception being held on the evening of Sunday, 19 September. After many years the event returns to Crown Perth and will once again provide a valuable opportunity to meet other Council CEOs and Elected Members from around the State, share stories and experiences and learn from one another.

Prior to the AGM, all member local governments will be provided with copies of the Agenda papers (these should be distributed during late June or early July) and a report on the Motions will be presented to Council to enable Council to determine how it would like its voting delegates to vote on each Motion.

The tentative schedule for the Convention is set out below:

THE PROGRAM

SUNDAY, 19 September (pre-conference)

- 2:30pm – 6:00pm Delegate Service Desk open for Convention Registration
- 3:00pm – 5:00pm **Mayors and Presidents' Forum** (separate registration – by invitation only)
- 5:00pm – 6:30pm **Opening Welcome Reception**
A welcoming space to network your way through an evening of food, beverages, music and friendly conversation. Included in Full Delegate Registration.

Monday, 20 September

- 7:00am Delegate Service Desk open for Convention Registration
- 7:00am – 8:30am **ALGWA (WA) AGM and Breakfast (\$70)**
Register online via Delegate Registration.
Other enquiries to Cr Karen Wheatland, City of Melville – 0401335 642 or CrKaren.Wheatland@melvillewa.gov.au
- 7:30am – 8:45am **Breakfast with Heads of Agencies**
This breakfast is for Mayors, Presidents and CEOs only and invitations will be sent directly. Sponsored by Aware Super.
- 9:00am – 12:45pm **WALGA Annual General Meeting** (includes recognition of Honours Award recipients)
- 12:45pm – 1:45pm Lunch for AGM attendees
- 12:45pm – 1:45pm **2021 Honour Awards Lunch** (by invitation only)
- 1:50pm – 3:00pm **Opening Keynote Speaker: The Honourable Julie Bishop**
- 3:00pm – 3:40pm Afternoon Tea
- 3:40pm – 5:00pm **Local Government, a Federal Perspective**
Hon Mark Coulton MP, Minister for Regional Health, Regional Communications and Local Government
Hon Jason Clare MP, Shadow Minister for Regional Services, Territories and Local Government; Housing and Homelessness
Moderated by **Liam Bartlett**
- 6:30pm – 11:00pm **Gala Dinner, Optus Stadium** (\$165)
Put aside business for the night and enjoy a stunning view, food, drinks and dancing
Includes announcement of #shoWcAse in Pixels winners



Tuesday, 21 September

- 7:00am Delegate Service Desk open for Registration
- 7:00am – 8:45am **PHAIWA Local Government Policy Awards and Breakfast**
For more information or to register for this breakfast, please visit www.phaiwa.org.au
- 7:30am – 8:45am **Convention Breakfast with Jelena Dokic** (\$95)
- 8:50am **Minding Your Mental Health** – Panel Discussion
Aboriginal and non-Aboriginal mental health is an issue that all Australians need to confront to offer genuine support and care for those affected and to help mitigate risks in workplaces and interactions. Local Government in particular, with its role as a major employer and provider of community services, needs to continuously explore how mental health issues manifest and evolve to best inform their options in responding.
Hon Pru Goward, former Cabinet Minister
Greg Hire, Founder, A Stitch in Time
Glenn Mitchell, former leading ABC sports broadcaster
- 10:00am **State and Federal Political Insights**
A conversation centred on the political landscape including the current State Government's performance following the recent State Government Election and an overview of Federal Government initiatives, emerging critical issues and the media response.
Paul Kelly, Editor-at-Large, *The Australian*
Anthony De Ceglie, Editor-in-Chief, *The West Australian*
- 10:40am – 11:15am Morning Tea



Tuesday, 21 September (continued)

12:45pm – 1:40pm

Lunch

1:40pm

CONCURRENT SESSIONS

Bushfire Volunteers

Western Australians in rural and pastoral areas rely heavily on Bush Fire Brigade volunteers to keep them safe from the threat of fire. Local Governments are responsible for administering and training the 19,500 volunteers in 565 bushfire brigades around the State.

This session will provide the latest information on volunteer workplace health and safety obligations, training opportunities and the changing landscape in attracting and retaining bushfire volunteers.

Local Government Audits

The WA State Government amended legislation and regulations to provide for the Auditor General to be responsible for undertaking Local Government audits effective from 1 July 2018. The Office of the Auditor General (OAG) phased in over three years the responsibility for undertaking the audits previously carried out by Local Government appointed commercial contract auditors.

This session will provide information on the:

- Experience of initial three years of financial audits
- Lessons learnt from the OAG perspective
- OAG perspective on Local Government financial statutory provisions
- Expectations for future auditing
- Overview of Local Government Performance Audits and future focus

Waste Avoidance and the impact of the Waste Export Bans

In WA, the majority of material that is recycled through the kerbside recycling bin is exported for reprocessing and use in new products. That's all set to change with the introduction of export bans for plastic, paper and cardboard. As of 1 July 2021, mixed plastic, which is about 4% of what is collected through the kerbside recycling bin, will no longer be able to be exported and will be reprocessed locally. While this is a good outcome in relation to increasing transparency of where material goes, it is likely to have a financial impact on the costs of kerbside recycling.

This session will outline the impact of the export bans, the local processing options being developed and ultimately the best thing that Local Government and the community can do with waste – avoid it completely.

3:10pm – 3:45pm

Afternoon Tea

3:45pm

Closing Speaker: Grace Tame

4:45pm

Official Close of the 2021 Local Government Convention

Wednesday, 22 September (post-conference)

8:30am

Delegate Service Desk open

9:00am – 11:30am

Field Trip: Bushmead Estate, Shaped by Nature (\$70)

Bushmead Estate, 16 km east of Perth's CBD, is a new land development located in the City of Swan that has placed the pristine natural bushland at the forefront of design, with every household connected to the bush. The development which will eventually be home to around 950 new dwellings aims to minimise the environmental footprint and places high importance on the retention of trees within the development. Bushmead is also one of the few estates in Western Australia to have received 6-Leaf EnviroDevelopment Accreditation, ensuring sustainable living for residents.

The land developer, Cedar Woods, will discuss the sustainability features of the estate and the process involved around tree retention from planning to construction, and participants will view a development shaped by the natural site features and experience the parks and walking trails of this unique community.

Includes bus transfers from Crown Perth and Morning Tea.

9:00am – 12:00pm

Field Trip: Construction Futures Centre (\$70)



Construction Training Fund (CTF) is a government statutory authority creating a skilled Western Australian construction workforce. It collects a training levy, helps pay for training, conducts research, showcases training and career opportunities and makes a contribution to building our communities. It also operates an interactive venue, the Construction Futures Centre in Belmont, designed to educate school aged children, young adults and others to consider the many job options on offer within the industry.

Join this tour to explore a range of virtual and augmented reality technologies, artefacts, videos, games and static displays that offer a unique insight into the scope of WA's building and construction industry.

Includes bus transfers from Crown Perth and Morning Tea.

9:30am – 3:00pm

WALGA Forum on Aboriginal Engagement and Reconciliation

Hear from State Government on key Native Title Settlements in WA, and learn from Local Governments about the process of commencing Reconciliation Action Plans (RAPs) through to embedding reconciliation activities as core business. Join Traditional Owners and Aboriginal leaders for a round-table yarn on opportunities and barriers experienced by local Aboriginal communities, and the positive impact Local Government can make. The program will cover Aboriginal engagement methods, employment and economic opportunities, cultural awareness and interpretation, and traditional ecological knowledge in landcare.

Separate registration - [CLICK HERE](#) for more information



Optional events include in the schedule include:

Monday, 20 September 2021

Australian Local Government Womens Association (ALGWA)

AGM and Breakfast (\$70.00pp)

Convention Gala Dinner at Optus Stadium (\$165.00pp)

Tuesday, 21 September 2021

Convention Breakfast with Jelena Dokic (\$95.00pp)

PHAIWA LG Policy Award and Breakfast

Wednesday, 22 September 2021

Field Trip: Bushmead Estate (\$70.00)

Field Trip: Construction Training Fund (\$70.00)

WALGA Forum on Aboriginal Engagement and Reconciliation

Elected Member Training

Friday, 17 September 2021

Developing Specifications for Excellence

Wednesday, 22 September 2021

CEO Performance Appraisals

Wednesday, 22 & Thursday, 23 September 2021

Recovery Coordinators Course for Local Government

The opening Keynote speaker: The Honorable Julie Bishop served as Australia's Minister for Foreign Affairs from 2013 until her resignation in 2018. She was the first female to hold the role as well as the first female Deputy Leader of the Liberal Party, serving for 11 years.

Other guest speakers throughout the Convention include:

- Hon Jason Clare MP
- Hon Mark Coulton MP
- Anthony De Ceglie
- Hon Pru Goward
- Greg Hire
- Paul Kelly
- Glenn Mnitche
- Grace Tame
- Liam Bartlett
- Convention Breakfast: Jelena Dokic

Statutory Environment

WALGA Constitution in relation to the Annual General Meeting

Integrated Planning

- Strategic Community Plan
 - Key Goal 5: Our leadership will be visionary, collaborative and accountable
 - 5.4.2 – Participate in local government collaborative groups
- Corporate Business Plan - Nil
- Long Term Financial Plan - Nil
- Asset Management Plans - Nil
- Workforce Plan – Nil
- Other Integrated Planning – Nil

Policy/Strategic Plan

Policy M.3 – Conference Attendance & Training (clause 5) which reads:

“5. Attendance at Local Government Convention

There will be no restriction on the number of elected members attending Local Government Convention. The number and the names of the elected members however, will be determined annually by Council. Council will ensure adequate funds are allocated in its annual budget to cover delegate expenses each year.

The Shire President will have automatic rights to attend Local Government Convention each year.”

Budget Implications – Funds are allocated in the budget each year to enable delegates (and the CEO) to attend the Local Government Convention.

Risk Management – Not Applicable

Voting Requirements – Simple Majority

ITEM NO.	C.04/0621	FILE REF.	
SUBJECT	Waste Options Paper & Strategic Recommendations for the Regional Alternate Waste Project		
PROPONENT	South West Waste Group		
OFFICER	Chief Executive Officer		
DATE OF REPORT	14 June 2021		

Attachment 3 Regional Options Paper and Strategic Recommendations

OFFICER RECOMMENDATION

That Council acknowledges the Regional Options Paper and Strategic Recommendations document (Attachment 3), delivered as part of the South West Regional Waste Group to guide ongoing work in finding regional solutions that divert waste from landfills.

Summary/Purpose

The South West Regional Waste Group (the Group) requests that Council acknowledges the 'Regional Options Paper and Strategic Recommendations' (Regional Options Paper) (Attachment 3), which was delivered in February 2021. The recommendations in the paper identify the major diversion technologies available in the South West, discusses how Councils could achieve economies of scale in processing, and guides ongoing work that will help determine suitable waste disposal outcomes for the region.

The recommendations of the Regional Options Paper set the ongoing direction for the project. Part of this direction involves specific milestones. By the end of Financial Year 2021/22, Councils can expect to see:

- An operational audit of municipal waste facilities throughout the region;
- Scenario modelling using costs and emissions of alternative disposal processes;
- A regular meeting of senior waste operations staff from Group participants;
- A scoped 'Expression of Interest' process for landfill diversion technologies; and
- Data protocols allowing information comparisons across the region.

Maintaining project momentum towards determining a suitable regional waste disposal response will allow Councils to coordinate local decisions with regional outcomes. Participation in the Group will result in a more united procurement approach, up-to-date information and greater negotiating power in sub-regional negotiations to attain economies of scale. Financial benefits from participation should be achieved as operational matters are shared and discussed between members.

The overarching goals of the ongoing project are to:

- Identify how South West Councils can transition from owning and operating landfills in an economically, environmentally and socially responsible way.
- Identify and act on opportunities to leverage regional and sub-regional economies of scale.

Should Council acknowledge the Regional Options Paper and its recommendations, milestones can be established and timeframes determined when refining suitable regional diversion strategies from landfill.

Background

Since 2010, the Group, which comprises 11 of the 12 Councils in the South West, has sought opportunities to leverage regional economies of scale to improve collective waste management. Work completed to this date has resulted in formation of the Bunbury Harvey Regional Council, commencement and operation of a composting enterprise, viability testing of regional landfill, and establishing strong regional representation within the waste industry.

Members of the Group are:

Shire of Augusta - Margaret River	Shire of Boyup Brook	Shire of Bridgetown - Greenbushes	City of Bunbury
City of Busselton	Shire of Capel	Shire of Collie	Shire of Dardanup
Shire of Donnybrook - Balingup	Shire of Harvey	Shire of Nannup	

The most recent 'Regional Options Paper and Strategic Recommendations' was handed to the Group and directs how large-scale waste diversion from landfill can be achieved in a way that is consistent with previous findings and within each Council's risk tolerance.

The investment in the Federal and State waste industries has provided the region with a unique opportunity to build local, long-term diversion schemes with potentially positive returns on investment. Strengthening this opportunity are the growing costs of aging landfills, population growth and a transitional policy context have made cooperative waste management solutions more attractive than previously. A coordinated waste approach across Local Government Area (LGA) boundaries can leverage the economies of scale needed for significant landfill diversion and ease triple bottom line costs. A separate waste management entity could provide further benefits such as equitable distribution of risk and returns-on-investment. An external entity such as a Regional Subsidiary has the potential to equitably manage waste on behalf of member Councils, removing the liabilities associated with these operations.

Officer Comment

The Regional Options Paper proposes nine recommendations that clarify how greater economies of scale are achievable by driving waste management in the South West towards a cooperative model that reduces the impact of anticipated higher waste management costs in the future. The recommendations are another step towards identifying the life cycle of waste and what risks and benefits impact Councils by shifting the view from waste being a service cost to being a resource. The paper recommends clarifying the costs of new treatment facilities and environmental impacts derived from greater regional coordination, different contract frameworks and cross-boundary operations to attain sub-regional benefits. In full, these recommendations are:

1. That the Group prepares a comprehensive Integrated Waste Management Plan coordinating regional waste assets and operations as a single entity. This is to:
 - a. Identify locations for complex waste treatment facilities;
 - b. Draft community engagement strategies;
 - c. Define responsibilities between Councils including waste ownership boundaries;
 - d. Apportion risk according to the level of engagement.
2. Prepare a Business Plan for the representative entity that clearly defines long term visions, targets, development timelines and proposed expense and revenue projections.
3. Commence planning an 'Expressions of Interest' process which focusses on regional Municipal solid waste treatment. The specifications are to enable a variety of service providers to make submissions proposing technologies that may be proven internationally but are yet to be established in Australia. Siting requirements and other supportive needs, for example, access to complementary assets/partners should be included.
4. Establish an Integrated Waste Management Working Group comprising senior technical and operational staff from within the members of the South West Regional Waste Group to formalise and review waste management initiatives for the region.
5. The Group considers formalising a representative entity e.g. a Regional Subsidiary, to equitably represent members in pursuing the recommendations in the Report.
6. That the Group accepts the recommendations in the Report as presented.
7. Provide regional representation to support or conduct contract negotiations on behalf of, or in conjunction with, multiple similarly sized Councils to attain sub-regional economies of scale.
8. Seek funding and institutional support from State and Federal agencies for implementing the recommendations of the Report.
9. That a standardised data collection program commences across the region. The metrics for Local Government Areas to report against are to be consistent and relevant to inform strategic decision-making and allow reliable triple bottom line comparisons. The data is to be relevant to assessing preferable waste operations between Councils. For example, contamination statistics, waste service costs, capital investments, tonnages, community consultation expenditure and bin audits among others.

Pressures to change

Landfill remains the dominant waste disposal method in the South West. Although economic, the practice of burying Municipal solid waste is now being challenged by State policy, a growing domestic resource recovery market and more cost-effective processing technologies becoming available. Additionally, suitable land for landfill expansion is becoming scarcer, licensing conditions are increasing, and construction costs and legacy environmental responsibilities are becoming major financial risks to local government.

The waste market is currently experiencing significant change resulting from Federal policy and State driven investment in diversion operations. Some local pressures have been triggered from decisions made overseas but there are also south western

influences like the diminishing suitability of land available for landfill expansion, considerable costs faced by Councils because of historic waste practices and existing landfills approaching the end of their operational lives.

Social pressure is also increasing as the impact of landfills on the local environment receives greater attention than previously, resulting from a higher public profile and increased government grant allocations to diversion enterprises.

There will continue to be a need for landfills as the transition from disposable products and packaging continues. Strategically, landfills provide a disposal option that can compete in the disposal market place and act as a contingency should preferable diversion technologies fail elsewhere due to natural disaster, insolvency, industrial accidents or other eventuality. Waste from disposal technologies, for example ash from thermal waste to energy, will require 'best-practice' landfills.

Local impacts of State Targets

Consistent with the rest of the State, the south west waste industry is guided by the Western Australian Waste Strategy 2030 (the Waste Strategy) and Annual Action Plan. These documents set clear targets for the State to collectively achieve by 2025 and 2030. Translated into local action, these objectives guide investment into attaining diversion and prevention of waste. The south west already has significant diversion strategies in place. Common diversion streams aside from FOGO include scrap metals, e-waste, chemicals, kerbside recycling and reusable construction and demolition (C&D) waste. FOGO is expected to divert approximately 55% of the total waste fraction collected or deposited at Council facilities.

The State strategies respond to federal pressures such as specific waste streams actions correlating with national waste export bans determined by the Council of Australian Governments (COAG) on specific materials. The rolling COAG waste export bans are planned to commence on these dates:

- 1 January 2021 for glass
- 1 July 2021 for mixed plastics
- 1 December 2021 for tyres
- 1 July 2022 Single resin plastics (e.g. drink bottles) that are not cleaned and baled
- 1 July 2024 for mixed paper and cardboard.

As these bans are implemented, finding alternate disposal methods becomes more important so the circular economy policy targets remain attainable. This will have direct impacts on local operations and treatment solutions.

The south west's considerable geographical size, isolation from reuse markets and a heavy reliance on resource industries makes reducing waste processing and diversion costs more challenging but opportunities exist to considerably improve our regional performance. Despite the region's separation from large waste end-markets which can impact investment in waste and recycling, local markets for construction and demolition (C&D) waste and organics should be managed close to the source of generation for economic and environmental reasons.

Within metro centres, the higher cost of landfilling and waste disposal compared with regional areas, makes investing in diversion technologies a simpler decision.

Alternative treatments that outperform disposal costs in regional areas is more difficult but the policy and environmental objectives set by the State make this an imperative. Finding economies of scale is critical to minimise existing disposal costs and meet policy targets. This also has implications for the life cycle of different assets.

Depending on how and when you measure the costs of waste management, different options can be supported. If a local Council includes long term management of waste facilities and potential environmental liabilities in their operations assessment, this will drive up the cost of airspace up as fees will be for service and accurately reflect real costs associated with landfill operations.

Responding Effectively as a Region

The complexity of large-scale waste disposal requires a balanced approach that considers all potential options is preferable to choosing one single disposal method. This minimises risk through diversification, is more likely to meet national waste targets and responds to State policy. A mix of disposal options also minimises environmental harm and associated liabilities by isolating potentially harmful methods.

Increasing the diversity on how waste is redirected from landfill builds flexibility as the industry develops, allowing the market to resolve disposal issues for local governments. Incentivising greater private company participation at multiple levels of the waste hierarchy starting with reduce, reuse, recycling/compost and energy recovery from waste lets the market address waste rather than Councils having to come up with options.

Waste disposal at a regional scale should be considered as an integrated system rather than as one single waste stream to be resolved. This fragmentation is driven by the nature of the waste products, its different sources and the variety of disposal options open to Councils. This multi-faceted approach is consistent with previous studies completed for the Group, such as the 'Regional Waste Management Strategy 2015' (RWMS) which clustered waste management technologies to achieve higher diversion rates and capitalise on vertical integration.

There are established frameworks to coordinate regional responses, for example preparing an 'Integrated Waste Management Plan' (IWMP). This framework identifies the components within a waste management system that are required to attain regional economies of scale. Coordinating waste management regionally simplifies the management of waste to protect human health and the natural environment. The process requires evaluating local conditions and needs before choosing, mixing and applying the most suitable solid waste management treatments, using the Waste Hierarchy to determine regional expenditure priorities.

Alternative treatment solutions are assessed within the system so facilities can be placed for maximum regional benefit. Some of these services may include reuse shops, recycling stations, repair centres, thermal waste-to-energy (WTE), anaerobic digestion plants (AD) as well as other treatments as appropriate. Adjusting the community's role to be more participatory in waste management must be central when developing the plan as households are critical in determining the success and efficiency of a service.

Each local government or sub-region (two or more shires) can assist in coordinating services within a regional waste processing context. Locally managed initiatives include:

- Transfer Stations,
- Green waste mulching,
- Local waste groups driving community action, and
- C&D waste processing.

These services would continue being managed by each LGA however, a regional contract for the procurement of the services should be considered by the South West Group to reduce costs.

Effective support for regional assets comes from nurturing community participation. Regionally coordinated programs provide consistency, leading to trust and participation. These initiatives may include education, monitoring, enforcement and efficiency of facilities among others. Better understanding and involvement by the public results in lower contamination rates through greater ownership, so coordinating different services to maximise their impact is important. Regionally managed initiatives may include:

- Implementing an integrated waste education program,
- Supporting local waste groups,
- Providing local messaging,
- Bin audits, and
- Influencing commercial practices.

Large scale treatment facilities can divert significant waste volumes from landfill. Providing regional infrastructure may include Material Recovery Facilities (MRFs), Waste-to-Energy facilities and logistics. By working at a regional scale, outputs from these facilities may be managed elsewhere. At a strategic level, landfills should be maintained but reducing the volumes going to these facilities means they will not be necessary in each shire. In addition to the greater economies of scale, best practice landfills can provide long-term waste disposal security.

Technology Development

The Market Sounding completed in 2021 identified proven technological solutions such as gasification, pyrolysis, biological waste-to-energy plants, composting and direct company-to-company resource trading that were worth pursuing in the South West. The volumes produced regionally were commercially viable with the right separation and contamination activities but each technology had different conditions to succeed. Determining the most suitable solution requires in-depth economic modelling and an open market was the best way to attract appropriate skills.

The market sounding process also established business relationships between the Group, State Government, technology providers and emerging companies. During interviews, discussions and written correspondence, more companies than those which responded stated their willingness to participate in a procurement process which could result in operational contracts such as an Expression-of-Interest (EOI) or Tender process.

Privately managed waste disposal operators are generally aware of the changes affecting long term landfilling and the significant capital investments needed to change existing practices. The long contracts that are needed to attain suitable cost to benefit ratios from these investments are required then to attract investment but can alternatively challenge local innovation and suppress growth of a viable reuse market. For example, a single disposal technology chosen for the next 25 years may be superseded before the returns on investment can be realised.

Establishing a Separate Management Entity

The complexity of administering a regional waste plan, aligning operations to targets, negotiating contracts, community messaging and other tasks associated with developing the waste system requires dedicated personnel. A theme acknowledged in previous reports included separating these waste operations from other Council operations. A separate entity provides considerable advantage to the local waste sector by creating a limited, manageable risk framework.

The cost of continuing current waste disposal practices i.e. 'business as usual', is expected to rise as State policy diverts more waste away from landfill without significant operational cost decreases as well as sites becoming more expensive to develop with new licence conditions. Added to these direct costs are the indirect costs of transitioning to transfer stations, potential introduction of a waste levy, increased transport costs and ongoing environmental monitoring/remediation costs associated with unlined cells.

The rising costs of waste management, changes in market innovation, loss of proactive pricing, inability to capture lost value from waste streams and changing social attitudes suggest that business as usual is not the most effective means to continue operating.

Plan for 2021/22

Should Council acknowledge the 'Regional Options Paper and Strategic Recommendations', the work plan for the forthcoming year will be determined by the recommendations. Councils can expect to see:

- Preparation of an Integrated Waste Management Plan including an audit of municipal waste facilities throughout the region,
- Scenario modelling of alternative disposal methods and their costs using a long term development outlook,
- Assembly of a technical group comprising waste managers from within Councils providing operational advice on proposed initiatives,
- Scoping an 'Expression of Interest' requesting market driven solutions in diverting municipal solid waste disposal from landfill allowing scope to consider recycling and FOGO processing,
- A standardised data protocol allowing comparisons between Council datasets to underpin informed regional decisions across the region.

Maintaining momentum in this project continues the foundation work in determining a suitable regional response to waste disposal pressures with local benefits. Should the 'Regional Options Paper and Strategic Recommendations' be acknowledged and the project continue, then a measured but defined series of outcomes than will allow Councils to make local decisions consistent with regional outcomes.

Participation in this Group allows access to relevant information and negotiating power in sub-regional negotiations to attain economies of scale. Members should start seeing financial benefits of participation as operational contracts are shared for the benefit of members. Regional representation will link Councils more effectively and seek cooperation between members wherever possible.

Stakeholder Consultation

Since 2019, the Group has been actively engaged with private enterprise and government agencies discussing progress and opportunities to divest Councils from landfill operations. In addition, the region participates at a Policy level with several waste initiatives such as reuse of materials in the Bunbury Outer Ring Road and the Container Deposit Scheme. The Group maintains strong relationships with relevant State departments and other stakeholders that maintain a presence in the market.

Options

As an alternative to the proposed recommendation the Council could:

1. Not acknowledge the recommendations but continue with the project; or,
2. Not continue the project.

Conclusion

The Group recognises that continued individual waste management reduces negotiating power for sub-regional contracts and increases costs. Coordinating operational assets using a separate entity is likely to achieve greater diversion and more effective education programs at an overall lower cost.

Given the trend of waste management growth in Western Australia over the previous 15 years, strategic partnerships with private industry and growing the local economy will spread risk and reduce overall costs for Councils in the Region. Councils cooperating with investments will benefit from services being provided that are beyond the scope of an individual Council. More complex treatment processes underpinned by a comprehensive community engagement strategy and coordinated procurement policy can further reduce waste volumes through building a regional waste economy.

Proposed treatments need to be underpinned by strong, consistent community messaging that plays a significant role in managing community participation and reduction in contamination.

A comprehensive waste management plan views regional operations holistically, providing greater flexibility and diversity in waste management. With the existing State and Federal support for waste processing growth, it is now time to seek alternate methods for disposal. An Expressions of Interest process focussing on processing Municipal solid waste can be an effective tool that opens the region to a wider pool of service providers. Crafted skilfully, the specifications can capture economic long term solutions that in some areas have developed local economies focussed on reusing materials previously considered valueless.

Statutory Environment

Waste Avoidance and Resource Recovery Act 2007 (WARR Act)

This legislation aligns municipal operations across the State so they contribute to sustainability, protect human health, the environment and move towards a waste free society. The WARR Act emphasises:

- Resource use efficiency, including resource recovery and waste avoidance;
- Reducing environmental harm, including pollution through waste;
- A hierarchical approach to resource management by avoiding waste creation, increasing resource recovery and reducing disposal impacts.

This legislation requires local governments to prepare Waste Plans to align local waste management goals with State targets. The WARR Act gives the CEO of the department powers to require a local government to submit a report on the implementation of its waste plan. If this is not satisfactory to the State and the differences cannot be negotiated, the WARR Act grants the CEO power to prepare a local waste plan on behalf of the local council.

Waste Avoidance and Resource Recovery Levy Act 2007 (WARR Levy Act)

This legislation allows for the imposition of a levy per tonne of waste disposed to landfill. Based on previous comments by the then Minister for Environment in February 2019, this levy is at least being considered for an extension to the Peel and South West regions.

The National Waste Policy 2018

Published by the Department of Sustainability, Environment, Water, Population and Communities in 2018, the 'National Waste Policy – Less Waste More Resources' frames national waste management using a circular economy model. The Policy champions five principles:

1. Avoiding waste
2. Improving resource recovery
3. Building demand for waste derived products
4. Improved material flows
5. More informed innovation, investment and consumer decisions

There are also national targets which directly inform State priorities and influence local priorities, specifically:

1. Banning waste plastic, paper, glass and tyres exports
2. Reducing total waste generated in Australia by 10% per person by 2030
3. Achieving 80% resource recovery from all waste streams using the waste hierarchy by 2030
4. Increasing recycled content use by governments and industry
5. Phasing out problematic and unnecessary plastics by 2025
6. Halving organic waste volumes sent to landfill by 2030
7. Making data publicly available that supports consumer, investment and policy decisions

Western Australian Waste Strategy 2030 and Annual Action Plan

The Waste Strategy 2030 is the tool helping to implement the Waste Authority objective of transitioning to a “sustainable, low-waste circular economy in which human health and the environment are protected from the impacts of waste.” Two crucial components of the strategy are the waste hierarchy and circular economy.

The Waste Strategy 2030 sets targets which depart from landfill diversion benchmarks to focus on three objectives – avoid, recover and protect. These objectives are intended to deliver a 10 per cent reduction target in waste generation per capita by 2025 and 20 per cent reduction by 2030. The targets to increase material recovery from the existing State rate of 57 per cent to reach 70% by 2025 and 75% by 2030.

The Action Plan is renewed annually and clarifies specific actions, timelines, lead responsibilities and collaborations to achieve the stated objectives.

Integrated Planning

- Strategic Community Plan
 - Key Goal 2 – Our Natural Environment is Valued, Conserved and Enjoyed
 - Objective 2.5 - Effectively managed waste services
 - Strategy 2.5.1 - Identify long term waste disposal and recycle options for the Shire
- Corporate Business Plan
 - Strategy 2.5.1 - Identify long term waste disposal and recycle options for the Shire
 - Action 2.5.1.1 - Participate in the development of the South West Regional Waste Strategy
- Long Term Financial Plan – Nil at this preliminary stage.
- Asset Management Plans - Nil
- Workforce Plan - Nil
- Other Integrated Planning - Nil

Policy Implications – Nil

Budget Implications

The existing costs of this project are shared amongst 11 of the 12 local government areas in the South West.

The cost and interaction of various waste operations need to be modelled so a variety of scenarios can be assessed. On a regional scale, this will require specialist knowledge that the region does not have. For that reason, expertise from conducting similar studies elsewhere should be sought and applied for consistency and confidence that the South West region is taking the best approach. These costs are unknown as the size of the work is currently imprecise until scoping work is completed. This will take place as part of the Integrated Waste Management Plan (IWMP) work.

As the complexity of the project continues, detailed economic and governance data will be required to determine a preferred waste development option throughout the region. This means specialist knowledge with expertise in financial modelling and market development will be needed for specific analysis but much of the required data will be attained through the development of a regional integrated waste plan. These costs will be determined on an ‘as-needs’ basis and a proposal will be agreed by the Group participants.

Baseline costs for this project are approximately \$145,000 per annum divided amongst the members according to the rates percentage contributed by each Council. As of financial year 2020, these percentages are:

LGA	Rates 2019/20	%
Augusta - Margaret River	22,236,881	12
Boyup Brook	2,761,412	2
Bridgetown - Greenbushes	4,664,443	3
Bunbury	39,729,386	22
Busselton	51,997,844	28
Capel	13,537,724	7
Collie	6,227,532	3
Dardanup	13,716,704	7
Donnybrook - Balingup	5,072,527	3
Harvey	21,877,333	12
Nannup	1,772,136	1
TOTAL RATES COLLECTED	183,593,922	100

The above provides for a financial contribution in 2021/22 by the Shire of Bridgetown-Greenbushes of \$4,350 and this expenditure will be included in the draft 2021/22 budget.

Whole of Life Accounting - Nil

Risk Management

An assessment of the potential implications of implementing the officer recommendation has been undertaken using Council’s risk management framework, with risks assessed taking into account any controls already in place. No risks of a medium or greater level have been identified.

Voting Requirements – Simple Majority

ITEM NO.	C.05/0621	FILE REF.	
SUBJECT	Designated Area Migration Agreement		
PROPONENT	Shire of Dardanup on behalf of South West Local Governments		
OFFICER	Chief Executive Officer		
DATE OF REPORT	15 June 2021		

Attachment 4 South West DAMA Business Case

OFFICER RECOMMENDATION

That Council support the establishment of a South West Region Designated Area Migration Agreement and taking into account the lower population and jobs in this Shire compared to larger centres within the Region commit to a reduced 5 year funding commitment of \$2,500 per annum, commencing in 2021/22 to support the Shire of Dardanup operating as the Designated Area Representative for the South West Region Designated Area Migration Agreement.

Summary/Purpose

A Designated Area Migration Agreement (DAMA) has been explored by South West Local Governments to help alleviate an identified chronic shortage of workers.

The Shire of Dardanup has volunteered to fulfil the role of Designated Area Representative to administer the DAMA program over a five year period.

The Shire of Dardanup is seeking \$5,000 per annum from each Local Government towards the costs of administering the program.

Background

The closure of international borders due to COVID-19 has impacted the availability of workers for key industries within the Shire, and within the South West as a whole. Responding to a labour shortage across the South West region, the private sector with the support of Federal Member for Forrest, Hon. Nola Marino MP, explored the opportunity of a South West region migration scheme to facilitate overseas workers for industries facing a skills gap. The migration scheme explored is a Designated Area Migration Agreement (DAMA).

Consultants, Perdaman, were appointed to undertake the investigation, and concluded that it was viable but that a regional, state or territory authority would need to be appointed as the Designated Area Representative (DAR). The DAR is the intermediary between Department of Home Affairs and employers wanting to access the scheme.

A Designated Area Migration Agreement (DAMA) is a formal agreement between the Australian Government and a regional, state or territory authority. It provides access to more overseas workers than the standard skilled migration program. DAMAs operate under an agreement-based framework, providing flexibility for regions to respond to their unique economic and labour market conditions.

A DAMA is a two-tier framework covering a defined regional area. The first tier is an overarching five year deed of agreement (head agreement) with the region's representative. The second tier comprises individual labour agreements with employers under the settings of the head agreement for that region.

DAMA labour agreements are between the Australian Government and endorsed employers operating within the relevant region. They:

- are generally in effect for five years; and
- use the subclass 482 Temporary Skills Shortage (TSS) and subclass 186 Employer Nominated Scheme (ENS) visa programs.

Employers must seek and gain endorsement from the Designated Area Representative (DAR) before lodging a labour agreement request.

Under the DAMA framework, employers in designated areas experiencing skills and labour shortages can sponsor skilled and semi-skilled overseas workers. Individuals cannot directly access a DAMA. Individuals need to be sponsored by an employer operating in a designated region for an occupation that is specified in the head agreement.

DAMAs ensure employers recruit Australian citizens and permanent residents as a first priority. Among other things, employers must demonstrate a genuine attempt to recruit Australians prior to getting access to a DAMA labour agreement.

More information can be obtained from the following link:

<https://immi.homeaffairs.gov.au/visas/employing-and-sponsoring-someone/sponsoring-workers/nominating-a-position/labour-agreements/designated-area-migration-agreements>

A report was presented to the ordinary Council meeting of 26 November 2021 where Council resolved:

C.03/1120 That Council:

1. *Instructs the Chief Executive Officer to execute the South West Regional Councils Designated Area Migration Agreement (DAMA) Memorandum of Understanding as per Attachment A.*
2. *Approves in-principle the allocation of a maximum \$5,000 in the 2021/22 budget as its contribution towards the DAMA initiative.*
3. *Requests that further consideration be given to a scale of contributions by South West Councils based on population, current ABS job statistics or other appropriate comparative tool.*

The next day, on 27 November 2020 at the meeting of the South West Country Zone of the Western Australian Local Government Association (SWALGA) a presentation from Perdaman addressed SWALGA representatives and the following motion was passed including the support of the Shire of Bridgetown-Greenbushes delegate (Cr Nicholas):

That the South West Country Zone of WALGA support the establishment of a DAMA across the South West region and requests individual local government to consider contributing towards a 5 year MOU to support the implementation of the DAMA through a Designated Area Representative body (DAR), which is still to be determined.

Following this meeting it was determined by consensus of the South West Region CEOs that the Shire of Dardanup would be best placed to become the DAR for the DAMA given their leadership and commitment relating to this opportunity. In accepting this role the Shire of Dardanup is now requesting a financial contribution from all South West region Local Governments to support the employment of an administration resource to manage the obligations of a DAR. The request to the Shire of Bridgetown-Greenbushes is \$5,000 and it is further understood that the request to other South West region Local Governments may be slightly greater for larger organisations and slightly less for smaller organisations to form an average of \$5,000 per Local Government and generate \$60,000 per annum for the Shire of Dardanup over a five year period.

The Shire of Dardanup volunteered to take on this role, and sought the support of the other eleven South West region Local Governments before taking the next step to lodge the application for a South West Designated Area Migration Agreement with Commonwealth Government.

A draft business case has been completed and included consultation with businesses and business organisations in the South West Region. In the Shire of Bridgetown-Greenbushes the consultants met with a representative of the Bridgetown Greenbushes Business & Tourism Association and the Manager Operations of the Greenbushes Talison Lithium mine.

The surveys and individual sessions held by the consultant and some of the Region's the Chambers of Commerce and Industry identified shortages in the following industries that could benefit from a DAMA being in place:

- Hospitality, Tourism and Accommodation Industry;
- Retail Trade Industry;
- Logistics – Truck Drivers and Plant operators;
- Timber - Sawmill or Timber Yard Worker and Logging Plant operators;
- Carers – Health and Welfare Workers;
- Dairy Industry;
- Construction, Engineering and Technology Industries; and
- Medical.

It should be noted that a DAMA can be changed over time to allow additional concessions and additional skills to be included on the list. As further information from businesses seeking employees through this channel is collected further business cases can be prepared to amend the DAMA.

The purpose of this report is to seek Council's consideration on whether it wishes to participate in the proposed Designated Area Migration Agreement and commit to a financial contribution of \$5,000 per annum for five years commencing from 2021/22.

Officer Comment

The loss of itinerant workers due to COVID-19 has been a major factor in labour shortages being experienced in the Region, alongside other exacerbating issues such as a local housing shortage. As long as housing shortages remain an issue then a DAMA may have little effect. However, anticipating new housing stock becoming available across the Region, a DAMA may form a valuable strategy in meeting the need for workers. A DAMA would provide greater security by allowing a pathway to Permanent Residency that is often not available to the itinerant workforce.

Across the Region there appears to be the sentiment that filling jobs with local residents is always preferable, and there appear to have been significant efforts to lower barriers to skills development in key industries, feedback from businesses, particularly in larger centres, suggests there simply isn't the local skills base to meet all of the labour shortages.

The business case from Perdaman has now been completed (Attachment 1) that documents the findings from surveying businesses.

To give Council some understanding of the identified labour shortage occupations likely to be endorsed in the South West region, the following table is provided:

Occupation	ANSCO Code	Skill Level	Assessing Authority
Hospitality, Accommodation, Tourism, and Retail Sector			
Accommodation and Hospitality Manager	141999	2	VETASSESS
Baker	351111	3	TRA
Bar Attendant (Supervisor)	070499#	4	VETASSESS
Café or Restaurant Manager	141111	2	VETASSESS
Cook	351411	3	TRA
Hospitality Workers	431999	5	N/A At least 2-3 years of experience required
Hospitality, Retail and Service Manager	149999	2	VETASSESS
Hotel or Motel Manager	141311	2	VETASSESS
Hotel Service Manager	431411	3	VETASSESS
Pastry Cook	351112	3	TRA
Retail Supervisor	621511	4	N/A At least 2-3 years of experience required
Waiter	431511	4	N/A At least 2-3 years of experience required
Waiter (Supervisor)	070499#	4	VETASSESS
Carers, Health and Welfare Workers			
Aged or Disabled Carer	423111	4	VETASSESS
Child Care Worker	421111	3	ACECQA
Community Worker	411711	2	ACWA
Disabilities Services Officer	411712	2	ACWA
Enrolled Nurse	411411	2	ANMAC

Family Support Worker	411713	2	ACWA
Nursing Support Worker	423312	4	VETASSESS
Residential Care Worker	411715	2	ACWA
Welfare Worker	272613	1	ACWA
Youth Worker	411716	2	ACWA
Plant Operators			
Backhoe Operator	721212	4	N/A At least 2-3 years of experience required
Earthmoving Plant Operator	721211	4	N/A At least 2-3 years of experience required
Excavator Operator	721214	4	N/A At least 2-3 years of experience required
Loader Operator	721216	4	N/A At least 2-3 years of experience required
Transport And Logistics			
Truck Driver (General)	733111	4	N/A At least 2-3 years of experience required
Timber Industry			
Logging Plant Operator	721112	4	N/A At least 2-3 years of experience required
Sawmill or Timber Yard Worker	839412	5	N/A At least 2-3 years of experience required
Technician and Other occupations			
Concreter	821211	5	N/A At least 2-3 years of experience required
Driller	712211	4	VETASSESS
Sand Blaster	711913	4	N/A At least 2-3 years of experience required
Steel Fixer	821713	4	N/A At least 2-3 years of experience required
Tyre Fitter	899415	4	N/A At least 2-3 years of experience required
Construction Industry and Engineers			
Construction Project Manager	133111	1	VETASSESS
Civil Engineer	233211	1	Engineers Australia
Mechanical Engineer	233512	1	Engineers Australia
Production or Plant Engineer	233513	1	Engineers Australia
Transport Engineer	233215	1	Engineers Australia
Dairy Industry			

Dairy Product Maker	831114	5	N/A At least 2-3 years of experience required
Medical			
Sonographer	251214	1	ASMIRT
General Practitioner	253111	1	MedBA
Technology			
ICT project Manager	135112	1	ACS

A number of the above occupations are covered by existing agreements (e.g. ACWA, VETASSESS, TRA) but the main benefits of the DAMA are threefold, being:

1. It covers additional occupations not currently captured by existing agreements but with identified labour shortages.
2. It allows greater age flexibility, increasing the maximum age of a migrant in skill level 1 jobs from 45 to 55 years of age, and in skill level 2 and 3 jobs from 45 to 50 years of age.
3. It has greater allowances for Permanent Residency, resolving a current issue for both employers and employees deterred by lack of security.

If approved by the Commonwealth Government any employer in the South West region may access the DAMA via the DAR after providing sufficient evidence (based on a set criteria) satisfying that they have been unable to attract appropriate Australian citizen and permanent resident candidates to an employment vacancy. Council should also be aware that once a DAMA is in place for the South West region, the listed labour shortage occupations can be amended with approval to capture additional areas of unmet need as required.

Taking on the role of DAR is considerable and the Shire of Dardanup should be commended for this initiative. As the funding contribution can only be requested and not mandated from South West region Local Governments, the inherent financial risks associated of taking on the role of the DAR by the Shire of Dardanup are significant if consensus funding support is not achieved. Although it is already understood that several Local Governments have provided a five year funding commitment to the project, if one or more Local Government chooses not to make a funding contribution the DAMA will not exclude access to the program for their local businesses, however this action would place undue financial pressure on the Shire of Dardanup to operate as a DAR.

It is important that when regional initiatives are identified for the benefit of all local governments in the specific region that the local governments provide support, including financial support if necessary. However in considering financial support Council will obviously wish to be satisfied that local benefits will occur. In the case of the proposed DAMA it is noted that both persons consulted by Perdaman have subsequently communicated back to the Shire staff that no obvious direct benefits could be identified at this early stage.

It is noted that Council, in November 2020 only approved in-principle a one-off financial contribution to a maximum of \$5,000 in 2021/22 and no commitment to a multi-year funding commitment was provided.

Council also requested consideration of a scaled level of contributions per Council based on relevant criteria such as population or job statistics.

Options

Council has the following options:

- Support the establishment of a South West Region Designated Area Migration Agreement and commit to a 5 year funding commitment of \$5,000 per annum, commencing in 2021/22 to support the Shire of Dardanup operating as the Designated Area Representative for the South West Region Designated Area Migration Agreement;
- Note (but not specifically support) the establishment of a South West Region Designated Area Migration Agreement and commit no funding towards the initiative; or
- Support the establishment of a South West Region Designated Area Migration Agreement and taking into account the lower population and jobs in this Shire compared to larger centres within the Region commit to a reduced 5 year funding commitment of \$2,500 per annum, commencing in 2021/22 to support the Shire of Dardanup operating as the Designated Area Representative for the South West Region Designated Area Migration Agreement. *[Note the figure of \$2,500 could be replaced with an alternative amount].*

Statutory Environment

The Commonwealth *Migration Act 1958* enables the establishment of a DAMA and the *Local Government Act 1995* establishes the mechanism for expenditure of public funds by Local Governments.

Integrated Planning

- Strategic Community Plan
 - Key Goal 1 - Our economy will be strong, diverse and resilient
 - Objective 1.1 - A diverse economy that provides a range of business and employment opportunities
 - Strategy 1.1.1 - Encourage long term growth in the district in order to retain and enhance services.
 - Strategy 1.1.2 - Develop and implement strategic plans and actions that attract economic development
 - Key Goal 5: Our leadership will be visionary, collaborative and accountable
 - Objective 5.4 - We participate in Regional Collaboration
 - Strategy 5.4.2 - Participate in local government collaborative groups
- Corporate Business Plan - Nil
- Long Term Financial Plan
 - If Council resolves to financially support the DAMA the funding commitment would be recognised in the Long Term Financial Plan at its next annual review.
- Asset Management Plans - Nil
- Workforce Plan - Nil
- Other Integrated Planning - Nil

Policy Implications – Nil

Budget Implications

If Council resolves to provide a financial commitment it will be reflected in the 2021/22 budget.

Whole of Life Accounting - Nil

Risk Management

The greatest risk to the Shire of Bridgetown-Greenbushes is if a DAMA is established and local businesses fail to participate in the program. Given what is known with local labour shortages in occupations identified through the proposed South West region DAMA, some businesses will welcome the opportunity provided by the DAMA to fill employment vacancies whereas others will seek other ways to address skills shortages.

The level of risk to the Shire of Bridgetown-Greenbushes has been assessed as “minor consequence” with a “rare likelihood” giving a risk rating outcome of “low” in accordance with Council Policy F.21 ‘Risk Management’.

Voting Requirements – Simple Majority

ITEM NO.	C.06/0621	FILE REF.	
SUBJECT	Adoption of Strategic Community Plan 2021-2031		
PROPONENT	Council		
OFFICER	Chief Executive Officer		
DATE OF REPORT	15 June 2021		

Attachment 5 Community Scorecard Report October 2020
Attachment 6 Draft Strategic Community Plan 2021-2031

OFFICER RECOMMENDATION

That Council:

- 1. Note the Community Scorecard Report October 2020 as presented in Attachment 5.*
- 2. Adopt the Shire of Bridgetown-Greenbushes Strategic Community Plan 2021-2031 as presented in Attachment 6.*
- 3. Note the proposal by the CEO to incorporate an ongoing community feedback mechanism on the Shire website allowing members of the public to provide comments and feedback on the contents of the Strategic Community Plan that can be used to inform future reviews.*

Summary/Purpose

The Local Government (Administration) Regulations 1996 requires all local governments to have a Community Strategic Plan (SCP) and Corporate Business Plan. It is a legislative requirement to conduct a major review of the SCP every four years under section 5.56 of the Local Government Act 1995, with the framework advising a minor review every two years. Council's last comprehensive review of its Strategic Community Plan was completed in June 2017 and the recommended adoption of the new Strategic Community Plan 2021-2031 is the culmination of a comprehensive review process.

Background

Under the Local Government (Administration) Regulations 1996, all local governments in Western Australia are required to have developed and adopted two key documents: a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP) which are supported by a suite of long term informing strategies. The informing strategies include the Long-Term Financial Plan, Asset Management Plan and Workforce Plan. Collectively these documents drive the development of each local government's annual budget.

Council adopted its current Strategic Community Plan in June 2017.

The Strategic Community Plan is a strategy and planning document that reflects the longer term (10+ years) community and local government aspirations and priorities. Council engaged consultants 'Catalyse' to assist in the development of the new Strategic Community Plan, including the community consultation and engagement components.

The Strategic Community Plan responds to three questions put to the community and the local government:

- Where are we now?
- Where do we want to be?
- How do we get there?

The draft Strategic Community Plan addresses these questions and describes:

- A future vision for the Shire of Bridgetown-Greenbushes
- How the Shire will achieve and resource its objectives
- How success will be measured and reported

The Integrated Planning Framework and Guidelines of the Department of Local Government, Sport and Cultural Industries state that at a minimum a desk top review of the Strategic Community Plan should be undertaken every two years, and a full review and renewed long-term visioning process be conducted every four years thus ensuring the community priorities and aspirations are kept up to date and relevant.

Council conducted a desktop review of the Strategic Community Plan in June 2019.

Under the Integrated Planning and Reporting Framework and Guidelines, all local governments must develop their 10+ year Strategic Community Plan through a community engagement process aimed at identifying long term community aspirations, visions and objectives.

Council engaged with the community with two specific and focused initiatives with a total of 779 persons actively participating (noting there may be some duplication):

- Community Scorecard Survey – September 2020
- Community Sundowner/Workshop – November 2020

Community Scorecard

The Community Scorecard survey was open from 7 September-25 September 2020. Scorecard invitations were sent to all residential properties and local Post Office Boxes using Australia Post unaddressed mail. Supporting promotions included emails to 597 contacts and social media promotion via the Shire's Facebook page. 705 respondents participated, broken down into the following classifications:

- 649 local residents (non-Council affiliated)
- 138 local business representatives
- 157 community group representatives
- 27 out of area ratepayers
- 5 visitors
- 20 Council affiliated (Elected Members and employees)

The 705 respondents provided Council with honest and invaluable feedback on a range of issues. This feedback allowed the Council to:

- Support a review of the Strategic Community Plan (SCP)

- Assess performance against objectives and key performance indicators (KPIs) in the SCP
- Determine community priorities
- Benchmark performance

Respondents to the survey were able to rate and respond to a wide range of questions addressing areas such as Council's leadership, the Shire's vision, community consultation, customer service, service and facilities for different sectors in the community (families, youth, seniors, etc.), access to health and community services, community buildings, sport and recreation facilities and services, playgrounds, parks and reserves, animal management, safety and security, preservation and promotion of local history, managing responsible growth, local roads, footpaths, trails and cycleways, climate change response, waste services, natural disaster management, economic development, tourism and marketing and education/training. Respondents also rated the Shire as a place to live, place to own or operate a business and a place to visit. From the ratings provided by the respondents an index score out of 100 was determined for each specific area and this was able to be compared against other Councils (60+) that had participated in similar structured surveys.

An 'Overall Performance Index Score' was calculated. This is a combined measure of the Shire of Bridgetown-Greenbushes as a 'place to live' and as a 'governing organisation'. The Shire of Bridgetown-Greenbushes' Overall Performance Index Score was 66 out of 100, on par with the industry average for Western Australia.

A copy of the Community Scorecard Report is contained in Attachment 5. A copy of the Report was released for public information in November 2020. Also released in February 2020 was a document titled 'Community Voices', being a copy of all the comments provided in the survey responses by participants. Again this feedback was frank and at times critical but that is the purpose of community engagement and consultation and the comments form a valuable informing tool that Council used in the development of the draft Strategic Community Plan.

Community Sundowner/Workshop

A group of 74 Shire residents joined consultant Lisa Lough in the Town Hall on Tuesday evening 10th November to hear about the outcomes and findings of the Scorecard Survey. The event was structured so that participants responded to a range of issues in groups and then reported back to the audience. This then allowed individuals to comment and provide input into the group feedback.

A copy of the draft Strategic Community Plan 2021-2031 is contained in Attachment 6.

The draft Strategic Community Plan 2021-31 articulates a new vision which is what the community aspires to create and to be. The Vision is:

Bridgetown-Greenbushes: The heart and soul of the South-West

The following values have been identified, reflecting what the local community cares deeply about. These are the values the Shire will always strive to be"

- **Welcoming**, friendly and inclusive;

- **Community minded**, showing respect, understanding and compassion for others, and working collaboratively with people in the local community for better outcomes;
- **Creative** and innovative, being open to new ways of doing things;
- **Sustainable** and resilient, carefully considering our options and making balanced choices to care for our community, planet and economy; and
- **Cost effective** and accountable, providing good value for money.

The Shire's Purpose is:

The Shire of Bridgetown Greenbushes exists to provide, facilitate and advocate for services and facilities to improve quality of life for everyone who lives, visits and works in the area.

To fulfil its purpose the Shire will either advocate, facilitate, fund, partner, provide or regulate.

To achieve our vision the draft Strategic Community Plan lists five supporting aspirations. These aspirations align with core pillars – people, planet, place, prosperity and performance.

These pillars are interrelated and each must be satisfied to deliver excellent quality of life in the Shire of Bridgetown Greenbushes. Within each pillar, a local government delivers a large and diverse range of services to meet community needs.

Contained in the draft Strategic Community Plan are 16 outcomes and 39 objectives. The 16 objectives listed under the 5 pillars are:

People

1. A growing community that is diverse, welcoming and inclusive – 4 objectives
2. Good health and community well-being – 4 objectives
3. A safe community for people and animals – 2 objectives

Planet

4. The Shire of Bridgetown-Greenbushes continues to be naturally beautiful – 1 objective
5. Shared responsibility for climate action to strengthen resilience against climate-related hazards and natural disasters – 2 objectives
6. A sustainable, low-waste circular economy – 2 objectives

Place

7. Responsible and attractive growth and development – 6 objectives
8. Local history, heritage and character is valued and preserved – 1 objective
9. Safe, affordable and efficient movement of people and vehicles – 4 objectives

Prosperity

10. A strong, diverse and resilient economy – 3 objectives
11. Access to quality education and work opportunities – 1 objective
12. Bridgetown Greenbushes is regarded to be a major tourist destination – 3 objectives

Performance

13. Proactive, visionary leaders who respond to community needs – 2 objectives
14. Effective governance and financial management – 2 objectives
15. A well informed and engaged community – 1 objective
16. An engaged and effective workforce – 1 objective

Also listed under the 5 pillars are a summary of recent achievements and a list of projects and actions proposed for the next 10 years under the Corporate Business Plan.

Officer Comment

The draft Strategic Community Plan 2021-2031 is the culmination of an extensive community consultation and engagement program and has delivered a focused and targeted strategic document to guide the delivery of our local government services and future projects.

During the consultation and engagement processes used to prepare the draft Strategic Community Plan those that participated showed a strong desire to have input into the process. There is a requirement for local governments to conduct a desk top review of the Strategic Community Plan at a minimum every two years, and a full review and renewed long-term visioning process be conducted every four years.

The seeking of community input and feedback shouldn't be limited to twice every 4 years as part of the formal review processes. Instead community feedback should be sought wherever possible and interested persons should be able to provide feedback at any time. This feedback can be received, collated and be ready for formal consideration at the next review. This is line with Council's recently adopted Communications & Engagement Strategy that states that communication with our community is more than just providing information. It is actively engaging with our residents and ratepayers regularly and transparently to work collaboratively to ensure the brightest possible future for our community. This Strategy identifies a number of new initiatives for engaging with the community.

It is proposed that a feedback mechanism will be established on the Shire website in the same folder as contain the Strategic Community Plan and Corporate Business Plan. This will allow any member of the public to submit comments or feedback online and this can be retained for reference at the next review which is always less than 2 years away. Regular updates (i.e. quarterly) can be provided to councillors summarising all feedback received from this mechanism.

It is also noted that under the draft Corporate Business Plan it is proposed to conduct further community scorecard surveys every 2 years, commencing 2022/23. This will allow Council to benchmark its performance from community input.

Statutory Environment

The requirements for preparation, consideration, consultation and advertising of a Strategic Community Plan are detailed in the Local Government Act 1995 and Local Government (Administration) Regulations 1996.

Local Government Act – Section 5.56. Planning for the future

- (1) A local government is to plan for the future of the district.
- (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

Local Government (Administration) Regulations - 19C. Strategic community plans, requirements for (Act s. 5.56)

- (1) A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.
- (3) A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district.
- (4) A local government is to review the current strategic community plan for its district at least once every 4 years.
- (5) In making or reviewing a strategic community plan, a local government is to have regard to —
 - (a) the capacity of its current resources and the anticipated capacity of its future resources; and
 - (b) strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and
 - (c) demographic trends.
- (6) Subject to subregulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.
- (7) A council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.
*Absolute majority required.
- (8) If a strategic community plan is, or modifications of a strategic community plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.
- (9) A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.
- (10) A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.

Integrated Planning

- Strategic Community Plan
Self-explanatory in the body of this report
- Corporate Business Plan

Coinciding with the preparation of the new Strategic Community Plan a new Corporate Business has also been prepared and is the subject of a separate item in this Council agenda.

The Corporate Business Plan and Long Term Financial Plan address the financial implications of actioning the Strategic Community Plan

➤ Long Term Financial Plan

The next annual review of the Long Term Financial Plan, scheduled for 2021/22, will factor in the contents of the draft Strategic Community Plan and Corporate Business Plan, assuming both are endorsed by Council.

The Corporate Business Plan and Long Term Financial Plan address the financial implications of actioning the Strategic Community Plan

➤ Asset Management Plans - Nil

➤ Workforce Plan

The Workforce Plan will be reviewed in 2021/22 in order to assess the implications of the various strategies and actions of the Strategic Community Plan and Corporate Business Plan on the Shire's workforce.

➤ Other Integrated Planning - Nil

Policy Implications – Nil

Budget Implications

The costs of undertaking the Community Scorecard Survey and preparation of the new Strategic Plan were fully provided for in the 2020/21 budget.

Whole of Life Accounting - Nil

Risk Management

Failure to adopt the Strategic Community Plan will cause Council to be non-compliant with the Local Government (Administration) Regulations as more than 4 years would have passed since completion of the previous comprehensive review of the Plan. As Council has extensively been involved in the preparation of the new Strategic Community Plan it is assumed that the possibility of Council not adopting the document is reasonably low. The level of risk to the Shire of Bridgetown-Greenbushes is in the areas of compliance and reputation and have been assessed as "minor consequence" with a "rare likelihood" giving a risk rating outcome of "low" in accordance with Council Policy F.21 'Risk Management'.

Voting Requirements – Absolute Majority

ITEM NO.	C.07/0621	FILE REF.	
SUBJECT	Corporate Business Plan 2021-2025		
OFFICER	Chief Executive Officer		
DATE OF REPORT	18 June 2019		

Attachment 7 Draft 2021-2025 Corporate Business Plan

OFFICER RECOMMENDATION

That Council adopts its 'Corporate Business Plan 2021-2025' as presented in Attachment 7.

Summary/Purpose

In accordance with section 5.56 of the *Local Government Act 1995* all local governments in Western Australia are required to effectively plan for the future as outlined in the Integrated Planning Framework. The intent of the framework is to ensure that priorities and services provided by local government are aligned with community needs and aspirations and, in doing so, facilitate a shift from a short-term resource focus to a long-term value creation.

The Corporate Business Plan (CBP) is responsible for activating the strategic direction of the Shire, articulated within the Strategic Community Plan, into specific priorities and actions at an operational level to inform the annual budget. The Plan also draws together actions contained within the informing strategies of Council's Integrated Planning Framework including but not limited to the Long Term Financial Plan, Asset Management Plans and capital works plans.

Regulation 19DA of the Local Government (Administration) Regulations 1996 requires an annual review of the Corporate Business Plan.

Rather than an annual review of the current Corporate Business Plan a new Corporate Business Plan has been prepared in conjunction with the preparation of a new Strategic Plan that is being presented to Council for endorsement at this Council meeting via a separate agenda item.

Background

The Corporate Business Plan developed as part of the Integrated Planning and Reporting Framework is an internal business planning tool that translates Council priorities into operations within the resources available. The plan details the services, operations and projects a local government will deliver within a defined period (4 years). It also contains forecasts of funding, additional operating activities/expenditure (over and above current operating activities) and capital program expenditure.

The Corporate Business Plan is used to drive the development of the Shire's Annual Budget, translate the Strategic Community Plan into actions, provide a link to existing service delivery that supports achieving the aspirations and outcomes set out in the Strategic Community Plan, and align with financial and other resources set out in the informing strategies.

Annual reporting on the implementation of the Corporate Business Plan occurs in the Annual Report noting that reporting in the 2020/21 Annual Report will be based on the Corporate Business Plan applicable to that financial year.

Officer Comment

The draft Corporate Business Plan 2021-2025 has been prepared in conjunction with the preparation of the new Strategic Community Plan 2021-2031 (SCP). This allowed the community feedback provided as part of the SCP review process to be considered in the development of the new Corporate Business Plan.

To achieve our vision the draft Strategic Community Plan lists five supporting aspirations. These aspirations align with core pillars – people, planet, place, prosperity and performance. Contained in the draft Strategic Community Plan under these 5 pillars are 16 outcomes and 39 objectives. The Corporate Business Plan contains a total of 160 Actions to deliver on the outcomes and objectives.

The determination of what can be funded in each of the 4 years of the Corporate Business Plan has been done with regard to the current Long Term Financial Plan with Shire own source funding of new initiatives limited to the amounts specified in that document.

Statutory Environment

Section 5.56 of the Local Government Act 1995, requires WA local governments to Plan for the Future of the district. Amendments made in August 2011 to the Local Government (Administration) Regulations 1996 state a Strategic Community Plan and Corporate Business, together form a Plan for the Future of a district.

Under Local Government (Administration) Regulations 1996 regulation 19C (3), a Corporate Business Plan for a district is to:

- a) Set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
- b) Govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
- c) Develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

In the preparation of the annual budget the Local Government is to have regard to the contents of the plan for the future in terms of Section 6.2(2) of the Local Government Act 1995.

Regulation 19DA of the Local Government (Administration) Regulations 1996 requires an annual review of the Corporate Business Plan.

19DA. Corporate business plans, requirements for (Act s.5.56)

- (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
- (3) A corporate business plan for a district is to —
 - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government’s priorities for dealing with the objectives and aspirations of the community in the district; and
 - (b) govern a local government’s internal business planning by expressing a local government’s priorities by reference to operations that are within the capacity of the local government’s resources; and
 - (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.
- (4) A local government is to review the current corporate business plan for its district every year.
- (5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government’s strategic community plan.
- (6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.
*Absolute majority required.
- (7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

Integrated Planning

- Strategic Community Plan
Coinciding with the preparation of the new Corporate Business Plan a new Strategic Community Plan has also been prepared and is the subject of a separate item in this Council agenda.
- Corporate Business Plan
Self-explanatory in the body of this report
- Long Term Financial Plan
The next annual review of the Long Term Financial Plan, scheduled for 2021/22, will factor in the contents of the draft Strategic Community Plan and Corporate Business Plan, assuming both are endorsed by Council.

The Corporate Business Plan and Long Term Financial Plan address the financial implications of actioning the Strategic Community Plan
- Asset Management Plans - Nil
- Workforce Plan
The Workforce Plan will be reviewed in 2021/22 in order to assess the implications of the various strategies and actions of the Strategic Community Plan and Corporate Business Plan on the Shire’s workforce.
- Other Integrated Planning - Nil

Budget Implications

Costs associated with implementing Actions listed for determination in 2021/22 will be incorporated into the 2021/22 draft budget.

Whole of Life Accounting – Not Applicable

Risk Management

The Corporate Business Plan interacts with informing strategies such as the Long Term Financial Plan and Asset Management Plans as part of the Integrated Planning and Reporting Framework. The Corporate Business Plan is a critical part of this framework and in itself mitigates business risk through links across Councils infrastructure, finances and workforce.

As the adoption of this plan is a legislative requirement, failure to adopt a Corporate Business Plan would result in non-compliance with the Local Government Act. As Council has extensively been involved in the preparation of the new Corporate Business Plan it is assumed that the possibility of Council not adopting the document is reasonably low. The level of risk to the Shire of Bridgetown-Greenbushes is in the areas of compliance and reputation and have been assessed as “minor consequence” with a “rare likelihood” giving a risk rating outcome of “low” in accordance with Council Policy F.21 ‘Risk Management’.

Voting Requirements – Absolute Majority

ITEM NO.	C.08/0621	FILE REF.	209
SUBJECT	Rolling Action Sheet		
OFFICER	Executive Assistant		
DATE OF REPORT	18 May 2021		

Attachment 8 Rolling Action Sheet

OFFICER RECOMMENDATION

That the information contained in the Rolling Action Sheet be noted.

Summary/Purpose

The presentation of the Rolling Action Sheet allows Councillors to be aware of the current status of Items/Projects that have not been finalised.

Background

The Rolling Action Sheet has been reviewed and forms an Attachment to this Agenda.

Statutory Environment – Nil

Integrated Planning

- Strategic Community Plan - Nil
- Corporate Business Plan - Nil
- Long Term Financial Plan – Not applicable
- Asset Management Plans – Not applicable
- Workforce Plan – Not applicable
- Other Integrated Planning - Nil

Policy Implications – Not Applicable

Budget Implications – Not Applicable

Whole of Life Accounting – Not Applicable

Risk Management – Not Applicable

Voting Requirements – Simple Majority

Corporate Services

ITEM NO.	C.09/0621	FILE REF.	100
SUBJECT	Review of Customer Service Charter		
OFFICER	Executive Manager Corporate Services		
DATE OF REPORT	14 June 2021		

Attachment 9 Existing Customer Service Charter
Attachment 10 Revised Customer Service Charter

OFFICER RECOMMENDATION

That Council endorse the revised Customer Service Charter as per Attachment 10.

Summary/Purpose

The recommendation seeks Council endorsement of a revised Customer Service Charter which is sent out annually with the issuance of rate notices.

Background

Council's existing Customer Service Charter was last reviewed and endorsed by Council in July 2017. As required by Council's current Corporate Business Plan and coinciding with development of Council's new Strategic Community Plan a review of the existing Customer Service Charter has been undertaken to ensure it remains relevant and reflects Council's current customer service expectations.

Officer Comment

The Executive Leadership Team has reviewed the information contained in the existing Customer Service Charter. A Customer Service Charter is a written policy that communicates a business's commitment to doing business with and delivering to others. It is important to define the purpose, scope and standards of the business's commitment to customer service so that both employees and customers know what to expect.

As part of the review consideration was given to Council's draft Strategic Community Plan that is the subject of a separate item in this Council agenda. The review has determined that the existing Customer Service Charter is an easy to understand and concise document that in essence reflects expected customer service standards.

To ensure consistency with other Council documents the following amendments to Council's Customer Service Charter are being recommended:

Amend the Shire's vision

From: *'A beautiful place to live' Working together with the community to achieve our shared objectives*

To: Bridgetown Greenbushes The heart and soul of the South West

Amend the Shire's values

From: • Integrity • Respect • Diversity • Transparency • Equity •

To: • Welcoming • Community minded • Creative • Sustainable • Cost effective

Reason for Amendments

To update the charter with Council’s vision and values as included in the draft Community Strategic Plan. The draft Community Strategic Plan is being considered for final adoption at this Council meeting.

Amend Dot Point 3 of the Third Text Box

At the end of the second sentence add ‘www.bridgetown.wa.gov.au’

Reason for Amendment

To ensure document formatting is internally consistent and aligned with standard practice. Addition of the actual Shire’s website address will provide the reader with the ability to access the information referred to in the dot point.

Statutory Environment – Not applicable

Integrated Planning

➤ Strategic Community Plan

Key Goal 5	Out Leadership will be Visionary, Collaborative and Accountable
Objective 5.5	We maintain high standards of governance, accountability and transparency
Strategy 5.2.4	Maintain a strong customer focus

➤ Corporate Business Plan

Action 5.2.4.1 Review the Customer Service Charter

➤ Long Term Financial Plan – Nil

➤ Asset Management Plans – Nil

➤ Workforce Plan – Nil

➤ Other Integrated Planning – Nil

Budget Implications – Not applicable

Whole of Life Accounting – Not applicable

Policy – Nil

Risk Management – Not applicable

Voting Requirements – Simple Majority

ITEM NO.	C.10/0621	FILE REF.	131
SUBJECT	May 2021 Financial Activity Statements and List of Accounts Paid in May 2021		
OFFICER	Senior Finance Officer		
DATE OF REPORT	15 June 2021		

Attachment 11 – May 2021 Financial Activity Statements
Attachment 12 – List of Accounts Paid in May 2021

OFFICER RECOMMENDATIONS

- 1. That Council receives the May 2021 Financial Activity Statements as presented in Attachment 11.*
- 2. That Council receives the List of Accounts Paid in May 2021 as presented in Attachment 12.*

Summary/Purpose

Regulation 34 of the Local Government (*Financial Management*) Regulations 1996 (the Regulations) requires a local government to prepare each month a statement of financial activity reporting on the sources and applications of its funds. Further, where a local government has delegated to the Chief Executive Officer the exercise of its power to make payments from the municipal and trust funds, a list of those accounts paid in a month are to be presented to the council at the next ordinary meeting (see Reg 13 of the Regulations).

Background

In its monthly Financial Activity Statement a local government is to provide the following detail:

- annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c) of the Local Government Act;
- budget estimates to the end of the month to which the statement relates;
- actual amounts of expenditure, revenue and income to the end of the month to which the statement relates;
- material variances between the comparable amounts referred to in paragraphs (b) and (c); and
- the net current assets at the end of the month to which the statement relates.

Each of the Financial Activity Statements is to be accompanied by documents containing:

- an explanation of the composition of the net current assets of the month to which the statement relates, less committed assets and restricted assets;
- an explanation of each of the material variances referred to in sub-regulation (1)(d); and
- such other supporting information as is considered relevant by the Local Government.

The information in a statement of financial activity may be shown:

- (a) according to nature and type classification;
- (b) by program; or
- (c) by business unit.

The Financial Activity Statement and accompanying documents referred to in sub-regulation 34(2) are to be:

- (a) presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates; and
- (b) recorded in the minutes of the meeting at which it is presented.

Statutory Environment

Section 6.4 (Financial Report) and Section 6.8 (Expenditure from municipal fund not included in annual budget) of the Local Government Act 1995, and Regulations 13 (List of Accounts) and 34 (Financial activity statement report) of the Local Government (*Financial Management*) Regulations 1996 apply.

Integrated Planning

- Strategic Community Plan

Key Goal 5: Our leadership will be visionary, collaborative and accountable

Objective 5.2: We maintain high standards of governance, accountability and transparency

Strategy 5.2.8: Ensure all legislative responsibilities and requirements are met

- Corporate Business Plan - Nil
- Long Term Financial Plan - Nil
- Asset Management Plans - Nil
- Workforce Plan – Nil
- Other Integrated Planning – Nil

Policy

F.6. Purchasing Policy - To ensure purchasing is undertaken in an efficient, effective, economical and sustainable manner that provides transparency and accountability.

F.7. Reporting Forecast Budget Variations Policy - To set a level of reporting detail (in Financial Activity Statement) that ensures that the council is satisfied with the implementation of its annual budget.

Budget Implications

Expenditure incurred in May 2021 and presented in the list of accounts paid, was allocated in the 2020/21 Budget as amended.

Fiscal Equity – Not applicable

Whole of Life Accounting – Not applicable

Social Equity – Not applicable

Ecological Equity – Not applicable

Cultural Equity – Not applicable

Risk Management – Not Applicable

Continuous Improvement – Not applicable

Delegated Authority – Not Applicable

Voting Requirements – Simple Majority

Development & Infrastructure

ITEM NO.	C.11/0621	FILE REF.	
SUBJECT	Civic Centre Car Park, Steere Street and Stewart Street Precinct		
PROPONENT	Access and Inclusion Advisory Committee		
OFFICER	Executive Manager Development & Infrastructure		
DATE OF REPORT	June 2021		

Attachment 13	Civic Centre Car Park, Steere Street and Stewart Street Precinct Drawings
Attachment 14	Consultation letter to businesses
Attachment 15	2019 Submissions
Attachment 16	2020/21 Submissions

OFFICER RECOMMENDATION

That Council:

- 1. Note the submissions received in 2019 as per Attachment 15 and 2020/21 as per Attachment 16.*
- 2. Request the Chief Executive Officer to implement the design of Civic Centre Car Park, Steere Street and Stewart Street Precinct as per Attachment 13.*
- 3. Authorise the Chief Executive Officer to execute any minor modifications as may be necessary to safely and efficiently implement the project.*

Summary/Purpose

To consider submission and implementation of the proposed changes to the Civic Centre Car Park, Steere Street and Stewart Street Precinct.

Background

In 2017 Council's Access & Inclusion Committee requested a safety assessment of Steere Street near the railway crossing be carried out, with particular attention to be paid to addressing the poor sight distances for vehicles exiting the civic centre car park (Civic Lane) and for vehicles trying to turn right from Stewart Street (railway station road) into Steere Street. The following resolution was made by Council at its meeting in August 2017:

That Council:

- 1. That Council direct the CEO to assess the safety of the intersection of Steere Street, the shire car park and Stewart Street.*
- 2. If the intersection requires modification to increase safe intersection sight distances, Council directs the CEO to explore possible solutions and present them to Council for consideration at a future Council meeting.*

A safety assessment was done and this confirmed that the sight distances at both intersections are well below the minimum standards. Steere Street is a road under the control of Main Roads WA and discussions with that agency determined that sight line improvements could be made by removing one parking bay on each side of the street. These bays are:

- On the north side - the single parking bay located between the two entrances to the civic centre car park; and
- On the south side - the easternmost parking bay in front of the newsagency, being the parking bay closest to the intersection with Stewart Street.

In March 2019 community consultation occurred including directly with business proprietors on Steere Street (between Hampton Street and Stewart Street) on a conceptual proposal to remove two parking bays in this section of Steere Street. Three (3) submissions were received as per Attachment 15 and presented to Council in November 2019. At the time of the above consultation it was evident that the risks of this section of Steere Street do exist but to date have been manageable more through drivers exercising caution rather than via appropriate road design.

At its November 2019 meeting Council resolved:

That Council:

- 1. Defer any consideration for removal of car parking bays in Steere Street pending investigations into possible redesign of the Civic Centre car park and conversion of Stewart Street into a one way thoroughfare.*
- 2. Request the CEO to investigate and report back on the possibility and practicalities of changing Stewart Street to a one way street, including an assessment of whether the Hampton Street end of the street can be retained as two way access.*
- 3. Request the CEO to investigate and report back on redesigning the Civic Centre car park including the possibility of making each entrance to the car park one-way only.*

Explanation provided to the November 2019 Council meeting supporting the above resolution was that investigation of the design of the Civic Centre car park and traffic direction of Stewart Street may in itself result in improvements to sight distances in Steere Street without needing to remove any parking bays. It was recommended that these investigations be commenced and no decisions be considered on possible changes in on-street parking until those investigations are completed.

An assessment of traffic movements on Stewart Street indicated that this road has relatively similar volumes of traffic movements in both directions therefore making it a one-way road will trigger significant inconvenience to road users and place pressure on other roads. A redesign of the Steere Street, Civic Lane and Stewart Street Precinct was prepared in consultation with Main Roads WA and tabled at Council's Concept Forum of August 2020 to ensure that they conveyed the intent of the Council prior to proceeding to community consultation.

Officer Comment

The main issue being addressed is the traffic hazard caused by the difficulty seeing approaching traffic for vehicles entering Steere St from the car park and from Stewart St. Australian standards and Main Roads specify minimum safe line of sight distances and for both these intersections, the sight distances are much lower than required. This issue is due to vehicles parked on Steere St and the only practical solution is the removal of two parking bays causing the problem. This is a mandatory condition required by Main Roads as part of the project design approval.

The bays to be removed (shaded yellow in the below image) are the one on the north side of Steere St immediately to the west of the main car park entry/exit (Civic lane) and the one on the south side of Steere St immediately to the west of the Stewart St intersection. The Shire recognises that parking in the town centre is limited, however the removal these bays is unavoidable and will be offset by the addition of 5 new parking bays on Stewart St.



Additional hazards are caused by the holding line on Stewart St being in the wrong location and the lack of a give way sign and holding line for Civic Lane. Both of these will be corrected as part of the planned works.

Another issue being addressed is the traffic flow within the Civic Centre car park. This will be addressed by formalising Civic Lane as two-way using line marking and by realigning the parking area. Bay sizes and car park maneuvering areas will exceed Australian Standard minimum requirements so ease of parking will be maintained.

As part of the works, there will be some necessary changes to pedestrian islands such as the removal of a redundant island on the south side of Steere St that is currently impeding the footpath.

The design drawings at Attachment 13 provide for full details of these planned changes. Letters were sent to business proprietors on Steere Street (between Hampton Street and Stewart Street) as per Attachment 14. Feedback on the revised proposals were also sought from other members of the public through Shire's website for a period of three (3) months, from November 2020 to January 2021.

At the close of the consultation period a total of two (2) written submissions (Attachment 16) were received and a summary of these submissions is set out in the table below:

No.	Points in Submissions	Officer Response
1	Taxi stand on Hampton St. is not used and could suffice for two additional parking bays.	Noted. The taxi/loading zone can only accommodate one parking space and is an option that could be investigated and implemented in the future.
2	Why are Shire employees not encouraged to park in the Railway parking area instead of the Civic Centre carpark?	Several years ago Council trialled limits in Civic Centre carpark and this required persons that park their vehicle all day (i.e. Shire employees, staff of various town centre businesses) to park elsewhere, such as Railway carpark. At the end of the trial Council determined not to impose parking restrictions in this carpark. Note under an administrative procedure issued by the CEO, staff are not permitted to park their private vehicles in the upper bitumen section of the carpark. Anecdotal evidence is that most days there is ample parking in the carpark, with parking being unavailable generally only when an event is occurring in the Civic Centre.
3	The loading bay in front of the Shire Office is rarely used and could be utilised for more parking.	The loading bay is not intended to be busy, but to offer safe and efficient loading/ unloading of goods vehicle and convenience in moving such goods.
4	The 2-hour parking limit is not policed.	The Shire does not have the capacity to include such policing task in the Ranger's duties at the moment. However, this could be reviewed in the future.
5	The unused area closest to the rose gardens could be utilised for the creation of disabled parking. Disabled parking would otherwise not exist in town.	This area has been earmarked for pedestrian movement. It does not have enough room to accommodate a parking space. An exercise by the Access and Inclusion Advisory Committee identified locations for four (4) ACROD parking bays, which were installed in 2019.
7	Could the proposed island in front of the newsagency be reduced in length and the parking bays moved towards Stewart St. to improve visibility and safety for vehicles egressing the driveway?	Besides providing a drainage channel, the island has been designed to facilitate vehicles entering Steere St mainly from Stewart St. Any reduction in length would impact on the line of sight and would require approval from Main Roads WA.
8	The five new parking bays on Stewart St. could be located on the western side to reduce the need for pedestrians to cross the street.	The western side is narrow, has steep batter and contains vegetation. Installing parking bays on this side would require vegetation clearing (including mature trees), significant earthworks and provision of retaining walls. It would not result in a safer environment for pedestrians due to the lack of room.

There is no action proposed from the submissions received as a result of this process. It is therefore recommended that the changes to Civic Centre Car Park, Steere Street and Stewart Street Precinct be implemented as per the attached drawings and that the Chief Executive Officer be authorised to execute any minor modifications as may be necessary to safely and efficiently implement the project.

Statutory Environment

- AS 2890.1_2004 Parking facilities - Off-street car parking.
- AS 1742.2-2009 Manual of uniform traffic control devices - Part 2_ Traffic control devices for general use.
- Austroads Guide to Road Design - Part 3.
- Austroads Guide to Road Design Part 4A: Unsignalised and Signalised Intersections.
- MRWA Supplement to Austroads Guide to Road Design - Part 3.
- Main Roads Supplement to Austroads GRD Part 4A: Unsignalised and Signalised Intersections.

Integrated Planning

➤ Strategic Community Plan

Key Goal 3 – Our built environment is maintained, protected and enhanced.

Objective 3.3 – Maintain an appropriate standard of transport networks, roads and pathways.

Strategy 3.3.1 – A well maintained local and regional transport network.

Key Goal 4 - A community that is friendly and welcoming.

Objective 4.7 – A safe area.

Strategy 4.7.2 – Improve parking and pedestrian accessibility in town centres.

Key Goal 5 – Our leadership will be visionary, collaborative and accountable

Objective 5.1 – We are strong advocates for our community.

Strategy 5.1.5 – Lobby and advocate to represent the community's needs.

➤ Corporate Business Plan - Nil

Strategy 5.5.1 – Lobby and advocate to represent the community's needs

Action 5.5.1.1 – Implement the findings of the Age Friendly Community Plan, Youth Plan, Disability Access and Inclusion Plan and other Shire of Bridgetown-Greenbushes integrated planning strategies.

➤ Long Term Financial Plan – Nil

➤ Asset Management Plans

The principles of asset management planning will need to be addressed in modifying the parking bays on either side of Steere St., Stewart St. and the Civic Centre carpark.

➤ Workforce Plan - Nil

➤ Other Integrated Planning - Nil

Policy/Strategic Implications - Nil

Budget Implications

RC52 - \$20,000 is included in the 2019/20 budget for Steere & Stewart Streets improvements to intersection safety and street parking. This is proposed to be carried forward to the new financial year.

Whole of Life Accounting - Nil

Risk Management – Nil

Voting Requirements – Simple Majority

Community Services

ITEM NO.	C.12/0621	FILE REF.	281
SUBJECT	Community Grants, Service Agreements & Other Donations		
PROPONENT	Council		
OFFICER	Executive Manager Community Services		
DATE OF REPORT	1 June 2021		

Attachment 17 Community Group Grants, Service Agreements, CEO and other Donations Spreadsheet

OFFICER RECOMMENDATION

That Council determines to allocate \$160,000 in the 2021/22 budget for community donations as follows:

- \$10,830 *New service agreements*
- \$15,351 *Existing service agreements to be carried forward*
- \$13,305 *New community group grants*
- \$55,580 *Non-contestable annual community contributions*
- \$2,385 *Chief Executive Officer donations*
- \$3,500 *Chief Executive Officer hall hire donations*
- \$680 *Rubbish and recycling collection for community events*
- \$200 *Rubbish and recycling collection for Shire leased facilities*
- \$43,054 *Landcare Officer*
- 10,000 *Bridgetown Family & Community Centre (1 year commitment)*
- \$500 *South West Academy of Sport Sponsorship*
- \$250 *Agricultural Society School Art Prize Sponsorship*
- \$1,000 *Manjimup Airfield Contribution*
- \$1000 *Greenbushes' Australia Day Breakfast Event*
- \$365 *School Awards*
- \$2,000 *Busselton Airport Marketing Contribution*

Summary/Purpose

The recommendations seek to further Council's strategic objectives to financially support local community groups, with a prescribed annual limit applied to such support.

Background

A meeting of the Community Grants and Service Agreements Working Party was held on 25 May 2021 to assess all applications for community grants and service agreements and other donation allocations in order to provide a recommendation to Council for inclusion in the 2021/22 budget.

The members of the Community Grants and Service Agreements Working Party were Councillors Boyle, Bookless, Johnson and Nicholas. The Executive Manager Community Services also attended the meeting.

Officer Comment

In considering the new applications for grants and service agreements the Working Group members acknowledged:

- The impacts of COVID-19 on groups in terms of their ability to actively fund raise during 2020. This resulted in consideration of funding for building works for the Bridgetown Masonic Lodge and funding for a previously funded project (tree pruning) at the Bridgetown Golf Club. Council Policy F.1 Community Grants/Donations, Funding & Acquittals states that repeat funding for recurring projects/costs will not be approved. The extenuating circumstances and impact of COVID-19 was considered sufficient by the Working Group to support the Bridgetown Golf Club as Council has the authority to amend/adapt its decisions in relation to application of Council policy.
- Greenbushes CRC receives State Government funding for the costs/assistance with expenditure in their service agreement application and that feedback can be provided to the applicant that applications in future should align with services not funded by another tier of government.
- The Blues at Bridgetown Grant application was for \$25,500 however that was submitted by the outgoing Committee for the provision of a street party. Representatives from the new Committee had met with the CEO and advised they were not in fact planning to host a street party in 2021. Financial assistance was instead being sought towards venue hire and funding to assist in a youth/community concert space. Therefore an allocation of \$7,755 is recommended by the Working Group to provide venue hire valued at \$4,191.60 for the Civic Centre and Geegelup Park and cash of \$3,563.40 to assist with hire and audio set up of youth stage, rubbish collection and hire of paid performers for the community venue.

The Working Group noted the existing financial commitment of **\$15,531** for carried forward service agreements. This left a total of **\$144,469** for the Working Group recommendations to Council of:

NEW SERVICE AGREEMENTS:

Bridgetown Golf Club	\$1,250	Tree Pruning
Catterick Progress Association	\$700	Insurance & Pest Control
Rotary (Tour of the Blackwood	\$5,040	Traffic Management /Bin
Bridgetown Child Health	\$3,500	Rent
Grow Greenbushes	\$340	Insurance
Sub Total	<u>\$10,830</u>	

COMMUNITY GRANTS:

Bridgetown Masonic Lodge	\$4,550	Building Repairs
Blues Music Festival	\$7,755	Youth/Community Venue
Blackwood River Art Trail Working Group	\$1,000	Seed Funding
Sub Total	<u>\$13,305</u>	

ONGOING NON CONTESTABLE ALLOCATIONS:

Bridgetown Family & Community Centre	\$8,000	Rates & Insurance
Bridgetown Lawn Tennis Club	\$2,000	Easter Tournament
Geegelup Village	\$30,000	Rates

Greenbushes Playgroup	\$580	Rent
Henri Nouwen House	\$10,000	Administration & Wages
Rotary Club of Bridgetown Inc	\$5,000	Marathon Event
Sub Total	\$55,580	
<u>OTHER CONTRIBUTIONS & ALLOCATIONS</u>		
CEO Donations	\$6,765	
Landcare Officer	\$43,054	
BFCC Community Grant Support	\$10,000	
South West Academy of Sport	\$500	
Agricultural Society School Art Prizes	\$250	
Shire of Manjimup Airfield Contribution	\$1,000	
Greenbushes' Australia Day Breakfast Event	\$1,000	
School Awards	\$365	
Busselton Airport Contribution (3 years remaining)	\$2,000	
Catterick Progress Association (Insurance)	\$600	
Post COVID-19 Economic Stimulus Activities	\$10,927	
Sub Total	\$64,934	
Total	\$144,469	

Statutory Environment – Not Applicable

Integrated Planning

➤ Strategic Community Plan

- Key Goal 4 A community that is friendly and welcoming
 Objective 4.1 A cohesive community with a sense of pride
 Strategy 4.1.1 Deliver and support a wide range of community activities, events and associated infrastructure

➤ Corporate Business Plan

- Strategy 4.1.1 Deliver and support a wide range of community activities, events and associated infrastructure.
 Action 4.1.1.2 Fund community grants, service agreements and donations to a maximum value of \$160,000 per annum Agreements up to \$160,000.

➤ Long Term Financial Plan - Nil

➤ Asset Management Plans – Nil

➤ Workforce Plan - Nil

➤ Other Integrated Planning - Nil

Policy/Strategic Implications

Council Policy F.1 Community Grants/Donations, Funding & Acquittals as it outlines the Guidelines and Conditions of grant funding and Council Policy O.14 outlines the arrangements for events on Australia Day in the Shire of Bridgetown-Greenbushes.

Budget Implications

The decision of Council regarding the allocation of funding to specific applicants and projects will be included in the annual budget for the 2021/22 financial year.

Risk Management

The recommendations seek to achieve risk management by ensuring all funding allocations, donations and contributions are set by Council prior to the finalization of the annual budget.

Continuous Improvement – Not Applicable

Voting Requirements - Simple Majority

Receival of Minutes from Management Committees

Urgent Business Approved by Decision

Responses to Elected Member Questions Taken on Notice

Elected Members Questions With Notice

Notice of Motions for Consideration at the Next Meeting


Matters Behind Closed Doors (Confidential Items)

Closure

The Presiding Member to close the meeting.

List of Attachments

Attachment	Item No.	Details
1	C.02/0621	Minutes of the Special Council Meeting 10 June 2021
2	C.03/0621	Registration and Information Brochure WA LG Conference
3	C.04/0621	Regional Options Paper and Strategic Recommendations
4	C.05/0621	South West DAMA Business Case
5	C.06/0621	Community Scorecard Report October 2020
6	C.06/0621	Draft Strategic Community Plan 2021-2031
7	C.07/0621	Draft 2021-2025 Corporate Business Plan
8	C.08/0621	Rolling Action Sheet
9	C.09/0621	Existing Customer Service Charter
10	C.09/0621	Revised Customer Service Charter
11	C.10/0621	May 2021 Financial Activity Statements
12	C.10/0621	List of Accounts Paid in May 2021
13	C.11/0621	Civic Centre Car Park, Steere Street and Stewart Street Precinct Drawings
14	C.11/0621	Consultation letter to businesses
15	C.11/0621	2019 Submissions
16	C.11/0621	2020/21 Submissions
17	C.12/0621	Community Group Grants, Service Agreements, CEO and other Donations Spreadsheet

Agenda Papers checked and authorised by T Clynych, CEO		17 June 2021
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MINUTES

A Special Council Meeting of the Shire of Bridgetown-Greenbushes will be held at 5.30pm on Thursday 10 June 2021.

The purpose of the meeting is to consider Levying Rates in 2021/22 – Setting the Rates in the Dollar and Minimum Rates.

The Presiding Member opened the meeting at 5.30pm.

Acknowledgment of Country – Presiding Member

On behalf of the Councillors, staff and gallery, I acknowledge the Noongar People, the Traditional Custodians of the land on which we are gathered, and pay my respects to their Elders past, present and emerging.

Attendance, Apologies and Leave of Absence

President	- Cr J Nicholas
Councillors	- B Johnson - J Bookless - J Boyle - J Moore - J Mountford - A Pratico - P Quinby - A Wilson
Officer	- T Clynych, Chief Executive Officer - M Larkworthy, Executive Manager Corporate Services - G Arlandoo, Executive Manager Development & Infrastructure - K Dudley, Executive Assistant
Apology	- E Denniss, Executive Manager Community Services

Attendance of Gallery – Nil

Public Question Time – Nil

Petitions/Deputations/Presentations – Nil

Comments on Agenda Items by Parties with an Interest – Nil

Notification of Disclosures of Interest – Nil

Business Items

ITEM NO.	SpC.01/0621	FILE REF.	160
SUBJECT	Levying Rates in 2021/22 – Setting the Rates in the Dollar and Minimum Rates		
OFFICER	Executive Manager Corporate Services		
DATE OF REPORT	4 June 2021		

Attachment 1 Objectives and Reasons for Proposed Differential Rates for the Year Ending 30 June 2022

OFFICER RECOMMENDATION

That Council:

1. *After consideration of its Strategic Community Plan and Corporate Business Plan fund the estimated budget deficiency of \$4.88m by applying differential rates when drafting the 2021/22 Annual Budget.*
2. *In accordance with section 6.36 of the Local Government Act 1995 endorses the advertising for public submissions on the proposed differential rates as set out in the table below, and makes available to the public Attachment 1 to this report setting out the objects and reasons for the differential rates:*

Category	Rate in \$	Minimum Rate
<i>Gross Rental Value (GRV) Properties</i>	<i>9.0527 cents</i>	<i>\$980.00</i>
<i>Rural Unimproved Value (UV) Properties</i>	<i>0.6469 cents</i>	<i>\$1,215.00</i>
<i>Mining Unimproved Value (UV) Properties</i>	<i>7.2868 cents</i>	<i>\$517.00</i>

3. *Direct the CEO to:*
 - *report back to Council any public submissions in relation to the proposed differential rates;*
 - *seek the approval of the Minister to impose in 2021/22 a differential Mining UV rate which is more than twice the lowest general differential UV rate.*
4. *Incorporate into the 2021/22 Budget a concession of 5% of the rate raised for properties previously rated in the 'UV Urban Farmland' differential rating category. Further, this concession be reduced by 5% in 2022/23 budget i.e. no concession to apply from 2022/23.*

Summary/Purpose

In accordance with s.6.36 of the Local Government Act 1995 (the Act) Council needs to establish the differential rates it will advertise prior to final consideration and adoption of the 2021/22 Budget. This matter is brought before Council to consider a proposal for the setting of differential rates for the 2021/22 Budget.

Background

To set the rates for its budget, Council determines the total rate revenue that it will need and sets a rate in the dollar for each rating category that will generate that revenue. Individual property valuations determine what proportion of the total rate requirements are to be met by each owner, and this proportion will change when a property's valuation changes.

No changes are proposed in the 2021/22 rating year to Council's existing differential rating categories.

Officer Comment

The 'rates in the dollar' and 'minimum payments' being recommended will deliver an overall rate increase in keeping with the estimated budget deficiency.

As part of its budget deliberations officers and/or Council has determined the budget deficiency by:

- Reviewing all revenue sources and expenditure
- Assessing the current Corporate Business Plan taking into consideration the Shire's Strategic Community Plan and Long Term Financial Plan
- Successfully applied for external grant funding to assist in delivery of Growth Strategy projects
- Consideration and introduction of the following efficiency measures:
 - ongoing monitoring and review of the Bridgetown Leisure Centre operations, programs and services
 - implementation of the Workforce Plan which identifies a number of efficiency measures
 - implementation of a number of mini staff structure reviews in 2020/21
 - implementation or administration of various operational procedures including some relating to procurement
 - financial ratios report with improvement action plan
 - review of service levels for parks and gardens and cleaning of public toilets
 - investigated initiatives in best practice, red tape reduction, streamlining of approval processes and improvements to service delivery
 - purchase of an elevated work platform with the purchase price to be funded by savings in contractor expenses

Following Council's Concept Forum held on 13 May 2021 officers have determined the preliminary budget requirements for 2021/22 on the following basis:

- All Corporate Business Plan actions for 2021/22 have been incorporated including year 1 allocations from all capital works plans as considered by Council
- All community grant, service agreements and other donations have been incorporated in accordance with Council's working group recommendations
- Increase in discretionary fees and charges as per Council's recommendations
- Employee salaries and wages – 1.4% increase as required by existing enterprise agreements
- Employee superannuation – 0.5% increase in accordance with legislative requirements

The estimated budget deficiency of \$4.88m will result in an increase to the total rate yield of 4% from the 2020/21 rate yield (adjusted for natural growth).

Council last reviewed its rating strategy as part of the 2016/17 budget process. Council considered its existing differential rating categories in line with the key values contained within the Rating Policy Differential Rates (s.6.33) released by the Department of Local Government, Sport and Cultural Industries, being:

- Objectivity
- Fairness and equity
- Consistency
- Transparency and administrative efficiency

At that review, Council indicated its preference for maintaining its existing differential rating categories of rural, urban farmland and mining land in an attempt to ensure that the rates revenue from these classes is collected on an equitable basis, taking into consideration the cost of delivering services to each of the respective land classes in the district.

During the 2018/19 budget process Council further reviewed its rating strategy, specifically the 'UV Urban Farmland' category and the application of a 15% reduction in its rate in the dollar compared to the 'UV Rural' rate. It was considered that the Council's objects and reasons did not clearly identify the difference between 'UV Urban Farmland' and 'UV Rural' and as a result Council ceased the 'UV Urban Farmland' differential rating category and in lieu offered a concession to the properties noting the concession is to be phased out over three financial years. The phasing out of this concession was deferred by one year in 2020/21 as part of Council's COVID-19 Response Plan.

The proposed differential rates and minimum payments take into account the annual revaluation of both the Rural Unimproved Value and Mining Unimproved Value rating categories. The proposed rate in the dollar and minimum payments will maintain existing relativities (adjusted for natural growth) between all rating categories to those that applied in 2020/21. This will ensure a fair distribution of the required rates yield from one year to the next.

The percentage split of rate revenue proposed for 2021/22 in comparison to 2020/21 is as follows:

2020/21	2021/22	
GRV	67.1%	67.2%
UV	31.2%	31.1%
Mining UV	1.7%	1.7%

A comparison of the minimum rates being proposed compared to 2020/21 is detailed below:

2020/21	2021/22	
GRV	\$942	\$980
UV	\$1,168	\$1,215
Mining UV	\$523	\$517

The recommendations relate only to undertaking the prescribed advertising for public submissions for the proposed differential rates and minimum payments, and to seeking approval from the Minister to impose in 2021/22 a differential Mining UV rate which is more than twice the lowest general differential UV rate. Adopting the recommendations does not commit the Council to the general GRV rates, the differential general UV rates, or the minimum payments proposed. Council is required to consider any public submissions received prior to making its final decision and adopting the 2021/22 rating information.

Statutory Environment

Section 6.32(1) of the Act – Rates and service charges

Section 6.33(1) to (3) of the Act – Differential general rates

Section 6.35(4) of the Act – Minimum payment

Section 6.36 of the Act – Local government to give notice of certain rates

Integrated Planning

- Strategic Community Plan

Key Goal 5: Our leadership will be visionary, collaborative and accountable

Objective 5.2: We maintain high standards of governance, accountability and transparency

Strategy 5.2.8: Ensure all legislative responsibilities and requirements are met

- Corporate Business Plan - Nil
- Long Term Financial Plan - Nil
- Asset Management Plans - Nil
- Workforce Plan – Nil
- Other Integrated Planning - Nil

Policy

Policy F.10 – Method of Valuation of Rateable Properties

Budget Implications

This item has no bearing on the rates revenue being collected in 2020/21. The levying of general GRV rates, differential general UV rates and minimum payments in 2021/22 is about deriving an equitable level of revenue from each of the categories of properties in the district.

Whole of Life Accounting – Not Applicable

Risk Management

The advertising of Council's intention to raise differential rates is part of the statutory provisions required to ensure Council's rates are levied in accordance with legislation and are not at risk of being ruled improperly raised or imposed. There is a risk to Council not adopting its 2021/22 budget by the statutory deadline of 31 August 2021 in the event that the Minister does not approve Council's Mining UV differential rate.

Continuous Improvement – Not Applicable

Voting Requirements – Absolute Majority

**Council Decision Moved Cr Pratico, Seconded Cr Wilson
SpC.01/0621 That Council:**

1. **After consideration of its Strategic Community Plan and Corporate Business Plan fund the estimated budget deficiency of \$4.88m by applying differential rates when drafting the 2021/22 Annual Budget.**
2. **In accordance with section 6.36 of the Local Government Act 1995 endorses the advertising for public submissions on the proposed differential rates as set out in the table below, and makes available to the public Attachment 1 to this report setting out the objects and reasons for the differential rates:**

Category	Rate in \$	Minimum Rate
Gross Rental Value (GRV) Properties	9.0527 cents	\$980.00
Rural Unimproved Value (UV) Properties	0.6469 cents	\$1,215.00
Mining Unimproved Value (UV) Properties	7.2868 cents	\$517.00

3. **Direct the CEO to:**
 - **report back to Council any public submissions in relation to the proposed differential rates;**
 - **seek the approval of the Minister to impose in 2021/22 a differential Mining UV rate which is more than twice the lowest general differential UV rate.**
4. **Incorporate into the 2021/22 Budget a concession of 5% of the rate raised for properties previously rated in the 'UV Urban Farmland' differential rating category. Further, this concession be reduced by 5% in 2022/23 budget i.e. no concession to apply from 2022/23.**

**Carried 9/0
By Absolute Majority**


Matters Behind Closed Doors (Confidential Items) – Nil

Closure

The Presiding Member closed the meeting at 5.36pm.

List of Attachments

Attachment	Item No.	Details
1	SpC.01/0621	Objectives and Reasons for Proposed Differential Rates for the Year Ending 30 June 2022

Minutes checked and authorised by T Clynch, CEO		11 June 2021
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As Presiding Member, I certify that the Minutes of the Special Council Meeting held 10 June 2021 were confirmed as a true and correct record of the proceedings of that meeting at the Ordinary Meeting of Council held on 24 June 2021.

..... 24 June 2021



OBJECTIVES AND REASONS FOR PROPOSED DIFFERENTIAL RATES FOR THE YEAR ENDING 30 JUNE 2022

In accordance with Section 6.36 of the Local Government Act 1995, the Shire of Bridgetown-Greenbushes is required to publish its Objects and Reasons for implementing Differential Rates.

Overall Objective

The purpose of the levying of rates is to meet Council's budget requirements in each financial year in order to deliver services and community infrastructure. The Shire of Bridgetown-Greenbushes maintains facilities for and provides services to a diverse and changing district comprising of residential, commercial, industrial, rural, urban farmland and mining land.

Property valuations provided by the Valuer General are used as the basis for the calculation of rates each year. Section 6.33 of the Local Government Act 1995 provides the ability to differentially rate properties based on zoning and/or land use as determined by the Shire of Bridgetown-Greenbushes. The application of differential rating maintains equity in the rating of properties across the Shire, enabling the Council to provide facilities, infrastructure and services to the entire community.

As part of its budget deliberations Council has determined the budget deficiency by:

- Reviewing all revenue sources and expenditure
- Assessing the current Corporate Business Plan taking into consideration the Shire's Strategic Community Plan and Long Term Financial Plan
- Successfully applied for external grant funding to assist in delivery of Growth Strategy projects
- Consideration and introduction of the following efficiency measures:
 - ongoing monitoring and review of the Bridgetown Leisure Centre operations, programs and services
 - implementation of the Workforce Plan which identifies a number of efficiency measures
 - implementation of a number of mini staff structure reviews in 2020/21
 - implementation or administration of various operational procedures including some relating to procurement
 - financial ratios report with improvement action plan
 - review of service levels for parks and gardens and cleaning of public toilets

- investigated initiatives in best practice, red tape reduction, streamlining of approval processes and improvements to service delivery
- purchase of an elevated work platform with the purchase price to be funded by savings in contractor expenses

The estimated budget deficiency of \$4.88m will result in an increase to the total rate yield of 4% from the 2020/21 rate yield (adjusted for natural growth).

In setting the rates in the dollar Council has considered its existing differential rating categories in line with the key values contained within the Rating Policy Differential Rates (s.6.33) released by the Department of Local Government, Sport and Cultural Industries, being:

- Objectivity
- Fairness and equity
- Consistency
- Transparency and administrative efficiency

For the 2021/22 financial year Council will maintain its existing differential rating categories of rural and mining land in an attempt to ensure that the rates revenue from these classes is collected on an equitable basis, taking into consideration the cost of delivering services to each of the respective land classes in the district. Council will maintain existing relativities between all rating categories to those that applied in 2020/21 (adjusted for natural growth). This will ensure an equitable distribution of the required rates yield from one year to the next.

RATING CATEGORIES

Gross Rental Value (GRV)

The Local Government Act 1995 determines that properties of a non-rural purpose be rated using the Gross Rental Valuation (GRV) as the basis for the calculation of annual rates. The Shire of Bridgetown-Greenbushes applies one general GRV rate in the dollar to all such properties. The rate in the dollar applied ensures this rating category will pay a particular percentage of the overall rate yield to reflect the level of services provided.

General Gross Rental Value (GRV) Rate

	<u>Rate in the \$</u>	<u>Minimum Rate</u>
Gross Rental Value (GRV)	9.0527 cents	\$980.00

Unimproved Value (UV)

The Local Government Act 1995 indicates that where the land is used predominantly for rural or for mining purposes, the unimproved value of the land will be used as the basis for the rates. Unimproved value (UV) means the capital amount that an estate of fee simple in the land might reasonably be expected to realise upon sale, assuming that any improvements to the land had not been made. Unimproved values are supplied and updated by the Valuer General on

an annual basis. Council applies the following differential unimproved value rating categories:

Rural UV - Consists of properties that are exclusively for rural use and is considered to be the base rate by which all other UV rated properties are assessed. The rate in the dollar applied ensures this rating category will pay a particular percentage of the overall rate yield to reflect the level of services provided.

Mining UV – Consists of mining and exploration tenements located in the district. The higher rate applied to this category reflects the Shire’s experience that mining activities associated with these tenements impact as follows:

- there is substantially greater burden on the Shire’s internal road network caused by heavy haulage mining vehicles;
- disturbance to the landscape on and adjacent to tenements requires Shire oversight and input with noxious weed mitigation and management; and
- administration and oversight of the application and approvals process for new tenement areas noting that these applications do not attract a fee to the Shire.

Differential Unimproved Value (UV) Rates

	<u>Rate in the \$</u>
Rural (UV)	0.6469 cents
Mining (UV)	7.2868 cents

Differential Minimum Payment (UV)

A reduced minimum rate will apply to Mining (UV) properties. This will ensure not more than 50% of properties within this category are on the minimum rate as required by Section 6.35 of the Local Government Act 1995.

	<u>Minimum Rate</u>
Rural (UV)	\$1,215.00
Mining (UV)	\$517.00

SUMMARY

In arriving at the proposed rates in the dollar the Council has attempted to balance the need for revenue to fund essential services and facilities with the desire to limit any increase on ratepayers to an affordable level in an equitable manner.

Submissions addressed to the Chief Executive Officer, Shire of Bridgetown-Greenbushes, P.O. Box 271, Bridgetown WA 6255, by electors or ratepayers in respect of the proposed Differential Rates shall be lodged and received at the Shire Offices by close of business Thursday, 7 July 2021.

LEADING THE WAY



Information and Registration

WA Local Government Convention
Sunday, 19 – Tuesday, 21 September 2021
Crown Perth

PRESENTED BY



PARTNERED SERVICE



PRINCIPAL SPONSOR





WALGA

WORKING FOR LOCAL GOVERNMENT

EVENT PARTNERS



Partnered Service

LGIS is proud to partner with WALGA at the WA Local Government Convention. The Convention provides a wonderful opportunity for everyone across the sector to come together, share experiences and network.

As the Local Government mutual indemnity Scheme, our members are at the heart of everything we do. We're proud to have stood with our members for over 25 years protecting your communities, organisations and people.

We understand the Local Government industry, its purpose, the risks involved, and our ultimate philosophy of working with you to deliver the best outcome for your communities.

We're also proactive we don't just wait for claims to happen - through our comprehensive Scheme risk program we're dedicated to working with members to manage their risk.

The team at LGIS look forward to seeing all of our members and exploring how we can support you.



CIVIC LEGAL

Principal Sponsor

Civic Legal is proud to be the principal sponsor of the WA Local Government Convention again this year. We always look forward to catching up with you to hear your stories and to learn more about the issues Local Governments are facing.

Civic Legal has its roots in Local Government. Our specialist Local Government lawyers are passionate about working out the best solutions for Local Governments in all areas of Local Government law.

Drop by our booth to find out more, and to chat with our team. We can help you with complex contracts, leases, employment law matters, planning, litigation, SAT appeals, governance or any other issues your Local Government may face.

Enjoy the conference, and see you soon!

Best regards

Anthony Quahe
Managing Principal

Supporting Sponsor



Department of
Local Government, Sport
and Cultural Industries

Convention Breakfast Sponsor



Coffee Cart Sponsors



PART OF THE CREDIT CLEAR GROUP



AN INVITATION

It is my pleasure to invite all Elected Members, Chief Executive Officers and Senior Managers to attend the 2021 WA Local Government Convention, scheduled for Sunday, 19 – Tuesday, 21 September at Crown Perth.



The theme for the 2021 Local Government Convention is Leading the WAY: Looking Forward, Looking Back, taking place against the backdrop of generational change for the sector with reform of the Local Government Act on the horizon.

Additionally, 2020 and 2021 has seen an unprecedented level of uncertainty experienced in areas such as local and international politics; the economy; the environment, together with the ongoing impact and evolving nature of the COVID-19 pandemic. The Convention program has been developed to specifically support and encourage Local Government representatives.

We are pleased to welcome the Honourable Julie Bishop as our Opening Keynote Speaker, and Australian of the Year – Ms Grace Tame, has agreed to deliver the Closing Keynote Speech.

The event will commence with the AGM, followed by a day and a half of plenary and concurrent sessions. These sessions will discuss both contemporary and controversial topics, while the overarching conference format provides opportunity to converse, debate, discuss and share ideas in a welcoming and professional forum.

There is also an opportunity to register for one of the optional field trips scheduled for Wednesday, 22 September.

A significant contingent of industry suppliers will be on display in the trade exhibition to demonstrate their latest products to the Local Government sector. I encourage you to take this once a year opportunity to meet with these suppliers and be updated on what is currently available.

Finally, I would like to express appreciation for the valuable support provided by our Partnered Service – LGIS and Principal Sponsor – Civic Legal. I also wish to thank our Supporting Sponsor; the Department of Local Government, Sport & Cultural Industries and our other sponsors, Ventia, Synergy and Credit Solutions.

I look forward to seeing you in September.

Mayor Tracey Roberts JP
President

ABOUT THE EVENT

Who should attend?

The WA Local Government Convention is presented specifically for those engaged in the Local Government sector.

The conference sessions aim to support and inform Mayors, Presidents, Elected Members and Chief Executive Officers. Additional attendance by Executive Directors and other senior managers is also highly recommended. Available options include full conference participation and daily registration.

Optional events

Monday, 20 September

Australian Local Government Women's Association (ALGWA) AGM and Breakfast (\$70pp)
Convention Gala Dinner at Optus Stadium (\$165pp)

Tuesday, 21 September

Convention Breakfast with Jelena Dokic (\$95pp)
PHAIWA Local Government Policy Awards and Breakfast –
For more information or to register for this breakfast, please visit www.phaiwa.org.au

Wednesday, 22 September

Field Trip: Bushmead Estate (\$70)
Field Trip: Construction Training Fund (\$70)
WALGA Forum on Aboriginal Engagement and Reconciliation

Partner Program

The Partner Program offers an interesting range of options for accompanying guests, including a full day tour to Fremantle. Social networking functions include the Opening Welcome Reception on Sunday evening and the Gala Dinner on Monday evening.

Elected Member training

WALGA Training has scheduled a selection of its Elected Member training opportunities prior and post-Convention for your convenience.

- **Friday, 17 September**
[Developing Specifications for Excellence](#)
- **Wednesday, 22 September**
[CEO Performance Appraisals](#)
- **Wednesday, 22 & Thursday, 23 September**
[Recovery Coordinators Course for Local Government](#)

More information on WALGA Training opportunities can be found in the [WALGA Training Directory](#) or on [WALGA Training Website](#).

2021 #shoWcAse in Pixels Competition

#shoWcAse in PIXELS is an annual exhibition of artwork from Local Governments, displayed on the iconic 45-metre high digital tower at the heart of Yagan Square in Perth City.

As one of the State's largest ongoing community arts projects, the event is widely acknowledged as being one of the most colourful and vibrant displays throughout the year.

The art competition was held in this format for the first time in 2019, which saw art submissions created from recycled products, wall murals and large-scale canvasses.

Artwork will be displayed in Yagan Square from Monday, **6 September** to Sunday, **26 September**, at 12:00pm each day (subject to changes by Yagan Square).



2019 Overall Winner – Shire of Meekatharra

KEYNOTE SPEAKERS



Hon Julie Bishop

The Honourable Julie Bishop served as Australia's Minister for Foreign Affairs from 2013 until her resignation in 2018. She was the first female to hold the role as well as the first female Deputy Leader of the Liberal Party, serving for 11 years.

As Foreign Minister, Ms Bishop was responsible for strengthening Australia's key strategic and economic relationships with Ministerial responsibility for more than 5000 departmental staff, 110 overseas missions as well as government agencies Australian Secret Intelligence Service and Australian Centre for International Agriculture Research.

In 2014, she led the international response to the downing of Malaysian Airlines flight MH17 over Ukraine, and was awarded the Commander of the Order of Merit of the Netherlands Ministry of Foreign Affairs.

Under her leadership, the 2017 Foreign Policy White Paper was developed, providing a comprehensive policy framework for the next decade; and the New Colombo Plan was established, enabling Australian undergraduates to live, study and work in the Indo-Pacific region. Within five years more than 40,000 students have participated in the Plan.

In a political career spanning over 20 years, Julie also served as Minister for Education, Science and Training, Minister for Women's Issues and Minister for Ageing.

Prior to entering politics, Ms Bishop was Managing Partner of the law firm Clayton Utz in Perth.

In 2020 Julie was awarded a Fisher Family Fellowship for the Future of Diplomacy Project at Harvard Kennedy School Belfer Centre for Science and International Affairs. In 2021 Julie was awarded the Kissinger Fellowship at the McCain Institute of International Leadership at Arizona State University. In 2021 Julie was appointed by the UK Government to the G7 Equality Advisory Council (GEAC).

Julie is the Chancellor of Australian National University, chair of Telethon Kid's Institute, Chair of The Prince's Trust Australia, member of the international advisory boards of Afiniti and the Human Vaccines Project and is the Patron of Shooting Stars – an education programme for young Aboriginal girls.

She has also established a boutique advisory firm, Julie Bishop and Partners.



Hon Jason Clare MP

Shadow Minister for Regional Services, Territories and Local Government; Housing and Homelessness

Jason is a member of the Australian Parliament where he represents the seat of Blaxland in Western Sydney.

He was a Minister in the Rudd and Gillard Labor Governments, where he served as Minister for Home Affairs, Minister for Justice, Minister for Defence Materiel and Cabinet Secretary.

Jason is currently the Shadow Minister for Housing and Homelessness, Shadow Minister for Regional Services, Territories and Local Government.

He has also served as Shadow Minister for Communications, Shadow Minister for Trade and Investment and Shadow Minister for Resources and Northern Australia.

Jason's most important job though is being Louise's husband and Jack's dad.

Hon Mark Coulton MP

Federal Minister for Regional Health, Regional Communications and Local Government

Mark was first elected to the House of Representatives for the seat of Parkes, New South Wales, in 2007. He has since been re-elected in 2010, 2013, 2016 and 2019.

On 6 February 2020, Mark was sworn-in as the Minister for Regional Health, Regional Communications and Local Government.

During his time in the Federal Parliament, Mark has also held the positions of Deputy Speaker of the House of Representatives, National Party's Chief Whip, Shadow Parliamentary Secretary for Ageing and the

Voluntary Sector, Shadow Parliamentary Secretary for Water and Conservation and Shadow Parliamentary Secretary for Regional Development and Emerging Trade Markets.

Prior to his election to the House of Representatives, Mark was the Mayor of Gwydir Shire Council from 2004 until 2007.

Mark has an extensive agricultural background having spent 30 years as a farmer and grazier. Mark and his wife Robyn owned and operated a mixed farming system growing cereal crops and running beef cattle.





Anthony De Ceglie

Three-time Walkley Award winner and Editor-in-Chief of West Australian Newspapers

He first started his career as a cadet journalist in regional WA with the *Collie Mail* before becoming a journalist and sub editor at the *Mandurah Mail*.

Anthony previously worked as a reporter with *The Sunday Times* before becoming chief of staff and deputy editor of the newspaper and its website *Perth Now*.

During a secondment to New York in 2011, Anthony helped to launch the iPad newspaper *The Daily* before moving to Sydney to work for *The Daily Telegraph*.

In January 2019 he was appointed senior editor of *The West Australian*, becoming editor in chief in December that same year.

In addition to responsibility for *The West Australian*, *The Weekend West*, *The Sunday Times*, thewest.com.au and perthnow.com.au and the company's 19 regional publications, Anthony has overseen the successful integration of the Community Newspaper Group and Regional Newspapers and the launch of digital subscriptions on the west.com.au

Hon Pru Goward

The Honourable Pru Goward is a former Cabinet minister, Sex Discrimination Commissioner and was a pioneering television reporter with the ABC.

Pru has a long history of promoting women's rights, driving reform and getting it done and has frequently challenged institutional bullying and harassment.

Since leaving politics, Pru is a Professor of Social Interventions and Policy at Western Sydney University, a board member of Anglicare, a regular newspaper columnist, and a diversity and discrimination expert who has recently reviewed sexual misconduct for ministerial staff in the NSW Government and the NSW Supreme Court.

Her outstanding career as a senior government official and government minister saw reforms in Family Law and more recently child protection, social and affordable housing and urban planning.

With her drive, New South Wales overhauled the State Government's approach to domestic violence and is the only Australian state or territory to witness a decline in assault rates.

Prior to this, Pru was Australia's Sex Discrimination Commissioner for six years, promoting the landmark introduction of paid maternity leave, now a national entitlement. She also oversaw Australia's first statistically valid sexual harassment survey which continues to be the benchmark for governments and business and reported on the state of work-life balance for men and women in Australia. Pru was also the commissioner responsible for age discrimination.

As a senior current affairs reporter with the Australian Broadcasting Corporation for 19 years, Pru was ABC Television's first female correspondent, the inaugural presenter of Radio National Breakfast and the recipient of a prestigious Walkley Award for her courageous television profile of organized crime figure George Freeman.

She has authored *A Business of Her Own* and has co-authored a biography of John Howard.

Hon Pru Goward appears by arrangement with Saxton Speakers Bureau





Greg Hire

Founder, A Stitch in Time

As the former Perth Wildcats Vice-Captain, Greg Hire undoubtedly made a huge impact on basketball, however it could be argued his greatest contribution to our State is the work he is doing off the court. A championship player with both the Wanneroo (now Joondalup) Wolves in the State Basketball League, and the Perth Wildcats in the NBL, Hire was named 2018 Western Australian of the Year (Youth) for his efforts as an advocate for youth mental health. Hire grew up around domestic violence, drugs, alcohol, depression and a lack of positive role models and is heavily involved in community and youth sporting activities and other initiatives that aim to combat mental illness and youth suicide.

Greg played for the Perth Wildcats from 2010 until 2019; accumulating 243 games, winning four NBL Championships as Vice-Captain and recently has represented Australia at the World Cup in 3 on 3 Basketball, winning a Gold Medal at 2020 Asia Cup. As the founder of charity A Stitch in Time, his passion and efforts are now transpiring off the court in the work he is doing in the mental health space.

Paul Kelly

Editor-at-Large, The Australian

Paul Kelly is currently the Editor-at-Large at *The Australian*. He was previously Editor-in-Chief and he writes on Australian politics, public policy and international affairs.

Paul has covered Australian governments from Gough Whitlam to Scott Morrison and is a regular television commentator on Sky News. He is the author of nine books including *The Hawke Ascendancy*, *The End of Certainty* and *The March of Patriots*. His most recent book, *Triumph and Demise* covered the Rudd-Gillard era.

Paul has been a Fellow at the Kennedy School of Government at Harvard University and a Fellow at the Menzies Centre, King's College, London.





Glenn Mitchell

Glenn is a former leading ABC sports broadcaster. During his 20 years with ABC Sport in Perth he became a familiar voice around the country with his commentaries on international and domestic cricket and AFL football.

He also commentated at four Olympic Games (Atlanta, Sydney, Athens and Beijing), and three Commonwealth Games.

One of the ABC's senior cricket commentators, Glenn broadcast over 110 Tests and One Day Internationals, covering overseas tours against Sri Lanka, India, Pakistan, England and New Zealand.

But all through this period, Glenn was a sufferer of mental illness and in early 2011 he descended into a highly depressive state that resulted in him inexplicably resigning his dream position at the ABC and making an attempt on his own life. After overcoming his personal demons and reshaping his life, Glenn now aims to try and prevent others from enduring the torturous path he did by candidly speaking about his own journey.

Glenn Mitchell appears by arrangement with Cheri Gardiner & Associates

Grace Tame

After being raped and sexually abused by her maths teacher when she was just 15 years old, Grace Tame has spent the last 10 years turning her traumatic experience into being an advocate for survivors of child sexual abuse and a leader of positive change.

Recognising the injustice of Tasmania's gag order that prevented survivors from self-identifying publicly, Grace offered her story to the #LetHerSpeak campaign created by Nina Funnell, along with the stories of 16 other brave survivors. In 2019, she finally won the court order to speak out under her own name, making her the state's first female child sexual abuse survivor to do so.

Now, 26 and based in Hobart, Grace is dedicated to eradicating child sexual abuse in Australia, and supporting the survivors of child sexual abuse.

Her focus is around enabling survivors to tell their stories without shame, educating the public around the process and lasting effects of grooming and working with policy and decision-makers to ensure we have a federal legal system that supports the survivors, not just perpetrators.

She is also a passionate yoga teacher, visual artist, and champion long-distance runner, having won the 2020 Ross Marathon in a female course record time of 2:59:31.

Grace is the 2021 Australian of the Year.





Liam Bartlett

60 Minutes reporter, host of Radio LPR's morning program, award winning broadcaster and journalist

Having spent nearly 30 years working in Australian media, Liam is one of Perth's highest profile journalists and public broadcasters.

With a Bachelor of Economics from the University of Western Australia, he has held a series of high profile positions across all three major platforms – television, radio and print. His roles have included hosting the State-based 7.30 Report on ABC TV,

news anchor at STW Channel Nine in Perth, reporting for the Nine Network's Melbourne bureau of A Current Affair, columnist and feature writer for News Limited through the Sunday Times and the host of prime-time talkback shifts on Radio 6PR and 720 ABC Perth.

Liam Bartlett appears by arrangement with Cheri Gardiner & Associates

Convention Breakfast – Jelena Dokic

Jelena Dokic has had a storied and well-documented life and tennis career both on and off the tennis court. She started playing tennis when she was six years old and very quickly became the national champion in multiple age groups. However, the war erupted in former Yugoslavia and the family was forced to escape twice. Jelena and her family were refugees before settling in Australia when she was 11 years old.

In 1998, as a 15-year-old, Jelena won the US Open junior title and the French Open doubles title. She became number 1 junior in the world in 1998 and also made a Fed Cup debut the same year winning both her singles matches and becoming the youngest player ever to represent Australia in the Fed Cup.

In early 1999, still only 15 she won the Hopman Cup for Australia partnering Mark Philippoussis and also reached the 3rd round of the Australian Open at 15. Later that year at the age of 16, she caused one of the biggest upsets in tennis history beating world number 1 Martina Hingis as a qualifier. It still remains the only time a world number 1 has lost to a qualifier at Wimbledon. She went on to reach the quarter-finals of Wimbledon that year and it catapulted Jelena to prominence on the world stage.

In 2001 Jelena won her first WTA singles title in Rome. She went on to win two more titles that year and reach the top 10 in the world at the age of 18. At the age of 19 she reached world number 4.

After a string of injuries and a battle with depression, Jelena made a comeback to tennis in 2008 and had an incredible run at the 2009 Australian Open,

reaching the quarterfinals and also winning her first WTA title in nine years in Kuala Lumpur. Jelena's latter part of her career was riddled with injury and illness which forced her to retire early.

Jelena has penned the best-selling autobiography *Unbreakable*, a book which details her career and her life. In the book, she details the struggles of being a refugee, dealing with poverty, racism, bullying, and discrimination. She also talks about the physical and emotional abuse she suffered for over 20 years at the hands of her father which started when she was just six years old.

Jelena now pours her efforts into commentary and TV work for Channel 9, Fox Sports and Tennis Australia. She does work for multiple radio stations and she regularly writes columns.

Jelena Dokic appears by arrangement with ICMI



THE PROGRAM

SUNDAY, 19 September (pre-conference)

2:30pm – 6:00pm	Delegate Service Desk open for Convention Registration
3:00pm – 5:00pm	Mayors and Presidents' Forum (separate registration – by invitation only)
5:00pm – 6:30pm	Opening Welcome Reception A welcoming space to network your way through an evening of food, beverages, music and friendly conversation. Included in Full Delegate Registration.

Monday, 20 September

7:00am	Delegate Service Desk open for Convention Registration
7:00am – 8:30am	ALGWA (WA) AGM and Breakfast (\$70) Register online via Delegate Registration. Other enquiries to Cr Karen Wheatland, City of Melville - 0401 335 642 or CrKaren.Wheatland@melville.wa.gov.au
7:30am – 8:45am	Breakfast with Heads of Agencies This breakfast is for Mayors, Presidents and CEOs only and invitations will be sent directly. Sponsored by Aware Super.
9:00am – 12:45pm	WALGA Annual General Meeting (includes recognition of Honours Award recipients)
12:45pm – 1:45pm	Lunch for AGM attendees
12:45pm – 1:45pm	2021 Honour Awards Lunch (by invitation only)
1:50pm – 3:00pm	Opening Keynote Speaker: The Honourable Julie Bishop
3:00pm – 3:40pm	Afternoon Tea
3:40pm – 5:00pm	Local Government, a Federal Perspective Hon Mark Coulton MP , Minister for Regional Health, Regional Communications and Local Government Hon Jason Clare MP , Shadow Minister for Regional Services, Territories and Local Government; Housing and Homelessness Moderated by Liam Bartlett
6:30pm – 11:00pm	Gala Dinner, Optus Stadium (\$165) Put aside business for the night and enjoy a stunning view, food, drinks and dancing Includes announcement of #shoWcAse in Pixels winners

Tuesday, 21 September

- 7:00am Delegate Service Desk open for Registration
- 7:00am – 8:45am **PHAIWA Local Government Policy Awards and Breakfast**
For more information or to register for this breakfast, please visit www.phaiwa.org.au
- 7:30am – 8:45am **Convention Breakfast with Jelena Dokic** (\$95)
- 8:50am **Minding Your Mental Health** – Panel Discussion
Aboriginal and non-Aboriginal mental health is an issue that all Australians need to confront to offer genuine support and care for those affected and to help mitigate risks in workplaces and interactions. Local Government in particular, with its role as a major employer and provider of community services, needs to continuously explore how mental health issues manifest and evolve to best inform their options in responding.
Hon Pru Goward, former Cabinet Minister
Greg Hire, Founder, A Stitch in Time
Glenn Mitchell, former leading ABC sports broadcaster
- 10:00am **State and Federal Political Insights**
A conversation centred on the political landscape including the current State Government's performance following the recent State Government Election and an overview of Federal Government initiatives, emerging critical issues and the media response.
Paul Kelly, Editor-at-Large, *The Australian*
Anthony De Ceglie, Editor-in-Chief, *The West Australian*
- 10:40am – 11:15am Morning Tea

11:15am

CONCURRENT SESSIONS

Recovery from Emergencies in WA

Western Australia communities have been hit hard by emergencies in 2021. In February, a fire ignited in the Wooroloo area in the Shire of Mundaring. The blaze rapidly escalated to a level 3 fire, burning for almost a week and crossing two Local Government areas, destroying 86 homes and causing widespread damage.

In April, Tropical Cyclone Seroja made landfall between Kalbarri and Port Gregory. Winds of up to 170 kilometres an hour left a trail of destruction over 35,000 square kilometres of Western Australia. Throughout 10 Local Government areas; it destroyed homes, businesses, resorts, sheds, fences and water stations, leaving thousands of people homeless and without power and communication for extended periods.

Whilst Local Government has the legislative responsibility for recovery, the scale and significance of both of these recovery effects, has seen the State appoint a State Recovery Controller for each of these events to lead the whole of government approach to recovery efforts.

During this session, we will hear the experience of those involved and learn about how they managed the unique challenges of these extensive recovery efforts.

Governance: Roles & Responsibilities

The purpose and intent of the Local Government Act 1995 is to provide efficient and effective good governance to communities. Inherent in this purpose and intent is the separation of powers principle which, as Parliament considered when the Act was introduced in 1993, stated '...there will be clear specifications of the roles of key players ... to promote efficiency ...and to avoid conflicts caused by uncertainty...".

The question of separation of powers remains a focus of Local Government advocacy and has featured in the Final Report of the Local Government Review Panel, Report of the Inquiry into the City of Perth and Select Committee into the Local Government Final Report.

This session will examine why this remains a topic of interest to the sector, scenarios that led to commentary in recent Reports and how proposals for improvements in role clarity will foster efficient and effective Local Government.

Elected Members:

Champions of economic resilience and community prosperity

As community leaders and key decision makers, Elected Members have an important role to play in supporting local economic development and prosperity. This session provides a valuable opportunity to get exclusive access to Economic Development Australia's (EDA's) new economic development education and training program and will cover important topics such as:

- principles for economic development planning
- leading recovery and building resilience for your community; and
- being an Economic Development Champion - promoting economic prosperity for your community

Economic Development Australia (EDA) is the national peak body for economic development professionals.

Tuesday, 21 September (continued)

12:45pm – 1:40pm

Lunch

1:40pm

CONCURRENT SESSIONS

Bushfire Volunteers

Western Australians in rural and pastoral areas rely heavily on Bush Fire Brigade volunteers to keep them safe from the threat of fire. Local Governments are responsible for administering and training the 19,500 volunteers in 565 bushfire brigades around the State.

This session will provide the latest information on volunteer workplace health and safety obligations, training opportunities and the changing landscape in attracting and retaining bushfire volunteers.

Local Government Audits

The WA State Government amended legislation and regulations to provide for the Auditor General to be responsible for undertaking Local Government audits effective from 1 July 2018. The Office of the Auditor General (OAG) phased in over three years the responsibility for undertaking the audits previously carried out by Local Government appointed commercial contract auditors.

This session will provide information on the:

- Experience of initial three years of financial audits
- Lessons learnt from the OAG perspective
- OAG perspective on Local Government financial statutory provisions
- Expectations for future auditing
- Overview of Local Government Performance Audits and future focus

Waste Avoidance and the impact of the Waste Export Bans

In WA, the majority of material that is recycled through the kerbside recycling bin is exported for reprocessing and use in new products. That's all set to change with the introduction of export bans for plastic, paper and cardboard. As of 1 July 2021, mixed plastic, which is about 4% of what is collected through the kerbside recycling bin, will no longer be able to be exported and will be reprocessed locally. While this is a good outcome in relation to increasing transparency of where material goes, it is likely to have a financial impact on the costs of kerbside recycling.

This session will outline the impact of the export bans, the local processing options being developed and ultimately the best thing that Local Government and the community can do with waste – avoid it completely.

3:10pm– 3:45pm

Afternoon Tea

3:45pm

Closing Speaker: Grace Tame

4:45pm

Official Close of the 2021 Local Government Convention

Wednesday, 22 September (post-conference)

8:30am Delegate Service Desk open

9:00am – 11:30am Field Trip: Bushmead Estate, Shaped by Nature (\$70)

Bushmead Estate, 16 km east of Perth's CBD, is a new land development located in the City of Swan that has placed the pristine natural bushland at the forefront of design, with every household connected to the bush. The development which will eventually be home to around 950 new dwellings aims to minimise the environmental footprint and places high importance on the retention of trees within the development. Bushmead is also one of the few estates in Western Australia to have received 6-Leaf EnviroDevelopment Accreditation, ensuring sustainable living for residents.

The land developer, Cedar Woods, will discuss the sustainability features of the estate and the process involved around tree retention from planning to construction, and participants will view a development shaped by the natural site features and experience the parks and walking trails of this unique community.

Includes bus transfers from Crown Perth and Morning Tea.

9:00am – 12:00pm Field Trip: Construction Futures Centre (\$70)



Construction Training Fund (CTF) is a government statutory authority creating a skilled Western Australian construction workforce. It collects a training levy, helps pay for training, conducts research, showcases training and career opportunities and makes a contribution to building our communities. It also operates an interactive venue, the Construction Futures Centre in Belmont, designed to educate school aged children, young adults and others to consider the many job options on offer within the industry.

Join this tour to explore a range of virtual and augmented reality technologies, artefacts, videos, games and static displays that offer a unique insight into the scope of WA's building and construction industry.

Includes bus transfers from Crown Perth and Morning Tea.

9:30am – 3:00pm WALGA Forum on Aboriginal Engagement and Reconciliation

Hear from State Government on key Native Title Settlements in WA, and learn from Local Governments about the process of commencing Reconciliation Action Plans (RAPs) through to embedding reconciliation activities as core business. Join Traditional Owners and Aboriginal leaders for a round-table yarn on opportunities and barriers experienced by local Aboriginal communities, and the positive impact Local Government can make. The program will cover Aboriginal engagement methods, employment and economic opportunities, cultural awareness and interpretation, and traditional ecological knowledge in landcare.

Separate registration - [CLICK HERE](#) for more information

PARTNER ACTIVITIES

Registration is required for all activities – prices include GST. Please contact WALGA for more information should your partner be interested in attending a particular conference session.

SUNDAY, 19 September

Fremantle Tour

8:30am – 4:00pm \$175

Departing Crown Perth at 8:30am we make our way to Fremantle where you will be taken on a private tour of Fremantle Prison. Following the tour, we will replenish ourselves with a two-course lunch at the National Hotel. From there we do a short walking tour of Fremantle before heading back to Crown Perth via train.

Please note: We recommend comfortable walking shoes for this tour.

Includes: Coach transfer, morning tea, tour of Fremantle Prison, Lunch at the National Hotel, walking tour, return train to Crown Perth and Guide

(Minimum 15 – maximum 20)

Opening Welcome Reception

5:00pm – 6:30pm \$85

MONDAY, 20 September

Shaken not Stirred Cocktail Course

2:00pm – 4:00pm \$90

Get ready to have fun and learn how to make cocktails! Held at Crown Perth, your Cocktail Master will teach you insider mixologist techniques and fun facts about each cocktail. All you have to do is sip and enjoy while the demonstrations are given and the ingredients for the next cocktail are prepared.

Includes: 2-hour cocktail course

(Minimum 15 maximum 35)

Convention Gala Dinner at Optus Stadium

6:30pm – 11:00pm \$165

TUESDAY, 21 September

Breakfast with Jelena Dokic

7:30am – 8:45am \$95

Optus Stadium Tour and Morning Tea

8:30am – 11:30am \$70

This private tour presents an exclusive opportunity to explore Optus Stadium. It will be followed by morning tea at the gorgeous City View Café.

Please note: We recommend comfortable walking shoes for this tour and a reasonable level of fitness as there is a lot of walking involved.

Includes: Guide, Morning Tea and Private Tour of Optus Stadium.

(Minimum 12 – maximum 20)

Matagarup Bridge Climb and Zip

12:30pm – 4:00pm \$175

Dare if you will, to climb Matagarup Bridge and Zip down. Afterwards we will have celebratory drinks and nibbles at The Camfield Tavern.

Includes: Matagarup Bridge Zip & Climb Adventure for 2 hours, Drinks & Nibbles and Guide

(Minimum 8 – maximum 16)

GENERAL INFORMATION

ONLINE CONVENTION REGISTRATIONS

Visit www.walga.asn.au/lgc21 to complete your registration online

Full Delegate fees cover the daily conference program, lunches, refreshments, and the Opening Reception on Sunday, 19 September. The Convention Gala Dinner on Monday evening and Convention Breakfast on Tuesday morning are optional, and a ticket fee applies.

Convention Fees

Prices are per person and are all inclusive of GST.

Deadline for all Registrations is **Wednesday, 1 September 2021**

Convention Registration

Full Delegate	\$1,200
WALGA Life Members	Complimentary
Corporate	\$1,500

Optional Extras

ALGWA AGM and Breakfast (Monday)	\$70
Gala Dinner at Optus Stadium (Monday)	
Delegates/Exhibitors/Partners	\$165
Life Members and their partners	\$95
Convention Breakfast with Jelena Dokic (Tuesday)	\$95

Partners/Guests

Opening Reception (Sunday)	\$85
Lunch (Monday/Tuesday)	\$50
Partner Tours	Individual tour fees as listed

Please contact WALGA for more information should your partner like to attend a particular conference session.

Changes to your registration

You can modify your online booking at any time before the close of registrations. Once you have completed your registration, an email with your confirmation number will be emailed to you. Click on the link and enter your confirmation number to make any changes or additions to your reservation.

Registration cancellations must be advised **in writing** prior to the deadline date of **Wednesday, 1 September**. Thereafter full fees are payable. Alternatively, a registration may be transferred to another member of the Council.

Special Requirements

Special dietary requirements, mobility or any other special needs should be indicated when registering – WALGA will use its best endeavours to meet these requests.

Accommodation

Hotel information is available at www.walga.asn.au/lgc21.

Reservations are to be made direct with hotel. Please note that city hotels have limited guest parking so please clarify these arrangements when booking.

Crown Perth Parking

There is a range of free, paid, undercover and open car parks at Crown Perth; including over 3000 free parking bays available across the property plus 50 accessible ACROD parking bays.

To view the Crown Perth Parking Map, please [CLICK HERE](#). Access to Crown Perth is also available via train (Armadale & Thornlie Lines), bus (Great Eastern Highway) and taxi/ride share.

Information in this brochure is correct at time of printing but may be subject to change



ENQUIRIES

Ulla Prill, Event Manager | T 08 9213 2043 | E registration@walga.asn.au

PRESENTED BY



WALGA

ONE70 LV1, 170 Railway Parade, West Leederville WA 6007

T (08) 9213 2000 | **E** info@walga.asn.au

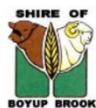
www.walga.asn.au

South West Regional Waste Group



REGIONAL OPTIONS PAPER AND STRATEGIC RECOMMENDATIONS

February 2021



ACKNOWLEDGEMENTS

Thanks to all Council staff and State Agency personnel who have contributed to this work. These include in no particular order but are not limited to:

- Kate Shaw and Tony Battersby from Bunbury-Harvey Regional Council for information relating to the Materials Recycling Tender recently concluded.
- Haydn Jones, Manager Waste and Safety Services, Shire of Harvey,
- Chris Yates, Manager Waste, Health & Ranger Services, Shire of Augusta-Margaret River
- Aileen Clemens, Manager Waste Services, City of Bunbury
- Kyra Nimmo, Senior Regional Development Officer, South West Development Commission
- Christine Szostak, Asset Management Officer, Shire of Collie
- James Kain, Waste and Sustainability Officer, Shire of Capel
- Mark Wong, Manager Waste and Fleet Services, City of Busselton,
- Melanie Turnbull, Waste Services Project Officer, City of Bunbury
- Steve Potter, Executive Manager Operations, Shire of Donnybrook-Balingup

And to those who have prepared past reports for the South West Regional Waste Group that I was fortunate enough to read:

- IW Projects P/L
- C. Webster
- Sam Green (Loop Close Enterprises)
- Talis Consultants

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RECOMMENDATIONS

1. That the Group prepares a comprehensive Integrated Waste Management Plan coordinating regional waste assets and operations as a single entity. This is to:
 - a. Identify locations for complex waste treatment facilities;
 - b. Draft community engagement strategies;
 - c. Define responsibilities between Councils including waste ownership boundaries;
 - d. Apportion risk according to the level of engagement.
2. Preparing a Business Plan for the representative entity that clearly defines long term visions, targets, development timelines and proposed expense and revenue projections.
3. Commence planning a regionally focussed 'Expressions of Interest' process focussing on regional Municipal Solid Waste treatment. The included specifications are to allow a variety of service providers to make submissions proposing technologies that may be proven internationally but yet to establish in Australia. Siting requirements and other supportive needs, for example, access to complementary assets/partners should be included.
4. Establish an Integrated Waste Management Working Group comprising senior technical and operational staff from within the members of the South West Regional Waste Group to formalise and review waste management initiatives for the Region.
5. The Group considers formalising a representative entity e.g. a Regional Subsidiary, to equitably represent members in pursuing the Recommendations in this Report.
6. That the Group Accepts the Recommendation in this Paper as presented.
7. Provide regional representation to support or conduct contract negotiations on behalf of, or in conjunction with multiple similarly sized Councils to attain sub-regional economies of scale.
8. Seek funding and institutional support from State and Federal agencies for implementing the Recommendations of this Report.
9. That a standardised data collection program commences across the region. The metrics for Local Government Areas to report against are to be consistent and relevant that informs strategic decision-making and allows reliable triple bottom line comparisons to be made. The data is to be relevant to assessing preferable waste operations between Councils. For example, contamination statistics, waste service costs, capital investments, tonnages, community consultation expenditure and bin audits among others.

EXECUTIVE SUMMARY

The changing nature of the National and State waste industries provides a unique development opportunity for the South West Region that streamlines operations and reduces costs for those Councils willing to collaborate on more complex treatments. The move from cheap landfilling to a more complex diversion system delivers greater cost savings and lower disposal volumes by leveraging market forces.

This Paper addresses themes recurrent in previous studies conducted by the South West Regional Waste Group - cooperation, market creation and maintaining a prudent investment program. New projects such as trialling regional procurement programs can build local markets by using waste products to create jobs and economic growth. The Recommendations proposed in this paper are forward-looking, intended to provide a pathway towards achieving:

- External management of waste operations, separating them from individual Councils;
- Maximising diversion from all landfills in the Region while minimising external impacts;
- Managing the impact of additional waste charges or levies;
- Providing options for waste management investment in the South West; and
- Providing cost neutrality or better when considering relevant waste treatment options.

Using cooperation and common purpose to leverage economies of scale, requires commitment from participating Councils. Formalising how members interact, either as partners or clients provides options to work together. A regionally representative group such as a Regional Subsidiary model or expanded Regional Council, means that common interests can be negotiated in the open market and be held accountable. Commitment can be financial or volume supply of waste. More participation will improve effectiveness in removing barriers preventing private industry from more active roles in diverting waste from landfill.

By framing South Western waste operations as a single entity, coordinating contracts, plant and filling regimes can be streamlined. Innovation can be simplified by choosing from a variety of facilities that are available for set purposes. Plant and operations can be developed on a scale larger than any one Council could provide and benefits shared equitably. Introducing adaptability to a regional waste management system targets multiple levels of the waste management hierarchy, prioritising reduce, reuse, recycling/compost and energy recovery from waste. This focuses strongly on waste prevention and landfill minimisation.

The ultimate goal for the regional entity should be to separate waste operations from SW Councils, equitably distributing cost savings and risk among members without creating unjustifiable cost increases. This long term goal will have local impacts in guiding investment, for example, local facilities can be acquired/ designed assuming that at some future point they may be acquired by a larger organisation. In this context, regional initiatives also must respond to local issues and be easily monitored. These initiatives include:

- Evaluating complex waste treatment plants for the region, investigating external risks (buffer zones), harnessing economies of scale, population effects and other siting factors;
- Designing an optional Procurement Policy Trial for South West Councils to use their collective purchasing power in shaping private industry diversion solutions; and
- Coordinating a regional education and consultation strategy to deliver tangible outcomes for local Councils.

Of the options considered, thermal Waste-to-Energy was found to be magnitudes more expensive than smaller, targeted options but they higher diversion percentages of highly co-mingled, non-

organic waste. Cheaper initiatives such as education and promoting reuse, repair and recycling were more labour intensive but can achieve significant outcomes and have considerable community support. Blending these approaches can be a role for the regional body which can negotiate waste supply contracts and support multiple waste education officers.

Growing FOGO markets is critical for continued organic matter diversion success. Diversifying the risk by using more than one treatment technology, i.e. composting, can produce more products and reduce long term disposal costs for the region. For example, an anaerobic digestion unit produces energy and bio-fertiliser that can also support composting enterprises.

A combination of several treatments is proposed, coordinated by a central body and organised in a formal framework called an 'Integrated Waste Management Plan'. This Plan coordinates transport, research, business development and community education across Local Government Area boundaries. This approach allows for sub-regional agreements and negotiations between individual Councils to leverage local economies of scale.

TREATMENT OPTIONS SUMMARY

	Administrative		Operational				Procurement		
Option	Regional Council Expansion	Regional Subsidiary	Landfill	WTE - Thermal	WTE - Gasification	WTE - Anaerobic Digestion	Composting	Materials Recovery Facility (MRF)	Cooperative Trial
Capital Cost Estimate (\$)	Under \$250,000	Under \$250,000	Approx. \$3M / Cell	N/A for SW	\$70 M	\$12-15 M	\$5.5M	\$14M Manual \$19M Semi-Auto \$24M+ Automated	Depends on extent of participation
Gate Fee* \$/tonne <small>*(does not include transport)</small>	N/A	N/A	86 (Regional avg) 40 aprox(Cleanaway)	150 - 190	160-200	50-80	42 (BHRC)	\$60-100	N/A
Waste Levy	N/A		156 (Regional avg) 107 (Cleanaway)	No change	No Change	No Change	No change	Less than landfill costs following sorting	N/A
Impact	<ul style="list-style-type: none"> Commences operations on research immediately Liability risk and revenue sharing needs to be defined Establish Agreement needs to be altered Elected Council guides operational decisions 	<ul style="list-style-type: none"> Externalises waste operations from Council Creates opportunities for sub-regional private/public partnerships Quarantines ratepayers from waste operation costs External experts can help guide business development 	<ul style="list-style-type: none"> No change to current practices Will be subject to a Waste Levy Land required for new to construct these facilities Licence requirements are technically demanding This option is losing community support This is at the bottom of waste hierarchy 	<ul style="list-style-type: none"> 95% diversion Large minimum waste volume required High transport costs Could backload facilities with ash for savings Discourages recycling May discourage innovation on other streams Low waste hierarchy option 	<ul style="list-style-type: none"> Lower transport fees (locate in SW) 90% diversion Modular High operational costs Expect community opposition Stifle innovation in other streams EPA and DWER approvals can be onerous No operational model in Australia 	<ul style="list-style-type: none"> Up to 55% diversion (removes organics) Produces fuel (natural gas) and fertiliser Carbon credits available Working examples in Jandakot and Yallingup Specialist knowledge required Needs low feedstock contamination 	<ul style="list-style-type: none"> Wholly owned government enterprise Experienced operators Value add operation Operationally intensive Modular Room to expand Market security Carbon sequestering – long term stability in process 	<ul style="list-style-type: none"> Large scale waste Diversion Strong negotiation position Partnership opportunities with private enterprise Long term economy support Needs sufficient markets to be profitable 	<ul style="list-style-type: none"> Proactive drive to build local industry Incremental Supporting private enterprise innovation Product needs to be acceptable Sourcing local waste maybe problematic Auditing the system may be problematic
Revenue	Gate Fee Share of R&D Findings Member Investment	Contract negotiation Savings Fee for Service Owners investments	Gate Fees, Ratepayers subsidised Reclaimed materials	None. Standard fee for service	Electricity Steam	Compressed Natural Gas (CNG) Digestate / Fertiliser	Fee for service Waste Supply Agreements	Recycled products; Gate fees Container deposit scheme.	None, for procurement action only
Time to Operation	6-12 Months	6-12 months	Currently operating	Commence 2022	Within 5 years from Contract Signing	Within 2 years from approvals	Before 2022	Within 2 years from approvals	Within 12 months
Estimated Payback time	N/A	N/A	Depends on loan conditions and Council reserves	N/A	TBD	TBD	TBD	TBD	N/A

Table 1: Comparison table of prices for alternative waste treatments. Information for composting and a proposed MRF has been supplied by Bunbury-Harvey Regional Council.

The growth in available waste technologies means costs change according to the operators' response to operational demands, environments and minimum waste volume thresholds. The waste levy is applied to waste received at landfill premises and is not applicable to diverted materials.

Integrating regional waste management diversifies investment risk, controls the speed of transition towards a circular economy and provides collaborative opportunities with private industry. Complementary waste treatments can provide a range of diversion methods at varying costs to individual Councils, usually at a reduced rate.

These options are underpinned by a comprehensive Regional Waste Education Program designed to coordinate regional waste operations with local community involvement. This can include supporting community liaison groups, influencing commercial practices through market intervention, employing regional waste officers (preferably from existing staff positions), establishing a uniform Reuse Shop model and potentially a 'Free-Trade Website'. These options are relatively low cost but can have significant impact in the contamination rates and cost-effectiveness of proposed treatment solutions.

FAQs

In the interests of clarity and brevity a summary of main report points are:

- **How should the Recommendations inform immediate progress?**
 - A. Should a formal cooperative model be supported, a low financial contribution is proposed to commence activities. Initially, a model needs to be selected and Business Plans prepared clearly stating each Council's responsibilities and risks.
 - B. An Expressions of Interest should be mapped out with draft Specifications to be circulated among Councils (or through the Technical Group) to capture Municipal Solid Waste treatment options suitable for the Region. Additional treatments such as the organic stream could also be included.
 - C. A voluntary Procurement Policy Trial should be designed that leverages the collective purchasing power of the Councils in growing the local waste diversion economy. This is intended to promote those reuse/recycling businesses that can grow diversion activities by demanding defined reuse/recycling content in Council purchases. For example, requiring all street furniture to comprise ten percent recycled material sourced from the South West. This has been successfully deployed in other States.
 - D. Sub-regional contracts should be negotiated to leverage economies of scale between multiple Councils. This will require significant cooperation between local staff and regional representatives.
 - E. Prepare a regionally Integrated Waste Management Plan that frames regional waste operations as one system, identifying local growth areas and operational coordination, for example, collection regimes, sorting facilities, potential Waste to Energy sites.

- **Are there timelines associated with moving forward?**

As an outline,

Within 5 Years:

- Regional representative entity is formed with clear member benefits and client relationships defined in the waste management industry.
 - A fully costed Business Case including liabilities and risk profiles is prepared.
 - Roles and risks are clarified.
 - Regional coordination plans are used to determine direction
- Regional Expressions of Interest process complete. Negotiations for a major waste diversion operation are at the least, to be underway, if not complete and outcomes enacted.
- Regional Integrated Waste Management Plan completed and consistent with long term goals.
- FOGO treatment expanded through supporting Bunbury Harvey Regional Council's operations.
- Materials Recovery Facility investigations complete.
- Waste-to-Energy investigations complete and potential contracts in place.

- Anaerobic Digestion feasibility complete and site identification studies accepted.

Within 10 years:

- Partnership opportunities supported by feasibility analysis be operative and external funding support agencies informed. Acquisition could commence.
- Be substantially on the way to achieving or exceeding State Waste Targets.
- Regional Entity is established and benefitting members and clients.

- **Can we continue our local agenda without compromising regional benefits?**

Having a long term goal such as externalising waste operations will help shape design and function of local facilities. The risk to regional outcomes is reduced if local facilities are designed to be potentially sold or re-vested within the next 20 years. For example, local processing assets could have the capacity to process volumes greater than the local Council produces using modular technology or flexible site layouts.

- **How much and how long will it cost to start a Regional body?**

Assistance will be required from WALGA to establish this entity. Following the Rivers Regional Subsidiary as an example, it would take approximately six months to prepare documentation and one year to advertise, amend and submit proposal to the Minister for Authorisation.

The early activities of any regional entity will be strategic with contract negotiation to try and prove its effectiveness. Overall investment is anticipated to be low. Legislation governing the behaviour of Regional Subsidiaries is anticipated to be amended by 2025 which will clarify risk, liability and other business parameters. Staff are proposed to be sourced from existing Council staff levels, potentially on a part time basis to avoid any new costs.

- **What other waste management costs can we anticipate?**

The introduction of a Waste Levy is anticipated but the timing and rate remain unknown. Whether \$70 per tonne as applied in Perth Metro or a reduced 'Regional rate' is unclear. Eastern States experience and WA State government discussion papers suggest that a split rate between City/Regional Centres is at least under consideration. This approach has resulted in greater cross-border shipping of waste to smaller towns that may not have the facilities to manage these larger volumes of waste.

Transiting from landfills to Transfer Station is estimated somewhere between \$300,000 - \$500,000 depending on operations, facilities, state of the site and other *in situ* considerations. Designs should be made with consideration to Regional expansion. Further design matters are contained within this Paper.

- **How can we get the best and most suitable treatment options for the SW region?**

Nationally, regions undergoing a similar exercise to the South West have conducted long Expression-of-Interest (EOI) processes to capture the best long term outcomes. The complexity of many of the technologies being considered require a 20 year plus investment horizon, which can justify the long investigation period. This allows for new entrants to the Australian markets and time to solicit submissions from overseas companies which may be appropriate in the SW context. Once complete, discussions with preferred candidates can inform a focussed Tender process which could be shortened by the EOI process.

- **How can we coordinate communication about local and regional waste development?**

To leverage advantages of local knowledge and larger scale investment continued discussions between local and regional staff are critical. Forming a technical group of committed operational staff with the specific purpose of assessing strategies, planning new investigations and identifying investment opportunities between Councils will improve regional coordination.

- **What are the baseline costs to know before looking at options?**

The range of regional gate fees are \$50 – \$150 /tonne, averaging at \$86/tonne. These costs are not just operational but may include contingencies, remediation, reserve contributions and may be offset using other revenue streams.

There is not a definitive method of setting gate fees which is standard across the region but are determined locally. Complexities in pricing an actual 'processing cost per tonne' include differing contract rates, transport, depreciation, staffing levels and facilities.

Annual waste charges for ratepayers are more complex again and reflect the local policy environment. Costs to ratepayers range across \$147 and \$498 (2020/21) per annum averaging at \$321 per annum.

INTRODUCTION

Since 2010 a regionally coordinated regional approach to waste management has been sought that leverages economies of scale. These efforts are repeatedly undermined by the continued low cost of landfilling. The social willingness of moving away from landfills has not been supported by the economic reality of managing these services. This means more complex facilities that can offer greater diversion, returns on investment and lower overall operation liabilities have not been worth the cost.

There is now a unique opportunity to commence building local, long-term diversion schemes with feasible returns on investment. Aging landfills, population growth and a transitional policy context have made cooperative waste management solutions worth pursuing. A coordinated waste approach across Local Government Area (LGA) boundaries can leverage economies of scale needed for significant waste diversion from landfill and ease the triple bottom line costs. Without a separate waste management entity these benefits are unlikely to be equitably distributed. The simplest means ensuring fairness is by creating an external entity such as a Regional Subsidiary that equitably manages waste on behalf of member Councils.

A central body can then take a strategic view of regional waste, matching local waste needs with regionally available facilities and services. Using Waste to Energy (WTE) facilities as they are established in East Rockingham or Kwinana is a good example of how we use our local solutions. This is an expensive option but highly effective and could form part of a regional solution. Gate fees can be high and when added to transport may exceed \$200 per tonne. This figure quadruples some local processing costs. However, for the highly co-mingled putrescible waste which is not worth recovering, it is a valid treatment solution, we just need to ascertain volumes.

Funding this model is not intended to raise existing costs substantially. Short term gains are proposed to come from negotiating multiple Council contracts. In the long term setting a clear regional goal will align local investment decisions. This goal is to satisfactorily externalise all waste operations for local Council members.

Commencing the formation of a Regional Subsidiary will focus waste efforts on outcomes and provide sufficient planning time to allow rapid expansion when proposed legislative amendments are made, anticipated to be before 2025. The issues faced by the Group when seriously considering any formation of a collaborative waste model include:

1. Reducing waste management costs for individual Councils throughout the South West;
2. Introducing operational efficiencies at individual locations;
3. Attaining more complex and higher diverting technologies in the region;
4. Creating employment opportunities;
5. Growing the local waste economy and remanufacturing sector;
6. Moving towards 'Zero Waste' outcomes throughout the South West Region;
7. Supporting or creating innovative opportunities to divert waste;
8. Collectively negotiating contracts with private enterprise;
9. Building collaboration between government and industry; and,
10. Pursuing beneficial partnership opportunities.

This report has a focus on Municipal Solid Waste (MSW) and organic waste, referred to as FOGO as these are the two main waste streams going into landfill and there is not yet substantial private investment to improve diversion.

CONTEXT

LITERATURE REVIEW

Since 2010, the Group has commissioned studies that identify opportunities to leverage regional economies of scale by centralising and simplifying waste management. Of these papers, five pivotal studies have been summarised in a Literature Review which is attached in Appendix 1. These are:

1. 'Feasibility Study for the Formation of a Regional Council for Waste' (2010)
– prepared for the City of Bunbury on behalf of the Wellington Group of Councils
2. 'Strategic Waste Management Plan'(2012)
– prepared for the Bunbury-Wellington Group of Councils
3. 'Organics Officer Project: Helping to reach a regional solution to a local problem' (2012)
– prepared as part of the Strategic Waste Initiative Scheme (SWIS)
4. 'Regional Waste Management Strategy' (2015)
– prepared by Talis Consultants
5. 'Integrated Regional Waste Management': Market Sounding Exercise (2020)
– prepared for and by the South West Regional Group

These works have informed significant progress in the South West, such as forming a Regional Council and commenced a composting enterprise. Other initiatives included exploring the potential for a Regional Landfill.

In addition to the operational outcomes, the Group's strategic direction has also adapted to changing conditions, policies and objectives. Throughout these changing contexts, recurrent themes appear suggest there are opportunities which remain unacted upon and the reasons to pursue these recommendations appear to have not fundamentally changed. These themes include;

- Formalising regional collaboration by forming an external entity (such as a Regional Subsidiary) to manage waste. This entity would externalise risk and given sufficient operational capacity would meet the evolving waste management complexity in the South West;
- Recognising the critical role of public involvement in waste management for source separation, program participation and lowering contamination rates to produce higher value waste streams;
- A measured approach to large capital investment early on which can also be high risk;
- Developing appropriate markets for waste derived materials which can service resource separation initiatives. Long term customers are critical to developing complex waste diversion facilities as it creates confidence for investors. Targeting infrastructure providers such as Councils (which can have dual supply/demand roles) can provide the most secure outcomes;
- Private enterprise can contribute essential technical knowledge, investment capacity and risk management in providing new waste diversion technologies to the region;
- Declining landfill availability is common throughout the SW, both in existing sites and finding alternate locations; and
- The need to meet Federal and State government waste targets as a means in providing consistency in approach.

FRAMEWORK AND PRINCIPLES

National

The National Waste Policy 2018

The National Waste Policy – Less Waste More Resources published by the Department of Sustainability, Environment, Water, Population and Communities in 2018 coordinates waste management across jurisdictions through championing a circular economy model.

The Policy provides necessary direction across statutory boundaries now since losing waste exportation as a key component of broad waste management practices. International agreements now impact local operations. This context requires a coordinated strategy across jurisdictions and the State and Federal government have supported imposing Circular Economic theories as a galvanising model. The State Policy approach champions five principles:

1. Avoiding waste
Prioritising waste avoidance, encourage efficient use, reuse and repair so waste is minimised. Materials are made to last and more easily recovered.
2. Improving resource recovery
Making systemic changes and promoting reuse and recycling processes to improve the quality of recycled material produced.
3. Building demand and markets for products that increase use or reuse of materials.
4. Better management of material flows to benefit human health, the environment and the economy.
5. Improving information to support innovation, guide investment and enable informed consumer decisions.

Supporting these principles are 14 strategies articulating the intent for waste to be diverted from landfills in line with waste hierarchy principles.

State

Waste Avoidance and Resource Recovery Act 2007 (WARR Act)

This sets out the management framework for LGAs to ensure operations are comparable across the State. Primary objectives are to contribute to sustainability, protect human health, the environment and move towards a waste free society. The WARR Act coordinates with the National Waste Policy by emphasising the:

- Efficient use of resources, including resource recovery and waste avoidance;
- Reducing environmental harm, including pollution through waste;
- A hierarchical approach to resource management options, specifically;
 - Avoid waste creation and resource consumption;
 - Resource recovery; and
 - Disposal.

This legislation requires Waste Plans from local governments that outline how waste services will implement Waste Strategy priorities in protecting human health and the environment. The WARR Act gives the CEO of the department powers to require a local government to submit a report on the implementation of its waste plan. Waste plans will inform and be informed by the strategic planning activities which local governments undertake under the Local Government Act 1995.

Waste Avoidance and Resource Recovery Levy Act 2007 (WARR Levy Act)

This legislation allows for the imposition of a levy per tonne of waste disposed to landfill. Although currently only applicable to waste received at metropolitan landfills or non-metropolitan landfills receiving metropolitan waste, this levy can be extended to the Peel and South West regions, which is being considered by the Government as mentioned by the Minister for Environment at the Municipal Waste Advisory Council Meeting in February 2019.

Western Australian Waste Strategy 2030 and Annual Action Plan

The Waste Strategy is the tool supporting the Waste Authority objective of transitioning to a “sustainable, low-waste circular economy in which human health and the environment are protected from the impacts of waste.” Two crucial components of the strategy are the waste hierarchy and circular economy.

The Waste Strategy 2030 asserts targets which depart from landfill diversion benchmarks and focus on three objectives – avoid, recover and protect. Underpinning these objectives is a 10 per cent reduction target in waste generation per capita by 2025 and 20 per cent reduction by 2030. The targets for recovering more value and resources from waste are to increase material recovery from the State rate of 57 per cent to 70 per cent by 2025 and 75 per cent by 2030.

Accompanying the Strategy is the Action Plan renewed annually, which clarifies specific actions, timelines, lead responsibilities and collaborations to achieve the stated objectives.

Better Bins Plus: Go FOGO

Announced in May 2020, this program provides financial support for local governments to shift to a three-bin kerbside collection systems with a separate food organics and garden organics (FOGO) service.

Although local governments are not mandatorily required to move to FOGO, there are considerable regulatory measures the State government is using which obliges local governments to adopt FOGO over time.

Case Study: The Move to FOGO in Mandurah

The City is a member of the Rivers Regional Subsidiary which had collectively negotiated waste contracts with Avertas Energy to process their waste long term in the waste-to-energy (WTE) facility under construction in Kwinana. These contracts allowed for the processing of all waste streams generated from the City, including organics.

In December 2020, the City was strongly obliged to adopt a FOGO component for the organic fraction despite potential cost increases for ratepayers if the service is introduced. Through preparation of the Waste Plans required by the Department of Water and Environmental Regulation, these wouldn't be approved without the introduction of FOGO being included within the Plan's five year timespan.

The Waste Strategy 2030 requires all councils in Perth and Peel to provide three bin kerbside collection by 2025. In providing the third bin, the City found it won't meet the minimum tonnage commitment under the Avertas Energy contract they had negotiated. Not meeting these commitments obliges a minimum tonnage payment stipulated within the contract, regardless whether it deliver the waste to the plant. If the significant financial penalties incurred under the

contract were enforced, they would be added to the additional costs of implementing FOGO which is estimated at \$80 extra per year to each eligible household.

The State Government reaffirmed their commitment to FOGO to reduce the amount of material sent to landfill and increasing recovery rates to more than 65 per cent. Recycling supports around three times more jobs compared to sending a similar amount of waste to landfill.

The Waste Authority is providing funding for the next five years to support transition to a 3 bin kerbside collection program that includes FOGO. The amount available in 2020/21 was 4.6 million distributed using the 'Better Bins Plus: Go FOGO' program, which is expected to continue at a similar funding level. This supports implementation of a key Waste Strategy initiative, delivering consistency through a three bin kerbside collection program including FOGO by all Perth and Peel local governments by 2025.

The City of Mandurah meets their obligations by incorporating FOGO investigation in their five year Waste Plan as mandated by the State Government.

Within the Group, the shires participating in Better Bins Plus: Go FOGO Program include Augusta-Margaret River, Collie and Dardanup.

Waste to Energy Position Paper 2020

This Position Statement states that the Waste Authority considers waste to energy to be an appropriate resource recovery option only for the management of residual waste. This means that it is appropriate when there are no technically, environmentally and economically practicable options higher up the waste hierarchy available and any recovered material has been used as a recognised input into another product or process.

Projects are to be generally accepted by the local community and community engagement is required throughout the process. Non-technical aspects such as design considerations and publicly available monitoring of emissions are also important.

Container Deposit Scheme

The container deposit scheme 'Containers for Change' commenced on 1 October 2020 and collects empty beverage containers. The scheme has several consequences including litter reduction, product stewardship and producing a low contaminant waste stream. There are opportunities to facilitate the recovery of some of the materials for public or private operators.

REGIONAL WASTE MANAGEMENT

The dominant waste treatment model in the South West is disposal to landfill. Although economic, this approach is being compromised by social policy, a rapidly changing resource recovery market and cost-effective large scale recycling technologies. Land is becoming scarcer for landfill expansion and the costs associated with either closure or expansion of these sites can be a major financial risk.

The Federal and State policy developments are changing the development pressures for landfills. Expansion is no longer a supported strategy, instead, more complex waste treatment solutions are being promoted resulting from greater stockpiling of waste materials, typically in landfills. The complexity of the waste industry demands significant capital investments over longer periods (20-25 years) so favourable cost to benefit ratios can be attained. Although the large capital outlays can increase waste diversion the length of investment is a risk based on the changing nature of the Australian waste industry. For example, diversion technology selected for the next 25 years may be superseded before the returns on investment are realised. Despite this pressure, there are no practical alternatives to maintaining the status quo given the growing costs and operational inadequacies of the current systems.

Introducing adaptability to regional waste management by encouraging greater private company participation targets multiple levels of the waste hierarchy and prioritises reduce, reuse, recycling/compost and energy recovery from waste. These are aimed squarely at waste prevention and landfill minimisation. This approach considers treatment options as part of an integrated system rather than as isolated features within a region. The 'Regional Waste Management Strategy 2015' (RWMS) grouped Waste Management actions for achieving higher diversion rates.

Avoid/Reduce/Reuse

- Waste avoidance is the most preferred but along with reduction are the most challenging aspects of waste management.
- Education plays a strong role in the 'avoid, reduce and reuse' messaging.
- Reuse/Repurpose Shops can capture material value before they move to lower levels

Recycle

- Manufacturing can benefit recycling initiatives and reduce demand for raw materials.
- Local governments can influence recycling through collection, sorting, material sales and education.

Recover and Treat

- Recovery processes waste to make products or energy but unlike recycling, the generated products may not be similar to the original waste materials e.g. compost from organic waste.

Dispose

- Least preferred methods include landfilling and incineration without energy or heat recovery.
- While inevitable that some waste will require disposal, it is a last resort.
- Landfilling inevitably results in a loss of materials/energy, greater contamination and pollution even in best practice landfills.



Integrating regional waste management diversifies investment risk, controls the speed of transition towards a circular economy and provides collaborative opportunities with private industry. Complementary waste treatments can provide a range of diversion methods at varying costs to individual Councils, often at a reduced rate.

The RWMS groups treatment options into 'Clusters' based on their downstream waste treatment options. By identifying the end of material life treatment options, the composition and quantity of material required for reuse can be determined, allowing additional complementary treatment options to be considered.

The Cluster approach simplifies consideration between low cost/high diversion and high-cost/high diversion options to maximise diversion and minimise future risk. For example, combining clean waste derived from source separated materials including organics with commercially viable treatment of remnant material treated between thermal WTE and gasification.

Low Cost/High Diversion Options

This approach concentrates on maximising materials separation at the source (households) to ensure downstream treatment is as efficient as possible. Households play a significant role in determining both the quality and quantity of contamination in the red, yellow and green bins. Lower contamination from the household makes downstream treatment more economic, lessens environmental impact and benefits from community involvement. Educational messaging emphasising the benefits of clean waste streams and cooperative participation is critical to generate high yields of clean materials. This is low cost as many of these systems either exist or can be easily adapted for new roles.

Recommended activities are:

1. Integrate a Regional Waste Education Program

A systematic education program is critical to the success of any waste management system. Directing information towards households and businesses will ensure wide scope.

2. Support Community Liaison Groups

Within the South West, there are sustainable living training groups (e.g. Living Smart) that frequently result in action groups being formed. These groups do not normally last for a variety of reasons but professional admin support is one factor that would assist their longevity to provide Councils a grass roots waste messenger. Waste management initiatives could be supported by providing information, running talks, workshops and community events. Additionally, this simplifies Community engagement to assist consultation regarding new waste initiatives.

3. Influencing Commercial Practices

Although not a central focus of this Paper, Commercial and Industrial waste is a large contributor to the waste fraction sent to landfill. Greater businesses contact can improve access to services and obtain support for larger waste management initiatives. There is significant potential to improve resource recovery within the C&I and C&D streams within the region.

The South West Group could also influence commercial practices through its procurement processes. Either through requirements for a Waste Management Plan, or requiring recycled products to advance recycling markets.

4. Regional Officer

A Regional Officer provides consistency across the South West when developing closer partnerships between regions, LGAs and communities. An important role is liaison, new waste management design and services for a reliable waste management strategy.

5. Reuse Shops

Many waste facilities have areas where small quantities of reusable materials are returned to the community for a fee. By treating these operations as a serious opportunity for diversion, their improvement could increase uptake. Creating a regional model for dedicated Reuse Shops with attractive and well organised shops is more likely to encourage use and improve the quality of the items received. The spaces should at least include a stock limits, storage shed, forecourt, consistent layout, signage and receptacles. This is a simple and low investment diversion opportunity that if done correctly with commercial motivation, could provide a good rate of return for the capital investment. Operating Reuse Shops may be undertaken wholly or in part by community groups and be run at least as cost-neutral, if not some profit.

6. Free Trade Website

Free Trade websites promote the reuse of household and commercial materials including those from a Reuse Shop. There are dedicated pages doing this currently such as Facebook and Gumtree but a dedicated approach to develop and promote a common approach for the SW waste to pool reusable items. This includes using existing platforms with a consistent profile across all LGAs in the region.

High Cost/High Diversion Options

These options are more facilities with complex technologies requiring greater investment and focussed on co-mingled MSW. These large capital items also involve a dedicated long term workforce. The options available in the South West are summarised as:

- Sub-regional waste transfer stations,
- WTE, thermal, gasification or biologic (anaerobic digestion),
- Licenced sub-regional landfill options with future expansion approved, which include Busselton, BHRC and Cleanaway (Banksia Road).

Separating the material from red bins requires the highest level of investment to extract the most value following best practice diversion operations. At present the high level of comingling means separating waste streams is inefficient and so it is disposed as an analogous stream to landfill. The red bin is both a costly source of materials if separated but expensive to dispose of as a waste stream.

New technologies are being introduced to Australia to address this stream of waste and many regions have adopted new processing technologies following extended EOI processes to engage with operators and technology suppliers. This process has yielded novel methods of processing MSW that move away from the traditional Council-owned landfill operation towards private/public partnerships that seek returns for all stakeholders.

REGIONAL COORDINATION

INTEGRATED WASTE MANAGEMENT SYSTEM (IWMS)

To commence the process of realising any economies of scale at a regional level, any proposed waste treatment at a local and sub-regional level should be considered as part of a larger system, either regional or beyond. Using a framework called 'Integrated Waste Management Systems' (IWMS), a network of Local, Sub-Regional and Regional infrastructure and services combine to form a coordinated waste management system that is efficient, cost effective and achieves environmental objectives¹. The more efficient examples using this approach considers how to reduce, reuse, recycle and manage waste to protect human health and the natural environment. There are formal processes to evaluate local conditions and needs before choosing, mixing and applying the most suitable solid waste management treatments. The Waste Hierarchy provides a framework within which regional options can be considered.

IWMS Framework

Every organisational level has a specific function when delivering waste management on a regional scale. Although the RWMS2015 advocated for the operations of local initiatives to be owned and operated by the local government, the appropriate strategy for the South West needs to recognise the long term goal of separating waste operations from local government.

Each alternative treatment solution will be addressed on a case-by-case basis to determine which body will be responsible for the facilitation, construction, operation and management of the IWMS. Once implemented, the treatment option will become part of the everyday operations of the LGA and will be utilised to directly engage with the community and waste service providers.

Local

Waste management infrastructure in the IWMS includes Reuse Shops, Recycling Stations and other community drop-off centres as appropriate. Facilities should be designed to assist in changing community behaviours regarding waste management facilities as well as stockpiling recoverable materials prior to processing such as greenwaste, scrap metal, mattresses and clean C&D waste. These types of facilities should be located close to population nodes across the South West Region.

To complement the infrastructure, local waste management services should manage collection or processing waste and/or recyclables. The following options are examples of locally managed initiatives:

- Greenwaste mulching;
- Supporting local waste groups to drive community action;
- Scrap metal recycling;
- Kerbside refuse and recycling;
- C&I waste collections;
- C&D waste processing; and
- FOGO/organics collection.

¹ An integrated approach was discussed in the *Regional Waste Management Strategy: South West Region*. By Talis Consultants, July 2015.

These services would be implemented by the LGA however, a regional contract for the procurement of the services should be considered by the South West Group to reduce costs.

Sub-Regional

Sub-regional opportunities include those between neighbouring Councils or addressing waste issues which share attributes among certain Councils. Examples include mattress recycling, composting and waste transfer stations. This organisational layer provides a layer of flexibility within the IWMS by diversifying waste processing operations across a wider geographic area and deliver services to more residents than would otherwise have access. In addition to sub-regional infrastructure, services such as haulage can also be considered at this level. Whether this is the purchase and operation of vehicles or negotiating haulage contracts.

Regional

Consolidating waste volumes improves the viability of specific projects and delivers greater economies of scale for recycling or providing processing services. Regionally, the waste management services provided by the South West Group are as important as the associated infrastructure. Messaging consistency is critical when implementing plans and addressing contamination and reclaiming waste. Regional service options include:

- Implementing an integrated waste education program;
- Supporting local waste groups;
- Influencing commercial practices; and,
- A free trade website.

An integrated waste education program would provide consistent waste messaging including the implementation of new initiatives throughout the Region.

The regional infrastructure options include MRFs, Waste-to-Energy facilities and logistical concerns. Developing large scale treatment facilities can divert significant waste volumes from landfill. Combustion, AD, gasification and pyrolysis technologies all exist and should be considered, there are a variety of practitioners which can meet regional demands. Residue from many treatment facilities will always require landfills but reducing that volume to a level that existing best practice sites can manage provides long term waste disposal security.

ADMINISTRATION

The components of a complex IWMS includes management structures that coordinate activities and remain accountable to Councils. Formal entities with clear boundaries include Regional Councils, Regional Subsidiaries and official agreements that allow LGAs to coordinate participation and enable stronger negotiating positions. A separate entity provides considerable advantage to the local waste sector against a manageable risk profile.

Business as Usual

Maintaining the status quo of Councils managing their own waste services more or less independently can persist, although will become less cost efficient and more risky over time. Once landfills reach their capacity, Councils can choose to convert their sites to transfer stations and manage disposal accordingly. Within the SW, there are two best practice landfills in Dardanup and Busselton with lined construction and BHRC in Wellesley is approved to construct lined cells. These three sites have the capacity to take all the waste generated in the South West but it will be a competitive process.

The cost of continuing business is expected to rise as policy (and potentially a Waste Levy) will work against this option and new landfill sites become harder and more expensive to develop. The expense of transitioning to transfer stations, increased transport costs and ongoing environmental monitoring/remediation costs associated with unlined cells will add further to the financial burden.

The established landfill model provides little opportunity to claim income beyond uncertain benefits of stockpiling waste for mining in the future. Council discretion in pricing their own waste systems will be reduced as the final disposal of waste products must be outsourced. Disposal costs will significantly impact operational costs and be passed on to ratepayers. This moves Councils from a pro-active 'price-maker' role to a passive 'price-taker' role, having to react to market charges which is an additional risk to pricing waste rates for the future.

The opportunity cost of maintaining the current practices is foregoing the improved use of 'waste' materials which can benefit Councils and customers of waste derived products. Capturing lost value in waste streams can be recovered by re-classifying waste as a 'resource'.

The policy and regulatory framework surrounding waste in Australia which has hindered resource recovery and waste management industry from reaching its potential is now changing. Building procurement policies and specifications into waste derived products can provide significant benefit for LGAs and offset transition costs.

Social views on waste are linked with good governance within the sector, perceived impacts, benefits and distributive fairness. These attitudes can be influenced on a national level but affect local opinion. The WA Auditor-General [1] found that stakeholders managing MSW have varying views and attitudes which have not aligned with the Waste Strategy and the State Government's preferred approaches to diverting MSW from landfill. Inconsistent waste management systems for MSW coupled with limited guidance from State Government hinder efforts to increase resource recovery and reduce waste to landfill.

The rising costs of waste management, changes in market innovation, loss of proactive pricing, inability to capture lost value from waste streams and changing social attitudes suggest that business as usual is not the most effective means to continue operating.

Regional Subsidiaries

A Regional Subsidiary is a statutory corporation that can separate risk and investment from Councils while delivering cross-boundary services. In 2016, the *Local Government Act 1995* (the Act) was amended so that two or more local governments could establish a Regional Subsidiary which is:

- managed by a board
- governed by a charter and
- a separate legal entity from the local governments who formed it.

Commencing the formation of a beneficial enterprise is the beginning of long term strategy externalising waste management assets and operations. The separation of these critical services is not advised to be fast but will be an ongoing process, consistent with Councils desire to adopt a cautious investment strategy. This has been a recurrent theme in many previous studies for the Group.

Achieving full separation will take a considerable time and externalising some localised activities may not be possible but it is an aspiration goal that can coordinate the development of waste management in the South West to attain economies of scale.

Attaining separation of waste management will involve a range of cost effective actions, one leading to another, that needs to prove its viability as it grows. Early tasks will be foundational and include:

- sub-regional contract negotiations seeking more localised savings;
- preparing a cohesive business plan that includes milestones, proposed growth timeframe and review timelines; and
- acting on ongoing regional initiatives as they arise. This may include designing and managing a formal Expressions of Interest (EOI) process seeking waste diversion technology and designing a Procurement Trial intended to help Councils shape their local economies.

It is proposed that a small number of staff are tasked with commencing this process and include a mix of technical skills, employed either part-time or full-time. This is not anticipated to be costly but a cost-neutral approach is to be adopted, where existing roles may contribute to the Regional Subsidiary as it develops. Immediate roles will be to:

- Negotiate MSW and recycling contracts on behalf of multiple members or clients,
- Design a regional Integrated Waste Management system with local assets designed to be relevant across LGS boundaries
- Detail a long term business growth plan setting out milestones in growing the beneficial enterprise,
- Encourage waste diverting industry to operate in the SW and
- Propose effective waste management initiatives for the region following Business Case submissions, including procurement and other policy initiatives.

By centralising regional initiatives, the waste assets and operations in the South West can be more effectively set apart when negotiating with external agencies or companies. Any proposed facilities can be presented to the Group and finding additional support will be a Subsidiary task. Other reasons supporting the formation of this entity include:

- (a) ability to employ professional directors and management with experience specific to the commercial objectives of the entity;
- (b) removing detailed investment decisions from day-to-day political processes while retaining political oversight of the overarching objectives and strategy;
- (c) the ability to take an overall view of commercial strategy and outcomes rather than having each individual transaction within a complex chain of inter-related decisions being subject to the individual notification and approval requirements of the Local Government Act;
- (d) the ability to quarantine ratepayers from legal liability and financial risk arising from commercial or investment activities;
- (e) the ability to set clear financial and non-financial performance objectives for the entity to achieve; and
- (f) providing greater flexibility to enter into joint ventures and partnering relationships with the private sector on conventional commercial terms.

This entity is designed to address market 'gaps' in delivering services which have clear economic, social and environmental benefits but are not necessarily profitable such as waste management. It formalises the lower cost outcomes as a driver for reform rather than making a profit, which is ineffective in a market failure scenario like waste processing. Although unable to profit from the 'beneficial enterprise', coordinating resources can build demand and supply for social good where margins are insufficient to support private investment.

Regional Subsidiaries legislation constrains the scope of permissible activities such as growing the capacity of local governments to act more commercially, develop alternative revenue streams or enter into commercial partnerships with the private sector. These restrictions limit the role these entities can play in the market place.

The structure of a Regional Subsidiary may provide services or undertake functions more efficiently and effectively than a single local government. Local governments can then focus on projects that directly benefit the region with important flow on effects for its local community without sacrificing local priorities.

Placing the commercial activities of local government at arms' length from political influence - under the control of independent Boards made up of expert directors and the regulatory provisions of normal company or trust law – results in more robust management than more politically influenced arrangements. In this case, experts in the industry can influence development and can support the effects of the election cycle in long term development.

The *Local Government (Regional Subsidiaries) Regulations 2017* (the Regs) determine how to form, operate and disband Regional Subsidiaries but is considered to constrain operations by:

- Prohibiting any land transaction or trading undertaking with a view to producing profit; and
- Prohibiting borrowing money other than from one of the participating local governments.

WALGA is advocating for a review of the legislation provisions which will alter how Regional Subsidiaries can behave. These changes include;

1. Reducing the overly prescriptive community consultation provisions. These are seen as unnecessary in the Regs as Local Governments will have consulted with communities on the proposal to form a subsidiary;
2. Enabling a subsidiary to borrow funds in its own right;
3. Simplifying the financial management provisions;
4. Clarifying permissible commercial activity which can be undertaken such as where limitations are to exist when contemplating major commercial enterprises.

The current regulations are overly prescriptive and do not follow the principle of the Charter being the primary governance tool. The Local Government Act Review Panel has concluded investigations and has recommended changes to the Regs to be addressed by WALGA;

- 1) Overly prescriptive community consultation requirement. Local Governments will have already consulted with their communities on the proposal to form a Subsidiary.
- 2) No power for a subsidiary to borrow in its own right
- 3) Financial Managements provisions are complicated and confusing. States some Act provisions to follow and some not.
- 4) Restrictions around commercial activity require clarification. The Subsidiary should be able to undertake commercial activity within the limits of competitive neutrality following a thorough risk assessment.

Over time, external commercial or corporate experience will be required to manage that risk while seeking commercial efficiency. Isolating assets within a corporate structure places legal accountability with the board of the entity and any financial risk associated with their use. Prudential controls by (for example) lending agencies act as a further constraint on reckless assumption of risk.

For these reasons, it is proposed that the Regional Subsidiary use the time prior to legislative change to establish a detailed Business Model and commence contract negotiations on behalf of or in

partnership with existing Councils. Should not all Councils wish to participate in this model, provision must be made that for a fee the Regional Subsidiary can act on their behalf as a local government representative, complete with the Region growth model informing local advice and decisions.

Cost estimate

Operations

Item	Title	Role (FTE)	Salary
	Program Director/Coordinating Role	1 FTE	110,000
	Contract negotiation	0.2 FTE	90,000
	Technical Specialist, recycled materials	0.2 FTE	90,000
	Salary Total	1.4 FTE	\$146,000
	Overheads estimated at 40%		58,400
	Events, consumables		5,000
	Assets/Operations		12,300
	Proposed final cost		\$219,400

Asset and Operation costs include:

- A vehicle; \$10,000 /year
- a computer, \$1,300 /year
- a phone \$1,000 /year

The Program Director would be responsible for:

- completing the Business Planning;
- establish new contracts;
- preparing the IWMS;
- negotiating with local councils on supportive information;
- establishing business systems;
- commencing community engagement;
- actively engaging with industry; and,
- engaging other roles as required.

Contract negotiations would include legal assistance, EOI and Tender preparation, site investigation, relationship building. This position can either be separate or contributed to 'in-kind' from participating local governments. Likewise legal counsel could be made available on an as-needs basis to limit costs further.

Technical assistance would include sourcing materials, investigating locations, seeking regional opportunities for land, conducting audits and general work as required. This will be a casual system hiring as needed or accessing skills in participating local governments on an 'in-kind' or seconded basis.

It would be advantageous to maintain consistency of personal in these positions to benefit from industry contacts and information sharing. As the program develops, the number of roles is expected to expand as operations become more complex.

Locations

It is not proposed to have a specific facility work but use Council property, which is the reason for the overhead factor. This location could be anywhere, depending on the proposal being undertaken

so staff can maintain proximity to the companies and their flexibility for onsite inspections and progress.

A regional approach adopting waste management innovation can assess the collective assets cooperatively to potentially accommodate private enterprises close to resource streams. Providing land and access to clean waste streams. It is hoped that a holistic program of regional waste management will result in diversion initiatives benefitting Councils.

Establishment tasks

The establish the Regional Subsidiary and commence operations, it is proposed to

1. Consult with WALGA regarding the formation of the Regional Subsidiary, steps taken by Rivers Regional Subsidiary and present a list of costs associated with its formation.
2. Prepare a comprehensive consultation strategy, addressing formation of the entity, potential benefits and seeking feedback in each Council area;
3. Legal costs in drafting and advising on the framework being proposed as well as gathering any concerns of locally elected members.

Expand the Regional Council

The Bunbury Harvey Regional Councils (BHRC) already exists and changing the 'establishment agreement' (EA) is a relatively straightforward action. This is an opportunity to serve the SW faster than establishing a Regional Subsidiary. Any proposed change to the EA must account for existing liabilities and investments and be able to isolate new members from existing operational obligations. Should there be an acceptable model for change, this is a relatively low cost, expedient solution to forming a regionally representative body to commence operations.

Regional Councils are body corporates, can open and operate bank accounts, can invest and borrow money and have the ability to make local laws. The governing body of a Regional Local Government consists of Elected Members from the member Local Governments but experts can provide advice as required under contract. There is no scope to appoint external expertise or independent directors to the governing body. The EA under which Regional Councils operate must be agreed to by the Regional Local Government participants and Minister for Local Government.

While a streamlined and effective management body, reporting requirements can be onerous, considering it is only one aspect of managed Council business. As Regional Councils operate under the same legislation as Local Councils most of the compliance and accountability requirements are the same, so efficiency gains must significantly outweigh the compliance obligation costs. These obligations are already established so this cost is minimal.

Although expanding the Regional Council would a practical way of formalising the economies of scale within regional waste operations, an amended EA must be able to protect the different investment profiles of each Council. This will need an in-depth analysis of the various assets and liabilities associated with joining the Regional Council.

A Charter for a Regional Subsidiary can be drafted that allows one-off investment opportunities on specific projects, which is more difficult in a Regional Council model. These are significant legal questions that will need to be determined prior to this option being adopted.

Regional Subsidiary vs the Regional Council

The amended 'establishment agreement' must include the purpose, membership and representation, means of determining financial contributions and procedures for winding up the Regional Local Government. A cost to join is likely to access established facilities fairly and share the profits and losses of the operation. This will require some negotiation and a clear understanding of the risks and opportunities involved. Asset sharing can form part of these negotiations. A name change is also possible, for example, the South Western Regional Council.

WALGA has suggested that the SW should wait until the recommended changes to the Regs are made but at the same time, significant regional investments are going to be required as landfills are approaching the end of their operational life. Delaying the formation of a regional body risks equitably funded regional solutions. By forming now with cost restrictions, the intervening years prior to legislative review can be used to ensure no time is lost once the financial boundaries are adjusted. Revising the legislation is estimated to be complete by 2025. WALGA is lobbying the Minister to reconsider provisions in the Regs to ease the Regional Subsidiary restrictions and make it a more appealing option.

Case Study - Rivers Regional Council Transition from Regional Council to Subsidiary

The Rivers Regional Council entered a contractual agreement in 2015 to supply the WtE facility in Kwinana. Participants then sought to reorganise to reduce the costs in coordinating the waste supply agreements for the next 20-30 years. The responsibilities are essentially administrative, so avoiding the considerable reporting obligations associated with a Regional Council was economically justified. Activities undertaken by the Regional Subsidiary include:

- Establishing governance, administration and accounting arrangements.
- Preparing the annual Waste Delivery Plan
- Calculating and recover waste charges
- Managing contract responsibilities and act as Principal.
- Co-ordinating the required waste recovery, reuse and disposal education programs
- Co-ordinating the energy supply arrangements.
- Advocating on behalf of member Councils.

A Regional Subsidiary model was established to administer the interests on behalf of the Councils as there were few assets to operate. The role became one of contract negotiation and operational obligations for participant councils. Although not yet approved by the Minister for Local Government, this is currently being assessed and support for forming the Rivers Regional Subsidiary is anticipated.

Sharing transfer station facilities is possible but subject to separate agreements between councils. The significant diversion rates offered by WTE (97.5%) contracts mean that the majority of operating landfills will close.

It is anticipated that up to \$200,000 (based on the 2018/19 Budget) could be saved by transitioning to the Regional Subsidiary and avoiding the reporting obligations required by the Regional Council. The Subsidiary's budget is approximately \$250,000 per annum although collection agreements are separated. The education component is anticipated to rise as it supports the WTE activities and associated supply agreements.

Other Options

Incorporated Associations

Local Governments have the ability, under the *Associations Incorporation Act 1987*, to form or take part in an incorporated association (IA). These are not permitted to deliver statutory services like regional road construction or waste management. The IA model is typically used for narrow purposes such as economic development and promotion in a broad sense.

This is not considered to be a practical option.

Collective Tenders

The ability to tender collectively for specific or general services is open for Councils. While these may be reasonable in specific cases, Councils should be of similar size to coordinate services, share liability and risk, address different activities and manage transport costs. These variables make this model unwieldy due to the unevenly distributed risk and financial burden.

These agreements work when there are specific outcomes with standardised conditions, otherwise they become too complex to manage and negotiate. Variations to any contract may be costly and time consuming, resulting from the cumulative involvement of multiple signatories. These variations are likely to result in scope creep, potentially affecting the ability to execute the original work.

Considering many of these issues can be managed separately through formation of a Regional Subsidiary, collective tenders are not a preferable option for the Group but have some potential for sub-regional agreements.

Partnering

To make partnerships work enhanced communication is critical to improve the performance and quality of output of any joint project. Without enhanced communication partnering often tries to impose a culture of 'win-win' over the top of a commercial and contractual framework which results in an inherently "win-lose" scenario. Verbal commitments during the partnering process even if genuine at the time, are not enough to withstand the stress imposed by misalignment of commercial interests.

This framework is not considered sufficiently reliable for a joint delivery of waste capital or operations.

FLEET OPERATIONS

The number of Councils participating in cooperative model determines cost savings and investment. Contract values vary and transport can be a blend of Council owned operations and contractor vehicles. Examples elsewhere from Australia may be used as a guide only.

Aggregating waste and recyclables provides an attractive option for the market to bid for, hence the considerable potential savings that could be generated from a joint procurement of this size. Additionally, considering the Cities of Bunbury and Busselton run their own fleet, additional side-loaders are required to service more Councils.

Although weight dependent, side-loading vehicles collect approximately 800-1000 bins per day. Prudent fleet management also requires a reserve truck as to address breakdowns, servicing regimes

and other non-core obligations. Side-loaders cost approximately \$450,000 each and cost approximately \$350,000 to operate. Approximate costs of running a waste fleet with 6 side-loaders, a semi-trailer and other supportive light fleet costs approximately \$850,000. Without in depth analysis, expanding the waste fleet to those Councils which partook in the regional survey would require an estimated 10 trucks to service MSW in:

- Augusta-Margaret River
- Capel
- Dardanup and
- Donnybrook

Using these calculations, expanding the fleet by 10 sideloading trucks would cost approximately \$4.5M in trucks and another \$3.5M per year to operate. These costs do not include finding a depot, servicing requirements and staff to do so, accounting costs nor savings in efficiency, economies of scale or auditing existing fleets to find opportunities to build on existing operations. Further analysis is needed of weights, route planning and collection regimes, which would also likely reduce this figure. This analysis and organisation would form part of the Integrated Waste Management System and would be a key role of a Regional entity.

Further Consideration:

- a) Commence formalising a Regionally cooperative model to determine a level of commitment that allows greater investment in diversion technologies. This requires a detailed Business Plan with detailed cost analysis into an entity which would have capacity to act as an agent as required for non-member Councils. Clarify the roles, responsibilities and boundaries of an independent entity dedicated to managing regional waste operations on behalf of SW Councils.
- b) Investigate the creation of a sub-agreement allowing Regional Council to share in the investment of new facilities without accruing the risk of previous operations. This must include a proportional investigation into the shared environmental risk going forward and any associated ancillary costs or risks.
- c) Until costs and liabilities of joining the existing Regional Council are clarified, the informal operation of the SWRWG is to continue until such time as the provisions of the *Local Government (Regional Subsidiaries) Regulations 2017* are reviewed and considered beneficial to regional waste management operations. Cooperative alliances and Collective Tenders should be reviewed as tools in delivering location-specific infrastructure as required with a long-term view that these assets could be 'shared' at a later stage.

WASTE MANAGEMENT OPTION ANALYSIS

A whole of system approach on a Regional level coordinates investment decisions and clarifies the potential costs and revenues. Prior to establishing formal administrative frameworks, investment by local councils should acknowledge the extent of the investment and at which point waste streams enter and leave their influence. Reliable and repeatable assessment framework will make these estimates more useful. Determining what and where waste management costs originate requires;

1. Ascertaining the 'whole of life' costs for each stream of waste, identifying the roles of the Group, LGAs and subsequent responsibilities to the products,
2. Prepare an Integrated Waste Management System approach to regional disposal options. This would be helped by forming a central body to collect and analyse this data to find economies of scale.

WHOLE OF LIFE FACTORS

Comparing the values within Council-managed waste streams helps determine risk, investment priorities and assess alternate treatment options but what do these costs include? Should they include long term environmental cost? Costs of imposing social policy? Opportunity Cost? If the region seeks revenue to offset management costs resulting from a particular resource stream, identifying sources of expenditure and revenue can moderate adverse impacts on ratepayers. Transitioning towards a circular economy model requires clear understanding when a 'waste' cost can be offset by redefining a piece of waste as a 'resource'.

Environmental costs can be determined using a holistic approach when considering resources and impacts of waste management. By identifying the parameters of a service: e.g. management of waste from city from "kerbside-to-grave", identifying where costs start and finish are made easier. This has implications on landfill remediation and monitoring costs when they are closed and capped.

Almost all recycling in Australia is subsidised by someone, only metals (steel and aluminium) have sufficient economic value to outweigh the costs of collecting and reprocessing it. Prior to 'China Sword', fibre (paper and cardboard) also had sufficient value and now, some plastics are exhibiting positive value movement (as long as contamination is low). Higher recycling rates cost money for services, collection and sorting - the Group needs to determine who should pay and how much?

The nature of waste as something discarded or unwanted means treatment costs trend towards the cheapest point of disposal. If the recycling option costs a dollar more than the cost of landfill then the waste will go to landfill [2]. Clearly delineating what the cost of landfill becomes fundamentally critical in determining investment into alternative treatments.

Life Cycle Assessment

The Regional body should investigate each step of the waste process and clarify where cost obligations cease and revenue potential can begin. This investigation should be done in partnership with the Waste Authority as each step of disposal needs to be financially audited, which applies to other jurisdictions. For example, management of MSW covers:

- i) generation;
- ii) collection;
- iii) transfer;
- iv) sorting;
- v) treatment;

- vi) recovery; and
- vii) disposal.

Council's obligations within a regional setting typically include:

STEP	ACTION	END OF OBLIGATION (and to what)
Generation	<ul style="list-style-type: none"> • Community Education to minimise waste generation/contamination • Bin Tagging • Community Reduce/Reuse Initiatives, e.g. Garage Sale Trails, home composting • FOGO Bin collection • Reusable Programs, e.g. nappies • 'Waste Sorted' initiatives 	<ul style="list-style-type: none"> • Kerbside collection (to households) • Transfer Station/Landfill drop off (to households) • Delivery to processors (to collectors and downstream processors)
Collection and Transfer	<ul style="list-style-type: none"> • Collect kerbside bins • Deliver bins to the next stage in treatment • Transport infrastructure and working fleet 	<ul style="list-style-type: none"> • When bin is empty (households) • When material is delivered (to processors)
Processing, Treatment and/or Recovery	<ul style="list-style-type: none"> • Pre-determined condition of deliverables, including contamination rates • Pre-determined volumes 	<ul style="list-style-type: none"> • Delivery (to processors)
Disposal	<ul style="list-style-type: none"> • Landfill Management 	<ul style="list-style-type: none"> • Post-closure monitoring (50 years)

Table 2: Typical set of obligations that local Councils have within a regional waste management system.

Bin Assessment

Commencing the treatment process from a regional standpoint begins with kerbside collection or drop off of the three main waste streams separated into the three bins colours, red, yellow and green.

Red Bin

This bin contains the most comingled materials and the largest uncertainty in the benefits of harvesting its contents. Currently the content of these bins are sent straight to landfill as separation is both costly and complex. The highest level of investment is required to achieve suitable diversion volumes and processing opportunities as it is the main source of material entering the landfills. Unless widespread source separation is adopted then this stream will skip several tiers of the Waste Hierarchy to energy recovery or direct to landfill, both options undesirable in a circular economy model. The bulk of this waste stream entering landfills comes from residential kerbside collection or dropped off by residents.



Figure 1: Waste separation solutions don't need to be onerous. Neat solutions exist for household adaptation.

Further Consideration:

- Audit the volumes of MSW (red bin) delivered to South West disposal sites.
- Conduct random regional bin audits to determine a potential recovery value of the materials.
- Focus education programs on improving source separation to lower recycle of organic matter levels in order to stabilise the MSW contents as much as practical.

Yellow

Most recycled materials by volume are taken to Picton (Cleanaway) for preliminary sorting before being transported to Perth for more in depth sorting. The transport costs added to the operational expenditure costs suggests there may be a cheaper option available part owned by Councils.

The small number of sorting facilities puts the South West at risk for recycling. Investing in a Materials Recovery Facility (MRF) would strengthen our collective waste management position, potentially gaining from an emerging recycled product market. A MRF can produce a cleaner line of higher value resources to supply supportive enterprises in the South West, benefitting the region. Building availability of higher quality recyclable resources is critical in achieving greater diversion from landfill, using the market as part of an integrated waste program.

Since the changes in the international markets and the inability of local manufacturing to meet the volumes created by loss of the export market, there is uncertainty of how and where our recyclables will be processed in the future. Additional weaknesses such as few service providers and distance to travel means that internalising MRFs can serve negotiations for specific product lines in the South West and open up partnership opportunities.

There are economies of scale and market creation potential analysis that needs to be undertaken prior to investment. This will also identify opportunities of working with established service providers in a way that benefits the Group by becoming part of the supply chain recovering materials for remanufacture.

For large scale producers it is cheaper to buy virgin plastics than to clean and process recycled product. Policy and price directions have defined the role of private operators in waste but with the 'stick' of change in exportation opportunities and 'carrot' of economic and policy incentives, it is becoming possible to see growth of a remanufacturing sector.

Local governments controlling the separation, packaging and disposal recyclable materials offers some opportunity to recapture value invested in earlier stages of the waste cycle, specifically the costs of collection and transport.

Local governments in the South West can influence larger recycling operations to a point. While there are benefits from using the private industry to process certain wastes, taking more control of recycling closer can limit the impact of externally controlled waste policies such as price rise and disposal method due to market conditions outside regional control. Taking direct ownership of the waste fraction can ease the development of a locally focussed waste economy through new business deals or progressive partnerships with operators. This delivers greater autonomy in risk management and broader capacity to adapt to market forces.

A significant risk in this approach is that larger operators can undercut the processing costs which compromises the ability for the region to function more holistically. There are aspects of a circular waste model that may not suit private operators, such as reducing waste generation. Establishing supply commitments reduces this risk either as financial, waste volumes or other support. There are also partnership opportunities with research institutions that are available to local governments which may not yet be profitable. The partnerships could reduce local government costs and as they are normally not yet be profitable, they would be more attractive to a local government cost reduction approach.

The long term strategy is to grow the local recycling market driven by government projects to a point where co-investment with private industry becomes economically and environmentally viable. There may be opportunities at that point to capture other streams such as Construction and Demolition (C&D) waste and process this material to reduce other Council costs for instance, in infrastructure construction, e.g. roads.

Green

Processing green waste and FOGO bin contents locally is occurring but ancillary costs such as transport, decontamination, capital as well as the opportunity cost of alternative technologies means that for some Councils composting or shifting to FOGO is impractical. Social pressure is significant though and often Councils will shoulder the cost burden to provide the service.

The composting operation at BHRC is expected to expand in 2021 and with it, further opportunity for complementary operations, for example, decontaminating the waste stream. Using the service is strongly recommended as this is a government controlled commercial operation but with rising levels of organic matter forecast in the South West, the potential for carbon sequestration offered by organics processing and the increasing pressures of transport, high diversion, more complex, complementary solutions should be investigated.

Within an integrated waste system forecasting rising levels of waste organic matter, it is likely that one operation in Bunbury will be insufficient to service the SW Region. A pre-feasibility study of an Anaerobic Digestion (AD) unit located in Busselton suggests an alternative. More information on this option is discussed later in the 'Regional Options' section of this Report.

Further analysis into the viability of extending the composting capacity throughout the region is required. Coordinating efforts and establishing complementary activities may continue to provide cost effective processing. Potential locations of organic processing facilities include Busselton/Margaret River, Collie and Bridgetown-Greenbushes, formed with the intent of reducing FOGO transport costs. The analysis is to address:

- a) Potential local demand for product (through infrastructure providers),
- b) Reducing ancillary costs using established plant and knowledge such as decontamination education messaging, transport, infrastructure and expertise,
- c) Working with State educational programs to support regionally low contamination of input,
- d) Seeking partnership opportunities with local private providers where practical.

Applying experience gained from existing operations and leveraging a separated stream of organic matter, local economies and jobs can be supported to a point where the product has a value above the processing costs.

Transporting each bin

Within the Group, only the Cities of Bunbury and Busselton manage their own fleet. Transport costs can be a significant factor when processing waste and a collective fleet may be a solution in waste disposal costs. It is proposed moving towards a separate regional entity requires a full cost analysis of running an independent fleet. This would require auditing:

- Other organic waste bins to be collected, e.g. public bins.
- Collection regimes including route analysis for each Council that helps determine fleet demands; and
- Light fleet demands, what vehicles are needed for local operation of services/waste staff demands.

Further Consideration:

- Determine potential fleet costs and seek savings, for example what trucks would we need for a regional collection service and can route planning reduce the number?
- Can we effectively audit waste handling consigned to contractors? Where does it all go?
- Will these destinations impact Council operations? For example, reducing contamination in collected construction and demolition waste.
- At what point does the ownership of waste transfer between Councils, contractors and Customers of waste derived materials?
- Define the 'whole of life costs' for waste?
- What is the carbon footprint? This should include 'waste miles' recovering carbon credits and potential carbon sinks.

The costs of landfill

Landfill costs vary depending on the size of the landfill, type of waste taken and management measures in place. A list of costs, depending on the complexity of the operation, may include:

- Land purchase;

- Approvals process(es);
- Capital cost of equipment and buildings;
- Lining landfill to prevent leaching;
- On-site gas recovery and flaring;
- Preventing waste from being blown into adjoining properties;
- Operational costs including labour, fuel and materials;
- Capping landfills and landscaping; and
- Rehabilitation and aftercare.

The SW Regional Strategic Plan in 2015 estimated the cost for a LGA to develop a best practice landfill catering for 15,000 tonnes per annum at approximately \$150/tonne of waste, considering both capital and operational costs. The estimate for an operating regional landfill co-owned by multiple councils was estimated at \$28/tonne. The significant price difference came from the associated economies of scale produced when the capital and operational costs are split amongst the LGAs. In particular, the savings achieved via the split of the operational costs are far greater than the capital costs across the life of the landfill.

Regional Gate fees in 2020/21 range from \$50 to \$150/tonne. The variability of these costs reflect policy and operational approaches in each Council and are not a simple result of local operational costs. Gate fees include operation costs, overheads, plant and equipment, labour, depreciation of capital and other fixed assets and profit. There is also often a policy component, especially for the preparation of reserves for activities related to landfill management such as post-closure measures.

To offset long term costs the gate fee should include 30-50 year post closure management, long term monitoring and reporting and replacement of the landfill asset itself². Many Councils do not include these costs and price gate fees too low to cover the true costs of operation. This pricing strategy reflects the social value and public health concerns of these facilities, where illegal dumping and other costly landfill avoiding techniques used by the public are an immediate risk.

In addition, the average waste costs charged to ratepayers average \$320. The composition of these fees can be detailed and determining what these costs cover and the effects for individual Councils is therefore difficult to accurately predict.

LGA	Waste charges \$/year	Bin Types	Gate Fee \$/T
Augusta - Margaret River	498	R/Y/G	150
Boyup Brook	347	R/Y	107
Bridgetown - Greenbushes	147	R/Y	81
Bunbury	327	R/Y/G	61
BHRC	-	-	73
Busselton	300	R/Y	67
Capel	254	R/Y/G	113
Collie	320	R/Y/G	50
Dardanup	226	R/Y	67
Donnybrook - Balingup	404	R/Y/G	73
Harvey	308	R/Y/G	61
Nannup	400	R/Y	123

² <https://mraconsulting.com.au/what-is-air-worth-appropriately-pricing-landfills/>

Average	\$320		\$86
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Table 3: Shows the publicly available charges across the region for waste disposal. Determining what constitutes these charges alters between Councils depending on local policy and operational environments.

- Collection costs for kerbside waste within the region are consistent among the responding Councils. Competing collection proposals need to address these costs to be competitive;
 - MSW : \$1.20 – \$1.40 per bin
 - CoRecyc : \$1.20 – \$1.40 per bin
 - FOGO : \$1.20 – \$1.80 per bin

 - Hard waste collection rate ranges between \$60 - \$85 /T.

Post closure management can be very expensive. Costs from \$1-20 million in post closure rehabilitation have been seen. The cost varies with the type of landfill, its location, size and surrounding environment. Additionally, the EPA requires monitoring of the closed landfill for up to 50 years prior to relinquishment of the landfill licence, with costs ranging between \$10-\$200,000 per year.

The cost of airspace in landfills is not often included when pricing new lands or quarries. That is fine if future users get the same benefits i.e. inheriting free voids. But as opportunities shrink and landfills become harder to find or replacement costs rise, future users are at a significant cost disadvantage. Estimates for airspace can range from \$16 - \$50 per tonne depending on the landfill characteristics.

Many Councils intend to borrow to fund the next landfill and therefore don't need to provide for asset replacement from current users. Future users will then pay off new landfills via the debt service costs built into the gate fee. But what about current users of the current landfill? Few existing, council owned, landfills are debt funded.

Esperance Council in WA has recently introduced a one-off \$6 million ratepayer fee because it under-priced its landfill gate fee over the operating life. This means general ratepayers have ended up subsidising all landfill users.

Many Councils introduce special rates to meet unfunded landfill liabilities. But ratepayers are not necessarily the same group as landfill users. On average 50-60% of all landfill waste is non-domestic (commercial and construction) waste but the majority of ratepayers are households. So it is not fair for households to subsidise both big commercial generators like clubs and pubs, retailers and building companies, as well as all past users. Elected representatives understandably want to keep landfill gate fees low for their ratepayers. The questions should be "What is the real cost of this service and who is going to pay for it – ratepayers or landfill users?" They are most often not the same or have very different waste generation profiles. Once the landfill has been filled, there is no chance to go back and recover the losses.

Artificially cheap landfill undermines all other recycling and resource recovery opportunities. Low recycling rates means fewer jobs are being created in this sector. As recycling materials creates more jobs than landfilling and the roles are countercyclical to mining booms and busts. Higher landfill prices create the headroom for recyclers to operate competitively. Recycling is probably the fastest growing manufacturing sector in Australia due to rising environmental controls on landfills and the introduction of landfill pricing signals.

TREATMENT OPTIONS



Figure 2: Holistic waste management seeks to minimise landfill management costs. Externalising these costs separates risk and allows growth using private enterprise knowledge and experience.

WASTE TO ENERGY

Thermal

The investment required in establishing a small scale thermal WTE system in the SW is so high compared to the potential benefits that it would not be economic to build. However, the high diversion rates and ability to process heavily co-mingled waste streams suggest this should be considered within an integrated waste management framework. Support structures in establishing a local thermal WTE facility are lacking within the South West Region including viable waste quantities, low landfilling costs, suitable energy clients and an adequate grid connection.

The thermal facilities being constructed in Kwinana and East Rockingham can reduce waste volumes by up to 90% and result in residues such as ash need to be landfilled typically in a Class III facility. Other uses for these resulting waste materials is being researched.

An interview conducted with New Energy Corporation (NEC) in August 2019 on behalf of the Group identified that the costs associated with this type of technology changed significantly. These variations were not just because of the technology and required scale but also the infrastructure costs associated with becoming an energy generator. Charges such as network augmentation for grid connection could result in extremely high costs. Appropriate zoning, buffers, obtaining necessary permits and grid connectivity are also decisive factors in WTE viability. NEC advised that establishing a plant purely for energy production was a very expensive way to generate power but

using the steam may be more feasible. NEC submitted to the market sounding exercise in 2019-20 for gasification (addressed below).

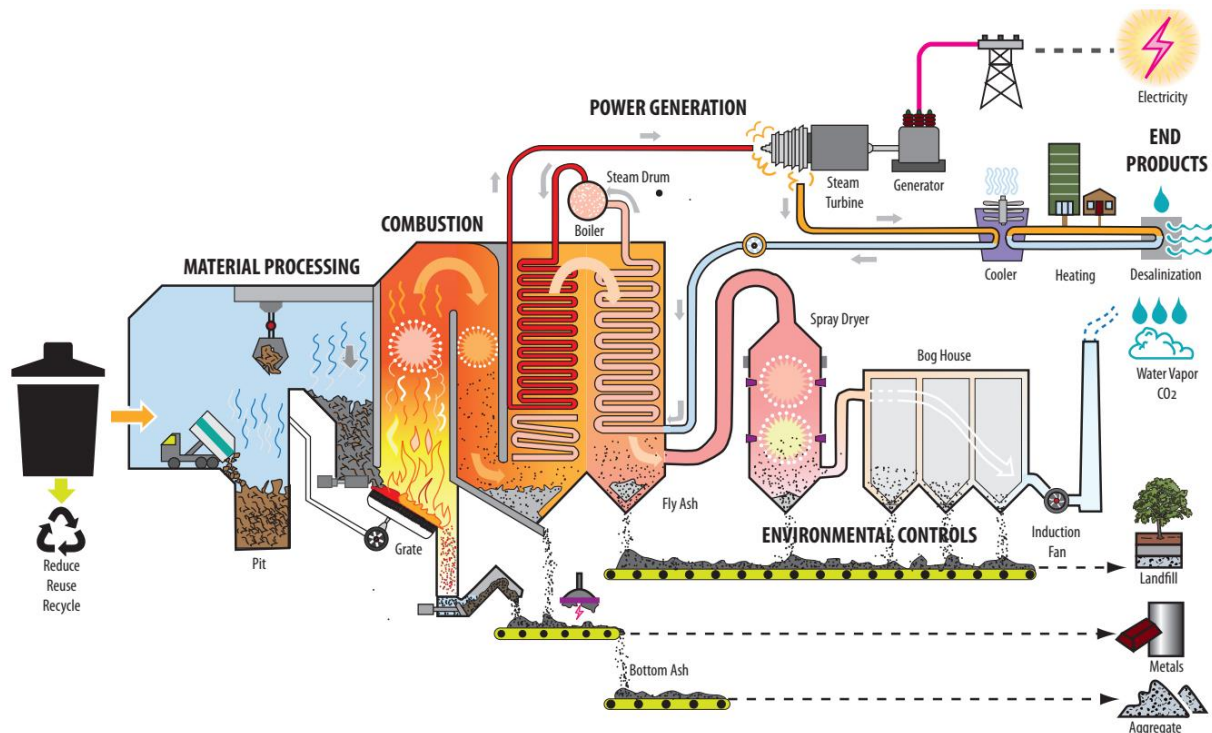


Figure 3: Rendition of a Waste-to-Energy Combustion Plant (National Energy Education Development Program, 2017)

Combustion systems are normally classified by the nature of the combustion chamber; moving grate, fixed grate, rotary-kiln and fluidized bed. The Western Australian facilities are both moving grate systems which are widely used internationally because of the ease of operation, level of technological understanding, high plant availability, comparatively low personnel requirements and relative ease of training new personnel.

As the combustion is less controlled than gasification, the flue gas cleaning systems are more complicated and expensive. Consequently combustion facilities are only economical at scales greater than 250,000 tonnes per annum. The East Rockingham WTE facility being constructed by NEC will be able to process up to 330,000 tonnes of residual waste per annum, generate 28.9 MW of power, around 70,000 tpa of bottom ash (BA) and 12,000 tonnes per annum of flue gas treatment residuals. The plant estimates a 96 per cent diversion from landfill.

A life cycle cost (LCC) analysis includes investment and operational costs. Investment costs typically include:

- Equipment investment costs, including incinerators, fans, flue gas purification systems, waste heat boilers, incinerator supporting facilities and accessories, steam turbine units, generator units, electrical systems, water treatment system and thermal control systems.
- Civil engineering costs and
- Land costs.
- The landfill leachate treatment system can also be divided into building construction costs and machinery and equipment costs.

Economic Analysis is given to the;

- Economic life of the plant Typically 20 years

- Operating hours per year Approx. 8000 (allowing one month cumulative downtime)
- Ash treatment Variable (\$/tonne)
- Heating network & support cost Variable (\$/kWh)
- Flue gas treatment Variable (\$/tonne)
- Waste pre-treatment Variable (\$/tonne)
- Electricity cost Variable (\$/kWh)
- Gate fees Estimated 140-160 (\$/tonne)

Operating Costs of waste incineration power generation projects are similar to those of conventional power plants and include primarily;

- Labour costs, power costs, costs of chemicals, disposal of waste water, exhaust gas, waste residue, maintenance costs, production safety expenditures, depreciation (straight line), taxes, surcharges, management costs and financial costs.

Should the region consider sending materials to the facilities the following parameters are likely:

- Any waste supply agreement will be long term e.g. 20 years. At this stage, spot prices or short term contracts are not being considered as the volumes and running costs are not yet finalised. Should a contract be signed, this will tie up materials for the long term.
- Savings could be made backfilling waste materials from the processing site and environmental contingency funds if historic landfills are mined. Although these are likely to be small.
- The NEC East Rockingham facility is projected to commence operations in 2023 or before. SUEZ will be the operating agencies in the plant using a fee for service model based on waste supply contracts. Estimated gate fees for the SW region as a single client are approximately \$140-160/tonne prior to transport costs.
- The plant has an estimated 100, 000 tonnes per annum capacity and it is likelt that the final design will allow the NEC facility to receive larger vehicles than the Kwinana facility.
- In Kwinana, Avertas Energy Pty Ltd is attempting to gain 200,000-300,000 tonnes per annum of MSW and up to 100,000 tonnes per annum of C&I waste. Phoenix is seeking contracts with LGAs for the supply of municipal solid waste to the facility on a fee for service contract basis. The Rivers Regional Council is one these clients.

Using these facilities as a Region would:

- Divert up to 96% waste by volume from landfill to extend the operational life of existing landfills;
- Meeting the waste diversion targets adopted by the Waste Authority;
- Reducing the environmental impacts of landfilling;
- Increasing the amount of resources recovered from waste;
- Generating renewable energy;
- Cost four times more than current disposal costs on average; and,
- Require transport to be organised between transfer stations or Councils coordinated to be as cost effective as possible.

Thermal WTE Summary	
<i>Market Sounding:</i>	
Cost Estimate	N/A
Gate Fee	Estimated between \$140-160 per tonne (before transport)
Capacity	Up to 120,000 tonnes
Operational	Kwinana plant is scheduled to commence operations in 2022

	East Rockingham to commence in 2023
Location requirements	Proximity to high energy users / Grid connection
<i>Strategic Plan</i>	
Australian examples	None operational. Two large scale sites in East Rockingham and Kwinana as scheduled to be operational before 2023.
<i>SWOT</i>	
Strengths	<ul style="list-style-type: none"> • Estimated 90% diversion of waste (by volume) from landfill. • Treat significant portion of the waste stream. • Electricity generation
Weaknesses	<ul style="list-style-type: none"> • Large minimum throughput requirement. • High capital and operational cost. • Diversion of material from recycling. • Long term contracts lock in waste management behaviours, i.e. lack of diverse disposal options
Opportunities	<ul style="list-style-type: none"> • Production of renewable energy. • Funding from external sources. • Communicating emission controls and pollution policy
Threats	<ul style="list-style-type: none"> • Planning and environmental approvals. • Community concerns that include: <ul style="list-style-type: none"> ○ Discourages recycling ○ Creates harmful pollutants (dioxins, furans, heavy metals, etc)³ ○ Source of toxic ash ○ Promotes generating rubbish – conflicting with State and National Policy
<i>Recommendation</i>	
<p>i. That a specific feasibility assessment is made into the full costs including:</p> <ol style="list-style-type: none"> a. This option’s role in an Integrated Waste Management System, i.e. reducing tonnages (e.g. 25,000tpa) to meet diversion targets and maintain waste management diversity; b. costs/benefit of mining capped landfills; c. transport regimes and additional assets as required; d. Delivery parameters and supporting equipment. <p>ii. Review potential stockpiling centres and waste ownership boundaries.</p>	

Gasification / Pyrolysis

These technologies convert carbon based materials into ‘syngas’ - gases comprising carbon monoxide, carbon dioxide and hydrogen in low and oxygen free environments. The gas is mainly comprised of hydrogen which powers the plant or is recovered as a fuel. Gasification has been widely used for generating electricity commercially around the world for more than 50 years in the refining, coal, fertiliser and chemical industries.

³ <https://ensia.com/features/burning-trash-waste-to-energy-renewable-pollution-environmental-justice/>



Figure 4: Municipal gasification process (from Demoral, Gunay and Malayao. 2018, 'Energy Use in Municipal Services')

Renergi P/L, New Energy Corporation (NEC) and Recovered Energy Australia (REA) made submissions to the Market Sounding Exercise (2019-20). NEC proposed that any facility would need to agree on the following parameters and assumptions before progressing:

- Site identification supported by the Group;
- Technology – it varies and a specific treatment would need to be agreed;
- Estimated total project cost is \$70M;
- Annual throughput – up to 60,000tpa MSW and C&I residuals;
- Gate fee range from \$160/t to \$200/t depending on power off-take agreement (steam/electricity);
- Project operations – 5 years from signed contract.

Although gasification is a suitable WTE technology for the South West, there are challenges - costs, tonnages, markets and community acceptance among others. A Federal investigation into innovative waste management in January 2020 attracted community opposition that was coordinated, and informed about the technology. Their core concerns can be expected from most communities regarding any local proposal of this technology, summarised as:

- Too expensive as the energy produced is a minor fraction of society's energy needs;
- Relying too heavily on waste production, incentivising greater waste production to meet economies of scale. This greater release of carbon emissions conflicts with national emissions targets;
- Labelling the technology as 'resource recovery' as only the calorific value of the products are reclaimed, once burnt the resources are out of the economic loop;
- Requiring long-term municipal supply contracts which would undermine innovation and investment in more effective waste treatments; and,
- Depending on a regulatory environment which is likely to be ineffective in protecting communities from unforeseen negative externalities.

A gasification project similar to that proposed in the SW was planned for Port Hedland by NEC obtained approvals from the Environmental Protection Authority and the Minister for the Environment but never progressed to construction. The proposal was for a modular (scalable) WTE (gasification) facility with process capacity of 70,000 to 130,000 tonnes per annum (tpa) of mixed

waste, generating up to 15 MW of power. The incoming waste stream was a mix of MSW, C&I and C&D wastes separated in a sorting facility to remove recyclable materials such as concrete, bricks and metals prior to treatment. Following renegotiations based on changing volumes and energy demands any construction has been postponed indefinitely as the return on investment was insufficient to continue. The supply costs and penalties were an unacceptable risk for ratepayers to use the plant.

Gasification Summary	
<i>Market Sounding:</i>	
Cost Estimate	\$70M
Gate Fee	Estimated between \$160-200 per tonne depending on power off-take agreement (steam/electricity)
Capacity	Up to 60,000tpa MSW and C&I residuals
Operational	Within 5 years from signed contract
Location requirements	Proximity to high energy users / Grid connection
<i>Strategic Plan</i>	
	There are limited commercial applications of gasification for municipal solid waste: Entech technology used by New Energy and Energos technology used in Norway. Both of these oxidise syngas to produce steam, rather than capture the gas and use it for other purposes
Australian examples	Funded to undergo a trial in Collie by Renergi Pty/Ltd out of Curtin University. Trials commencing in 2021. No commercially operational examples using MSW as feedstock in Australia.
<i>SWOT</i>	
Strengths	<ul style="list-style-type: none"> • Up to 90% diversion of waste from landfill. • Modular due to simplified quality systems.
Weaknesses	<ul style="list-style-type: none"> • High capital and operational cost. • Diversion of material from recycling. • No operational model in Australia suggests higher risk.
Opportunities	<ul style="list-style-type: none"> • Production of renewable energy. • Funding from external sources
Threats	<ul style="list-style-type: none"> • Community opposition. • Planning and environmental approvals. • Community concerns. • Stifles further innovation investment. • Sourcing sufficiently qualified staff in a highly technical process.
<i>Recommendation</i>	
i.	Prepare EOI specs that allow gasification suppliers to make submissions that address identified weaknesses in the technology.
ii.	A full cost comparison scenario is required investigating what the potential long term environmental risk and contingency funds may add up to as this technology may treat old and capped landfills.

Anaerobic Digestion (AD)

An AD facility accepts organic matter high in nitrogen and produces large quantities of biogas (methane and carbon dioxide) used to generate power and heat or refined to produce Compressed Natural Gas (CNG). The process also produces a solid by-product called 'digestate' which is a pasteurised semi-solid used as a fertiliser or can be composted. Both AD and composting can work

collaboratively to create a 'bio-fertiliser' and generate both jobs and revenues. Further synergies include back-loading trucks delivering nitrogenous materials to the AD facility with digestate for nearby composting enterprises. These systems can also complement waste water treatment facilities and may qualify for carbon credits as awarded by the Clean Energy Regulator.

Potential suppliers of this technology have stated their contract preference was a 'Build-Own-Operate' model for a 25 year investment horizon. Gate fees are negotiable to be competitive and the region has an opportunity to negotiate as the technology is establishing and there are several new and growing providers in the market. The technology is underpinned by a focussed educational program designed to engage residents in helping reduce contamination levels fed through the system.

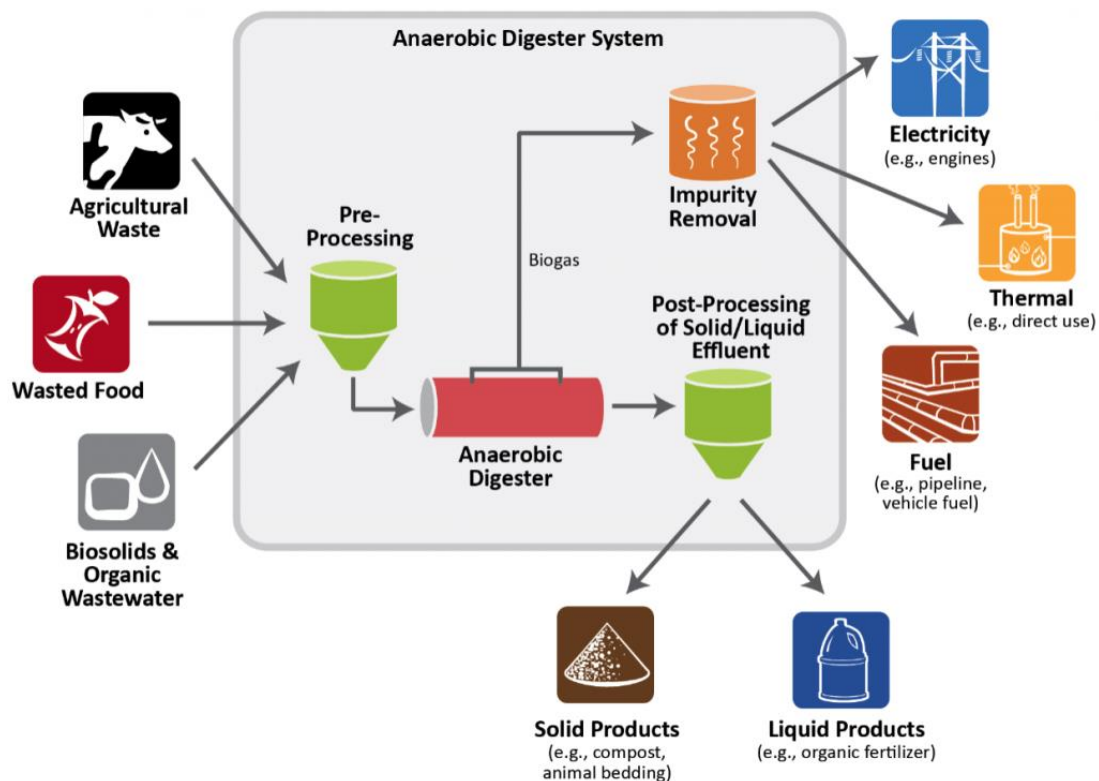


Figure 5: Anaerobic Digester System © Copyright Tennessee Department of Environment & Conservation

AD can produce renewable energy as opposed to aerobic systems such as composting which requires energy input to stabilise. The products generated by AD can offset the investment and be used as resources for further manufacturing for example, composting digestate can create an organic fertilising product and CNG can be refined to produce hydrogen.

The advantages of AD include:

- Producing more energy than required resulting in a constant supply of renewable energy;
- Sanitising the feedstock/ waste (pasteurisation);
- Reducing odour below unprocessed waste odour levels. 'Aromatic' materials are processed in a negative pressure environment which traps noxious fumes;
- Lower sludge mass generation when used as a primary water treatment method compared to an aerobic system applied to the same contaminant concentration and flow; and,
- The effect of the fertiliser is longer lasting than for untreated organic waste.

To balance these out, disadvantages include;

- Requires a commercial scale level of investment, including in sorting and a clean feedstock;
- Inefficient operation can cause an odour nuisance;
- Cannot convert as much carbon in the biomass to biogas as gasification;
- It takes longer to start the process due to the slow growth rate of the methane-producing organisms compared to aerobic systems;
- In some applications has higher buffer chemical dosing requirements for pH control to keep the pH for AD within the range of 6.5–8;
- Digestate must be transported safely and ensure there is sufficient processing capacity for the generated volumes;
- Manufacturers operation specs must be strictly adhered to, requiring
- Without significant political leadership, AD will likely meet significant community resistance. A full communication data package including emissions, location, benefits and assurances is required prior to opening the public debate. This topic should be addressed in stages, allowing the community to consider the option before addressing community concerns.

Case Study: Jandakot Bioenergy Plant – RichGro

Richgro is a garden products company supplying compost and fertilisers across Australia and are licenced to receive organic waste streams from Councils. Following an extensive selection process they selected Australian company Biogas Renewables Pty Ltd to undertake the design, installation and commissioning of an AD plant for their Jandakot processing facility. The selection process commenced in 2011 and the plant was commissioned in 2015. This is the first plant of its kind in Australia.

Project Breakdown:

- | | | |
|---|--|--------------------------------|
| • Total Capital Spend | | \$8 Million |
| | <i>Contributing grants from WA State Government,</i> | <i>(\$ 0.5 M⁴)</i> |
| | <i>Federal Clean Technology Investment Program</i> | <i>(\$ 1.6 M),</i> |
| | <i>Clean Energy Finance Corporation (CEFC)</i> | <i>(\$ 2.2 M⁵).</i> |
| • Capacity | | 35,000-50,000 tpa |
| • Energy Production | 2 MWe electricity total (1.7 MWe to the grid) | |
| • Heat production | | 2.2MWth |
| • Products | 100m ³ of liquid bio-fertiliser at 6% dry solids | |
| | <i>Can be configured for power, heat, steam generation or a mix of these</i> | |
| • DWER Approval of Site Applications | | 6 months |
| • Grid Connection through Western Power | | 2 years |
| • Return on Investment | Sub 4 year payback on capital (before grants) | |

Critical decision elements:

- Processed large quantities of green waste from council collections
- Electricity costs from the energy retailer of \$600,000+ / annum
- Enabled higher revenue waste streams to be taken from contaminated organic waste
- Produced a bio-fertiliser that blends with existing products
- Closes a production loop with potential to utilise heat and CO₂ produced on site

⁴ [Waste to clean energy in a Southern Hemisphere first - Richgro](#)

⁵ [Richgro Bioenergy Plant, Jandakot, Western Australia - Waste Management Review](#)

Biogas P/L provides the following process example:

50,000 tonnes per annum of food waste at 150m³/tonne of biogas has the capacity to produce a mix of:

1. Biogas to power a 600KW genset (120 residences at 5KW per year) 24/7 (as well as 660KW of thermal output) to power a large commercial site, plus
2. 324m³/hour of Natural Gas (CH₄) for compression to CNG which could displace the equivalent of \$3M/year in diesel if used in static engines or a transport fleet.

Following initial pre-feasibility report conducted by Biogas P/L, the financial key points for constructing a plant in the South West are:

Detail	Value
CAPEX	-\$ 9,425,328
OPEX (per annum)	-\$ 775,000
Electricity Revenue BTM (per annum)	\$ 1,206,373
Gate Fee Revenue (per annum)	\$ 814,949
LGC Revenue (Year 1)	\$ 314,430
Heat Revenue (per annum)	\$ -
Estimated Project IRR (Pre-Tax) (20 yrs)	% 11.19
Estimated Project IRR (Post-Tax) (20 yrs)	% 10.18

Table 4: Figures from a 2019 pre-feasibility study conducted by Biogas P/L

Locations

It is recommended that any facility of this type is built in partnership with a suitable services provider, for example a Waste Water Treatment Plant (WWTP). Using the current parameters we have, the most viable site found within the SW at this stage both logistically and commercially would be in direct proximity to the Busselton Waste Water Treatment Plant, which is within a Waste Treatment Buffer Zone. Assuming agreements can be set in place, the location offers significant partnership potential as the WWTP can use a high amount of electricity and potentially use the digestate correctly and responsibly. This represents a potential solution for the southern LGAs in the region by reducing transport costs for organics and introducing a revenue making operation.

Summary	
<i>Market Sounding:</i>	
Cost Estimate	\$12-15M
Gate Fee	\$50-75 per tonne (estimate)
Capacity	30,000-50,000 tonnes of organic material per year
Operational	Projected within 2 years dependent on Approvals
Location requirements	Close to WWTP and users for steam/electricity
<i>Strategic Plan</i>	
Australian examples	Jandakot, Richgro facility operational for 5 years
<i>SWOT</i>	
Strengths	<ul style="list-style-type: none"> • Diversion of material from landfill to meet State and local targets. • Potential to generate electricity.

	<ul style="list-style-type: none"> • Opportunity to value-add • Potentially cheaper FOGO solution for the smaller, southern LGAs • Job creation is 10 construction jobs and 4-5 full time equivalents for operation.
Weaknesses	<ul style="list-style-type: none"> • Cost and resources. • Environmental controls required. • Sensitivity of the biological process • Contamination of feedstock • Clean and safe transport of digestate
Opportunities	<ul style="list-style-type: none"> • Joint ownership and investment models • Engagement with local landscaping or agricultural businesses. • Partnership opportunities such as WWTP • Plant could be a source of multiple value adding products, eg. Compost, hydrogen, power charging electric vehicles • Community engagement and education • Government funding as alternative waste treatment
Threats	<ul style="list-style-type: none"> • Long term market security for products. • Variability in feedstock contamination, e.g. persistent herbicides
<i>Recommendation</i>	
<ol style="list-style-type: none"> i. Commence Feasibility Studies into this facility ii. Commence site investigation studies into other suitable locations. 	

COMPOSTING

Turning FOGO into a marketable compost product keeps the feedstock out of landfills (reducing greenhouse gases) and boosts soil health and productivity. This activity is by and large uneconomic for single Councils and retailers and establishment requires financial support of collection, capital (construction) and operation.

The existing facility at BHRC processes material from approximately 43,500 households in the City of Bunbury and the Shires of Collie, Capel, Donnybrook-Balingup, Augusta-Margaret River and Harvey. The expansion underway at the BHRC facility is to increase processing capacity to 76,000 households, potentially servicing the City of Busselton, the Shire of Harvey and other local governments in the South West and Peel regions. Demand for FOGO processing capacity is high, with interest already expressed from local governments in the metropolitan region. BHRC remain confident that the supply of FOGO material will reach the 35,000tpa capacity of the facility before 2023.

The increased FOGO processing capacity will help expand the three-bin systems at an additional 32,500 households regionally. This will result in approximately 845,000 additional bin lifts per annum or 33% more collection activity for councils that have a two-bin system.

Assuming one collection vehicle is capable of providing approximately 200,000 bin lifts per annum, it is predicted that an additional 4 to 5 collection vehicles will be required to meet the increased collection demand. Based on a value of \$450,000 for a new side loading collection truck, it is estimated that fleet investment alone will be approximately \$2.250M. Capital investment in collection vehicles will be indirect and dependent on the collection models (internal or contracted services) used by individual councils.

Councils that implement a FOGO bin will also need to source additional bins and red lids for existing refuse bins, this is anticipated to cost in the range of \$65 to \$75 per household (\$2,112,500 - \$2,437,500).

Assuming no changes to contract pricing, it is expected that implementation of a three bin system will result in bin collection costs increasing by approximately 33% for local government areas that already have a two-bin system (assuming FOGO bin collected weekly, yellow top bin and red bin on alternating fortnights).

Assuming a single bin lift costs in the range \$1.30 to \$1.70 it is estimated that provision of a two-bin waste collection service to 32,500 households costs between \$3,295,500 and \$4,309,500.

Introduction of a FOGO bin is anticipated to increase this operational expenditure to between \$4,394,000 and \$5,746,000.

Depending on the how the systems are implemented in each local government area, it is also likely that additional operational expenditure will be associated with the provision of waste education initiatives and source separation materials (compostable bags etc.). Assuming \$10 per annum per household is budgeted for waste education and source separation initiatives, it is estimated that this will increase operational expenditure by approximately \$325,000 per annum.

Compared to landfill disposal it is anticipated that every tonne of FOGO waste composted will result in a \$26 to \$30 saving. The additional 15,000tpa of processing capacity is therefore anticipated to save local governments \$345,000 to \$450,000 per annum in landfill disposal costs. Introduction of a landfill levy to the southwest region is expected to occur within a five-year timeframe which could result in landfill costs increasing by \$70 per tonne. This would increase savings to local governments with FOGO systems.

Based on an annual throughput of 35,000tpa it is forecast that the following outputs will be produced (tonnes) at the BHRC:

Product	Volume (tonnes)
Compost	20,262
Mulch	2,594
Rehabilitation material	1,621
Contamination (landfilled)	1,200
Contamination (recycled)	300
Total	25,977

Table 5: Breakdown of organic outputs from BHRC composting operation

Establishing the composting facility is forecast at \$5.5M of capital investment. The compost and mulch products produced at the upgraded facility will meet the AS4454 specifications and organic certification.

It is anticipated that the initial bulk of future demand will come from the Bunbury Outer Ring Road (BORR) project through 2022 and 2023. The BHRC will continue to market its recycled organic products to the local agricultural, horticultural and landscape sectors to ensure product demand post BORR. Procurement policies from the surrounding Councils should acknowledge this source of material and specifications will need to be established to ensure Councils of the quality standards.

It is anticipated that recycled organics produced will have a market value between \$500,000 and \$845,000 per annum based on a throughput of 35,000tpa.

Summary	
<i>Market Sounding:</i>	
Cost Estimate	\$5.5M
Gate Fee	\$42/tonne
Capacity	35,000 tpa
Operational	Prior to 2022
Location requirements	Located within the Stanley Road Waste Facility
<i>Strategic Plan</i>	
Australian examples	Currently operating at Banksia Road
<i>SWOT (Forced Aeration System)</i>	
Strengths	<ul style="list-style-type: none"> • Diversion of material from landfill. • Greater control of composting process. • Quicker turnaround time for composting activity. • Relatively low capital cost and infrastructure requirements. • Smaller footprint requirements than windrow aeration. • Reduced greenhouse gas emissions compared to landfill.
Weaknesses	<ul style="list-style-type: none"> • Staff training requirements. • Capital and operational costs commitments. • Potential odour issues. • Spatial requirements.
Opportunities	<ul style="list-style-type: none"> • Engagement with local landscaping or agricultural businesses • Revenue generation.
Threats	<ul style="list-style-type: none"> • Security in markets for products. • Environmental approvals.
<i>Recommendation</i>	
<ol style="list-style-type: none"> To continue supporting the rise and adoption of composting as a viable organic treatment Seek to refine the end product to increase value Investigate centrally coordinating a network of composting activities throughout the region that support related waste treatments. 	

PROCUREMENT

Transitioning to a circular economy is unlikely if market forces are relied upon to drive the change. While landfill remains the cheapest disposal method, processing used materials into a productive resource will be more expensive than using virgin materials or landfills. The market will not transition to a circular economy in this model. Governments and Councils have the most to gain from changing this model because of the benefits associated with landfill diversion. Market intervention appears to be the most effective means to change to an economic model that provides greater value in waste resources, creates jobs, is more diverse and reduces impact on the environment [2].

The direct impact on councils' waste costs resulting from the changing waste operations landscape (and the viability of kerbside recycling in general) are not well understood. The South Australian Local Government Association (SALGA) estimates that the subsequent rise in recyclables processing costs are estimated around \$15 million more in waste costs due to changes in the global market.

The only way to manage cost increases from recycling services and impacts from any proposed waste levy is to develop local markets for recyclable materials so these materials become a valuable commodity. Impacts from Covid-19 including closing facilities, waived rents for commercial tenants, more residents seeking to invoke hardship provisions and increased demands on resources only highlight the need to control the cost of the facilities and services as low as possible.

Accelerating the transition towards a circular model will deliver return on investments sooner. For the SW Group, transition needs to be facilitated through growth incentives driving the local economy. Investment businesses consulting with WALGA have identified areas that could assist us locally, specifically:

- Levelling the playing field through better financing conditions and access to markets – this may mean establishing local businesses close to resource materials and clean stream of waste to compete with access to virgin materials
- Value-chain collaboration: different organisations in the value chain need to collaborate to optimise the circular solution, as resources and materials remain in a constant loop. This value chain collaborations needs to be enabled and rewarded.
- Long term value creation: there should be actions to incorporate and reward product longevity in business models
- Market Participation and end-users play a crucial role in the value chain to make products circular. Typically this is the part in the value chain where products turn into waste. There is a need to ensure better participation of consumers and end-users to change this behaviours
- Integration of the public good: The cost of negative externalities and the benefits of positive externalities need to be considered in order to allow circular companies to compete more fairly. On average companies that price externalities contribute more to public goals and/or reduce societal costs
- Financial knowledge build up: financiers who often struggle to quantify linear risks and fail to reward circular businesses need to know more about circular models. It is important that financiers and investors understand the differences in order to be able to correctly value the business model and its longer term economic potential.
- First movers action: market demand pull is part of the success of new business models. This demand pull works as a magnet for new entrants and/or current businesses to change their operational and commercial model.

Relying on price alone to drive the transition towards greater uptake of recycled materials is unlikely to succeed. This is due to a number of factors including the unequal comparisons of virgin materials against recycling resources by using price alone. Recycling materials should also factor in the costs of keeping the materials out of landfills.

In a transitioning market local government purchasing policy can reshape the market and align new market conditions for businesses to refine and develop. A 'good procurement system' meets two conditions [3]:

- i. A central 'decision centre' setting non-contradictory objectives, periodically assessing whether the system works coherently; and
- ii. Establishing a set of processes that maximize the chance of reaching the system's objectives while minimising the use of resources.

By targeting particular outcomes, local government can create complimentary policies to ensure sustainable development of the circular economy. This is currently underway in South Australia

using a SALGA initiative, the 'Buying it Back LGA Circular Procurement Pilot Project'. The project is intended to grow the value of recycled materials, build viability of the recycling system and reduce councils' waste management costs.

CASE STUDY SALGA's 'Buying it Back LGA Circular Procurement Pilot Project'

At the 2018 SALGA Annual General Meeting the City of Prospect put forward a motion requires the LGA to investigate how the local government sector can leverage its procurement capacity of products/goods made partially or wholly from recycled materials, in efforts to develop onshore end markets for waste derived materials.

A pilot procurement project was initiated in which nine councils volunteered to participate. A Grant was secured to progress the project resulting in a Memorandum of Understanding (MoU) between the councils and the LGA requiring councils to:

1. Prioritise the purchase of recycled-content products and materials through the procurement process;
2. Track the recycled-content purchased by weight; and
3. Publicly report on the tonnes of recycled-content products and materials they have purchased under the MoU.

Additionally, most councils adopted a procurement target for plastic materials, seeking to incrementally buy back up to 10% of the amount of recyclable plastics collected in their council area and increase this to 50%.

Outcome

Councils purchased of recycled content across the target product areas including:

- Stationery and office paper;
- Fixtures (street furniture, fencing, fitness equipment, garden boxes etc.);
- Compost; and
- Road construction materials.

After 6 months of data capture the councils purchased plastic materials equivalent to 36% of the amount of the target.

The reported data was analysed to develop recommendations when rolling out circular procurement to the local government sector as a whole. The resulting recommendations were:

1. Acknowledge that action by councils is imperative for addressing the current challenges in waste and recycling (as detailed in the National Waste Policy Action Plan and including the implications of the impending COAG waste export ban);

This is the biggest barrier to councils buying recycled materials as the connection between councils' role in collecting waste (and paying for this service) and their ability to influence the market by creating demand for end-use recycled products is not directly related.

2. Commit to "buying recycled" as a high priority and as a necessary method of mitigating councils' rising waste management costs;

This talks to the nuance within the circular economy model which goes beyond recycling – it is about maintaining the economic value from production investment for as long as possible.

3. Amend existing Procurement Policies to
 - a. Temporarily (e.g. 5 years) prioritise recycled-content through procurement;
 - b. Mandate recycled-content in design/planning (including current contracts);

- c. Specifically consider “opportunity cost” associated with any purchase (i.e. When asking “which is best value for money?”, also ask “what will this mean for the materials involved past their intended use”);
- d. Track the purchase of recycled-content by weight and report this publicly.

Amendments should reconcile this priority with other priorities such as “buying local”

This addresses market failure and growth of new supply sources with a monitoring component

- 4. An administrative approach outside of the policy is to be considered. For example, buy stationery items with recycled-content;

This is a transitional option for councils cautious about amending their existing Procurement Policy.

- 5. Share knowledge and experience to explore and/or support development of a certification scheme for recycled-content products and materials.

Certification schemes are a cheap but effective means to build value down the supply chain and lend local government or State government integrity to the process.

- 6. Endorse the LGA writing to the Commissioner for Highways to request work be undertaken with peak bodies or Austroads to develop specifications allowing for recycled-content in roads (in particular, recyclable materials including plastic and glass fines).

The Group continues to work with Main Roads WA (MRWA) to incorporate this in their plans although the materials are subject to considerable rigour. MRWA, the Australian Road Research Board (ARRB) and Western Australian Road Research Innovation Program (WARRIP) are looking at a number of recyclable materials that could have a future role in road construction. The ‘Roads to Reuse’ program has developed specifications for recycled road base and recycled drainage rock and is funding construction and demolition recyclers to ensure they meet the specifications. MRWA are committed to use more than 25,000 tonnes of recycled construction and demolition waste as road base.

The products regularly purchased by local governments include:

- Office stationary/paper;
- Fixtures (e.g. street furniture, drinking fountains, bollards, fencing, decking, garden edging, planter boxes, fitness equipment, wheel stops, speed humps, bins, pipes, signage);
- Construction materials (recycled-content includes recycled asphalt, glass fines, plastic, rubber, toner); and
- Compost.

The estimated magnitude of potential financial benefits is sufficient to justify a similar investigation into a comprehensive regional procurement strategy. This approach would also give manufacturers confidence to invest in the region to build on these recovery initiatives.

For tendered local government projects, a LGA could require contractors to:

- Prepare Waste Management Plans (WMP) for proposals seeking planning approval,
- Stipulate that the WMP maximises diversion of materials from landfill,
- Require the use of recycled products, locally produced if necessary,

This approach can be particularly relevant to construction projects, which could be leveraged to grow local recycling markets. These WMPs should help maximise the diversion of materials from landfill and ensure appropriate management systems are in place for all waste arising.

Influencing Commercial Practices SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Involvement with local businesses. • Opportunity to promote initiatives preferred in the Waste Management Hierarchy. • Targets a significant proportion of the waste stream. 	<ul style="list-style-type: none"> • Cost and resources. • Getting buy in from the industry sectors. 	<ul style="list-style-type: none"> • Influencing consumer behaviour. • Increased availability of recycled materials. • Potential for new business in the South West Region. 	<ul style="list-style-type: none"> • Impacts on charity organisations and small businesses currently involved in resource recovery.

Further Considerations

- Research a Regional Procurement Strategy which fits LGA policy priorities and cost constraints. Input should be sought from Council representatives, SWDC, WALGA, DWER and other relevant parties.
- Develop sector-wide strategies focussed on greatest cost/benefit, especially in areas with a significant ‘infrastructure gap’ and limited financial capacity to close that gap.
- Deliver strategies that effectively aggregate demand and reduce costs as well as enhancing local and regional local economic development.
- Extend procurement collaboration into cross boundary sharing, service provision, assets and other infrastructure created for the benefits of communities.

LOGISTICS AND TRANSPORT

Regional Economic Indicators

Within the SW, 12 different waste management operations exist involving various contractors, disposal methods and acceptable waste types. To simplify this situation and externalise waste operations from local government operations will require considerable preparation, economic analysis and support from State agencies. The issues surrounding landfill conversion as the region moves towards a more holistic waste management system include:

- Transition costs converting landfills to Transfer Stations,
- Estimated ongoing Transfer Stations operational costs,
- Ownership of waste and partition of responsibilities,

- Collection Costs for kerbside waste and fleet ownership/operation. The recent survey conducted through the region suggested costs should be competitive to target the following lift rates;
 - MSW : \$1.20 – \$1.40 per bin
 - CoRecyc : \$1.20 – \$1.40 per bin
 - FOGO : \$1.20 – \$1.80 per bin
 - Hard waste collection rate between \$60 - \$85 /T.
- Gate fees of alternate disposal services; for example the WTE gate fee from Avertas Energy for processing waste at Kwinana was \$115/T in 2015. More recently estimates of either plant come in at approximately \$150-160/tonne.
- Design to serve economies of scale at a regional level.

Transfer Station Design

The local need for the transition to Transfer Stations reflect the nationwide trend in solid waste disposal towards the construction of large, centralised facilities rather than maintaining small, rural, and often unsupervised landfill sites. The rising cost and risk management pressures in maintaining small landfills are becoming unacceptable for the Councils responsible. Fewer but larger engineered landfills have increased environmental controls and opportunities for improved resource recovery, which aligns with state and national waste management and environmental legislation. Servicing these landfills with material require a coordinated network of Transfer Stations which will have to be developed across the South West within the next ten years.

The design of the Transfer Stations should help streamline future regional logistics pressure to effectively process and sort local waste streams. Facilities are to be located on land already owned by Council to prevent further land acquisition, reduce planning timelines and other negotiations. Consideration should be given to broader resource recovery networks, regional strategies, transport economics/logistics and potential for regional co-operation.

The operational areas of the proposed facilities should be sized depending on the:

- Volumes of waste type to be transferred;
- Rates of waste transport to and from the site;
- Functions to be carried out on site (for example whether they are solely for waste transfer, will they hold Councils service vehicles, what recyclables can be stockpiled such as green waste or concrete for crushing);
- Size and type of potential vehicles that may accessing the site, for example B-doubles for bulk transport; and
- Types of customers the facility is intending to serve.

Accommodating future expansion is required when considering the preferred land area. Sufficient space can increase operating efficiency over time and avoid expense relocation costs. Other considerations include space for resource recovery activities, community education facilities operational processing such as mulching/composting, metal recycling, reuse centres and community education centres can also be located at the site.

- MRF/Sorting Facility
- Partnerships/Alliances
- Innovation Hubs
- Market Development & Potential market opportunities

Logistics

Coordinating regional waste operations to capitalise on our economies of scale requires siting facilities that do not impose a disproportionate burden upon lower income or smaller communities. Negative impact facilities in smaller communities, labour demands that cannot be filled locally or creating various environmental and health issues need consideration. A central body to manage the various aspects not least location, is critical to obtaining cost-effective results.

Previous site investigations for the Group have focussed on putting dedicated facilities e.g. a Regional Landfill, in places acceptable to the majority of LGAs in the SW resulting from the Site Selection Study completed by Talis consultants in 2015. This was not found to be viable. The nature of the SW Region limits the effectiveness of centralised processing facilities over a certain volume and the RWMS2015 recommended developing a network of Local, Sub-Regional and Regional infrastructure and services to form an IWMS.

As the industry is now moving towards specialisation in resource recovery, the benefits of operating centralised locations need to be balanced against local opportunities to value add to waste streams. For example, multiple sorting centres would be too costly, so centralising the capital investments and targeting high value materials in sub-regional centres is necessary to recover economic volumes from large waste streams. Over time, LGA specialisation may be an option but this will be influenced by the development pattern of the resource recovery operations.

The ongoing development of the waste-to-reuse industry needs to ensure that Waste Derived Materials (WDM) are regulated to ensure safety of use and minimise risk to the growing business. Examples of commonly used WDM include:

Waste	Use
Food organics and garden organics	Energy production and Composting
Construction and demolition waste	Road base and drainage rock
Fly ash or bottom ash from waste to energy or electricity production	Engineering materials
Treated acid sulfate soils	Fill
Biosolids from wastewater treatment	Soil amendment
Red sand and alkaloam	Soil amendments
Gypsum and other calcium sulfate minerals produced from manufacturing	Soil amendments
Mixed gypsum, iron and manganese oxides from the refining of titanium ores	Soil amendments
Alumino silicate from lithium production	Concrete and cement products
Reclaimed asphalt from public roads	Road base and construction products
Used tyres and conveyor belts	Crumbed rubber modified bitumen (CRMB) used for road sealant spray applications
Recycled/reprocessed granular plastic	Polymer modified bitumen (PMB)
Treated wastewater	Irrigation

Table 6: Examples of materials that could be considered for general WDM determinations

Taking advantage of these opportunities requires specialities throughout the Region. To balance these, a summary of the sub-regional strengths can then identify potential industries:

SW Sub-Regions

LGAs

- Bunbury-Geographe Bunbury, Harvey, Collie, Dardanup, Capel
- Capes Augusta-Margaret River and Busselton
- Southern Forests Boyup Brook, Donnybrook-Balingup, Bridgetown-Greenbushes, Manjimup and Nannup.

Identifying the major economic drivers of each region will then identify the local opportunities for waste recovery and processing:

Bunbury Geographe region	Southern Forests region	Capes region
Mining	Agriculture	Tourism
Infrastructure projects	Timber	Viticulture
Manufacturing	Tourism	Agriculture
Agriculture	Viticulture	Creative industries
Commercial & professional services	Professional services	Professional services

LGA	Industries	Popln*
City of Busselton	Tourism, Viticulture, Dairying, Market Gardening, Manufacturing, Creative Industries	38,926
City of Bunbury	Business, Retail, Entertainment, Health, Arts, Government sector, Heavy and light industry, Tertiary Education, Tourism, Mining, Port Trade	31,776
Shire of Harvey	Dairying, Beef Cattle, Horticulture, Mining, Citrus Fruits, Vineyards, Abattoir, Silicon Smelter, Pigment Plant, Dairy and Fruit Processing Plants, Light Engineering	27,798
Shire of Capel	Mineral Sands Mining, Basalt, Dairying, Vineyards, Fruit, Dairy Products, Timber, Arts and Crafts	18,022
Shire of Augusta-Margaret River	Dairying, Beef, Sheep, Deer, Fishing, Timber, Market Gardens, Viticulture, Tourism, Timber Crafts and Furniture Making, Arts and Cottage Industries	15,700
Shire of Dardanup	Beef cattle, Dairying, Poultry, Sheep, Brickworks, Timber Processing, Viticulture and Wineries, Tourism, Stockfeed, Mineral Sands Mining. Light Industry	14,368
Shire of Manjimup	Tourism, Timber, Wood chips, Horticulture, Beef Cattle, Fruit and Vegetables, Dairying, Sheep, Wineries and Viticulture, Marron and Aquaculture, Truffles	9,159
Shire of Collie	Power Generation, Alumina Refinery, Open Cut Coal mining, Timber, Farming, Tourism, Aquaculture, Viticulture	8,754
Shire of Donnybrook-Balingup	Sandstone Quarry, Fruit Orchards, Vegetables, Sheep, Viticulture, Tourism, Dairying, Beef Cattle	6,062
Shire of Bridgetown-Greenbushes	Mining, Timber, Farming, Horticulture, Marron, Viticulture, Crafts & Cottage Industries	4,722
Shire of Boyup Brook	Vineyards, Timber Plantations, Sheep, Cattle, Pigs, Grain Harvesting, Olives, Cottage Industries	1,756

Shire of Nannup	Timber, Dairying, Beef Cattle, Horticulture, Tourism, Arts and Crafts, Floriculture, Fishing, Furniture Making, Aquaculture, Viticulture	1,363
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Table 7: Figures arranged in order of population data as listed from Australian Bureau of Statistics, March 2018

Waste Products Opportunities

- **Bunbury-Geographe waste opportunities:**
 - Waste Water,
 - Tailings,
 - Logistics centre,
 - Mine Operations Waste,
 - Construction & Demolition,
 - Road Construction,
 - Organics processing,
 - Glass,
 - Rubber & Tyres
- **Southern Forests region waste opportunities:**
 - Organics Processing,
 - Water processing,
 - BioMass
- **Capes region Waste Opportunities:**
 - Glass,
 - Liquid waste,
 - Organics processing,
 - Rubber,
 - Cottage Industry recycling programs.

Suitable Waste Streams or Facilities for Processing by LGA

LGA	Potential waste processing facilities	Complementary Assets
City of Busselton:	Bio-digester (WTE), Rubber shredding Liquid waste MRF	Lined landfill Land at Transfer Station Proximity to power users Council owned side-loader fleet Mineral sand mining Organic waste sources
City of Bunbury & Shire of Harvey BHRC	Composting Rubber shredding R&D MRF Textiles	Operating landfill licenced for lined cells Central location Access to Mining operations Access to Port Kemerton Industrial Park.
Shire of Capel	Transfer Station, Timber/high cellulose stockpiling	Mineral sand mining Centralised location
Shire of Augusta- Margaret River	Composting, Biomass, Large scale reuse/repair facilities Textiles	Engaged community Organic matter from agriculture (viticulture), forestry, restaurants.

Shire of Dardanup	Transfer Station	Close to BHRC Softwood milling
Shire of Manjimup	Biomass	Access to forests for wood waste
Shire of Collie	R&D Pyrolysis Gasification Metal recycling Glass manufacturing Liquid Waste Textiles	Access to power grid Land at landfill Mining operations Power generation industries Provides region's water from forested catchments.
Shire of Donnybrook-Balingup	Biomass, Transfer Station	Organic matter from agriculture and forestry Sandstone extraction
Shire of Bridgetown-Greenbushes	Transfer Station	Organic matter from agriculture and forestry
Shire of Boyup Brook	Biomass	Access to forests for wood waste Organic matter from agriculture
Shire of Nannup	Transfer Station	Organic matter from agriculture and forestry

Table 8: Identifies the most suitable waste facilities for further investigation according to the sub-regional strengths. Transfer stations are critical for waste supply volumes and are suited to high producers close to processing facilities. MRFs have been identified in high volume waste processing facilities (>15,000 tonnes/year).

WASTE LEVY IMPACTS

Although not formally announced, the Minister for Environment, Stephen Dawson MLC stated at a meeting of the Municipal Waste Advisory Council (MWAC) in February 2019 that the levy is likely extend to the Peel and South West. Further messaging has reinforced this objective and although not a guarantee, addressing the impacts is critical to understanding the economic pressures that may impact regional waste solutions.

The Department of Water and Environmental Regulation (DWER) stated objectives of the waste levy are summarised as influencing waste management practices, especially reducing waste to landfill by:

- generating less waste;
- recovering more value and resources from waste; and,
- protecting the environment by managing waste responsibly.

The waste levy is currently set at \$70 tonne and applies to materials received at landfill premises. There are few exemptions which include hazardous materials, waste need or generated for a function (e.g. cover) or resulting from non-human processes, e.g. waste washed up on shore by the sea. For practical purposes, it can be assumed that the MSW accepted by SW landfills will incur the levy. The rise in disposal cost per tonne makes alternate uses of waste more economically justifiable.

The State has signalled that should the Perth and Peel Levy area be expanded then compliance costs particularly in smaller areas where alternatives are more costly, is likely to be modest. Should the levy be applied to discourage metropolitan waste from being disposed in the SW, then it may be applied at a rate equal or slightly less than the metropolitan charge (\$70/tonne). Regardless of the final charge, raising the cost of disposal will make alternative waste treatment more financially viable. A waste levy does not directly impact ratepayers but impacts the cost of landfill operations for LGAs. This incentivises source separation improvement and avoiding disposal.

Experiences from elsewhere in the country have shown:

- The waste levy has helped develop alternate waste management projects but the landfills remain central in waste operations. The investment from the levy is insufficient to adequately deal with the total volumes of overall waste management needs, despite generating significant amounts of money for State governments.
- The waste levy unduly burdens certain councils. Large contributions from certain Councils to State programs mean that levy funds are applied to regions which are not subject to the levy.
- There is a risk that should the government choose a different levy rate in regional areas as has been done in other States, urban Councils such as the Cities of Bunbury and Busselton will be subject to a higher levy rate than smaller regional Councils despite being further away from Perth and Peel. This incentivises waste operators to take greater volumes to smaller regional councils, resulting in shorter operational lifetimes due to increased volumes being received.
- Already the return of funds generated from the waste levy to alternative treatment solutions is considered by many to be too low when considering the amounts of MSW still being deposited in landfills. The levy is included in the state's consolidated revenue and a proportion is assured through various recycling programs. Insufficient investment of the levy undermines long term solutions and competition within the sector

At a recent Parliamentary enquiry, national tyre recycling company, Tyrecycle stated that waste levies incentivise waste collectors in finding economic methods to dispose of material. By way of example, Tyrecycle showed that the profit-driven nature of the waste management sector means waste collectors will look for the cheapest point of disposal. Manipulating the disposal price to be higher than the cost of recycling makes recycling more attractive. In NSW where landfill costs can exceed \$250/tonne, landfilling tyres becomes uneconomic. In contrast, tyres in Queensland, the Northern Territory and Tasmania are sent mainly to landfill. The costs associated with tyre disposal are generally lower than those associated with recycling.

- Since the Levy rates in Western Australia were substantially increased in 2011, there has been a significant diversion from landfill for C&D waste and C&I waste. Inert material diverted from landfill has resulted in reducing overall levy payments for inert material however it is unclear where this material has gone.
- Low landfill prices are also a financial barrier to recycling, investing in resource recovery and implementing waste reduction.
- Resource recovery operations employ more people and require greater investment in infrastructure per tonne of material compared to landfills. An example of this was provided by Enviroinex, which highlighted that in Victoria (with a levy) four tonnes of waste black poly pipe would cost \$600 dollars to dispose of at a landfill site, but in Tasmania (with a very low levy), disposal would only cost \$40. The conclusion was that landfill levies should be priced to encourage businesses to send their waste to recyclers and not to landfill.

Should levies not be appropriately priced and managed, unusual and unintended outcomes have been seen such as:

- the unnecessary transport of waste between jurisdictions to avoid levy costs;
- an uncertain regulatory environment undermining investment in recycling infrastructure;
- high administrative costs, particularly in the application of complex schemes;
- potential for fraud created by mislabelled waste.
- levies can encourage stockpiling and illegal dumping.

CONCLUSIONS

The Group recognises that continued individual waste management reduces negotiating power for sub-regional contracts and increases costs. Coordinating operational assets using a separate entity, for example a Regional Subsidiary, is likely to achieve greater diversion and more effective education programs at an overall lower cost.

Although the Regional Subsidiary legislation is not ideal for operating and acquiring large waste assets or operations, clarifying the goals, risks and investment levels for SW Councils seeking to externalise all waste operations sets the long term vision to be ready when the legislation is amended. IF the changes do not proceed, there will remain a solid foundation for regional cooperation and investment strategies. Given the trend of waste management growth in Western Australia over the previous 15 years, strategic partnerships with private industry and growing the local economy will spread risk and reduce overall costs for Councils in the Region.

Councils participating in a cooperative model of investment will likely result in services being provided that are beyond the scope of an individual Council. More complex treatment processes underpinned by a comprehensive community engagement strategy and coordinated procurement policy can further reduce waste volumes through building a regional waste economy.

- Forming a Regional Subsidiary to equitably manage larger and more complex waste treatment systems is critical to achieve regional aspirations. Clear outcomes and business phases need to be approved prior to commencement;
- All proposed treatments and growth needs to be underpinned by strong, consistent community messaging that plays a significant role in managing contamination and participation; and,
- Councils need to use their purchasing power to promote the growth of the local reuse and recycling industries.

Although not as simple as a single disposal process, a comprehensive waste management plan takes a strategic view of the combined operations, providing greater flexibility and diversity in waste management. The loss of the international waste export market and the increase in recycling investment are significant drivers that have not been seen before in the Western Australian waste processing industry. With the existing State and Federal support for waste processing growth, this is the time to build the local economy. Identifying long term clients like Councils and State organisations provides a reliable market for waste derived goods as long as clear specifications determine quality.

As the industry undergoes growth and change, an Expressions of Interest process focussing on processing municipal solid waste is proven approach that will open the region to a wide pool of service providers. Crafted skilfully, the specifications can capture economic long term solutions that in some areas have developed local economies focussed on reusing materials previously considered worthless.

APPENDICES

1. Literature Review

The South-West DAMA Business Case Submission – Draft 1

Update: 12/05/2021

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Background Information

The South West Region is located in the South Western corner of Western Australia and covers an area of nearly 24,000 square kilometres. This region of Western Australia is the most popular tourist destination in the state and is the most populated region outside of Perth. The estimated residential population of the South West was 170,000 in 2013 and is predicted to rise to 217,000 residents by 2023.

The South West Region has abundant mineral deposits, fertile soils for agriculture, and strong manufacturing, retail and tourism industries. Mining is the region's largest revenue earner and coal; alumina and mineral sands are the main contributors to the \$2.2 billion industry.

The South West is made up of 12 local government authorities:

- Augusta-Margaret River
- Bunbury
- Busselton
- Boyup Brook
- Bridgetown-Greenbushes
- Capel
- Collie
- Dardanup
- Donnybrook-Balingup
- Harvey
- Manjimup
- Nannup

Economic Significance of South West DAMA Region

The South West is part of a national initiative charged with growing economic development across the region. This has been achieved through building partnerships and ensuring that all governments and stakeholder are responsive to local priorities and needs.

More than lifestyle, the South West is a growth region and economic powerhouse, highlighted by exports which include 21% of the global supply of alumina, almost a third of all lithium, mineral sands and Australia's only silicon manufacturer. The Agriculture sector is worth more than \$2.36 billion and tourism more than \$1.33 billion to the region and opportunities are now emerging in the creative sector and through key infrastructure investments across the board.

The South West has a dynamic economy which generated \$14.7 billion in 2019. Over the past decade, the Gross Regional Product for the South West Region has grown 25.6% and has a diverse range of industries that provide employment opportunities for the people in the South West.

Value-add by industry sector:

Industry Sector	South West Region (2019 Release 1)	
	\$M	%
Rental, Hiring & Real Estate Services	\$1,998.31	14.72%
Mining	\$1,364.10	10.05%
Construction	\$1,317.81	9.71%
Agriculture, Forestry & Fishing	\$1,123.96	8.28%
Manufacturing	\$1,095.20	8.07%
Health Care & Social Assistance	\$967.20	7.13%
Education & Training	\$803.44	5.92%
Retail Trade	\$771.41	5.68%
Public Administration & Safety	\$545.77	4.02%
Financial & Insurance Services	\$544.97	4.02%
Electricity, Gas, Water & Waste Services	\$544.15	4.01%
Accommodation & Food Services	\$476.28	3.51%
Administrative & Support Services	\$430.18	3.17%
Professional, Scientific & Technical Services	\$407.42	3.00%
Transport, Postal & Warehousing	\$405.54	2.99%
Wholesale Trade	\$299.31	2.21%
Other Services	\$267.24	1.97%
Information Media & Telecommunications	\$130.03	0.96%
Arts & Recreation Services	\$79.30	0.58%
Total	\$13,571.63	100.00%

Regional Imports by Industry Sector

Industry Sector	South West Region (2019 Release 1)	
	\$M	%
Manufacturing	\$4,525.76	39.98%
Mining	\$2,413.67	21.32%
Agriculture, Forestry & Fishing	\$1,226.68	10.84%
Construction	\$857.09	7.57%
Electricity, Gas, Water & Waste Services	\$686.87	6.07%
Accommodation & Food Services	\$421.75	3.73%
Education & Training	\$317.53	2.81%
Rental, Hiring & Real Estate Services	\$194.51	1.72%
Retail Trade	\$171.54	1.52%
Transport, Postal & Warehousing	\$153.97	1.36%
Wholesale Trade	\$74.15	0.66%
Administrative & Support Services	\$73.21	0.65%
Arts & Recreation Services	\$45.74	0.40%
Other Services	\$36.96	0.33%
Professional, Scientific & Technical Services	\$32.18	0.28%
Health Care & Social Assistance	\$28.88	0.26%
Information Media & Telecommunications	\$23.43	0.21%
Public Administration & Safety	\$18.52	0.16%
Financial & Insurance Services	\$16.62	0.15%
Total	\$11,319.04	100.00%

Agriculture and Food:

The South West Region is the agriculture heartland and produces a diverse array of quality produce to the state, nation, and the world. In 2018-19, the gross value of agriculture production was \$852 million. The most significant commodities were milk, followed by cattle and calves and avocados as well as fruit, vegetable, and wine grapes being significant contributors.

The three largest beef processing facilities in Western Australia, with multiple export market accreditations are located in the region. The South West is well-known for its clean, green and safe environment, making it an ideal setting for agriculture development and investment, including agribusiness and agritourism. More than 25% of the state's food business is located in the South West with high value premium food and beverages processed and manufactured in the region for export.

Retail and Commerce:

The South West Region is known for its lifestyle, economic opportunity and access to infrastructure this makes the regions a place to establish and operate a business in order to support a lifestyle.

Businesses are at the heart of the community in the South West and there is a startup and investment culture emerging that is backed by State Government policy and programs along with support from local organisations in making the region an attractive place to live and work.

The City of Bunbury is the commercial and administrative hub of the South West. With access to major road, rail and port facilities this makes Bunbury the main distribution centre for the region, servicing the needs of industry and the community along with other regional centres such as Busselton, Collie, Margaret River and Manjimup.

Banking, Investment and Financial Services, wholesale trade, industrial and building supplies, real estate, accommodation, hospitality, recreation, and cultural activities all contribute to the region's commerce sector.

Tourism:

The South West Region is the most visited region in Western Australia and offers a kaleidoscope of high quality experiences that appeal to people from throughout the world.

A diversity of experiences can be enjoyed in a single day when in the dynamic South West, exploring breathtaking wilderness areas, discovering iconic natural cave systems, sampling locally produced food and wine, and visits to local landmarks such as the Busselton Jetty and attractions like the Dolphin Discovery Centre or getting active by mountain bike riding, surfing, and canoeing.

Some of the unique attractions include:

- Remote wilderness along the southern coast.
- High quality wine and food experiences (including the Margaret River Wine Region).
- Pristine swimming and surfing beaches.
- Modern cosmopolitan towns with quality accommodation, dining, and other facilities.
- Dolphin and whale watching, diving and snorkelling experiences.
- Abundant wildlife and hundreds of species of wildflowers.
- Rich cultural and arts experiences.
- Internationally recognised wetlands near Busselton.
- Youngest limestone caves in the world (Leeuwin Naturaliste National Park).
- Fossilised remains of megafauna in the cave systems.
- One of the longest whale watching seasons in the world (July to November).

Wine:

The South West region is known for its premium wines that are enjoyed in throughout Western Australia and around the world. Viticulture production is a significant economic contributor to the South West Region with 24,887 tonnes of grapes crushed in 2020. The majority of grapes in the region were crushed in Margaret River, which accounted for a 2% share of the national vintage. White wines made up 58% of the crush for all five areas in the region combined with reds making up the remaining 42%. The total

. area of vineyards in the South West was 6,969 hectares in 2019, this accounted for 65% of all vineyards in Western Australia and 5% nationally.

The top five markets by volume for the South West were mainland China, United Kingdom, USA, Singapore, and Thailand and wines with a Margaret River label claim made up the majority (93%) of exports from the region.

Who can access the South West DAMA Labour Agreement?

Designated Area Migration Agreements are a formal arrangement between the Commonwealth of Australia and a designated area representative (DAR). A DAR may be a state / territory government or regional body such as the local government (South West DAR - Dardanup shire). Under the terms of a DAMA, the designated area may be able to access a broader range of overseas workers that is not available through the standard skilled visa programs. This allows variations to standard occupations and skills lists and /or negotiable concessions to visa requirements.

DAMA Labour Agreements are between the Australian Government and endorsed employers operating within the relevant region. They are generally in effect for five years and use the Temporary Skills Shortage and Employer Nominated Scheme visa programs.

The South West DAMA Labour Agreement is accessible for businesses operating within the participating shires that are unable to source skilled workers locally and require the skilled worker to be sourced from overseas. The employers who have an interest in accessing the DAMA are required to submit an application to the DAR for endorsement and this will be required to access the South West DAMA Labour Agreement.

Only the businesses operating within the participating shires will be eligible to apply for the DAR endorsement and access the South West DAMA Labour Agreement. The participating shires within the South West Region are:

- City of Bunbury
- City of Busselton
- Shire of Augusta Margaret River
- Shire of Boyup Brook
- Shire of Bridgetown-Greenbushes
- Shire of Capel
- Shire of Collie
- Shire of Dardanup
- Shire of Donnybrook-Balingup
- Shire of Harvey
- Shire of Manjimup
- Shire of Nannup

The majority of DAMA agreements include occupations available under the standard TSS 482 visa or regional 494 visa program. However, the benefit of a DAMA is that concessions to the English language, Temporary Skilled Migration Income Threshold (TSMIT), age, skills and Permanent Residency requirements may be available. Where Concession is to be requested support data will be required to support the request for the concession.

South West DAMA Governance Structure

Access to DAMA:

The South West DAR – Dardanup will submit a business case for the South West DAMA to the Department of Home Affairs then The Minister of Immigration, Citizenship and Multicultural Affairs agree to enter into negotiation with the South-West DAR - Dardanup for the South West DAMA. The terms and concessions are negotiated by South-West DAR - Dardanup and the Minister's delegate (Department of Home Affairs). The DAMA is then signed by both parties and is executed.

Once the South West DAMA is signed, the DAMA Labour Agreement template is created and employers in the region can apply to be endorsed by the South West DAR - Dardanup to access the DAMA.

Access to DAMA Flowchart

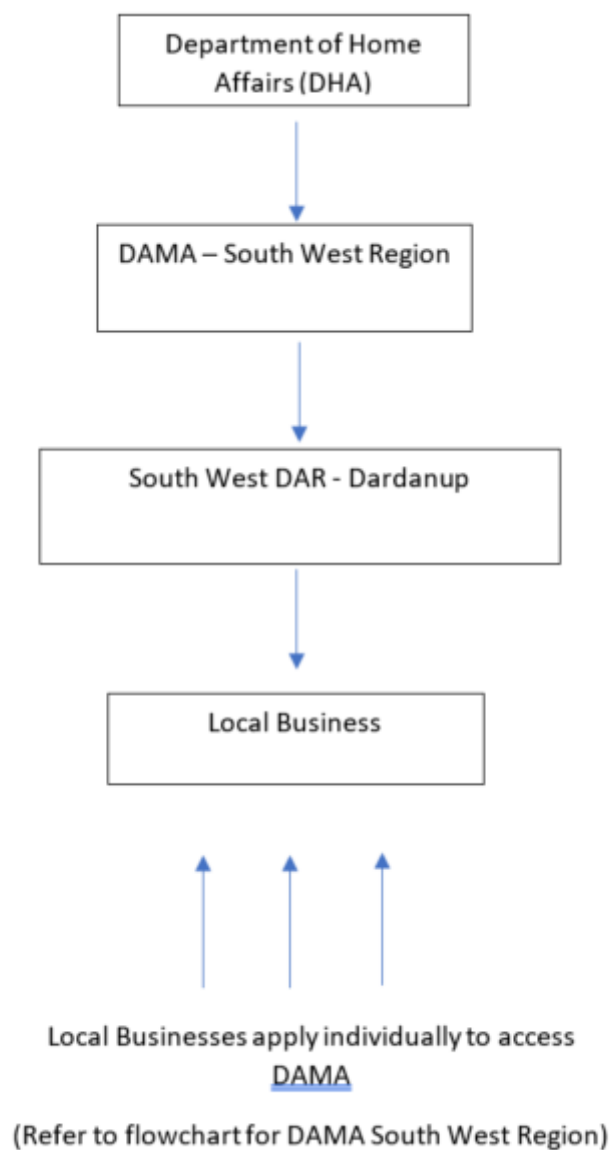


Figure: Access to DAMA Flowchart

End to end Process:

Once the DAMA is approved, employers are required to have an endorsement from the South West DAR - Dardanup before submitting a request for the South West DAMA Labour Agreement. South West DAR -Dardanup will assess the employer's eligibility before endorsement is provided and a letter of Endorsement and copies of the supporting documents will be sent to the Australian Government and the employer.

Endorsed employers can then apply for a DAMA Labour Agreement within the Minister's delegate (Department of Home Affairs) through Immi Account. Once the Labour Agreement is approved, the business submits a skills verification application for the prospective visa applicant. Once South West DAR -Dardanup approves the skills verification for the prospective applicant, the nomination and visa (subclass 482/494) application can be submitted.

Flowchart for DAMA South West Region

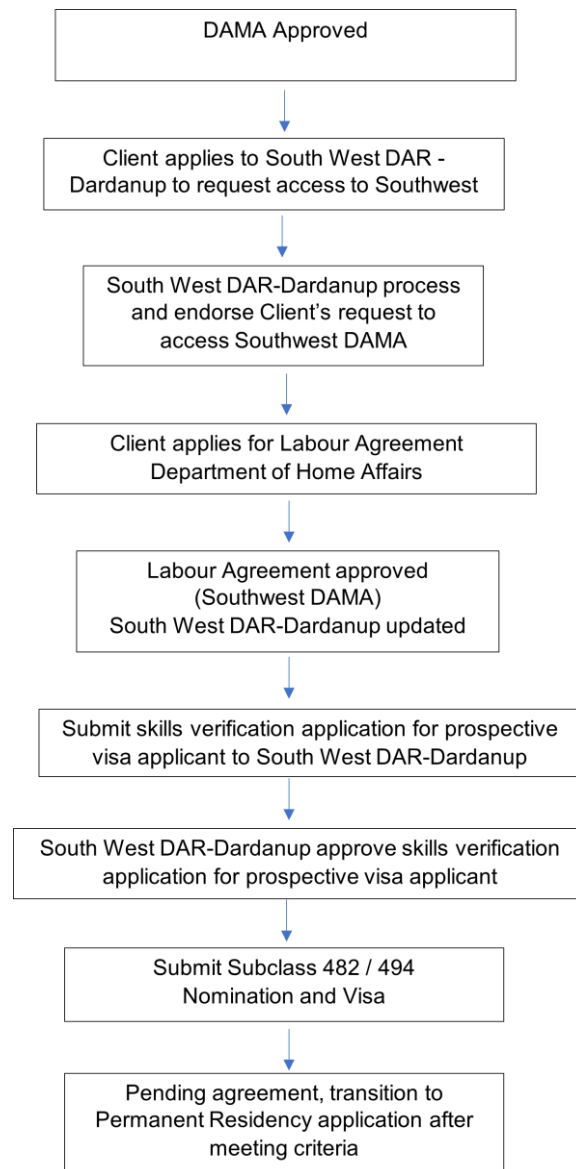


Figure: Flowchart for DAMA South West Region

Evidence based skilled shortages

Skilled labour shortages – Biggest barrier to business growth

Different business sectors within the South West Region have been finding it challenging to hire skilled labour. Some business find local employees are not applying for the skilled job whereas some businesses are experiencing a high labour turnover. Such prevailing factors are forcing businesses to look for potential candidates from overseas.

The Chamber of Commerce and Industry WA (CCIWA) conducted a Business Confidence Survey to find out the concerns towards the growth of Western Australian (WA) businesses. Skill shortages was the greatest concern for most of WA businesses. .

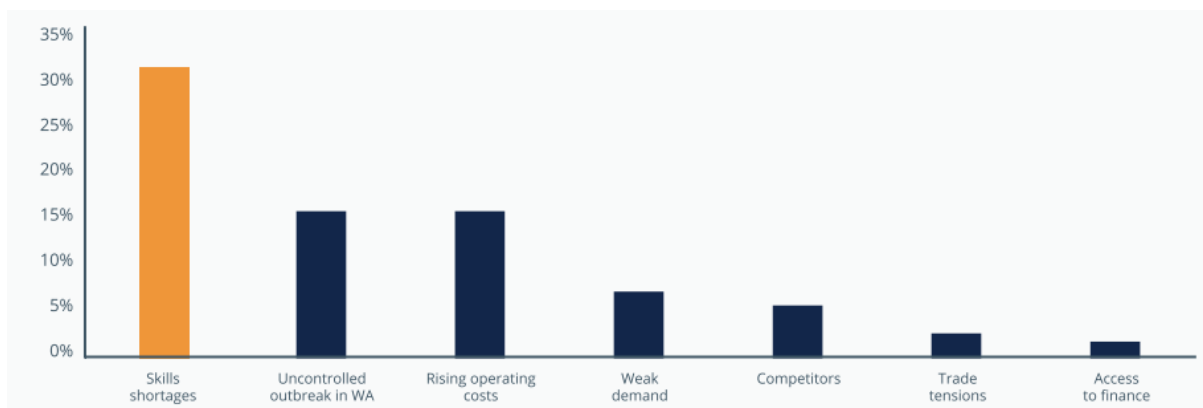


Figure: Biggest Barrier to growth in the year ahead

As per reported by the CCIWA, three out of every ten (31%) businesses identified skilled labour shortages as one of the largest barriers towards the growth of the business over the coming years. Skill shortages outweigh the other issue as the top barrier to growth. In the CCIWA Business Confidence Survey, they have also identified the proportion of WA businesses struggling to hire for a particular skill set. The below graph shows the proportion struggling to fill a skill set:

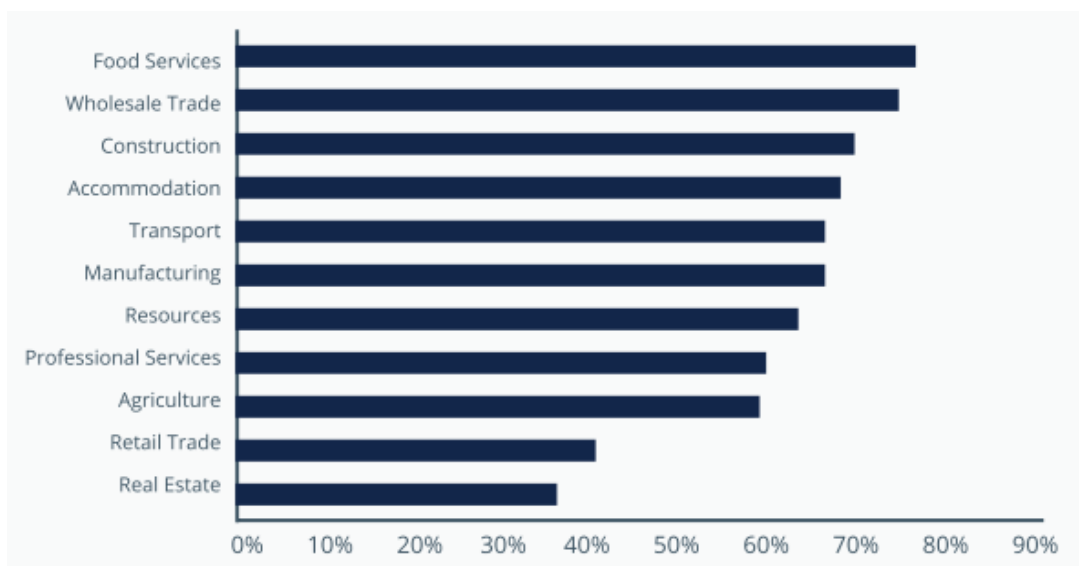


Figure: Proportion struggling to fill a skill set

Providing the DAMA Labour Agreement as a solution for skill shortages in the South West Region, the 12 participating shires were consulted individually to identify potential skill shortages. DAMA education workshops were also held in regions like Busselton, Margaret River Busselton Tourism Association and Donnybrook-Balingup. The aim of the workshop was to have local businesses of the region participate in the meeting and address their skills shortages.

To compile data for the skill shortages within the region a short survey was sent to participants of the workshop. The survey comprised of basic 7 question:

1. My business is suffering financially because of the shortage of skills.
2. The occupation where shortages are critical and impacting the business are?
3. Does your business employ or intend to employ apprentices or trainees?
4. Have you employed working holiday makers in the past 12 months?
5. Do you intend to employ highly skilled employees on the temporary skills shortage visa (Subclass 482)?
6. How often do you have staff turnover in the critical skills area?
7. Any additional comments?

Major participants of this survey where from Hospitality, Hotel, Accommodation and Viticulture sector. Occupations indicated as critical and impacting the business were: Cook, Chef, Waiter, Restaurant Manager, Viticulture, and other hospitality relevant staff.

Please refer to **Appendix 5** for the survey results and summary report.

Evidence based on the Bunbury Geographe Chamber of Commerce and Industry (BGCCI) Survey

On behalf of the South West Local Government Authorities, the South West Chamber of Commerce and Industry and the BGCCI conducted a survey as part of a collaborative effort to inform local planning and resources on how to improve access to skilled labour in the region.

The survey was sent to members of the BGCCI, the shires and possible local businesses of the region to compile the skills shortages within the region in different industry sectors. The survey comprised of 17 questions:

1. Please indicate which local government area your business is located in?
2. As a business, do you struggle to attract workers with the specific skills and qualification you need?
3. As a business, do you struggle to retain workers with the specific skills and qualifications you need?
4. If yes to either of the above questions, what are the specific challenges that you find impacting your business?
5. Is your business currently experiencing a resourcing or recruiting challenge? This is defined by job roles that are unable to be filled for greater than 90 days or advertised positions that do not attract suitably qualified applicants?

6. If yes, please select the specific occupations/position you are currently experiencing a recruiting or resourcing challenge?
7. Based on your business's forecasts, future projects, programs, expansions etc, in the next 5 years, which occupations/positions do you expect to experience a recruiting or resourcing challenge?
8. Do you expect to be recruiting different or new skills sets in the future? If Yes, please describe.
9. Besides specific qualification, what are the soft skills and general qualities you would seek in an employee? (these may include character, communication skills, mindsets, attitudes etc)
10. How would you rate the training and education courses and services currently available in the Bunbury Geographe region?
11. Have you or do you plan to employ a temporary or permanent visa holders?
12. If you have or would employ a temporary visa holder, please identify which type of visa they held or would hold?
13. Do you have a clear understanding of how the visa program works to attract the skills you need?
14. If yes, what do you consider to be limitations of the standard visa programs available?
15. Would the ability to sponsor skilled migrant workers benefit your business?
16. If yes, what would be the benefits to you as an employer?
17. If no, what other methods do you believe will assist in attracting the skills labour force you need?

Please refer to **Appendix 6** for the survey results.

Shortages and Labour Market Condition

Shortages in Hospitality, Tourism and Accommodation Industry

COVID-19 has had an adverse impact within all industry sectors. Based on the article "Hospitality bid for special foreign staff visas" published in THE AUSTRALIAN newspaper on 20 April 2021, it defines the shortages being faced by the hospitality industry under the impact of COVID-19. The hospitality sector is demanding the government introduce a 12-month COVID recovery worker visa as critical staff shortages of up to 30 % are forcing businesses to reduce opening hours or close altogether.

Due to exceptional circumstances during the pandemic and the need to ensure the supply of critical services, the department of home affairs and Australian Border force have taken a flexible approach to student visa holders working beyond their usual work limitations, but only in specified industries. Tourism and Hospitality sector has been added to the list of the industries where students can work limitless to meet the ongoing shortages.

The push for the special visa that will be paid for by the recipient comes as the Accommodation Association reveals its hotel and resort operations lost \$5 billion in room revenue across Melbourne, Sydney, Perth, Brisbane, Adelaide, Hobart, Canberra and the Gold Coast in the year to February. Melbourne hotels suffered the biggest hit with a \$1.4 billion loss in room revenue.

The Hospitality and Accommodation Industries have nominated labour shortages as the biggest barrier to their recovery after coronavirus sparked a mass exodus of 200,000 foreign students, backpackers and skilled visa holders. The hospitality sector has lost 100,000 jobs and there has been a 23% decline in full-time accommodation positions. This shows the shortage of skilled labour, impacts the Hospitality and Accommodation sector who rely on visa holders to fill the shortage gaps. Restaurant and Catering Chief Executive Wes Lambert has written to Immigration Minister addressing migration as the key to fixing the staff shortages. The Labour Agreement can be a solution for these industries.

Liberal MP Julian Lessar, who chairs the Federal Parliament's Joint Standing Committee on Migration, said the government needed to respond to labour shortages in the skilled and unskilled workforce. He also mentioned that a million temporary visa holders left the country at the start of COVID.

To meet the lower and upper demand scenarios, an additional 123,072 to 399,806 tourism workers on the 2016-17 workforce (598,200 workers directly employed) would be required by 2029-30. Between 2008-09 and 2016-17, the workforce grew 1.3% per annum, with 57,800 additional workers in 2016-17 compared to the 540,300 in 2008-09. The majority of workers were employed in cafes, restaurants, and accommodation (88,800 or 14.8% of the industry).

It is anticipated that on the lower end of the projected growth forecasts the accommodation sector will grow to 105,700 people being employed by 2030, and on the upper end to 146,200. This equates to growth of somewhere between 16,900 and 57,400 people employed (this does not include projected annual productivity improvements, which may impact on the labour force supply requirements).

The Deloitte Report identified that there are supply constraints in the labour force due to the location of workers which may not align with the location of the jobs, as well as a skills mismatch between currently unemployed workers and the role requirements.

The overwhelming body of evidence in WA indicates that skill shortages are widespread in the WA economy, particularly as the State is experiencing economic boom times. Skilled labour shortages have generated much concern as shortages place a limit on the ability of businesses to invest and expand and also result in higher wage costs and lower financial returns. An effect of a labour and skills shortage is that the most profitable industries (such as the mining sector) are able to offer higher wages to employees to secure labour. While this is positive for the working population, it has placed considerable pressure on other less profitable industries, pushing up labour costs and increasing the difficulty of retaining skilled labour. Skill shortages within the tourism industry run much deeper, indicating systemic issues relating to the underlying profitability of this industry.

Using the reported vacancy rates by jurisdiction it is possible to estimate the current shortage of labour in the tourism sector. This is the amount of labour that would be required to fill all currently vacant positions and are based on estimates of current employment in the sector and a 7% national vacancy rate. There is estimated to be a current shortage of around 38,000 workers in the tourism sector.

State	Vacancy rate	Employed persons est.	Implied shortage
New South Wales	10%	158,828	15,091
Australian Capital Territory	3%	8,103	215
Victoria	10%	123,857	12,591
Queensland	8%	130,905	10,388
Western Australia	7%	57,643	3,828
South Australia	9%	32,118	2,731
Northern Territory	4%	7,525	320
Tasmania	3%	15,019	407
Australian tourism industry	7%	534,000	38,224

“Staff Shortages threatens South West’s Hospitality Industry”.

With international travel being banned due the pandemic, West Australian’s have flooded regional destinations like never before, but severe staff shortages mean many hospitality venues have been unable to fully capitalise on the influx of visitors. Concerns were held over the Covid-19 restrictions such as interstate and international border closures and that this would result in slower tourism during the peak summer holidays. However, pubs, cafes, and restaurants across the state have fared well and have been very busy with local tourism.

Based on a news article from Mandurah Mail, a Margaret River restaurateur Sean Carter says *“a critical shortage of hospitality staff is threatening to close the door on local business. Sean further added the Margaret River region’s Hospitality and Tourism industry are on the brink of collapse according to exhausted business owners unable to source staff to fill essential roles. These businesses are unable to provide quality services to clients due to lack of staff. He had been advertising for weeks and have had no applications. He had people offer to work for cash payments and a few applicants offering to come down to Perth but with a stipulation that they would be looking for other work along the way which leaves him with no security within the team. Mr Carter owns restaurant EL Toro, which rose from the ashes of the ex-Kingfisher restaurant after the COVID-19shutdown forced the closure of the Indian eatery. “*

Kellie Tigchelaar, co-owner of The Sea Garden Café said *“finding qualified staff had been difficult long before COVID19. A decision was made to sponsor a chef from France, an ideal candidate for the coastal café. The application was made in March just prior to COVID 19, she said. The application of the business to become an approved sponsor was approved and still had the chef’s visa application pending and not been looked at to date by the case officer.”* Due to such circumstances, early August they had to operate under reduced hours – 7 days a week but only dinner Friday and Saturday evening, this was predominately to do with lack of staff.

Rob Gough and his wife Karen have owned Settlers Tavern in Margaret River for almost 20 years, however, for the first time, they had to close for lunch several days a week. *“We don’t have enough staff to stay open as long as we normally would”,* Mr Gough Said.

As per data provide by REMPLAN Online, Accommodation and Food Services is among the top 10 sectors offering around 5,881 jobs. Below table provide number of jobs offered within the different shires of the South West Region

Industry sector	Augusta-Margaret Boyup Bridgetown-				
	South West	River	Brook	Greenbushes	Bunbury
Retail Trade	8,686	734	29	165	3,237
Health Care & Social Assistance	8,649	447	48	171	3,770
Construction	7,569	631	25	145	2,907
Education & Training	6,635	545	60	139	1,818
Manufacturing	6,624	709	9	88	1,502
Accommodation & Food Services	5,881	796	16	127	1,459
Agriculture, Forestry & Fishing	4,991	688	359	182	282
Public Administration & Safety	3,560	191	33	83	1,729
Other Services	2,971	232	9	63	1,198
Transport, Postal & Warehousing	2,624	117	17	47	1,128
Administrative & Support Services	2,505	326	9	34	655
Professional, Scientific & Technical Services	2,466	246	10	68	944
Mining	2,248	16	0	225	172
Electricity, Gas, Water & Waste Services	1,312	39	0	28	380
Rental, Hiring & Real Estate Services	1,242	124	5	15	537
Wholesale Trade	1,149	89	17	24	566
Arts & Recreation Services	1,039	101	3	7	280
Financial & Insurance Services	997	56	5	15	514
Information Media & Telecommunications	485	7	0	3	314
Total	71,633	6,094	654	1,629	23,392

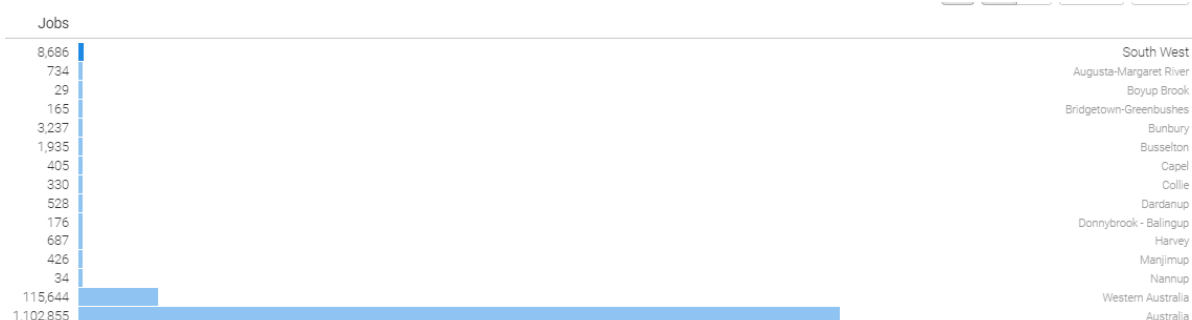
Industry sector	Donnybrook -							
	Busselton	Capel	Collie	Dardanup	Balingup	Harvey	Manjimup	Nannup
Retail Trade	1,935	405	330	528	176	687	426	34
Health Care & Social Assistance	1,803	552	376	425	145	451	424	37
Construction	1,852	427	272	296	111	613	254	36
Education & Training	1,316	571	331	326	144	951	401	33
Manufacturing	830	169	771	498	52	1,607	311	78
Accommodation & Food Services	1,821	214	269	366	86	327	342	58
Agriculture, Forestry & Fishing	811	277	33	196	459	614	984	106
Public Administration & Safety	503	135	153	130	71	232	263	37
Other Services	569	215	128	112	55	236	154	0
Transport, Postal & Warehousing	447	73	101	220	56	236	173	9
Administrative & Support Services	765	113	84	95	89	195	133	7
Professional, Scientific & Technical Services	677	88	64	99	38	139	83	10
Mining	74	252	1,098	51	14	336	10	0
Electricity, Gas, Water & Waste Services	141	13	550	30	12	83	36	0
Rental, Hiring & Real Estate Services	339	31	63	19	30	43	25	11
Wholesale Trade	209	41	0	45	27	42	89	0
Arts & Recreation Services	224	87	30	34	23	93	147	10
Financial & Insurance Services	224	16	43	17	6	67	34	0
Information Media & Telecommunications	110	0	14	11	4	0	16	6
Total	14,650	3,679	4,710	3,498	1,598	6,952	4,305	472

Source: REMPLAN Online :

<https://app.rempln.com.au/rdsouthwest/economy/industries/employment?state=1xGXS8l6R0xCpjKQsaZwWqcljR8tQT0hbjJF9YOYAhqndBsEhJvcvSE0BTwSAANZSWy0>

Skill Shortages within the Retail Trade Industry

Retail trade is the South West's largest employment sector supporting an estimated 8,686 jobs. Below shows jobs available in the retail industry sector of the South West region.



Source: REMPLAN Online :

<https://app.rempln.com.au/rdasouthwest/economy/industries/employment?state=1xGXS8!6R0xCpjkQsaZwWqcljR8tQTahbjJF9YOYAhqndBsEhJvcvSEOBtwSAANZSWy0>

Retail trade was one of the largest employers in the South West and amongst the top 10 advertised occupation in August 2020 as per below:

ANZSCO Occupation
Sales Assistants (General)
General Clerks
Other Miscellaneous Labourers
Motor Mechanics
Chefs
Commercial Cleaners
Retail Managers
Aged and Disabled Carers
Electricians
Metal Fitters and Machinists

Source: National Skills Commission, Internet Vacancy Index, August 2020. Raw data are used for analysis.

This industry is also hit by skill shortages for various positions like retail supervisor and retail manager. McDonald's located in Busselton is one of the stakeholder who was consulted to discuss about the existing skill shortages and impact on the business.

John Franklin, Owner of McDonald's Busselton said "he is currently having issues with retaining local candidates who have applied for the positions of Restaurant Manager and Department Manager. He commented saying that though McDonald's is a major employer of trainees and young Australian, it has been difficult to retain and employ young local because they have been leaving the town for commencing further studies in Perth or seeking alternative careers." Please refer to within **Appendix 9: Evidence based on labour market testing** to show local recruitment efforts by John Franklin for the position Restaurant Manager and Department Manager.

Please refer to **Appendix 5: Short Skill Shortage Survey and Summary Report** and **Appendix 6: BGCCI South West Region Skill Shortages Survey and Summary Report** that provides further support to the ongoing skill shortages within the Hospitality, Tourism, Accommodation and Retail industry.

Skill Shortage for Truck Drivers and Plant Operators

“Truck driver shortage heading down the road to an economic roadblock”.

Labour shortages has become a key challenge for Australian’s booming road transport industry which is triggering a major investment in better and safer trucks to retain drivers. This sector has the second oldest workforce behind agriculture and almost 50% of business owners expect the availability of skilled drivers will be a major problem in the coming years. Within the article published by Farmonline, it was found many trucking companies had enjoyed tough business demand despite the COVID-19 lockdowns and the outlook for the sector out to 2030 was for solid growth. Truck traffic was predicted to jump by 25% by the end of the decade and ongoing increase in online shopping was helping drive the growth.

An ageing workforce and preconceptions about the transport industry are helping create a nationwide truck driver shortage that has serious implications for Australia’s economy. Australian Trucking Association board member Julie Russell, who also runs a trucking company, said there were several factors behind the shortages. *“It’s an ageing workforce, someone coming straight out of school, if they did want to drive a truck as a career, the licensing prevents them from coming straight out of school and being able to do that”.* Ms Russel said. *“If they have got to wait, they’ll go and find another career.”*

“There has been a limitation of being able to get the volume through to replace the people that are leaving plus the extra people to keep up with the demand that’s coming through and job opportunities. She said the industry was trying to work on ways to improve training, pathways from school and the licencing system to create the next wave of skilled truck drivers. But truck driving also has image problem, Ms Russel said. There’s so many opportunities in the transport industry it’s just that people don’t think of that when they leave school.”

Various businesses of the 12 shires were individually consulted to discuss about the shortages of truck drivers within their organisation. Organisation like Jak Civil, J&P group, LJM Produce, Piacentini & Son, Leeuwin Civil and South West Express, are a few organisations that provided their feedback and difficulty in sourcing candidates for the position of truck drivers. Please refer to within **Appendix 9: Evidence based on labour market testing**, for the labour marketing testing evidence provided with respected to the summary of the labour market testing for the position of truck driver.

There have also been skill shortages within positions like multiple plant operators, Backhoe operator, Excavator Operator, and Loader operator.

Lissa Wypynaszko from Leeuwin Civil, a civil contractor based in Busselton commented, during the recent boom they had to decide whether to turn down highly desirable and profitable projects as they were unable to ensure staffing level. They have been advertising through seek, gumtree and local newspapers. Despite such advertising campaigns and not being able to source candidates, the business had to drop their requirements further and further like for example, not required to know machine control or final tree, reducing experience requirements. Please refer within **Appendix 9: Evidence based on labour market testing** for the labour market testing evidence and Labour Market Testing (LMT) summary.

Shortages for Sawmill or Timber Yard Worker and Logging Plant operator

The WA timber industry generates 1.4 billion dollars of economic activity every year and provides 6000 WA jobs. The Forest Industries Federation WA (FIFWA), has been representing the interests of the Western Australia forest products industry since 1895. FIFWA supports and protects the industries that derive economic value and generate employment from sustainable forest management in WA by providing strong advocacy on behalf of the industry, liaising with state and local governments on behalf of the industry and representing the industry to the media and the public.

The timber industry is currently one of those industry sectors facing labour shortages. Based on the media release on 4/11/2020, by FIFWA, it is evident how the South West Timber Mill is desperate for labour.

The existing demand for WA timber continues to be a strong foundation for Busselton's Whiteland Milling. The Sawmill operates multiple automatic benches, a twin breakdown saw, drying kilns and a value adding processing facility which produces timber flooring, decking, furniture components, mouldings, and other pre-dressed products. They process local Jarrah, Marri, Blackbutt and Sheoak, sourced sustainably through contracts with the Forest Products Commission (FPC).

To keep up with the growing demand, the Whiteland family built another sawmill. Owner and Sawmill Manager Neil Whiteland said *"the business employs 35 people, but sourcing reliable local labour is a continuous challenge."* Neil further commented – *"The demand for WA timber is there, one of our biggest challenges is finding labour. We have jobs, we just need willing workers"*.

Please refer to **Appendix 10: FIFWA Media Release – South West Timber Mill Desperate for Labour** for evidence towards the skill shortages within the timber industry, **Appendix 11: Business Support Letter** addressing skill shortages and impact on the business and **Appendix 9: Evidence Based on Labour Market Testing** showing effort for local recruitment.

Carer, Health and Welfare workers

Health care is one of Australia largest occupational groups, directly employing 1.2 million people. An ageing population, along with high population growth has created huge demand for the healthcare and

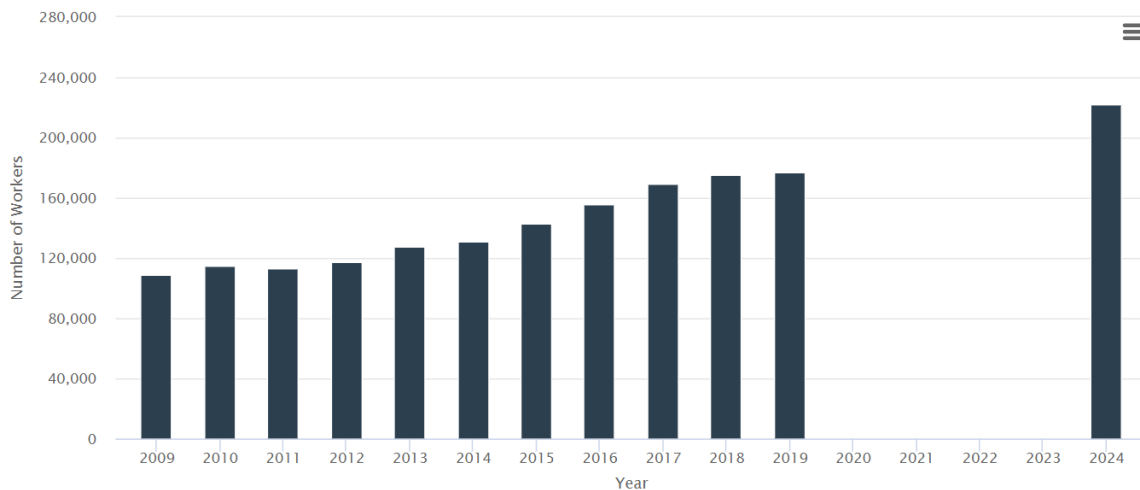
aged-care services across the country. This has created difficulty for Australian recruiters. Skill shortages are prevalent across health care and are often difficult to address as many roles require extensive education and qualification.

Top employing positions in this sector are as shown below:

Occupation
Registered Nurses
Aged and Disabled Carers
Child Carers
Nursing Support and Personal Care Workers
Receptionists
General Practitioners and Resident Medical Officers
Welfare Support Workers
General Clerks
Physiotherapists
Kitchenhands
Psychologists
Dental Assistants
Social Workers
Practice Managers
Medical Technicians
Health and Welfare Services Managers
Enrolled and Mothercraft Nurses
Commercial Cleaners
Welfare, Recreation and Community Arts Workers
Midwives

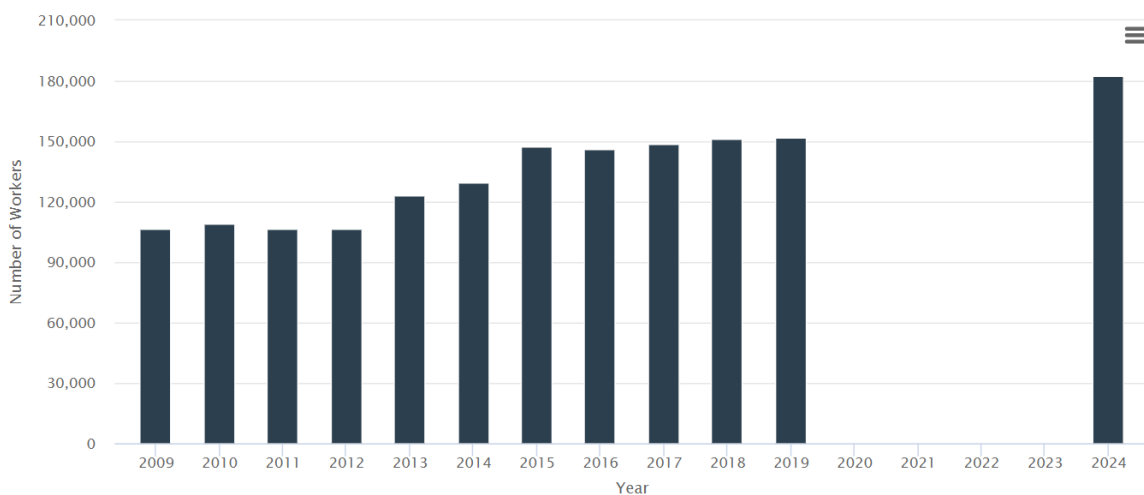
Source: Health Care and Social Assistance | National Skills Commission. (n.d.). <https://www.nationalskillscommission.gov.au/Health-Care-and-Social-Assistance>. <https://www.nationalskillscommission.gov.au/health-care-and-social-assistance>

According to the national skills commission demand is expected to continue for this industry, given the COVID-19 pandemic and Australia's ageing population. Based on the statistics provided by Jobs Outlook, number of people working as Aged and disabled carers grew very strongly over the 5 years: from 131,400 in 2014 to 177,200 in 2019. Hence, the required number of workers is predicted to increase by 2024. Below shows the projections of the demand of the required aged and disabled workers by 2024.



Source: aged and disabled carers. (n.d.). <https://Joboutlook.Gov.Au/Occupations/Aged-and-Disabled-Carers?OccupationCode=4231>. Retrieved May 10, 2021, from <https://joboutlook.gov.au/occupations/aged-and-disabled-carers?occupationCode=4231>

Similarly, from the data obtained through Job Outlook, the number of people working as child carers grew very strongly over 5 years: from 129,300 in 2014 to 152,200 in 2019. The below shows projection of child care workers that will be needed by 2024.



Source: Child Carers. (n.d.). <https://Joboutlook.Gov.Au/Occupations/Child-Carers?OccupationCode=4211>. Retrieved May 10, 2021, from <https://joboutlook.gov.au/occupations/child-carers?occupationCode=4211>

Based on the research publication “The crisis in the caring workforce” by the Parliament of Australia has mentioned about the ongoing workforce shortages are occupying Australia’s ability to meet increasing demands for high quality child care and age care. These shortages are also limiting the implementation of the National disability insurance scheme.

According to the Australian Bureau of statistics, there were around 216,300 workers in residential care services in May 2013, mainly in the aged care sector. Also, there were 356,500 workers in social assistance, most in childcare or disability services. Over 80% of these workers were women with nearly half of them being part time employed. These sectors have struggled to attract and retain workers which has resulted in ongoing shortages. Health professionals continue to be in short supply with a range of

occupations appearing on the immigration skilled occupation list. Nurses are in particular demand, with the Health Workforce Australia estimating that there will be a shortage of over 100,000 nurses by 2025.

The early childhood education and care (ECEC) sector is critically short of appropriately qualified staff. The United Voice, the union which represents ECEC workers claims that about 180 educators and carers leave the sector each week. Beside this, the Department of Health and ageing estimated that the aged care workforce would need to increase between two to three time before 2050 in order to provide care to the growing number of aged care residents. Other Challenges included that the aged care workforce itself is ageing, the overall labour market will be more competitive as a result of the ageing of the population and the sector already faces difficulties in attracting and retaining workers.

Meanwhile lack of carers has put older Australians at risk. For example, the median waiting time for senior Australians to be admitted to residential aged care increased to 152 days in 2018-2019 from 45 days five years earlier.

The National Disability Insurance Scheme(NDIS) involves substantial expansion of the disabilities sector, which leads to increased demand for disability support worker. But shortage of allied health professionals, particularly in regional areas is having an impact on the ability to deliver expanded services under the NDIS.

Dairy Industry

The dairy industry is Australia's fourth largest rural industry. Based on the farmgate value of production alone, the dairy industry generated A\$4.4 billion in 2018. The industry also acts as a major sources of employment across regional areas, with approximately 46,200 people directly employed on dairy farms and by dairy companies.

Consumer demand for all major dairy products remain high. Food Service outlet sales such as restaurants and cafes have started to recover as COVID-19 restrictions ease with a positive flow-on effect on domestic demand for dairy. Retail sales for each of the dairy products have reportedly increased.

Drinking milk, cheese, butter or butter blends and yoghurt are the main dairy products consumed by Australians. Per capita consumption trends over the past two decades have varied significantly by product. These trends reflect changes in consumer tastes in response to multicultural influences on food trends, health perceptions around dairy products and flavour and packaging innovation. The below table shows the per capita consumption of major dairy products (liter/kg).

YEAR	Milk (ltrs)	Cheese (kg)	Butter/Blends (kg)	Yogurt (kg)
2013-14	105.7	13.5	4.0	7.4
2014-15	105.1	13.5	4.3	9.2
2015-16	104.9	13.6	4.9	9.2
2016-17	102.8	13.4	4.8	9.1
2017-18	100.7	13.6	4.7	9.0
2018-19 (p)	98.6	13.5	4.0	9.5
2019-20 (p)	97.0	13.6	4.1	9.4

Source: (*Dairy Consumption in Australia, n.d.*)

Based on the Situation and Outlook report by Dairy Australia, despite improved operating conditions, milk production growth has been affected by a smaller national herd, labour shortages and continued farm exits. According to a Countryman news article *Dairy industry braces for labour shortage* published on 25th July 2019, by Zach Relph, South West dairy farmers are facing an uphill battle to attract skilled labour due to difficulties in finding and retaining farm workers in the industry. The peak industry body dairy Australia has forecast an additional 800 employees will be needed at dairy operations national wide by 2023 and identified bolstering the workforce as a priority.

Also, please refer to **Appendix 6: BGCCI South West Region Skill Shortages Survey and Summary report** that shows businesses indicating shortage of dairy product maker.

Construction Industry, Engineering and Technology.

The South West region of Western Australia supports as strong and diverse regional economy that continues to attract residents to live and work in the area. The region has the most diversified economy of all the state's nine non-metropolitan regions. Mineral extraction, processing and manufacturing, construction, services industries are among the industries contributing toward the development of the economy of the region.

The port of Bunbury is critical to the region's economy and is the export of the South West region for bulk product, The port currently trades more than 14 million tonnes annually of which 12 million tones are exported. Commodities include alumina, iron concentrate, mineral sands, caustic soda, wood chips and general cargo. There is significant opportunity to expand the functions and capacity of the Porth to facilitate the continual growth in the mining, processing and manufacturing sectors. These sectors offer jobs to positions likes Mechanical Engineers and Production or plant Engineers.

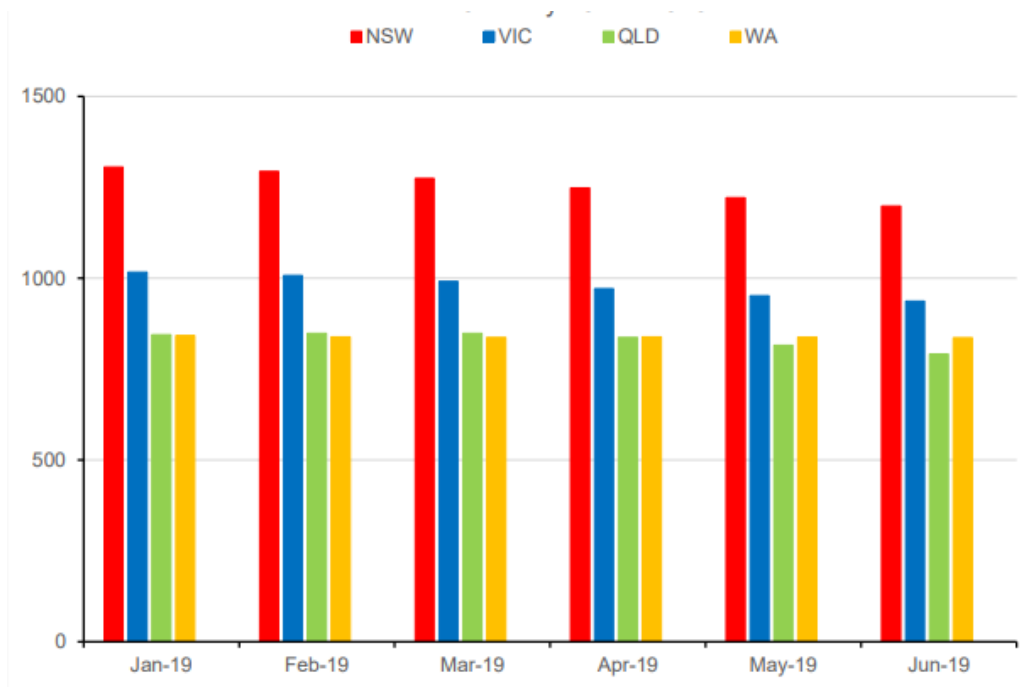
However, this growth of the Port capacity will not be achieved unless the vital access routes are provided at the time of the expansion. Part of this process requires improvements to access to the port via road and rail. Significant investment has already been made in this regard through the construction of the first stage of the port access road. The final stage will be completed when there is sufficient demand. This project is likely to create opportunities for construction project managers, Civil Engineers and Transport Engineers.

The predicted future population and economic growth will place increasing pressure on the regional road network and provision of new infrastructure. Timely provision of new infrastructure and the maintenance of existing assets are therefore critical to the region's continued growth. The key infrastructure needs for the region include:

- a high standard of road links and passenger rail services connecting Bunbury to Perth
- provision of adequate public transport options for rural based commuters to be able to access services in larger centres
- a high standard of road links connecting Bunbury to the South West region as a whole
- expansion and ongoing maintenance of freight rail service infrastructure in the region
- increased investment in regional telecommunications to facilitate greater mobile coverage and high speed internet access
- improved access to the Bunbury Port through completion of the Port Access Road and the Bunbury Outer Ring Road
- expansion of the Bunbury Port including the diversion of the Preston River
- ensuring energy security through the South West Interconnected Network encouraging development of renewable energy, with recognition that the historical system is largely based on coal fired power generation
- a diversified electricity grid and power generation capacity, with an emphasis on increasing the capacity to generate electricity via renewable energy sources
- Identification and protection and management of existing and future electricity infrastructure sites and corridors; and

- infill sewer in towns and cities

Civil Engineering vacancies have regular advertised between 1,900-2,350 positions per months Australia wide. Industrial/ Mechanical/ Production engineering vacancies as well as Mining and ICT engineering vacancies have consistently advertised between 500-800 positions per month national wide. Other Engineering occupations have repeatedly advertised under 450 positions per month across Australian states and territories. The below shows engineering vacancy trends n the major states January-June 2019.



Source: *Engineers Australia. (2019, June). Australia Engineering vacancies report. Sybilla Grady. <https://www.engineersaustralia.org.au/sites/default/files/resource-files/2019-08/Engineering%20Vacancies%20Report%20June%202019.pdf>*

Engineering vacancy growth in Western Australia strengthened by 8.7% in the year 2018. The table below shows the number of engineering vacancies advertised in WA by selected occupations.

ANZSCO Title	April 2019	May 2019	June 2019
Mining Engineers	343	366	377
Civil Engineering Professionals	243	272	251
Industrial, Mechanical and Production Engineers	126	142	145
Electrical Engineers	54	52	47
ICT Support and Test Engineers	34	35	32
Other Engineering Professionals	35	33	31
Engineering Managers	18	20	24

Telecommunications Engineering Professionals	8	9	8
Electronics Engineers	9	7	6
Chemical and Materials Engineers	6	5	6

The highest number of engineering vacancies by occupation in WA continue to be listed in mining engineering, followed by advertisements for Civil Engineering professionals, then industrial, mechanical and production engineering roles.

From the report *Western Australia skills in demand list – Opportunities in Western Australia* published by Government of Western Australia the some of most demanding professional jobs in the South West region are Civil Engineer and Mechanical Engineer.

Based on the above data it is evident that there are existing opportunities and predicated growth for the occupations Construction industry and Engineering positions like Civil Engineer, Mechanical Engineer, Transport Engineer and Production or Plant Engineer.

Also, please refer to **Appendix 6: BGCCI South West Region Skill Shortages Survey and Summary report** that shows businesses indicating the requirement of the above mentioned positions.

With the economic development of the South West region, it is significant that there will be major requirement of technical skilled people. According to the data provided by Job Outlook, the number of people working as ICT project manager grew very strongly over the past 5 years: 31,200 in 2011 to 37,800 in 2016. Based on an article “Aussie ICT jobs ads surge in second consecutive record-breaking month” by Sasha Karen published on 13 May, 2021, Australian job listing for the ICT sector were up during April, experiencing month on month growth of 13.9 per cent while overall listings were at an all time high for the second month in a row. The growth in ICT sector came during what SEEK claimed was the second month in a row where overall job ads posted on the site were at an all time high, with a month on month increase of 11.9 per cent and year on year increase of 263.7 per cent.

please refer to **Appendix 6: BGCCI South West Region Skill Shortages Survey and Summary report** that shows businesses indicating the requirement of the ICT project manager in the South West region.

Medical

Regardless of the modality, a highly trained workforce is essential to obtaining high quality diagnostic images. The department of Health, Western Australia told the committee that having the right workforce improves the quality of diagnostic images and increases diagnostic accuracy. The WA Country Health Services explains that lack of sonographers was delaying access to services for patients in rural area.

Existing reason behind the skill shortages based on the report Availability and accessibility of diagnostic imaging equipment around Australia published by Parliament of Australia are:

- Training to become a sonographer involves both a course study and clinical practice but there are not enough clinical training places for the number of available graduates.
- Australasian Society for Ultrasound in Medicine explained that the shortages of training places was leading students seeking clinical places to work for free.
- Disparity between public and private sector pay rates

Despite the sonographer's remuneration being more than double Australia's median annual salary of \$55,4000 it is difficult to fill all of the in demand jobs across Australia. It is also revealed only 1.4 applicants on average are applying for every advertised job in a hospital. The government is stressing that more actions need to be taken. Employers and alike are having a lot difficulty with filling sonographer vacancies across the public and private sectors.

Besides the shortages of Sonographer, there is a shortage of General Practitioner (GP) within the South West Region. Western Australia faces a shortage of 1450 doctors within the next eight years, including critical shortfalls in 18 specialist areas. Health department projections of medical workforce numbers reveal that the state will be short almost 1000 GP's. Critical shortages could mean patients not receiving required treatment on time. The projected shortage of medical practitioner in WA will reach 1,046 by 2025 this assumes no change to the current high rate of overseas recruitment. GP's are the cornerstone of the Australian healthcare system. Hence, the state will be required to have high reliance on overseas trained doctors. sss

List of Occupation in demand

The South West DAMA Labour Agreement may only be used to sponsor the following occupations and only after thorough evidence has been provided to the Department to show that the business made concerted attempts to recruit Australian workers. If vacancies still exist in the occupations below, you may seek to enter into a South West DAMA Labour Agreement.

Occupation	ANSCO Code	Skill Level
Hospitality, Accommodation, Tourism, and Retail Sector		
Accommodation and Hospitality Manager nec.	141999	2
Baker	351111	3
Bar Attendant (Supervisor)	070499#	4
Café or Restaurant Manager	141111	2
Cook	351411	3
Hospitality Workers nec.	431999	5
Hospitality, Retail and Service Manager nec.	149999	2
Hotel or Motel Manager	141311	2
Hotel Service Manager	431411	3
Pastrycook	351112	3
Retail Supervisor	621511	4
Waiter	431511	4
Waiter (Supervisor)	070499#	4
Carers, Health and Welfare Workers		
Aged or Disabled Carer	423111	4
Child Care Worker	421111	3
Community Worker	411711	2
Disabilities Services Officer	411712	2
Enrolled Nurse	411411	2
Family Support Worker	411713	2
Nursing Support Worker	423312	4
Residential Care Worker	411715	2
Welfare Worker	272613	1
Youth Worker	411716	2
Plant Operators		
Backhoe Operator	721212	4
Earthmoving Plant Operator	721211	4
Excavator Operator	721214	4
Loader Operator	721216	4
Transport And Logistics		
Truck Driver (General)	733111	4

Timber Industry		
Logging Plant Operator	721112	4
Sawmill or Timber Yard Worker	839412	5
Technician and Other occupations		
Concreter	821211	5
Driller	712211	4
Metallurgical or Materials Technician	312912	2
Sand Blaster	711913	4
Steel Fixer	821713	4
Tyre Fitter	899415	4
Construction Industry and Engineers		
Construction Project Manager	133111	1
Civil Engineer	233211	1
Mechanical Engineer	233512	1
Production or Plant Engineer	233513	1
Transport Engineer	233215	1
Dairy Industry		
Dairy Product Maker	831114	5
Medical		
Sonographer	251214	1
General Practitioner	253111	1
Technology		
ICT project Manager	135112	1

See **Schedule 1** for the ANZCO position description of each Occupation.

See **Schedule 2** for the Occupation classification, qualification, experience, and other concessions covered by this agreement.

Key Aspects of the South West Region DAMA Labour Agreement

Visa options

- Temporary Skills Shortage (TSS) (Subclass 482) visa: This is a temporary visa permits a stay of up to 4 years.
- Skilled Employer Sponsored Regional (SESR) (Subclass 494) visa: This is a provisional visa that permits a stay of 5 years, with a permanent residency pathway available after 3 years.
- Employer Nomination Scheme (ENS) (Subclass 186) visa: This is a permanent skilled visa.

List of Occupations (To be reviewed)

- There are 44 occupations classified under the South-West Region DAMA Labour Agreement. See schedule 1 for the position description of each occupation include in the agreement.

Permanent Residency Pathways

- Permanent Residency will be available for the:
 - o Skilled Employer Sponsored Regional (SESR) visa - subclass 494 with a permanent pathway to a Permanent Residence (Skilled Regional) visa - Subclass 191 available after 3 years of holding the Subclass 494. (Visa will be in effect after - 16th November 2022); or
 - o The Employer Nomination Scheme (ENS) Visa - Subclass 186 will be a permanent residence pathway to overseas workers after holding the Temporary skills shortage visa for 3 years.

Labour Market testing

- The Business will still have to provide evidence that LMT has been conducted to ensure it is a genuine request. Businesses are required to meet all LMT requirements and provide evidence to the Department of Home affairs. LMT must be conducted within the required period before lodging a nomination application.

Skills Assessments and work experience

- The skills assessment and work experience for an applicant will be in accordance with the ANZSCO classification.

TSMIT (Temporary Skilled Migration Income Threshold) Concession

- Nil: Not requested so that the migrant can compensate with the cost of living and private health cover cost.

Age Concessions

- The applicant must have not turned 55 years of age for skill level 1 occupation at time of lodging the permanent residency nomination.
- The applicant must not have turned 50 years of age for skill level 2 to 4 occupations at time of lodging the permanent residency nomination.
- We will submit the same for skill level 5 – 8 occupations as per number 2.

Visa Cap

- Nil

English Concession

- Nil: Not requested so that the migrant can integrate into work force.

Approved South-West Regions

- The business within the approved South -West Regions will be able to access the South West Labour agreement. Approved regions are:
 - City of Bunbury
 - City of Busselton
 - Shire of Augusta Margaret River
 - Shire of Boyup Brook
 - Shire of Bridgetown-Greenbushes
 - Shire of Capel
 - Shire of Collie
 - Shire of Dardanup
 - Shire of Donnybrook-Balingup
 - Shire of Harvey
 - Shire of Manjimup
 - Shire of Nannup

South-West DAMA Labour Agreement reviews

- The occupations and various aspects of the South West DAMA Labour Agreement will be reviewed each year.

Application Fees

- There is no application fee to apply for the South West DAMA Labour Agreement. There will, however, be nomination and visa application fees and charges, including the Skilling Australia Fund (SAF) levy, in line with the TSS, ENS and SESR visa programs.

Schedule 1: ANZSCO – Position Description of each Occupation

Occupation: Accommodation and Hospitality Manager nec.	ANZSCO: 141999
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>This occupation group covers Accommodation and Hospitality Managers not elsewhere classified. Registration or licensing may be required.</p>	

Occupation: Aged or Disabled Carer	ANZSCO: 423111
Experience Required: At Least 1 year of work experience	
<p>Position Description:</p> <p>Provide general household assistance, emotional support, care and companionship for aged and disabled persons in their own homes.</p> <ul style="list-style-type: none"> • Accompanying aged and disabled persons during daily activities • Assisting clients with their mobility • Preparing food for clients • Arranging social activities • Performing housekeeping tasks such as vacuuming and cleaning • Assisting in personal hygiene and dressing • Providing companionship, friendship and emotional support • May do shopping and run errands • May live in with the person 	

Occupation: Backhoe Operator

ANZSCO: 721212

Experience Required: At Least 1 years of work experience

Position Description:

Operate plant to excavate earth, ore and rock, break up pavement, road, rock and obstructions, move and load earth, rock and debris, and level, smooth and compact surfaces in construction and other projects.

- Preparing and positioning plant for operation
- Selecting, fitting and removing attachments such as buckets, winches, loading scoops, shovel blades and rock breaking hammers
- Operating controls to excavate, break, drill, level, compact, gouge out, move, load and spread earth, rock, rubble, soil and other materials
- Monitoring operation of plant and adjusting controls to regulate pressure, speed and flow of operation, and ensuring safety of other workers
- Raising, lowering and manipulating attachments using manual and hydraulic controls
- Working from drawings, markers and verbal instructions
- Servicing, lubricating, cleaning and refuelling plant and performing minor adjustments and repairs

Occupation: Baker	ANZSCO: 351111
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Prepare and bake bread loaves and rolls, buns, cakes, biscuits and pastry goods.</p> <ul style="list-style-type: none"> • Checking the cleanliness of equipment and operation of premises before production runs to ensure compliance with occupational health and safety regulations • Checking the quality of raw materials and weighing ingredients • Kneading, maturing, cutting, moulding, mixing and shaping dough and pastry goods • Preparing pastry fillings • Monitoring oven temperatures and product appearance to determine baking times • Coordinating the forming, loading, baking, unloading, de-panning and cooling of batches of bread, rolls and pastry products • Glazing buns and pastries, and decorating cakes with cream and icing • Operating machines which roll and mould dough and cut biscuits • Emptying, cleaning and greasing baking trays, tins and other cooking equipment 	

Occupation: Bar Attendant (Supervisor)	ANZSCO: 070499#
Experience Required: At Least 1 years of work experience	
<p>Position Description:</p> <p>Ensuring customers are served in a professional and timely manner. Supervising/training employees of a lower grade. General cleanliness of the work area.</p> <ul style="list-style-type: none"> • Supervising and training food and beverage attendants of a lower grade • Taking reservations, greeting and seating guests • Undertaking general waiting duties • Preparing and mixing a range of sophisticated drinks • Taking drink orders • Preparing garnishes • Cleaning bar areas • Cleaning tables • Picking up glasses • Cleaning and care of glasses and equipment • Practicing proper workplace health and safety procedures • Other incidental and peripheral duties as requested by the employer 	

Occupation : Café or Restaurant Manager	ANZSCO: 141111
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Organises and controls the operations of a cafe, restaurant or related establishment to provide dining and catering services.</p> <ul style="list-style-type: none"> • Planning menus in consultation with Chefs • Planning and organising special functions • Arranging the purchasing and pricing of goods according to budget • Maintaining records of stock levels and financial transactions • Ensuring dining facilities comply with health regulations and are clean, functional and of suitable appearance • Conferring with customers to assess their satisfaction with meals and service • Selecting, training and supervising waiting and kitchen staff • May take reservations, greet guests and assist in taking orders 	

Occupation : Child Care Worker	ANZSCO: 421111
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Provides care and supervision for children in programs, such as long day care and occasional care, in childcare centres, hospitals and educational centres. Registration or licensing may be required.</p> <ul style="list-style-type: none"> • Assisting in the preparation of materials and equipment for children's education and recreational activities • Managing children's behaviour and guiding children's social development • Preparing and conducting activities for children • Entertaining children by reading and playing games • Supervising children in recreational activities • Supervising the daily routine of children • Supervising the hygiene of children 	

Occupation : Civil Engineer	ANZSCO: 233211
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Design, plan, organise and oversee the construction of civil engineering projects such as dams, bridges, pipelines, gas and water supply schemes, sewerage systems, roads, airports and other structures; analyse the likely behavior of soil and rock when placed under pressure by proposed structures and design structural foundations; analyse the static properties of all types of structures and test the behavior and durability of materials used in their construction; plan and develop transportation systems; and estimate and monitor the construction costs of projects</p> <ul style="list-style-type: none"> • Determining construction methods, materials and quality standards, and drafting and interpreting specifications, drawings, plans, construction methods and procedures • Organising and directing site labour and the delivery of construction materials, plant and equipment, and establishing detailed programs for the coordination of site activities • Obtaining soil and rock samples at different depths across sites and testing samples to determine strength, compressibility and other factors that affect the behaviour of soil and rock when a structure is imposed and determining the safe loading for the soil • Studying architectural and engineering drawings and specifications to estimate total costs, and preparing detailed cost plans and estimates as tools to assist in budgetary control • Monitoring changes to designs, assessing effects on cost, and measuring, valuing and negotiating variations to designs • Analysing structural systems for both static and dynamic loads • Designing structures to ensure they do not collapse, bend, twist or vibrate in undesirable ways • Assessing present and future travel flow patterns taking into account population increase and needs change • Designing the physical aspects of transportation systems such as highways, railroads, urban transit, air transportation, logistical supply systems and their terminals 	

Occupation : Community Worker	ANZSCO: 411711
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Facilitates community development initiatives and collective solutions within a community to address issues, needs and problems associated with recreational, health, housing, employment and other welfare matters.</p> <ul style="list-style-type: none"> • Assessing clients' needs and planning, developing and implementing educational, training and support programs • Interviewing clients and assessing the nature and extent of difficulties • Monitoring and reporting on the progress of clients • Referring clients to agencies that can provide additional help • Assessing community need and resources for health, welfare, housing, employment, training and other facilities and services • Liaising with community groups, welfare agencies, government bodies and private businesses about community issues and promoting awareness of community resources and services • Supporting families and providing education and care for children and disabled persons in adult service units, group housing and government institutions • Supervising offenders on probation and parole • Assisting young people to solve social, emotional and financial problems • Preparing submissions for funding and resources, and reports to government bodies and other agencies 	

Occupation: Concreter	ANZSCO: 821211
Experience Required: At Least 1 years of work experience	
<p>Position Description:</p> <p>Pours, spreads, smooths and finishes concrete for structures such as floors, stairs, ramps, footpaths and bridges.</p> <ul style="list-style-type: none"> • Erecting concrete form work and laying steel reinforcing • Pouring, spreading and levelling concrete using screeds and templates • Tamping, smoothing, shaping and sealing concrete • Operating trowelling machines to float, trowel and polish concrete surfaces • Forming expansion joints and edges using edging tools, jointers and straight edges • Installing fixtures in concrete such as anchor bolts, steel plates and door sills • Wetting concrete and rubbing with abrasives to finish vertical surfaces • Covering concrete with plastic sheeting and sand to cure it • Cutting lines in concrete using power cutters • May cover freshly poured concrete with colouring powders and other materials 	

Occupation: Construction Project Manager	ANZSCO: 133111
Experience Required: At Least 2 years of work experience	
<p>Position Description:</p> <p>Plan, organise, direct, control and coordinate the construction of civil engineering projects, buildings and dwellings, and the physical and human resources involved in building and construction.</p> <ul style="list-style-type: none"> • Interpreting architectural drawings and specifications • Coordinating labour resources, and procurement and delivery of materials, plant and equipment • Consulting with Architects, Engineering Professionals and other professionals, and Technical and Trades Workers • Negotiating with building owners, property developers and subcontractors involved in the construction process to ensure projects are completed on time and within budget • Preparing tenders and contract bids • Operating and implementing coordinated work programs for sites • Ensuring adherence to building legislation and standards of performance, quality, cost and safety • Arranging submission of plans to local authorities • Building under contract, or subcontracting specialised building services • Overseeing the standard and progress of subcontractors' work • Arranging building inspections by local authorities 	

Occupation: Cook	ANZSCO: 351411
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Prepare, season and cook food in dining and catering establishments. Chefs, Fast Food Cooks and Kitchenhands are excluded from this unit group. Chefs are included in Unit Group 3513 Chefs. Fast Food Cooks and Kitchenhands are included in Minor Group 851 Food Preparation Assistants.</p> <ul style="list-style-type: none"> • Examining foodstuffs to ensure quality • Regulating temperatures of ovens, grills and other cooking equipment • Preparing and cooking food • Seasoning food during cooking • Portioning food, placing it on plates, and adding gravies, sauces and garnishes • Storing food in temperature controlled facilities • Preparing food to meet special dietary requirements • May plan menus and estimate food requirements • May train other kitchen staff and apprentices 	

Occupation : Dairy Product Maker	ANZSCO: 831114
Experience Required: At Least 1 years of work experience	
<p>Position Description:</p> <p>Operates machines and performs routine tasks to make and package milk, milk powder, yoghurt, butter, cheese and other dairy products.</p> <ul style="list-style-type: none"> • Weighing, measuring, mixing, dissolving and boiling ingredients • Adding materials, such as spices and preservatives, to food and beverages • Operating heating, chilling, freezing, pasteurising, carbonating, sulphuring and desulphuring plant • Monitoring product quality before packaging by inspecting, taking samples and adjusting treatment conditions when necessary • Operating machines to peel, core, slice, dice, pit and juice fruit and vegetables • Cleaning equipment, pumps, hoses, storage tanks, vessels and floors, and maintaining infestation control programs • Regulating speed of conveyors and crusher rollers, and adjusting tension of rollers to ensure total extraction of juice from sugar cane • Moving products from production lines into storage and shipping areas • Packaging and bottling products 	

Occupation : Disabilities Services Officer	ANZSCO : 411712
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Works in a range of service units which provide education and community access to people with intellectual, physical, social and emotional disabilities.</p> <ul style="list-style-type: none"> • Assessing clients' needs and planning, developing and implementing educational, training and support programs • Interviewing clients and assessing the nature and extent of difficulties • Monitoring and reporting on the progress of clients • Referring clients to agencies that can provide additional help • Assessing community need and resources for health, welfare, housing, employment, training and other facilities and services • Liaising with community groups, welfare agencies, government bodies and private businesses about community issues and promoting awareness of community resources and services • Supporting families and providing education and care for children and disabled persons in adult service units, group housing and government institutions • Supervising offenders on probation and parole • Assisting young people to solve social, emotional and financial problems • Preparing submissions for funding and resources, and reports to government bodies and other agencies 	

Occupation : Driller	ANZSCO : 712211
Experience Required: At Least 1 years of work experience	
<p>Position Description:</p> <p>Assembles, positions and operates a drilling rig and related equipment to extract ore, liquids or gases from the earth. Registration or licensing may be required.</p> <ul style="list-style-type: none"> • Dismantling, moving and reassembling drilling rigs and accessory plant • Taking samples of ore, liquids and gases and packaging them • Performing minor maintenance and repairs, and lubricating and cleaning plant • Recording performance details and information obtained from wells, and keeping logs detailing operations • Operating surface and underground mining plant • Undertaking development work such as opening up new shafts, drives, air vents, rises and crib rooms • Positioning explosives in bore holes and priming explosives using detonators and explosive cartridges • Connecting wires, fuses and detonating cords to explosive cartridges and detonators, and detonating explosives • Monitoring operation of plant and ensuring safety of other workers on mining sites and during drilling operations • Operating auxiliary plant such as pumps to expel air, water and mud 	

Occupation : Earthmoving Plant Operator	ANZSCO: 721211
Experience Required: At Least 1 years of work experience	
<p>Position Description:</p> <p>Operates a range of earthmoving plant to assist with building roads, rail, water supply, dams, treatment plants and agricultural earthworks. Registration or licensing is required.</p> <ul style="list-style-type: none"> • Preparing and positioning plant for operation • Selecting, fitting and removing attachments such as buckets, winches, loading scoops, shovel blades and rock breaking hammers • Operating controls to excavate, break, drill, level, compact, gouge out, move, load and spread earth, rock, rubble, soil and other materials • Monitoring operation of plant and adjusting controls to regulate pressure, speed and flow of operation, and ensuring safety of other workers • Raising, lowering and manipulating attachments using manual and hydraulic controls • Working from drawings, markers and verbal instructions • Servicing, lubricating, cleaning and refuelling plant and performing minor adjustments and repairs 	

Occupation : Enrolled Nurse	ANZSCO: 411411
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Provides nursing care to patients in a variety of health, aged care, welfare and community settings under the supervision of Registered Nurses. Registration or licensing is required.</p> <ul style="list-style-type: none"> • Assessing, planning and implementing nursing care for patients according to accepted nursing practice and standards • Providing interventions, treatments and therapies such as administering medications, and monitoring responses to treatments and care plans • Assisting Registered Nurses and other team members to coordinate and evaluate care provided • Promoting and assisting in health education activities for the prevention of ill health • Bathing, feeding, changing and settling newborn infants • Providing advice and training on infant care to parents of newborn infants • Providing emotional support to parents of newborn infants 	

Occupation : Excavator Operator	ANZSCO: 721214
Experience Required: At Least 1 years of work experience	
<p>Position Description:</p> <p>Operates heavy excavation plant to excavate, move and load earth, rock and rubble.</p> <ul style="list-style-type: none"> • Preparing and positioning plant for operation • Selecting, fitting and removing attachments such as buckets, winches, loading scoops, shovel blades and rock breaking hammers • Operating controls to excavate, break, drill, level, compact, gouge out, move, load and spread earth, rock, rubble, soil and other materials • Monitoring operation of plant and adjusting controls to regulate pressure, speed and flow of operation, and ensuring safety of other workers • Raising, lowering and manipulating attachments using manual and hydraulic controls • Working from drawings, markers and verbal instructions • Servicing, lubricating, cleaning and refuelling plant and performing minor adjustments and repairs 	

Occupation : Family Support Worker	ANZSCO: 411713
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Assists the work of Social Workers and Welfare Workers by providing services and support to families.</p> <ul style="list-style-type: none"> • Assessing clients' needs and planning, developing and implementing educational, training and support programs • Interviewing clients and assessing the nature and extent of difficulties • Monitoring and reporting on the progress of clients • Referring clients to agencies that can provide additional help • Assessing community need and resources for health, welfare, housing, employment, training and other facilities and services • Liaising with community groups, welfare agencies, government bodies and private businesses about community issues and promoting awareness of community resources and services • Supporting families and providing education and care for children and disabled persons in adult service units, group housing and government institutions • Supervising offenders on probation and parole • Assisting young people to solve social, emotional and financial problems • Preparing submissions for funding and resources, and reports to government bodies and other agencies 	

Occupation : General Practitioner	ANZSCO: 253111
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Diagnoses, treats and prevents human physical and mental disorders and injuries.</p> <ul style="list-style-type: none"> • Conducting examinations and questioning patients to determine the nature of disorders and illnesses, and recording patients' medical information • Ordering laboratory tests, X-rays and other diagnostic procedures, and interpreting findings to assist in diagnosis • Providing overall care for patients, and prescribing and administering treatments, medications and other remedial measures • Monitoring patients' progress and response to treatment • Advising on diet, exercise and other habits which aid prevention and treatment of disease and disorders • Referring patients to, and exchanging medical information with, specialist Medical Practitioners • Reporting births, deaths and notifiable diseases to government authorities • Arranging the admission of patients to hospitals 	

Occupation: Hospitality Workers nec.	ANZSCO: 431999
Experience Required: At Least 1 year of work experience	
Position Description: This occupation group covers Hospitality Workers not elsewhere classified. <ul style="list-style-type: none"> • It includes Bar Useful or Bussers, and Doorpersons or Luggage Porters 	

Occupation: Hospitality, Retail and Service Manager nec.	ANZSCO: 149999
Experience Required: At Least 3 years of work experience	
Position Description: This occupation group covers Hospitality, Retail and Service Managers not elsewhere classified. <ul style="list-style-type: none"> • It includes Boarding Kennel or Cattery Operators, Cinema or Theatre Managers, Facilities Managers, Financial Institution Branch Managers and Equipment Hire Managers. 	

Occupation : Hotel or Motel Manager	ANZSCO: 141311
Experience Required: At Least 3 years of work experience	
<ul style="list-style-type: none"> • Directing and overseeing reservation, reception, room service and housekeeping activities • Supervising security arrangements, and garden and property maintenance • Planning and supervising bar, restaurant, function and conference activities • Observing liquor, gaming, and other laws and regulations • Assessing and reviewing customer satisfaction • Overseeing accounting and purchasing activities • Ensuring compliance with occupational health and safety regulations • May provide guests with local tourism information, and arrange tours and transportation 	

Occupation: Hotel Service Manager	ANZSCO: 431411
Experience Required: At Least 2 years of work experience	
<p>Position Description:</p> <p>Supervises and coordinates the activities of hotel service workers.</p> <ul style="list-style-type: none"> • Determining work requirements and allocating duties to Commercial Housekeepers, Luggage Porters and Doorpersons • Conferring with managers to coordinate activities with other organisational units • Maintaining attendance records and rosters • Explaining and enforcing safety regulations • Overseeing the work of the unit and suggesting improvements and changes • Conferring with workers to resolve grievances • May perform front office and hotel reception duties 	

Occupation: ICT project Manager	ANZSCO: 135112
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Plan, organise, direct, control and coordinate the acquisition, development, maintenance and use of computer and telecommunication systems within organisations. Analysing information needs and specifying technology to meet those needs</p> <ul style="list-style-type: none"> • Formulating and directing information and communication technology (ICT) strategies, policies and plans • Directing the selection and installation of ICT resources and the provision of user training • Directing ICT operations and setting priorities between system developments, maintenance and operations • Overseeing the security of ICT systems 	

Occupation: Loader Operator	ANZSCO: 721216
Experience Required: At Least 1 year of work experience	
<p>Position Description:</p> <p>Operates a motorised loader to move and load soil, rock and other material.</p> <ul style="list-style-type: none"> • Preparing and positioning plant for operation • Selecting, fitting and removing attachments such as buckets, winches, loading scoops, shovel blades and rock breaking hammers • Operating controls to excavate, break, drill, level, compact, gouge out, move, load and spread earth, rock, rubble, soil and other materials • Monitoring operation of plant and adjusting controls to regulate pressure, speed and flow of operation, and ensuring safety of other workers • Raising, lowering and manipulating attachments using manual and hydraulic controls • Working from drawings, markers and verbal instructions • Servicing, lubricating, cleaning and refuelling plant and performing minor adjustments and repairs 	

Occupation : Logging Plant Operator	ANZSCO: 721112
Experience Required: At Least 1 year of work experience	
<p>Position Description:</p> <p>Operates plant to fell trees and drag, transport and load logs onto trucks. Registration or licensing may be required.</p> <ul style="list-style-type: none"> • Preparing and positioning plant for operation • Operating tractor-drawn and self-propelled plant to plough land and sow, fertilise, cultivate and harvest crops, and avoid damaging crops • Adjusting speed, height and depth of implements • Operating plant to hold, lift and cut trees • Operating attachments to lift, swing, release and sort trees and logs, and operating auxiliary plant such as chipping machines and log splitting machines • Feeding felled trees into processors to strip limbs and cut into logs and loading logs onto stockpiles and into trucks • Keeping log tallies and writing work reports • Servicing plant and performing minor repairs 	

Occupation : Nursing Support Worker	ANZSCO: 423312
Experience Required: At Least 1 year of work experience	
<p>Position Description:</p> <p>Provides limited patient care under the direction of nursing staff.</p> <ul style="list-style-type: none"> • Assisting patients with their personal care needs such as showering, dressing and eating • Assisting patients with their mobility and communication needs • Participating in planning the care of individuals • Following therapy plans such as interventions to assist those with dementia and behavioural problems • Observing and reporting changes in patients' condition, and reporting complaints about care • Assisting with rehabilitation exercises, basic treatment and delivering medications • Providing direct support and assistance to therapists 	

Occupation : Pastrycook	ANZSCO: 351112
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Prepare and bake bread loaves and rolls, buns, cakes, biscuits and pastry goods.</p> <ul style="list-style-type: none"> • Checking the cleanliness of equipment and operation of premises before production runs to ensure compliance with occupational health and safety regulations • Checking the quality of raw materials and weighing ingredients • Kneading, maturing, cutting, moulding, mixing and shaping dough and pastry goods • Preparing pastry fillings • Monitoring oven temperatures and product appearance to determine baking times • Coordinating the forming, loading, baking, unloading, de-panning and cooling of batches of bread, rolls and pastry products • Glazing buns and pastries, and decorating cakes with cream and icing • Operating machines which roll and mould dough and cut biscuits • Emptying, cleaning and greasing baking trays, tins and other cooking equipment 	

Occupation : Production or Plant Engineer	ANZSCO: 233513
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Plans, directs and coordinates the design, construction, modification, continued performance and maintenance of equipment and machines in industrial plants, and the management and planning of manufacturing activities.</p> <ul style="list-style-type: none"> • Studying functional statements, organisational charts and project information to determine functions and responsibilities of workers and work units and to identify areas of duplication • Establishing work measurement programs and analysing work samples to develop standards for labour utilisation • Analysing workforce utilisation, facility layout, operational data and production schedules and costs to determine optimum worker and equipment efficiencies • Designing mechanical equipment, machines, components, products for manufacture, and plant and systems for construction • Developing specifications for manufacture, and determining materials, equipment, piping, material flows, capacities and layout of plant and systems • Organising and managing project labour and the delivery of materials, plant and equipment • Establishing standards and policies for installation, modification, quality control, testing, inspection and maintenance according to engineering principles and safety regulations • Inspecting plant to ensure optimum performance is maintained • Directing the maintenance of plant buildings and equipment, and coordinating the requirements for new designs, surveys and maintenance schedules 	

Occupation : Residential Care Worker	ANZSCO: 411715
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Provides care and supervision for children or disabled persons in group housing or institutional care.</p> <ul style="list-style-type: none"> • Assessing clients' needs and planning, developing and implementing educational, training and support programs • Interviewing clients and assessing the nature and extent of difficulties • Monitoring and reporting on the progress of clients • Referring clients to agencies that can provide additional help • Assessing community need and resources for health, welfare, housing, employment, training and other facilities and services • Liaising with community groups, welfare agencies, government bodies and private businesses about community issues and promoting awareness of community resources and services • Supporting families and providing education and care for children and disabled persons in adult service units, group housing and government institutions • Supervising offenders on probation and parole • Assisting young people to solve social, emotional and financial problems • Preparing submissions for funding and resources, and reports to government bodies and other agencies 	

Occupation : Retail Supervisor	ANZSCO: 621511
Experience Required: At Least 1 years of work experience	
<p>Position Description:</p> <p>Supervises and coordinates the activities of retail sales workers.</p> <ul style="list-style-type: none"> • Ensuring that customers receive prompt service and quality goods and services • Responding to customers' inquiries and complaints about goods and services • Planning and preparing work schedules and assigning staff to specific duties • Interviewing, hiring, training, evaluating, dismissing and promoting staff, and resolving staff grievances • Instructing staff on how to handle difficult and complicated sales procedures • Examining returned goods and deciding on appropriate action • Taking inventory of goods for sale and ordering new stock • Ensuring that goods and services are correctly priced and displayed • Ensuring safety and security procedures are enforced 	

Occupation : Sand Blaster	ANZSCO: 711913
Experience Required: At Least 1 year of work experience	
<p>Position Description:</p> <p>Operates sandblasting machines to clean and grind metal products and other hard surfaces.</p> <ul style="list-style-type: none"> • Abrades surfaces of metal or hard-composition objects to remove adhering scale, sand, paint, grease, tar, rust, and dirt, and to impart specified finish, using abrasive-blasting equipment: Shovels or pours abrasives, such as sand, grit, or shot of specified grade into machine hopper • Masks specified areas of object to protect from abrading action • Loads parts on racks in enclosed rooms, into tumbling barrels, or into cabinets • Turns valves on equipment to regulate pressure and composition of abrasive mixture flowing through nozzle or into tumbling barrel • Starts equipment that directs blast or flow of abrasive-laden compressed air, gas, or liquid over surface of parts • Manually directs nozzle over surface of large parts or inserts arms through glove-fitted cabinet openings and manipulates small parts under nozzle for specified interval • May examine finished parts to ensure conformance to specifications • May be designated by type of equipment or abrasive used as Cabinet-Abrasive Sandblaster; Shotblaster 	

Occupation : Sawmill or Timber Yard Worker	ANZSCO: 839412
Experience Required: At Least 1 years of work experience	
<p>Position Description:</p> <p>Performs routine tasks in a sawmill or timber yard such as sorting and stacking timber, assisting timber machinists, assembling orders and racking offcuts.</p> <ul style="list-style-type: none"> • Rolling logs from trucks and conveyors to log decks, saw carriages and stacking bays • Placing logs and wood billets onto conveyors and lathes for processing into chips, veneers and pulp • Sorting and stacking timber during milling • Placing timber for processing by machines and unloading cut timber from tail end of machines • Assisting with setting up and operating plant and ancillary equipment used in the manufacture of sheets and boards • Transporting processed wood products, such as plywood, chipboard sheets and panels, to work areas • Clearing blockages in machines • Assisting with measuring and cutting materials • Packing and loading finished products for transportation • Cleaning work areas, tools and equipment 	

Occupation : Sonographer	ANZSCO: 251214
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Operate X-ray and other radiation producing and imaging equipment for diagnostic, monitoring and treatment purposes under the direction of Radiologists and other Medical Practitioners.</p> <ul style="list-style-type: none"> • Receiving referrals from Medical Practitioners to perform medical imaging and radiation treatment of patients • Determining the appropriate equipment to use, such as X-ray equipment, radiation scanners, fluoroscopes, ultrasound equipment, nuclear instrumentation, angiography equipment and computed tomography (CT) equipment, and selecting the appropriate equipment settings to provide the diagnostic information requested by Medical Practitioners • Calculating details of procedures such as length and intensity of exposure to radiation, size and strength of dosage of isotopes, and settings of recording equipment • Explaining procedures to patients and answering patients' inquiries about processes • Ensuring patients' welfare during procedures • Positioning patients, screens and equipment preparatory to procedures • Viewing the screen and deciding if images are satisfactory for diagnostic purposes, and selecting images to show Medical Practitioners • Conveying findings of procedures to Medical Practitioners 	

Occupation : Steel Fixer	ANZSCO: 821713
Experience Required: At Least 1 years of work experience	
<p>Position Description:</p> <p>Positions and secures steel bars and steel mesh in concrete forms to reinforce concrete structures. Registration or licensing may be required.</p> <ul style="list-style-type: none"> • Erecting lifting tackles by attaching pulleys and blocks to fixed overhead structures, and installing cables and attaching counterweights • Attaching slinging gear to hoisting equipment and objects to be moved using clamps, hooks, bolts and knots • Fitting and bolting tubes, support braces and components to form bases and build up scaffolding • Lifting and positioning sections of scaffolding • Measuring, cutting, bending and fitting welded wire mesh into concrete areas to be mesh-reinforced • Fixing mesh and reinforcing steel into position in formwork for concrete pours • Setting up winches and rigging equipment to raise and position girders, plates, columns and other steel units • Erecting guard rails, guy wires, ropes and clears, laying planks and hanging safety nets 	

Occupation : Transport Engineer	ANZSCO: 233215
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Plans and develops transport systems to improve infrastructure efficiency and the cost effectiveness of moving people and freight. Registration or licensing may be required.</p> <ul style="list-style-type: none"> • Determining construction methods, materials and quality standards, and drafting and interpreting specifications, drawings, plans, construction methods and procedures • Organising and directing site labour and the delivery of construction materials, plant and equipment, and establishing detailed programs for the coordination of site activities • Obtaining soil and rock samples at different depths across sites and testing samples to determine strength, compressibility and other factors that affect the behaviour of soil and rock when a structure is imposed and determining the safe loading for the soil • Studying architectural and engineering drawings and specifications to estimate total costs, and preparing detailed cost plans and estimates as tools to assist in budgetary control • Monitoring changes to designs, assessing effects on cost, and measuring, valuing and negotiating variations to designs • Analysing structural systems for both static and dynamic loads • Designing structures to ensure they do not collapse, bend, twist or vibrate in undesirable ways • Assessing present and future travel flow patterns taking into account population increase and needs change • Designing the physical aspects of transportation systems such as highways, railroads, urban transit, air transportation, logistical supply systems and their terminals 	

Occupation : Truck Driver (General)	ANZSCO: 733111
Experience Required: At Least 1 year of work experience	
<p>Position Description:</p> <p>Drives a heavy truck, requiring a specially endorsed class of licence, to transport bulky goods.</p> <ul style="list-style-type: none"> • Manoeuvring vehicles into position for loading and unloading • Loading and unloading vehicles using lifting and tipping devices • Observing safety requirements when loading and unloading vehicles • Making regular quality checks of vehicles to ensure they can be driven safely • Estimating weights to comply with load limitations and ensuring safe distribution of weight • Ensuring goods are stowed and securely covered to prevent loss and damage • Verifying loading documents, checking condition of goods and obtaining certification of deliveries 	

Occupation : Tyre Fitter	ANZSCO: 899415
Experience Required: At Least 1 year of work experience	
<p>Position Description:</p> <p>Fits, repairs and replaces tyres on motor vehicles.</p> <ul style="list-style-type: none"> • Removing old and damaged parts and cleaning surrounding areas on vehicles • Fitting batteries and installing accessories such as sun roofs, stereos and alarms • Removing damaged glass, trimming strips and rubber seals from window frames and mountings on motor vehicles, positioning new windscreens and glass windows on frames and attaching and sealing them • Inspecting, removing and repairing muffler mountings, and fitting new mufflers, extractors and exhaust pipes • Removing radiators from vehicles and cleaning and repairing them • Installing new or repaired radiators into vehicles and repairing and replacing other units in the cooling system such as thermostats, head gaskets and water pumps • Inspecting tyres to determine which repair action to implement and repairing punctures in tubes and tubeless tyres • Operating air driven equipment to remove and refit tyres and tubes on vehicles • Balancing wheels and tyres using static and electronic equipment 	

Occupation : Waiter	ANZSCO: 431511
Experience Required: At Least 1 year of work experience	
<p>Position Description:</p> <p>Serves food and beverages in a hotel, restaurant, club or dining establishment.</p> <ul style="list-style-type: none"> • Setting and arranging tables • Greeting customers and presenting them with menus and beverage lists • Taking orders and relaying them to kitchen and bar staff • Serving food and beverages • Opening bottles and pouring beverages • Clearing tables and returning dishes and cutlery to kitchen • Removing empty bottles and used glasses from tables, and refilling and replacing glasses • Collecting payments for sales and operating point of sales machines and cash registers • May recommend wines to complement food 	

Occupation : Waiter (Supervisor)	ANZSCO: 070499#
Experience Required: At Least 1 year of work experience	
<p>Position Description:</p> <p>Supervise the Services of food and beverages in a hotel, restaurant, club or dining establishment.</p> <ul style="list-style-type: none"> • Ensuring customers are served in a professional and timely manner in food, beverage, bottle shop and drive through areas • Supervising/coordinating/training employees of food and beverage staff for a bar or series of bars. Stock control for a bar or series of bars • Ensuring proper conduct of gaming. Exercising patron care. Balancing cash registers 	

Occupation : Welfare Worker	ANZSCO: 272613
Experience Required: At Least 5 years of work experience	
<p>Position Description:</p> <p>Assists individuals, families and groups with social, emotional or financial difficulties to improve quality of life, by educating and supporting them and working towards change in their social environment.</p> <ul style="list-style-type: none"> • Researching and analysing community issues, needs and problems • Developing, evaluating and maintaining community resources and programs • Evaluating data and writing reports such as submissions requesting funding for continuing programs and new projects • Identifying issues of local need, concerns and aspirations through community consultation • Organising local sporting, cultural and recreational events and activities such as community functions, hobby classes, community arts projects and sporting competitions • Providing support while exploring alternatives with clients who experience difficulties such as marital problems, unemployment, illness and drug abuse • Assessing risks and providing intensive short-term crisis counselling for victims of domestic violence, child abuse, disasters and other crises • Assisting to establish and administer neighbourhood houses, community groups, employment training programs and other services 	

Occupation : Youth Worker	ANZSCO: 411716
Experience Required: At Least 3 years of work experience	
<p>Position Description:</p> <p>Assists young people as individuals or groups to solve social, emotional and financial problems in an agency framework.</p> <ul style="list-style-type: none"> • Assessing clients' needs and planning, developing and implementing educational, training and support programs • Interviewing clients and assessing the nature and extent of difficulties • Monitoring and reporting on the progress of clients • Referring clients to agencies that can provide additional help • Assessing community need and resources for health, welfare, housing, employment, training and other facilities and services • Liaising with community groups, welfare agencies, government bodies and private businesses about community issues and promoting awareness of community resources and services • Supporting families and providing education and care for children and disabled persons in adult service units, group housing and government institutions • Supervising offenders on probation and parole • Assisting young people to solve social, emotional and financial problems • Preparing submissions for funding and resources, and reports to government bodies and other agencies 	

Schedule 2 Occupations: Qualification, Experience and other Concessions covered by this agreement

Approved Occupation	ANSCO Code	ANZSCO Skill level	Qualification	Substitute for Qualification	AGE Concession	TSMIT Concession	Permanent Resident Pathway	English Concession
Accommodation and Hospitality Manager nec.	141999	2	AQF Associate degree, Advanced Diploma or Diploma	At least 3 years of relevant experience	YES	Nil	YES	Nil
Aged or Disabled Carer	423111	4	AQF Certificate II or III or At least 1 year of relevant experience		YES	Nil	YES	Nil
Backhoe Operator	721212	4	AQF Certificate II or III	At least 1 year of relevant experience	YES	Nil	YES	Nil
Baker	351111	3	AQF Certificate III including 2 years on the job training or AQF Certificate IV	At least 3 years of relevant experience	YES	Nil	YES	Nil
Bar Attendant (Supervisor)	070499#	4	-	At least 1 year of relevant experience	YES	Nil	YES	Nil
Café or Restaurant Manager	141111	2	AQF Associate degree, Advanced Diploma or Diploma	At least 3 years of relevant experience	YES	Nil	YES	Nil
Child Care Worker	421111	3	AQF Certificate III including 2 years of on the job training or AQF Certificate IV or at least three years of relevant experience		YES	Nil	YES	Nil
Civil Engineer	233211	1	AQF Bachelor degree or Higher		YES	Nil	YES	Nil

Community Worker	411711	2	AQF Associate degree, Advanced Diploma or Diploma	At least 3 years of relevant experience	YES	Nil	YES	Nil
Concreter	821211	5	AQF Certificate I or compulsory secondary education		YES	Nil	YES	Nil
Construction Project Manager	133111	1	AQF Bachelor degree or Higher	At least 5 years of relevant experience	YES	Nil	YES	Nil
Cook	351411	3	AQF Certificate III including 2 years on the job training or AQF Certificate IV		YES	Nil	YES	Nil
Dairy Product Maker	831114	5	AQF Certificate I or compulsory secondary education		YES	Nil	YES	Nil
Disabilities Services Officer	411712	2	AQF Associate degree, Advanced Diploma or Diploma	At least 3 years of relevant experience	YES	Nil	YES	Nil
Driller	712211	4	AQF Certificate II or III or at least 1 year relevant experience		YES	Nil	YES	Nil
Earthmoving Plant Operator	721211	4	AQF Certificate II or III	At least 1 year of relevant experience	YES	Nil	YES	Nil
Enrolled Nurse	411411	2	AQF Associate degree, Advanced Diploma or Diploma	At least 3 years of relevant experience	YES	Nil	YES	Nil
Excavator Operator	721214	4	AQF Certificate II or III	At least 1 year of relevant experience	YES	Nil	YES	Nil
Family Support Worker	411713	2	AQF Associate degree, Advanced Diploma or Diploma	At least 3 years of relevant experience	YES	Nil	YES	Nil

General Practitioner	411411	1	AQF Bachelor degree or Higher and at least one year hospital based training		YES	Nil	YES	Nil
Hospitality Workers nec.	431999	5	AQF Certificate I or compulsory secondary education		YES	Nil	YES	Nil
Hospitality, Retail and Service Manager nec.	149999	2	AQF Associate degree, Advanced Diploma or Diploma	At least 3 years of relevant experience	YES	Nil	YES	Nil
Hotel or Motel Manager	141311	2	AQF Associate degree, Advanced Diploma or Diploma	At least 3 years of relevant experience	YES	Nil	YES	Nil
Hotel Service Manager	431411	3	AQF Certificate III including 2 years of on the job training or AQF Certificate IV or at least three years of relevant experience		YES	Nil	YES	Nil
ICT project Manager	135112	1	AQF Bachelor degree or Higher	At least 5 years of relevant experience	YES	Nil	YES	Nil
Loader Operator	721216	4	AQF Certificate II or III	At least 1 year of relevant experience	YES	Nil	YES	Nil
Logging plant Operator	721112	4	AQF Certificate II or III	At least 1 year of relevant experience	YES	Nil	YES	Nil
Nursing Support Worker	423312	4	AQF Certificate II or III or at least one year of relevant experience		YES	Nil	YES	Nil
Pastrycook	351112	3	AQF Certificate II including at least two years of on the job training or AQF certificate IV	At least 3 years of relevant experience	YES	Nil	YES	Nil
Production or Plant Engineer	233513	1	AQF Bachelor degree or Higher		YES	Nil	YES	Nil

Residential Care Worker	411715	2	AQF Associate Degree, Advanced diploma or diploma	At least 3 years of relevant experience	YES	Nil	YES	Nil
Retail Supervisor	621511	4	AQF Certificate II or III	At least 1 year of relevant experience	YES	Nil	YES	Nil
Sand Blaster	711913	4	AQF Certificate II or III	At least 1 year of relevant experience	YES	Nil	YES	Nil
Sawmill or Timber Yard Worker	839412	5	AQF Certificate I or compulsory secondary education		YES	Nil	YES	Nil
Sonographer	251215	1	AQF Bachelor degree or Higher		YES	Nil	YES	Nil
Steel Fixer	821713	4	AQF Certificate II or III or at least one year of relevant experience		YES	Nil	YES	Nil
Transport Engineer	233215	1	AQF Bachelor degree or Higher		YES	Nil	YES	Nil
Truck Driver (General)	733111	4	AQF Certificate II or III	At least 1 year of relevant experience	YES	Nil	YES	Nil
Tyre Fitter	899415	4	AQF Certificate II or III	At least 1 year of relevant experience	YES	Nil	YES	Nil
Waiter	431511	4	AQF Certificate II or III	At least 1 year of relevant experience	YES	Nil	YES	Nil
Waiter (Supervisor)	070499#	4	-	At least 1 year of relevant experience	YES	Nil	YES	Nil
Welfare Worker	272613	1	AQF Bachelor degree or higher	At least 5 years of relevant experience	YES	Nil	YES	Nil
Youth Worker	411716	2	AQF Associate degree, Advanced Diploma or Diploma	At least 3 years of relevant experience	YES	Nil	YES	Nil

APPENDICIES

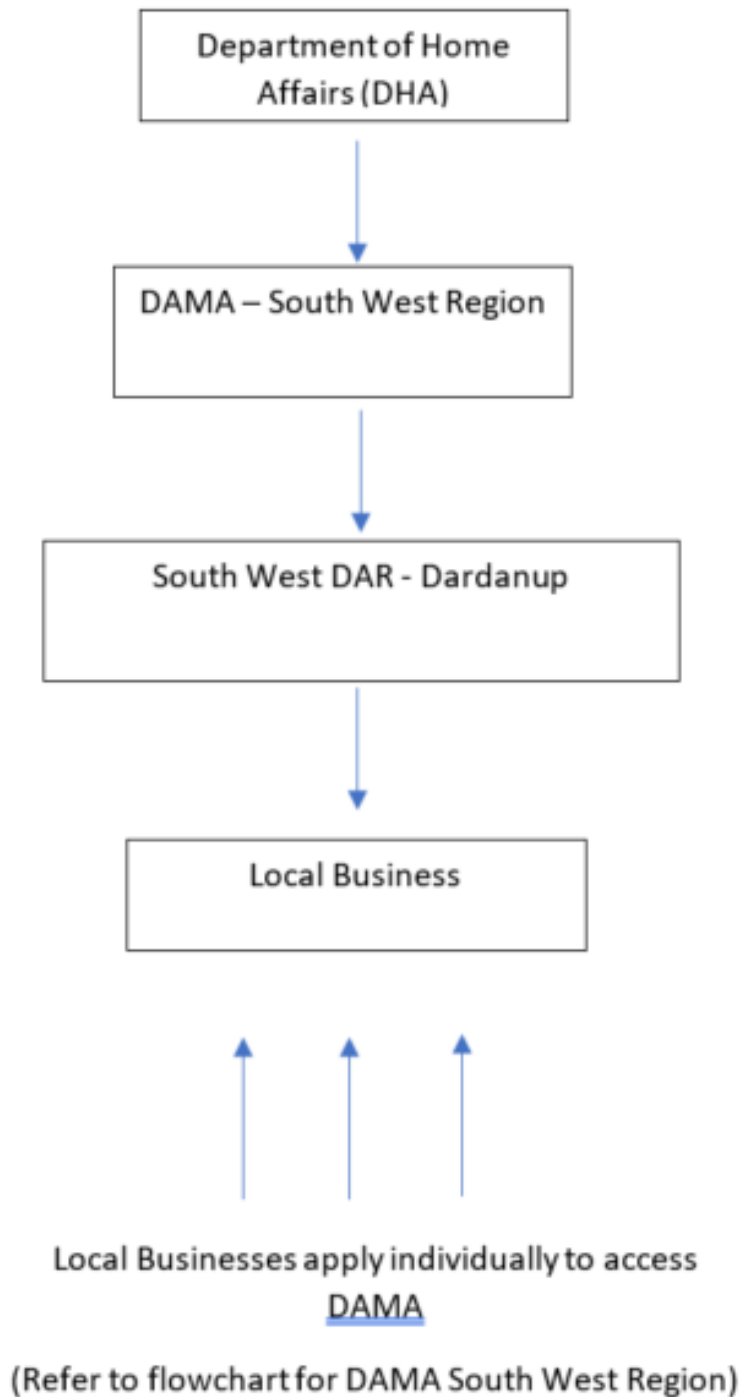
Appendix 1: List of Postcode covered by DAMA

Below represents the participating shires for the South West DAMA and their postcodes.

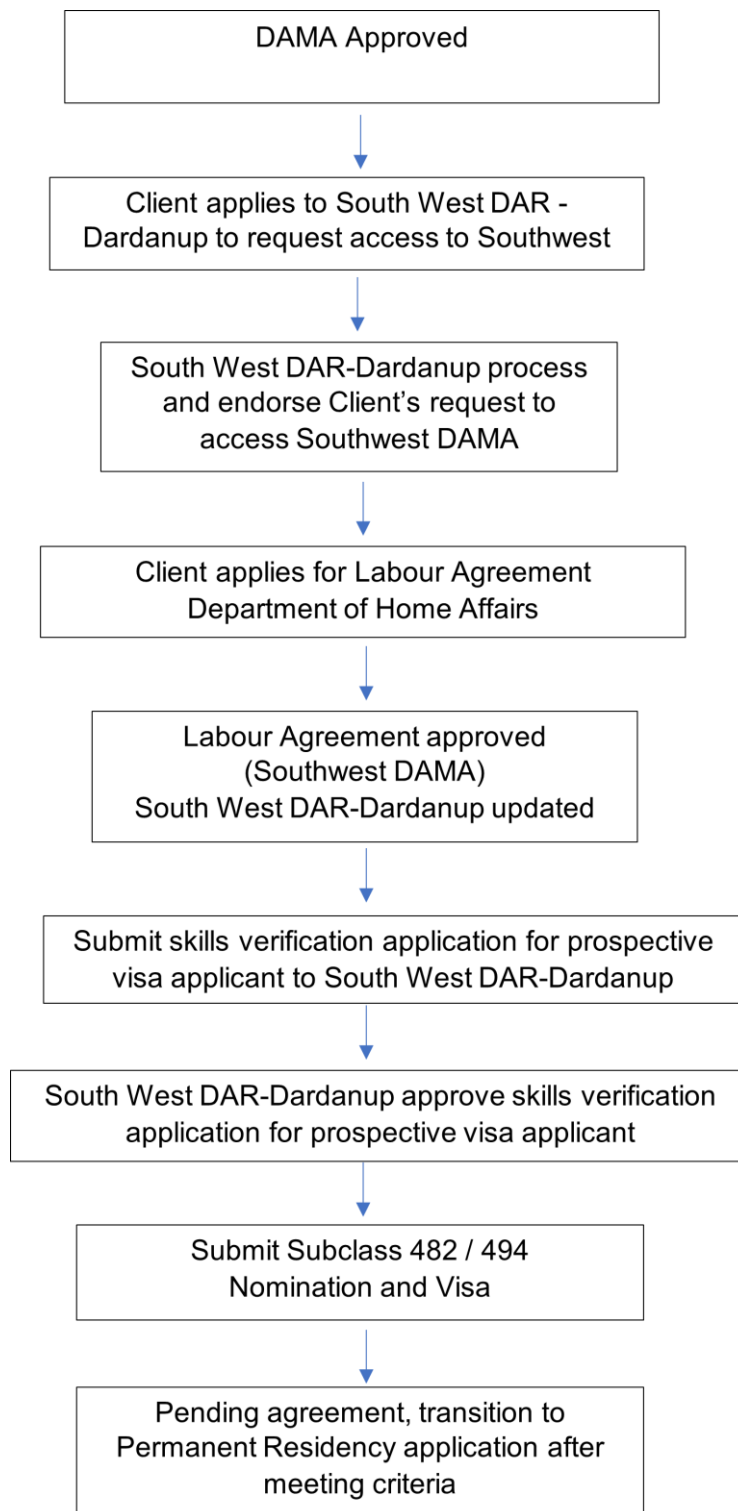
Region	Postcode
Augusta-Margaret River	6285, 6290, 6284, 6288, 6286
Bunbury	6230
Busselton	6280, 6282, 6281, 6275
Boyup Brook	6244
Bridgetown-Greenbushes	6255
Capel	6271
Collie	6225
Dardanup	6236
Donnybrook-Balingup	6239
Harvey	6220, 6233, 6218, 6224, 6221, 6226, 6223
Manjimup	6258
Nannup	6275

Appendix 2: DAMA Governance Structure

Access to DAMA flow chart:



Flowchart for DAMA South West Region



Appendix 3: Sample DAMA endorsement application form and document checklist

Endorsement Form

Form - Request for endorsement to access a labour agreement under the South West DAMA

Is your business actively operating for at least 12 months, and financially viable?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Is your business located within the approved South-West region?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Is the position you seek to fill listed in the current South West DAMA occupation list?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Have you read and understood the <i>Employer's Guide to Accessing a Labour Agreement under the South West DAMA</i> ?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Have your business actively sought out (advertised) to recruit an Australian worker in the last 4 months for the vacant position(s)? i.e. the vacant job(s) is advertised in 3 different platforms and one must be advertised on Job Active website.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Do you understand that a positive DAR endorsement does not guarantee approval by the Department of Home Affairs at the DAMA Labour Agreement Request stage?	Yes <input type="checkbox"/> No <input type="checkbox"/>

You must answer all “yes” to the above to proceed with your endorsement to access a labour agreement under the South-West DAMA application:

Part 1 - Your details (Business Sponsor)

Registered Business Name	Click here to enter text	
Trading name (if different)	Click here to enter text	
Australian Business Number (ABN)	Click here to enter text	
Australian Company Number (ACN), (ARBN) or partnership number	Click here to enter text	
Website	Click here to enter text	
Type of entity	Company	Yes <input type="checkbox"/> No <input type="checkbox"/>
	Sole trader	Yes <input type="checkbox"/> No <input type="checkbox"/>
	Partnership	Yes <input type="checkbox"/> No <input type="checkbox"/>
	Trust	Yes <input type="checkbox"/> No <input type="checkbox"/>
	Other (please specify)	Click here to enter text
Business address of Head Office – if applicable	Click here to enter text	

Contact Address South West Region (all South West locations – if applicable)	Address 1 Click here to enter text	
	Address 2 (if applicable) Click here to enter text	
	Address 3 (if applicable) Click here to enter text	
Postal address	Click here to enter text	
Contact person in business	Click here to enter text	
Contact person's email	Click here to enter text	
Contact person's telephone number(s)	Phone	Click here to enter text
	Mobile	Click here to enter text
	Other (if applicable)	Click here to enter text
If a company, name of each director	Click here to enter text	
Name of trust/ trustee (if applicable)	Click here to enter text	
Nature of employer's operations (e.g. hospitality, construction, retail, mining)	Click here to enter text	
How many people do you currently employ	Click here to enter text	
Any redundancies or retrenchments occurred in the last 6 months	Click here to enter text	
Period of time you have been operating in the South-West Region	Click here to enter text	
Do you already hold a Subclass 457 or Subclass 482 Standard Business Sponsorship approval?	Yes <input type="checkbox"/> No <input type="checkbox"/>	

Part 2 - Financial Business Information

Annual turnover for most recent full financial year	Click here to enter text
Will your business be paying the salary of all temporary business entrants sponsored?	Yes <input type="checkbox"/> No <input type="checkbox"/> If you answered no , please provide details: Click here to enter text
Is there any " adverse information " about the business background of your business or any person "associated with" the businesses?	Yes <input type="checkbox"/> No <input type="checkbox"/> If you answered yes , please provide details: Click here to enter text

Part 3 - Representative Contact Details

You must complete this section, if a Migration Agent in preparing this request has assisted you, otherwise leave blank.

Name of registered migration agent	Click here to enter text
Migration agency name	Click here to enter text
Migration agent registration number (MARN)	Click here to enter text
Address	Click here to enter text
Telephone	Click here to enter text
Mobile	Click here to enter text
Facsimile number	Click here to enter text
Email	Click here to enter text
Is supporting document – Department of Immigration’s Form 956 attached to the application	Yes <input type="checkbox"/> No <input type="checkbox"/>

Part 4 - Occupations, Numbers and Concessions

How many overseas workers does the business intend to sponsor under the DAMA in the next 12 months and what roles they would work in?

Please list Occupation, ANZSCO code, maximum number of nominations in Year 1, concession to ANZSCO tasks if applicable, concession to [TSMIT](#) sought, concession to English sought.

Temporary Skill Shortage (TSS) (Subclass 482 labour agreement stream)						
Occupation	ANZSCO code	Maximum number of nominations in the next 12 months	Concession to ANZSCO tasks, if applicable	Concession to TSMIT sought No. Type 1 or 2	Concession to English proficiency, if applicable	Estimated Annual Salary
				N/A	N/A	
				N/A	N/A	
				N/A	N/A	
				N/A	N/A	
				N/A	N/A	
				N/A	N/A	

Employer (ENS) (Subclass 186 labour agreement stream)						
Occupation	ANZSCO code	Maximum number of nominations in the next 12 months	Concession to ANZSCO tasks, if applicable	Concession to TSMIT sought No. Type 1 or 2	Concession to English proficiency, if applicable	Estimated Annual Salary
				N/A	N/A	
				N/A	N/A	
				N/A	N/A	
				N/A	N/A	
				N/A	N/A	
				N/A	N/A	

Note: the endorsement to access the South-West DAMA is for up to five years, however the endorsement of occupations and numbers of positions to be filled is valid for one year. Businesses seeking to access more overseas workers will need to apply to the South-West DAR, Dardanup for endorsement of occupation(s) and the number of vacant positions each year.

Part 5 - Conditions of Endorsement and Other Matters

- 5.1 You understand that it is a criminal offence in Western Australia (including the South-West Region region) to make a false or misleading statement to an official document.
- 5.2 You understand and accept that any endorsement by the South West Dardanup Designated Area Representative (Dardanup DAR) is only an endorsement to make a request to Home Affairs for a Labour Agreement under the DAMA and is not an endorsement by the South West DAR- Dardanup of you or any business or activity you carry on in any other respect, or of the individuals you apply to sponsor on a Subclass 482 and 186 visas under a Labour Agreement.
- 5.3 You understand and accept that endorsement by the South West DAR, Dardanup is discretionary and may be revoked in the event that the South West DAR, Dardanup (in its absolute discretion) is no longer satisfied that you should be able to access overseas workers under the South West DAMA.
- 5.4 Revocation of endorsement will be notified to Home Affairs and you accept that the South West DAR - Dardanup will not be liable to compensate you for any costs, loss or damage that may arise from such revocation.
- 5.5 You warrant that the information referred to in this request and any attachments:
- (a) is true and correct, and
 - (b) is complete and is not misleading in any respect, and
 - (c) you acknowledge that this information has been relied on by the South West DAR - Dardanup in considering this request.
- 5.6 Where a migration agent has been appointed to assist and represent the business, you acknowledge that the application, including supporting documents have been provided with your full knowledge and consent. The employer seeking the endorsement should still signed this form.
- 5.7 You will notify the South West DAR, Dardanup as soon as you become aware that any information or documents provided with this request have changed or are no longer true and correct. You acknowledge that this obligation applies until the expiry of any Labour Agreement entered into by you under the DAMA.
- 5.8 This request and any endorsement does not:
- (a) constitute a partnership or joint venture between the parties; or
 - (b) except as expressly provided, make a party an agent of another party for any purpose.

- 5.9 If the South West DAR, Dardanup must fulfil an obligation to Home Affairs and the South West DAR, Dardanup is dependent on you to be able to do so, then you must do each thing reasonably within your power to assist the South West DAR ,Dardanup in the performance of that obligation.
- 5.10 If the employer is constituted by more than one legal entity (such as a partnership or an unincorporated association), each of those legal entities will be jointly and severally liable for the performance of any conditions arising as a result of the endorsement.
- 5.11 You agree to provide any and all information required by the South West DAR, Dardanup to fulfil its obligations under the DAMA (including but not limited to, any updated information regarding the business, its workforce and evidence of its ongoing compliance with the obligations under the Labour Agreement) within 28 days of such a request being made.
- 5.12 You acknowledge that the South West DAR, Dardanup may be required, from time to time, to provide information that you have included in this request, in part or entirety, to Home Affairs and you consent to this disclosure of information.
- 5.13 You acknowledge that you have read and understood the attached information referred to in this document, and have sought independent advice regarding the contents and your ability to meet the requirements of the Labour Agreement.
- 5.14 You acknowledge that you have not relied on any statement or representation (express or implied) made or advice given by or on behalf of the South West DAR, Dardanup in entering into the Labour Agreement or taking or failing to take any action in connection with the Labour Agreement.
- 5.15 You understand and accept that the South West DAR, Dardanup (i.e.Shire of Dardanup) has no liability to you for any costs, loss or damage incurred or suffered by you directly or indirectly arising from or in connection with:
- (a) your request for or entry into a Labour Agreement; or
 - (b) anything done by you, or on your behalf, relating to the entry into or the performance of the Labour Agreement; or
 - (c) anything done to you relating to the entry into or the performance of the Labour Agreement or work performed by employees employed following entry into the Labour Agreement.
- 5.16 You understand that the South West DAR, Dardanup will manage the endorsement applications in a form of quota ensuring that all skills and roles can be fulfilled.

- 5.17 You understand that it is essential that suitable housing accommodation is readily available for the overseas worker before they commence employment.
- You are responsible for providing satisfactory evidence that accommodation options are available within reasonable proximity to the locality of their work site.
- This does not include emergency housing or very short-term housing options.
- 5.18 You undertake to provide the overseas worker with a settlement information kit available from the South West DAR, Dardanup:
- (a) Prior to you engaging them, or
 - (b) If they are already working for you, prior to them lodging their Subclass 482 (TSS) visa or Subclass 186 (ENS) visa application, unless they have been living and working in the WA South West region for at least 12 months to them lodging their visa application.
- 5.19 You agree to provide the outcome or results (approved or rejected) of your labour agreement with Home Affairs to the South West DAR, Dardanup in writing within 28 days.

Part 6 - Western Australia Privacy Policy

In accordance with the Australian Privacy Principles (APPs) under the *Privacy Act 1988 (Cth)* (*Privacy Act*):

- 6.1 You acknowledge on behalf of your business described in clause 1 of this application (Business) that the collection of the personal information contained in this application is necessary for the functions and activities of the Dardanup Designated Area Representative (South-West DAR, Dardanup);
- 6.2 You acknowledge on behalf of your Business that the Business is entitled to have reasonable access to the personal information contained in this application after it has been lodged with South-West DAR, Dardanup but that South-West DAR, Dardanup shall always be entitled to keep the documents provided;
- 6.3 You acknowledge on behalf of your Business that South-West DAR, Dardanup is collecting the personal information in the business' application for the following purposes:
 - (a) considering the merits of the application;
 - (b) verifying the accuracy of the contents of the application (including through contacting third parties regarding the application);
 - (c) complying with relevant reporting requirements;
 - (d) compiling statistics (or engaging a third party to compile such statistics);
 - (e) participating in South-West DAR, Dardanup and the wider South West region surveys; and
 - (f) complying with its obligations to any other Commonwealth or Local government agency.
- 6.4 In carrying out this purpose you acknowledge and agree on behalf of your Business that South-West DAR, Dardanup may disclose the personal information (including sensitive personal information if any) in the Business' application to:
 - (a) governmental agencies within the South West' Local Government DAMA holder (i.e. approved 12 shires of South West);
 - (b) Commonwealth Government agencies; and
 - (c) any other person that referred to in your application (**Third Parties**).
- 6.5 You acknowledge on behalf of your business that if you do not sign this application or if your Business does not provide the required personal information in its application, South-West DAR, Dardanup may reject the application.
- 6.6 On behalf of the Business, you authorise the South-West DAR, Dardanup to:
 - (a) use the information provided within the application to make necessary inquiries with Third Parties to verify claims provided in the application;
 - (b) provide the application, including supporting documentation to the Third Parties for further consideration;
 - (c) retain the application and supporting documents as per Local Government policies and standards; and
 - (d) utilise the information provided for data collection and reporting purposes.

Part 7 – Designated Area Migration Agreement (DAMA)

Request for Endorsement Application Declaration

I declare that:

- 7.1 I have read and understood the information provided to me in support of this application, including the Terms and Conditions and Privacy Statement.
- 7.2 I am aware of and capable of meeting the relevant requirements and obligations under Migration Legislation.
- 7.3 My business is financially viable and has been lawfully operating in the designated area for at least 12 months.
- 7.4 I have genuinely sought to recruit Australian citizens or permanent residents to fill the positions locally.
- 7.5 I am looking to employ overseas workers to fill genuine full-time positions located in the designated area with duties that align with occupations on the approved list of occupations.
- 7.6 I will provide all relevant details to the Designated Area Representative (DAR) if my business has had any redundancies or retrenchments during the last six months.
- 7.7 I will provide terms and conditions of employment to overseas workers that are in accordance with those offered to Australian workers employed in the region undertaking equivalent work.
- 7.8 I will abide by all relevant State/Territory and Commonwealth laws. I understand there are civil and criminal penalties for individuals and businesses breaching certain laws.
- 7.9 I have provided details of any adverse information, including prior instances of non-compliance with State/Territory and Commonwealth laws that may affect the assessment of my suitability to be a sponsor.
- 7.10 I will provide all relevant documentation in support of my request for endorsement to the Department of Home Affairs.
- 7.11 I authorise the DAR and Department of Home Affairs to make enquiries as necessary to verify the information provided.
- 7.12 I understand that any false or misleading information provided by me may lead to revocation of endorsement by the DAR and the Department of Home Affairs will be notified.

7.13 I understand that a positive DAR endorsement does not guarantee approval by the Department of Home Affairs at any stage.

I declare that the information I have provided in all of the above (i.e. Part 5, 6 and 7) in this document is, to the best of my knowledge, true and accurate and I am aware of the penalties for providing misleading or false information to the Commonwealth.

I declare and understand that a positive DAR endorsement by the Shire of Dardanup does not guarantee approval by the Department of Home Affairs at any stage of the DAMA.

Signing Page for endorsement to access labour agreement under the South West Designated Area Migration Agreement

.....
Print name [Sponsor] Position [Sponsor] [Signature] Date of signing

.....
Organisation/Business name [Sponsor]

.....
Print name [Witness] Position [Witness] [Signature] Date of signing

.....
Print name [MARN] Position [MARN No.] [Signature] Date of signing

DO NOT COMPLETE THIS PART

Approved - Yes No

Signed, sealed and delivered for and on behalf of **the South West Designated Area Representative** by **Mark Chester, Chief Executive Officer of the Shire of Dardanup**

.....
[signature] Date of signing

Part 8 – South West DAMA Processing Fee (Non-refundable)

The below form must be completed by the Employer before we can raise an invoice. An invoice will be sent to you within 2 business days. Please note the processing fee is non-refundable. Once we received a payment receipt from you, we will process your application within 15 business days.

Full Name (Debtor)	Click here to enter text		
Contact Name	Click here to enter text		
Company Name	Click here to enter text		
Invoice Address	Click here to enter text		
Email Address	Click here to enter text		
Phone no.	Click here to enter number	Mobile no.	Click here to enter number
Business Reference	Click here to enter text		

South West DAMA Processing Fee Cost – \$250 per nomination

The [Click here to enter business name](#) would like the South West DAR, Dardanup to endorse [Click here to enter number](#) TSS/ENS nomination(s) and agreed to pay [Click here to enter amount \\$ \(i.e., no. of nomination/s x \\$250\)](#).

.....

Print name [Sponsor] Position [Sponsor] [Signature] Date of signing

For information on the fees and charges for visas go to the Australian Government's [Department of Home Affairs website](#). To learn about the cost of sponsoring and SAF levy, please click [here](#).

The Shire of Dardanup holds no responsibility or liability for any outcome beyond the DAR endorsement stage. By signing this form, you acknowledge this.

Document Checklist:

Item	Description
1.	Request for endorsement under the South West DAMA Endorsement form
2.	Form 956 (if a registered migration agent is assisting this application)
3.	Business registration documents: <ul style="list-style-type: none"> a. business registration and if any business name changes registrations. b. ASIC c. ABN, ACN d. trust deed (if applicable)
4.	Business profile, may include: <ul style="list-style-type: none"> a. website extracts b. promotional material
5.	Evidence of the business is operating in the South West Region of Western Australia. May include: <ul style="list-style-type: none"> a. lease agreement b. contracts and invoices from suppliers / customers c. letter from accountant stating 12 months operation, net assets, profit / loss and turnover. d. business capability statement / promotional material referencing NT operation.
6.	Job descriptions for each requested position
7.	Organisation chart less than six months old, requested positions must be displayed.

8.	Financial statement for the financial year and business activity statement for the last 12 months immediately preceding application
9.	Statutory declaration about adverse information, attach evidence of outcome (if any) For more information on adverse information go to the Department of Home Affairs website
10.	<p>Summary of domestic recruitment efforts form for each requested position</p> <ul style="list-style-type: none"> a. copies of at least two job advertisements in a reputable website / newspaper / industry website (not general classifieds) with national reach b. invoices received by recruitment agencies (if used) c. evidence to prove the nominated positions have been advertised for 28 consecutive days. For example, screenshots from the start and end of advertising, receipts showing duration. Please note that the Department of Home Affairs requires that advertising must have been completed during the four months prior to submitting a nomination. Nomination occurs well after Dardanup Government endorsement so evidence supplied to Dardanup Government should show very recent advertising. <p>Evidence must be compliant with current Department of Home Affairs labour market testing requirements, for more information on labour market testing requirements go to the Department of Home Affairs website</p>
11.	Statement on why the business is not using the standard 482 and the impact of negative result (if the business is not endorsed to access the South West DAMA)
12.	<p>Evidence to prove the nominee receives terms and conditions no less favorable than those provided to an Australian citizen or permanent resident:</p> <ul style="list-style-type: none"> a. employment contract for a current or former Australian or Australian permanent resident employee in the same level position b. recent payslips for a current or former Australian or Australian permanent resident employee in the same level position or c. any other evidence of market salary levels for the position <p>Please provide this evidence for each requested position</p>
13.	<ul style="list-style-type: none"> a. Employment contract outlining terms and conditions clearly, including a breakdown of the salary, superannuation and any non-monetary components. b. relevant enterprise agreement / award for the position (if applicable) c. pay slips - if an intended nominee is already employed in the position. <p>Please provide above evidence for each requested position</p>

Appendix 5: Short Skill Shortage Survey and Summary report

Response ID	Response started	Response completed	IP address	My business is suffering financially because of the shortage of skills.	The occupations where shortages are critical and impacting the business are _____: (Examples below. Please add any other relevant occupations.)	Does your business employ, or intend to employ, apprentices or trainees?	Have you employed working holiday makers in the past 12 months?	Do you intend to employ highly skilled employees on the temporary skills shortage visa (subclass 482)?	How often do you have staff turnover in the critical skills area?	Any additional comments?
jkB3keOb	Jan 22, 2021 08:53:33 AM	Jan 22, 2021 08:55:27 AM	110.141.204.35	Yes	Other (Please specify) - Wait staff	Yes	Yes	No	4	Securing sufficient front of house staff is major challenge ongoing. We have people applying for work but need to do their 6th months rural work. Would be keen to see if the government would consider a change to consider rural hospitality as rural work.
ufB3qHuK	Jan 22, 2021 09:24:38 AM	Jan 22, 2021 09:26:09 AM	203.59.235.194	No	Chef, Other (Please specify) - cleaners (commercial, residential), wait staff, retail in tourism, cellar door	No	No	No	2	

5YzVzcdo	Jan 22, 2021 09:26:15 AM	Jan 22, 2021 09:41:01 AM	58.171.53.29	Yes	Chef,Cook,Restaurant Manager, Other (Please specify) - All hospitality staff, front of house and back of house. these jobs aren't necessarily "skilled" but are vital to the hospitality industry	Yes	Yes	Yes	4	The hospitality industry has a huge shortage of staff over the whole industry.. its a shame this is so focused on "skilled" workers as the chefs can't get food to the table without a wait person.. the whole southwest is struggling and have a shortage of unskilled staff to support the skilled staff. thanks you for the opportunity to comment on this situation, I'm not sure if anyone is aware of the dramatic housing shortage in the southwest preventing any new staff from acquiring accommodation in the area. this is a huge part of the big problem.
ZTzJAKt9	Jan 22, 2021 09:29:25 AM	Jan 22, 2021 09:30:51 AM	106.68.114.121	No	Chef, Cook	Yes	Yes	Yes	3	
XWRMSi27	Jan 22, 2021 05:37:26 PM	Jan 22, 2021 05:40:30 PM	1.127.111.147	Yes	Chef,Cook,Restaurant Manager,Other (Please specify) - Housekeeping Superivsors, Fine Dining Waiters	Yes	Yes	Yes	5	Labour shortages are the worst we have experienced in over 15 years are at a critical level and are significantly impacting on trading levels.
VpRPL1TE	Jan 27, 2021 11:10:46 AM	Jan 27, 2021 11:11:43 AM	58.171.33.8	Yes	Other (Please specify) - Viticulture (Wine)	No	Yes	No	5	
ZTCCmwiV	Jan 28, 2021	Jan 28, 2021	120.149.115.142	Yes	Other (Please specify) - Cleaners	No	Yes	No	5	

	12:32:24 PM	12:33:41 PM								
D2z6eaEA	Jan 29, 2021 11:40:00 AM	Jan 29, 2021 11:43:17 AM	165.228.89.171	Yes	Other (Please specify) - Grape Picking	Yes	Yes	Yes	5	We look forward to attending the Workshop on 4/2/2021.
hIBUrmJK	Feb 02, 2021 04:33:35 PM	Feb 02, 2021 04:42:50 PM	60.231.61.13	No	Other (Please specify) - Kitchen Hands, Cellar Door Staff, Restaurant Staff	No	Yes	Yes	4	
bZCsdqap	Feb 02, 2021 04:34:34 PM	Feb 02, 2021 04:36:53 PM	106.68.115.142	No		No	No	No	1	I am visiting as Migration Agent, however I also manage a restaurant which does suffer from skill shortages of chefs and restaurant managers/waitstaff
drB3cPAat	Feb 02, 2021 04:39:05 PM	Feb 02, 2021 04:43:07 PM	59.100.129.30	Yes	Chef, Other (Please specify) - F&B Attendant, Room Attendant, F&B Supervisor, Kitchen Steqward, Assistant F&B Manager, Maintenance Officer	Yes	Yes	Yes	5	
SjChbGPJ	Feb 02, 2021 04:46:37 PM	Feb 02, 2021 04:49:07 PM	103.13.84.241	Yes	Chef, Restaurant Manager	Yes	Yes	Yes	2	I have sponsored many visa workers over the last decade and currently have 2 about to finish contracts and move to PR plus 5 others at various stages on various visas including on bridging pending appeals.
swz0MotW	Feb 02, 2021 04:48:16 PM	Feb 02, 2021 04:50:19 PM	120.149.101.47	No	Chef, Cook, Restaurant Manager, Other (Please specify) - Agricultural industry - wine industry, farming etc	No	No	No	1	
48Csjx9R	Feb 02, 2021	Feb 02, 2021	58.160.102.210	Yes	Chef	Yes	No	No	3	

	06:59:57 PM	07:00:32 PM								
mRB3Z9k H	Feb 03, 2021 06:46:41 AM	Feb 03, 2021 06:48:00 AM	1.159.136.116	Yes	Other (Please specify) - Viticulture	No	Yes	No	3	
VLCCmSM j	Feb 03, 2021 08:01:58 AM	Feb 03, 2021 08:04:28 AM	144.130.110.12 6	No	Other (Please specify) - grape pickers, pruners		Yes	No	2	
iaRqUg8c	Feb 03, 2021 08:27:44 AM	Feb 03, 2021 08:28:26 AM	180.222.166.20 9	Yes	Chef,Cook,Other (Please specify) - Waitstaff	Yes	Yes	Yes	3	
BHRnKYp H	Feb 03, 2021 08:54:47 AM	Feb 03, 2021 08:56:28 AM	110.146.130.3	Yes	Other (Please specify) - Front of house wait staff & cellar door	Yes	Yes	No	3	
PgBUpZQ v	Feb 03, 2021 10:01:36 AM	Feb 03, 2021 10:08:24 AM	111.220.74.105	No	Chef,Cook,Other (Please specify) - Wait and bar staff	Yes	Yes	Yes	3	

Summary report:

My business is suffering financially because of the shortage of skills.		
	Response Percent	Response Count
Yes	63.16%	12
No	36.84%	7

Have you employed working holiday makers in the past 12 months?		
	Response Percent	Response Count
Yes	78.95%	15
No	21.05%	4

The occupations where shortages are critical and impacting the business are _____: (Examples below. Please add any other relevant occupations.)		
	Response Percent	Response Count
Chef	55.56%	10
Cook	33.33%	6
Restaurant Manager	22.22%	4
Accommodations Manager	0.00%	0
Other (Please specify)	83.33%	15

Do you intend to employ highly skilled employees on the temporary skills shortage visa (subclass 482)?		
	Response Percent	Response Count
Yes	47.37%	9
No	52.63%	10

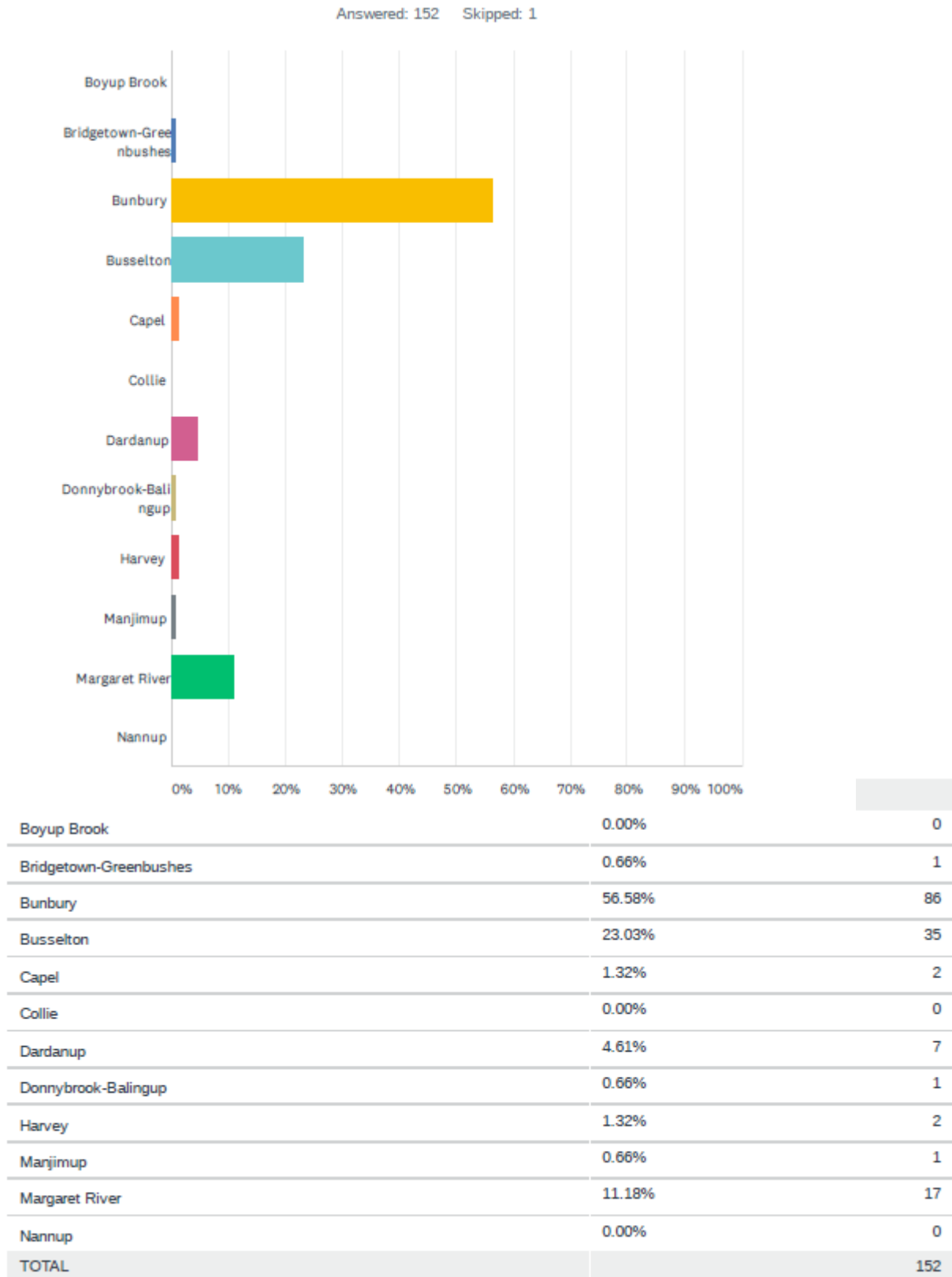
Does your business employ, or intend to employ, apprentices or trainees?		
	Response Percent	Response Count
Yes	61.11%	11
No	38.89%	7

How often do you have staff turnover in the critical skills area?		
	Response Percent	Response Count
1	10.53%	2
2	15.79%	3
3	31.58%	6
4	15.79%	3
5	26.32%	5

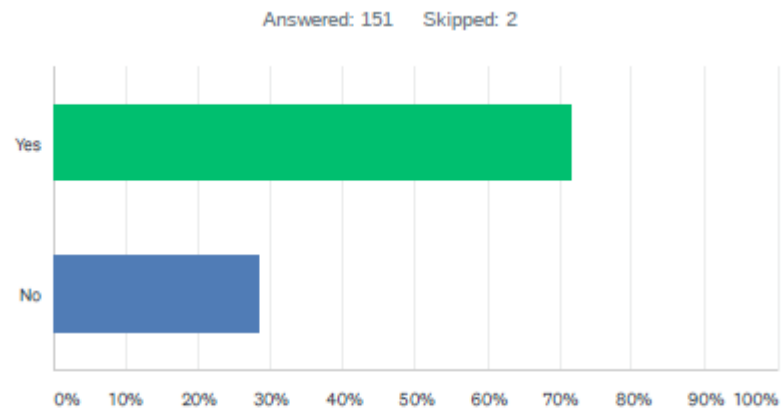
Any additional comments?		
6 Responses		

Appendix 6: BGCCI South West Region skill shortages survey and summary report

Q1 Please indicate which Local Government Area your business is located in.

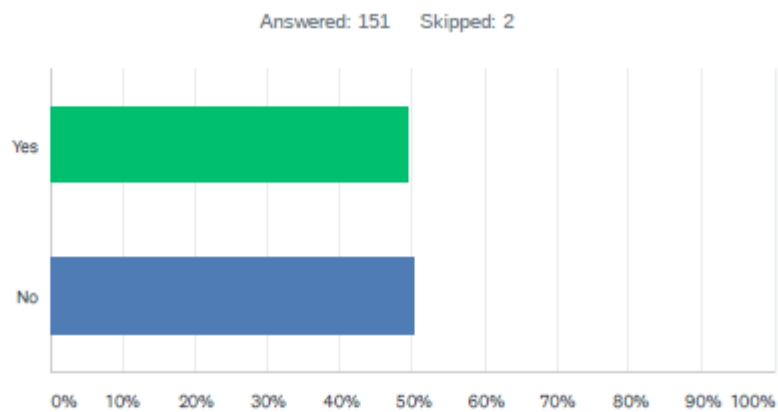


Q2 As a business, do you struggle to attract workers with the specific skills and qualifications you need?



ANSWER CHOICES	RESPONSES	
Yes	71.52%	108
No	28.48%	43
TOTAL		151

Q3 As a business, do you struggle to retain workers with the specific skills and qualifications you need?



ANSWER CHOICES	RESPONSES	
Yes	49.67%	75
No	50.33%	76
TOTAL		151

Q4 If yes to either of the above questions, what are the specific challenges that you find impacting your business?

Answered: 113
Skipped: 40

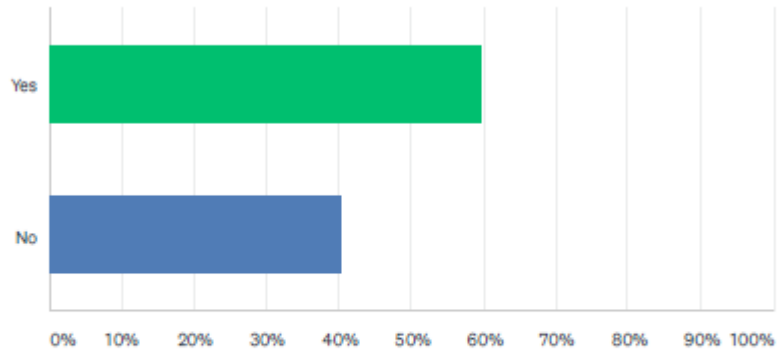
#	RESPONSES	DATE
1	No one available to do basic jobs such as cleaning	4/19/2021 2:27 PM
2	sourcing skills in the trade and technical area	4/19/2021 1:31 PM
3	Quite a unique field, and those that are trained are attracted to the bigger cities	4/19/2021 11:37 AM
4	Finding experienced/motivated people when positions arise	4/19/2021 11:14 AM
5	Reliable skilled tradesmen	4/19/2021 10:46 AM
6	Lack of qualified chefs. No seasonal back packers to get us through the season	4/19/2021 10:37 AM
7	Difficulty in acquiring MC drivers as a lot of them chase the FIFO jobs which is perceived as better paying.	4/19/2021 10:17 AM
8	no qualified staff applying	4/19/2021 8:54 AM
9	Retain skilled professional staff	4/19/2021 8:44 AM
10	Getting workers to start	4/18/2021 8:07 PM
11	accommodation, finding skilled and unskilled workers, the seasonality of our location with large peaks and troughs in customer numbers	4/18/2021 9:37 AM
12	They usually are going through the motions just to keep their Jobseekers or are not very committed - agencies send too many inappropriate persons with little apologies following even when told what you require.	4/17/2021 3:45 PM
13	Low wages /apprentices leave for mining once completed. We can't compete with wages	4/17/2021 12:34 PM
14	We are regulated by the government and have not have a meter increase since 2014. So, we are unable to increase our rate of pay, in the past every time we received a rate increase this work get past onto our drivers	4/17/2021 12:08 PM
15	Chronic staff shortage	4/17/2021 12:00 PM
16	Lack of suitable applicants.	4/16/2021 3:16 PM
17	Trade and sales skills	4/16/2021 2:08 PM
18	Competition from other businesses offering employment, non viability to pay higher wages to attract workers, most applications are not skilled in the correct area.	4/16/2021 2:00 PM
19	We need to recruit Drs and Bunbury and Australind are not DPA - district priority areas which means it is all but impossible to recruit when Drs leave the area.	4/16/2021 1:39 PM
20	The sheer number of applicants, both in Sales and Administration has significantly reduced in the last 18 months, even though the base salaries for both have risen.	4/16/2021 1:38 PM
21	Lack of skilled and experienced people prepared to live in regional WA	4/16/2021 1:22 PM
22	they think they are worth drug money per hr. to work yet simple tasks given to them cannot be completed in the correct manor.	4/16/2021 1:08 PM
23	Keep up with pay rates being offered	4/16/2021 1:07 PM
24	Unable to offer an enough salary	4/16/2021 1:07 PM
25	Very low fields of applicants for advertised vacancies	4/16/2021 12:58 PM
26	Don't have enough skilled workers to meet our client's needs. This is limiting our growth and damaging our reputation	4/16/2021 12:57 PM
27	Recruiting and retaining qualified and experienced staff particularly in civil and related services.	4/16/2021 12:55 PM
28	Regional jobs often seen as stepping stone for advancing careers. Currently there is a construction boom that has been ramping up dramatically and therefore finding and retaining staff is even more difficult. We are locked into State Government contract fees early so if staff want dramatic salary increases it makes it difficult to sustain a practice.	4/16/2021 12:35 PM
29	Lack of mechanics available in area, 70 jobs on seek for mechanics in Bunbury	4/16/2021 12:35 PM
30	finding experienced and skilled team members	4/16/2021 9:33 AM
31	Initially trying to find staff is difficult, this means that existing staff are getting tired as we have no leeway to reduce their hours. This is resulting in them leaving as they are tired.	4/15/2021 6:09 PM
32	Recruitment of suitably qualified front of house hospitality staff (restaurant / cellar door) and chefs. Seasonal vineyard workers (vintage pickers)	4/15/2021 3:28 PM
33	Unable to find staff - they all say they cannot get accommodation plus ask for exorbitant wages.	4/15/2021 2:28 PM
34	Struggle to attract - shift patterns aren't attractive, candidates aren't suitability qualified, lack of awareness of what the job entails.	4/15/2021 1:31 PM

35	Higher pay offered by other industries such as private consulting for marketing and similar services in the cities. Regional areas struggle to attract skilled workforce, good candidates may need to leave because of family reasons/leaving the area. Many good candidates begin a family and cannot source adequate childcare.	4/15/2021 9:20 AM
36	Shortage of labour in the region also driven by shortage in accommodation.	4/14/2021 2:35 PM
37	not finding experienced staff	4/14/2021 1:36 PM
38	Location, lack of chefs, staff available to work have no prior job experience or very little job skills	4/14/2021 10:16 AM
39	Experienced and highly skilled staff are hard to find regionally. There are lots of inexperienced, self-taught and graduates with little to no experience, but the people who can mentor and empower these individuals to do high level work are very hard to find.	4/13/2021 2:44 PM
40	No affordable accommodation for our employees	4/13/2021 11:10 AM
41	because seasonality has changed given strong intrastate visitation, we are much busier than usual. We usually recruit 4 back packers for Sept to April, there are no backpackers and we have been unable to recruit locals even though we have tried really hard with flexible rostering and above award pay.	4/13/2021 11:09 AM
42	The quality of person applying for positions. They are either not really interested or just want to work when it suits them.	4/13/2021 9:07 AM
43	We employ mainly youth 15 - 25, and I have discovered this post covid phenomenon. Local youth post covid appear to have no drive or motivation no matter how much training you provide or support you give. It's like they expect and "deserve" a job, but when it comes to doing the job, they're happy to just run thru the motions with relative disinterest and lack of motivation, instead of being exceptional. After 5 years of business this is the 1st time, we have experienced this. It's like they're all stuck in a rut!	4/13/2021 8:53 AM
44	The availability of semi-skilled and skilled employees is extremely low. Availability and cost of rental accommodation is partially to blame, as is an absence of working holiday visa holders.	4/13/2021 8:39 AM
45	Finding chefs	4/13/2021 8:06 AM
46	Availability of workers at all skill levels.	4/13/2021 7:49 AM
47	Jobseeker - people were happy to sit on their Butt and get money from the government rather than work	4/12/2021 9:36 PM
48	Employees do not want to work.	4/12/2021 8:54 PM
49	Workers to respond to employment advertisements	4/12/2021 7:06 PM
50	Chef's & waitstaff are hard to find	4/12/2021 5:03 PM
51	Housekeepers are difficult to find. Australians don't want to work weekends or public holidays, but that is our core business. It's even difficult to find good reception workers.	4/12/2021 5:03 PM
52	To find hospitality workers in general	4/12/2021 4:46 PM
53	We are working too hard and often find myself making pastry for e.g., at night.	4/12/2021 4:31 PM
54	Asian food chefs. Always short staffed in our kitchens	4/12/2021 4:25 PM
55	Places for people to stay - the fact that hospitality is not viewed as a career by most Australians rather something you do on the way to doing something else	4/12/2021 4:24 PM
56	No backpackers	4/12/2021 4:19 PM
57	High ropes First aid Customer service Staff who can find accommodation	4/12/2021 3:59 PM
58	Na	4/12/2021 3:56 PM
59	It takes a month to train someone in our industry and having to do that every few months if we can find anyone.	4/12/2021 3:36 PM
60	Recruiting skilled chefs and holding onto them for longer than a few weeks	4/12/2021 3:29 PM
61	Accommodation for staff. This impacts the availability of staff with the relevant qualifications	4/12/2021 3:27 PM
62	We required more cleaning staff to increase our capacity to cope with the dramatic increase in booking volume we have experience post covid lockdown. we were not alone in this endeavour and as such competition was high and applicants were scarce.	4/12/2021 3:21 PM
63	Ongoing funding for key projects	4/12/2021 3:20 PM
64	Impact of casual changes with Fair Work on a seasonal tourism business and the inability for PPT staff to do extra hours during peak season without being paid overtime	4/12/2021 3:15 PM
65	It is very challenging securing and keeping hospitality staff - especially experienced waitstaff and chefs. Lack of skilled staff has meant we're unable to open to full capacity.	4/12/2021 3:14 PM
66	Chefs and hospitality workers are in very short supply. We have been looking for a chef for 5 months and have very little response to adverts.	4/12/2021 3:10 PM
67	In general, and independent of each other, a lack of technical knowledge relating to viticulture and cellar operations.	4/11/2021 11:12 AM
68	the level of skill required is hard to keep when a not-for-profit pay is not equal to other not for profit pay levels due to the variable amounts of government funding allocated to different locations depending on the lead agency.	4/10/2021 6:34 PM
69	N/a	4/9/2021 1:18 PM
70	Lack of trade skills	4/9/2021 11:54 AM
71	Skillful musicians	4/8/2021 3:26 PM
72	We have not had any difficulty	4/8/2021 2:39 PM
73	Skilled carpenters, people that think out of the box or problem solve	4/8/2021 11:42 AM
74	Current challengers are lack of holiday makers looking for casual work as well as hosing	4/8/2021 9:29 AM

	crisis which means qualified full time employees are unable to relocate to the area for jobs. Along with huge numbers of applicants for jobs who don't want to work / don't answer emails or phone calls or don't turn up for interviews	
75	Difficult to attract qualified staff to regional areas, provision of after hours services mean. staff have to work longer hours to cover after hours emergencies, lack of affordable housing, lack of after hours amenities such as gyms operating outside our business hours,	4/7/2021 7:55 PM
76	chef and weekends	4/7/2021 12:37 PM
77	Reliable staff	4/7/2021 12:20 PM
78	A lack of skilled labour in the market. Upward pressure on the cost of labour and a downward pressure on margins.	4/7/2021 12:10 PM
79	Have Retail experience but lack in Computer skills especially in above 30 year old	4/7/2021 11:43 AM
80	Better offers, especially FIFO	4/7/2021 11:27 AM
81	Only having 1 or 2 applicants to a job advertisement, so having to employ someone who doesn't have all the specific skills.	4/7/2021 10:44 AM
82	Finding reliable people who turn up to work (or interviews) People who apply but don't want to work - time wasters We cannot find people with experience of working in fresh produce retail, working with Fruit and veg or in a delicatessen or food prep. We cannot find customer service staff of any quality. The quality of the labour pool here in Busseton is poor.	4/7/2021 10:31 AM
83	Lack of suitable trades people in the area. People leaving to take up FIFO jobs.	4/7/2021 8:16 AM
84	Finding staff with good retail experience, attitude and knowledge is very difficult	4/7/2021 8:16 AM
85	Shortages of experienced nurses	4/6/2021 11:55 PM
86	Bunbury is too white	4/6/2021 8:39 PM
87	Nil	4/6/2021 8:22 PM
88	People demand too much money, as the Mining Industry is paying much more. As small Business, we cannot afford to pay \$60 to \$90 per hour Mining is killing us	4/6/2021 7:33 PM
89	Being able to afford expected wages	4/6/2021 6:53 PM
90	Transient industry, jobseeker payments continued for too long	4/6/2021 5:54 PM
91	Mining sector drains skilled labour with FIFO jobs	4/6/2021 3:58 PM
92	recruiting staff that want to stay - they leave within first 3 months as they find the work too hard	4/6/2021 3:48 PM
93	Lack of local young staff with basic education (spelling and counting) and motivation to turn up and work.	4/6/2021 3:23 PM
94	Finding high skilled tradesman with a good work ethic	4/6/2021 2:23 PM
95	No one seems to want to work	4/6/2021 1:57 PM
96	having enough work to keep staff employed	4/6/2021 1:33 PM
97	Skill and experience in a specific trade	4/6/2021 1:26 PM
98	Few qualified people in the area	4/6/2021 1:25 PM
99	proper qualifications, ability and availability	4/6/2021 1:06 PM
100	good drivers and machine operators moving to mining	4/6/2021 12:07 PM
101	We own a Barber shop. We can advertise for 6 months nationally and receive not one application. We employ 4 seniors and now 4 apprentices, we just have to keep training as we cannot get experienced staff.	4/6/2021 12:00 PM
102	Getting committed staff that want to work for a normal wage in an inflated job market	4/6/2021 11:32 AM
103	Need staff with specific skills and often the candidates do not have the skills required - they may have office skills but not in bookkeeping, thus have to be trained up	4/6/2021 11:18 AM
104	Mining sector attracting workers	4/6/2021 11:12 AM
105	Finding people willing to work hard	4/6/2021 11:09 AM
106	quality & quantity issues	4/6/2021 10:57 AM
107	Local training facilities "TAFE" do not run adequate courses	4/6/2021 10:51 AM
108	problem of new graduates or experienced professionals wanting to relocate to regional areas	4/6/2021 10:50 AM
109	No Qualified Mechanics staying local, we have lost 3 of our 4 qualified apprentices to the mining industry, it took us over 3 years to find a good, qualified mechanic, and that only happened because the shop he was in closed down. Currently not struggling with retaining our staff, but we have to pay too high above award rate making our cost of business high and we are not competitive on price compared to other shops.	4/6/2021 10:47 AM
110	major shortage of chefs and hospitality workers, we can't get floor staff, especially the young people who waste our time not turning up for interviews and trial nights. I've been in this trade for 36 years and never seen it this bad	4/6/2021 10:45 AM
111	Lack of work ethic. Lack of qualified applicants.	4/6/2021 10:43 AM
112	Na	4/6/2021 10:41 AM
113	No one applies. We have even resorted to a \$100 spotter and bonus payment. Still no luck	4/6/2021 10:40 AM

Q5 Is your business currently experiencing a resourcing or recruiting challenge?
 This is defined by job roles that are unable to be filled for greater than 90 days
 or advertised positions that do not attract suitably qualified applicants.

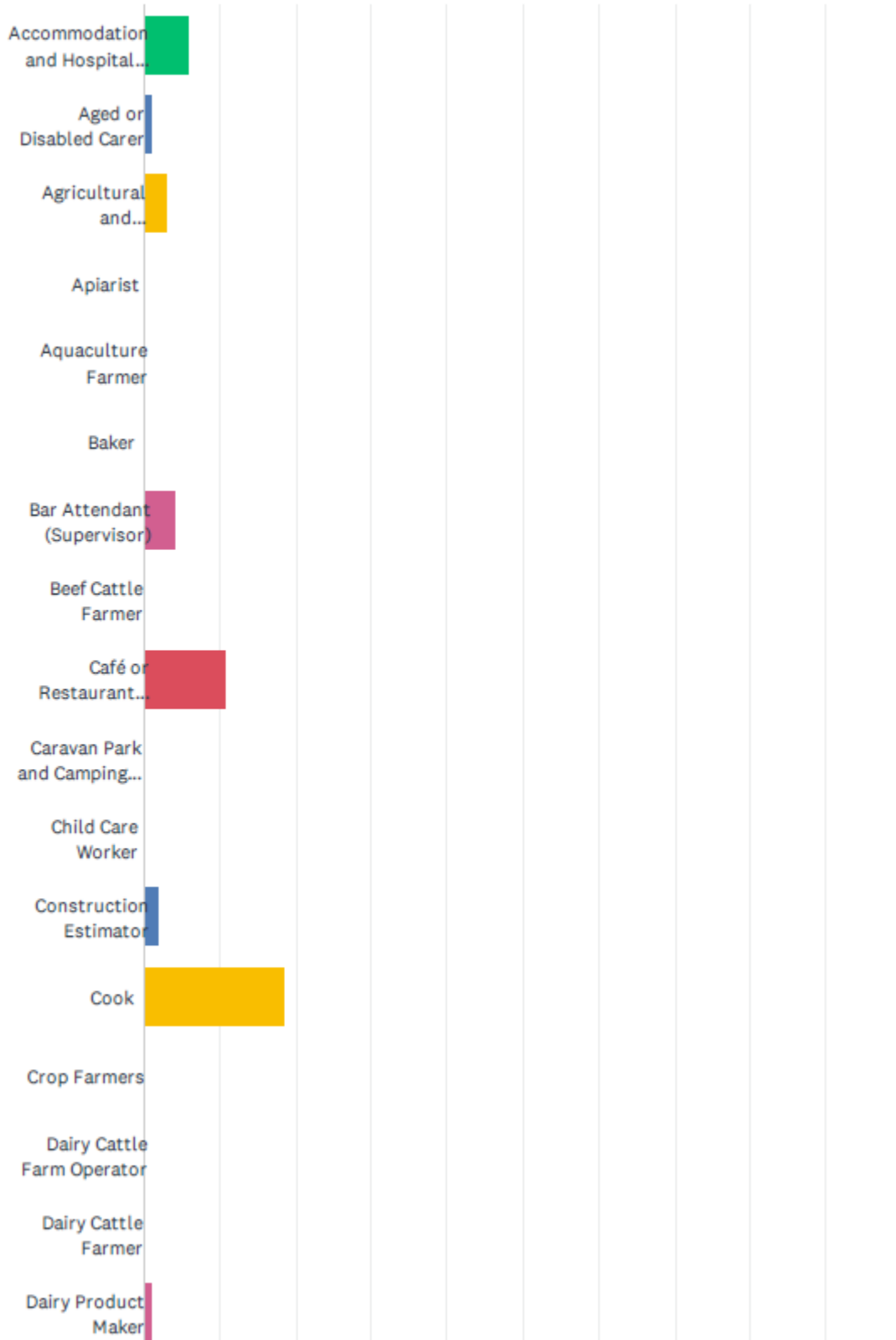
Answered: 151 Skipped: 2

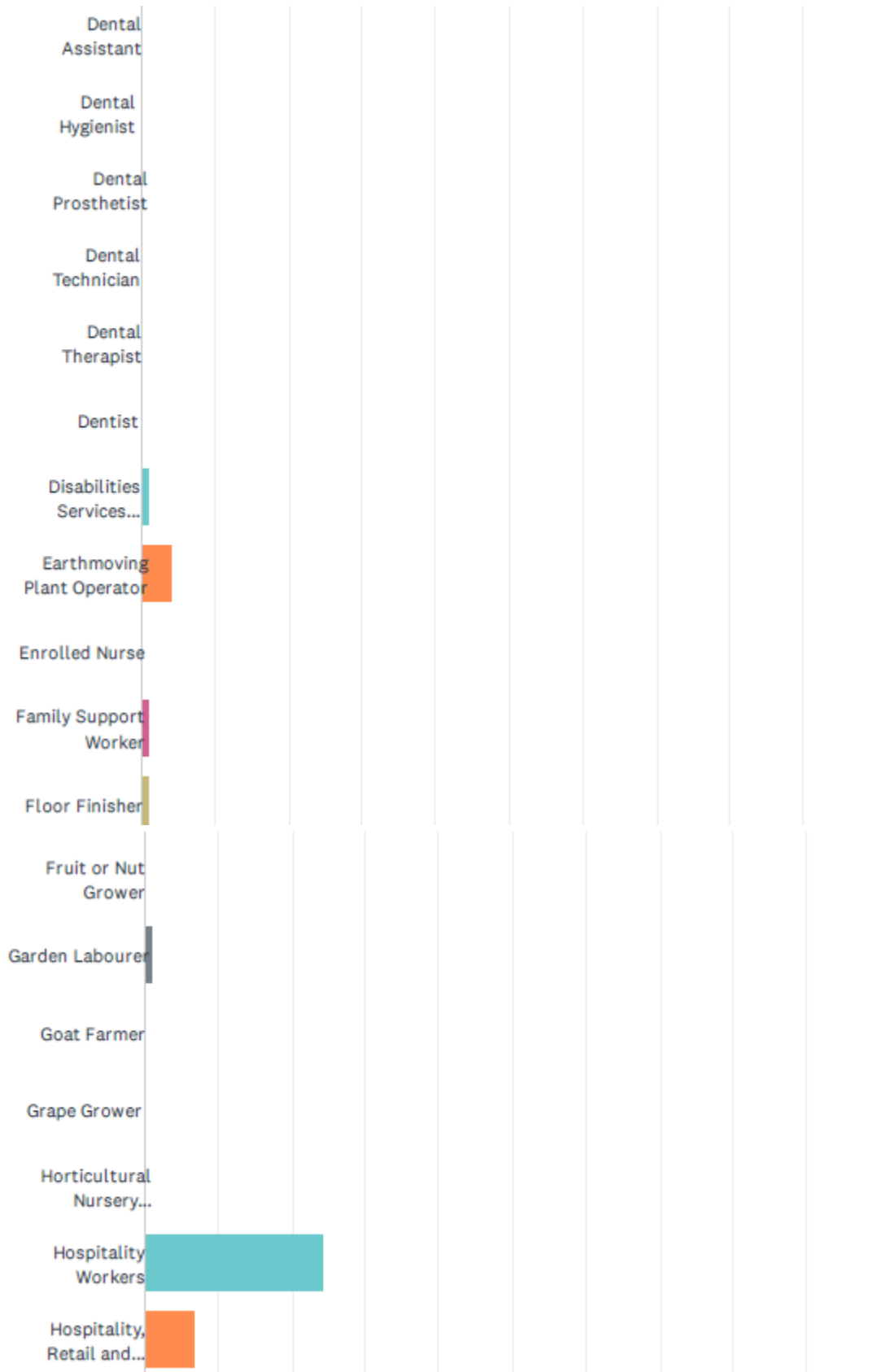


ANSWER CHOICES	RESPONSES	
Yes	59.60%	90
No	40.40%	61
TOTAL		151

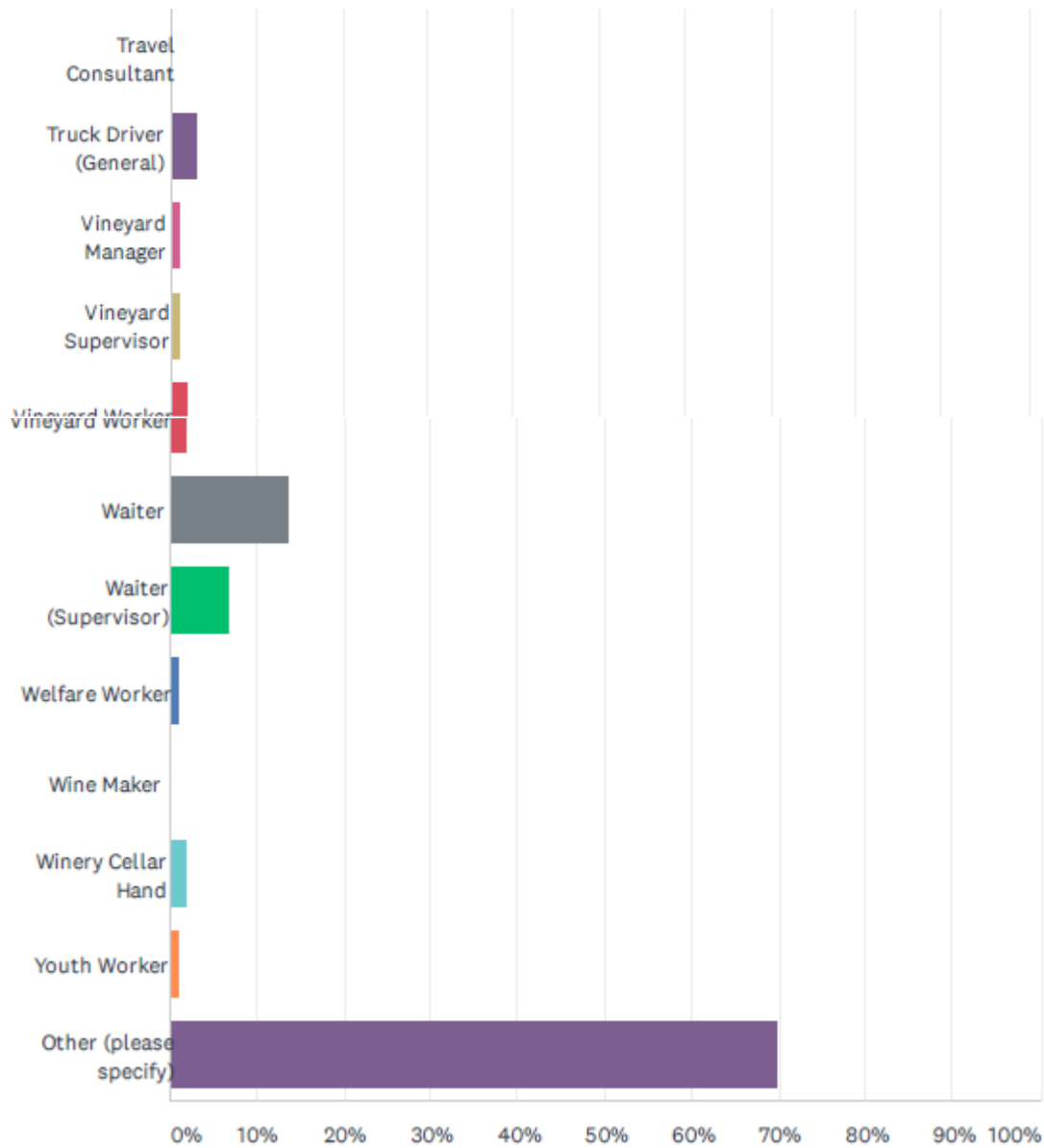
Q6 If yes, please select the specific occupations / positions you are currently experiencing a recruiting or resourcing challenge?

Answered: 103 Skipped: 50









ANSWER CHOICES	RESPONSES	
Accommodation and Hospitality Manager	5.83%	6
Aged or Disabled Carer	0.97%	1
Agricultural and Horticultural Mobile Plant Operator	2.91%	3
Apiarist	0.00%	0
Aquaculture Farmer	0.00%	0
Baker	0.00%	0
Bar Attendant (Supervisor)	3.88%	4
Beef Cattle Farmer	0.00%	0
Café or Restaurant Manager	10.68%	11
Caravan Park and Camping Ground Manager	0.00%	0
Child Care Worker	0.00%	0
Construction Estimator	1.94%	2
Cook	18.45%	19
Crop Farmers	0.00%	0
Dairy Cattle Farm Operator	0.00%	0
Dairy Cattle Farmer	0.00%	0
Dairy Product Maker	0.97%	1
Dental Assistant	0.00%	0
Dental Hygienist	0.00%	0
Dental Prosthetist	0.00%	0
Dental Technician	0.00%	0
Dental Therapist	0.00%	0
Dentist	0.00%	0
Disabilities Services Officer	0.97%	1
Earthmoving Plant Operator	3.88%	4
Enrolled Nurse	0.00%	0
Family Support Worker	0.97%	1
Floor Finisher	0.97%	1
Fruit or Nut Grower	0.00%	0
Garden Labourer	0.97%	1
Goat Farmer	0.00%	0
Grape Grower	0.00%	0
Horticultural Nursery Assistant	0.00%	0
Hospitality Workers	24.27%	25
Hospitality, Retail and Service Manager	6.80%	7
Hotel or Motel Manager	2.91%	3
Hotel Service Manager	0.97%	1
ICT Project Manager	0.97%	1
Livestock Farmers	0.00%	0
Massage Therapist	0.00%	0
Medical Administrator	1.94%	2
Metallurgical or Materials Technician	1.94%	2
Mixed Livestock Farmer	0.00%	0

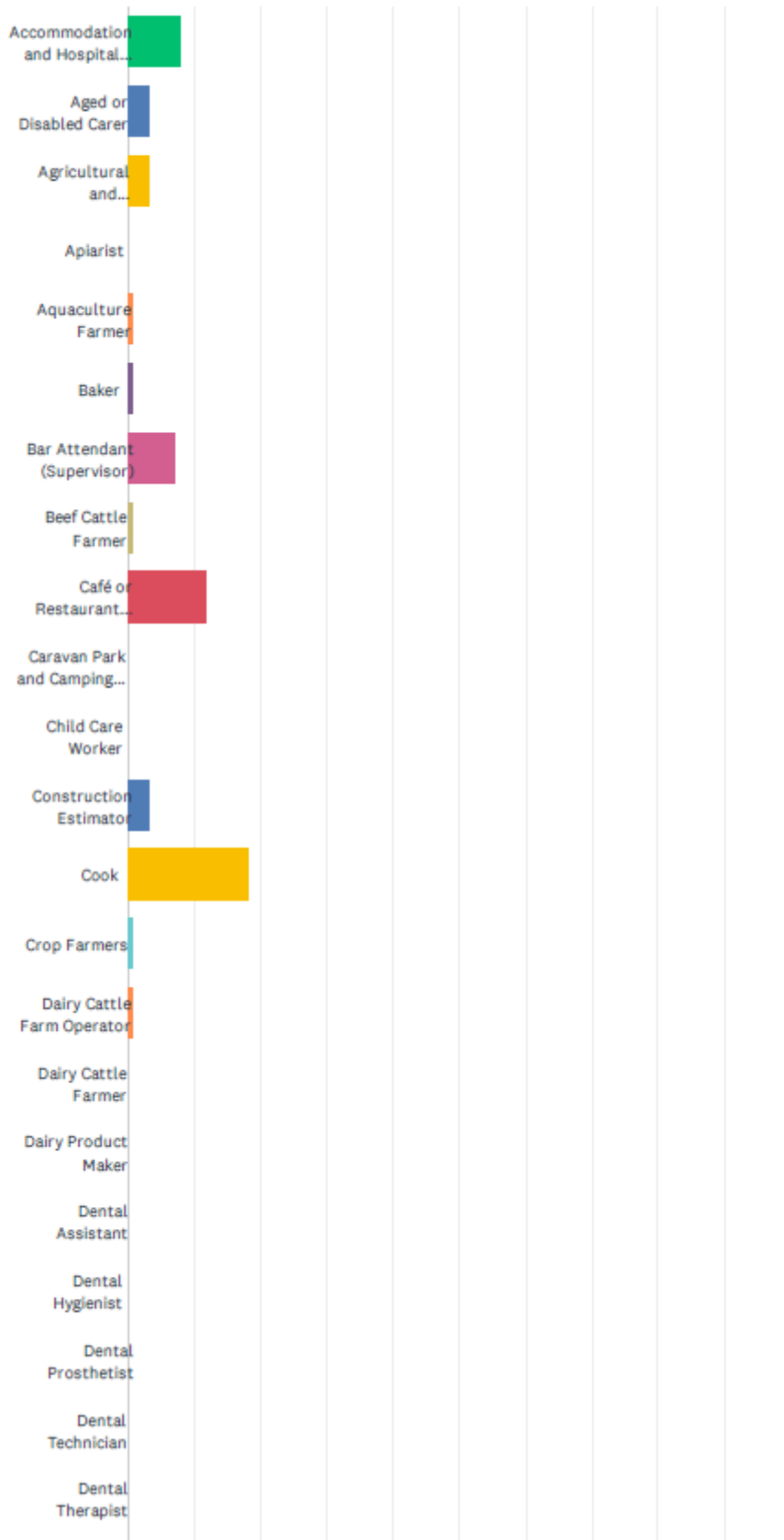
Nursing Support Worker	0.00%	0
Pastry Cook	0.97%	1
Pig Farmer	0.00%	0
Poultry Farmer	0.00%	0
Residential Care Worker	0.97%	1
Roof Tiler	0.97%	1
Nurseryperson	0.97%	1
Senior Dairy Cattle Farm Worker	0.00%	0
Sheep Farmer	0.00%	0
Skilled Horticultural Worker	0.97%	1
Tourist Information Officer	0.00%	0
Travel Consultant	0.00%	0
Truck Driver (General)	2.91%	3
Vineyard Manager	0.97%	1
Vineyard Supervisor	0.97%	1
Vineyard Worker	1.94%	2
Waiter	13.59%	14
Waiter (Supervisor)	6.80%	7
Welfare Worker	0.97%	1
Wine Maker	0.00%	0
Winery Cellar Hand	1.94%	2
Youth Worker	0.97%	1
Other (please specify)	69.90%	72
Total Respondents: 103		

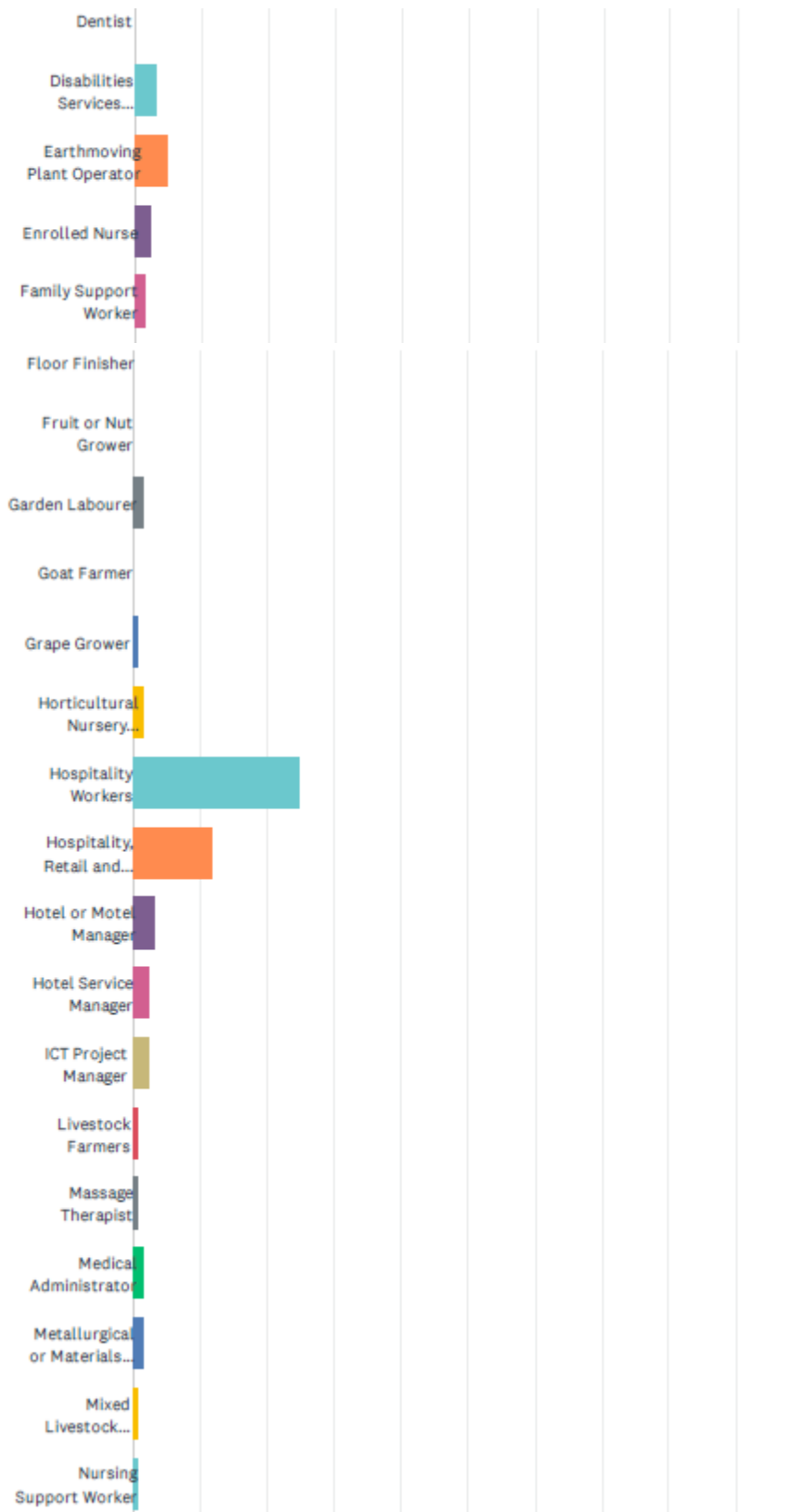
#	OTHER (PLEASE SPECIFY)	DATE
1	Cleaners	4/19/2021 2:27 PM
2	most construction roles	4/19/2021 1:31 PM
3	Tradesperson - specifically welding/fabrication/mechanical/electrical	4/19/2021 11:14 AM
4	Mechanical tradesmen	4/19/2021 10:46 AM
5	Outdoor educators specifically high ropes	4/19/2021 8:54 AM
6	Construction Project Manager	4/19/2021 8:44 AM
7	Commercial cleaners	4/18/2021 8:07 PM
8	Cleaning Supervisor	4/17/2021 3:45 PM
9	Panelbeaters /Spraypainters	4/17/2021 12:34 PM
10	TAXI DRIVER	4/17/2021 12:08 PM
11	Apprentices in variety of trades, Mechanical fitters, welders, etc.	4/16/2021 3:16 PM
12	Mechanical trades Fitting and Boilermakers	4/16/2021 2:08 PM
13	General Practitioner/Doctor	4/16/2021 1:39 PM
14	Sales, Administration	4/16/2021 1:38 PM
15	Engineers and Drafters	4/16/2021 1:22 PM
16	workshop foreman / service adviser	4/16/2021 1:08 PM
17	Heavy Duty Mechanics	4/16/2021 1:07 PM
18	Engineers	4/16/2021 1:07 PM
19	HSEQ and Contacts and Procurement Specialists	4/16/2021 12:58 PM
20	civil and construction related	4/16/2021 12:55 PM
21	Apprentice and Trainees various trades	4/16/2021 12:39 PM
22	mechanic	4/16/2021 12:35 PM

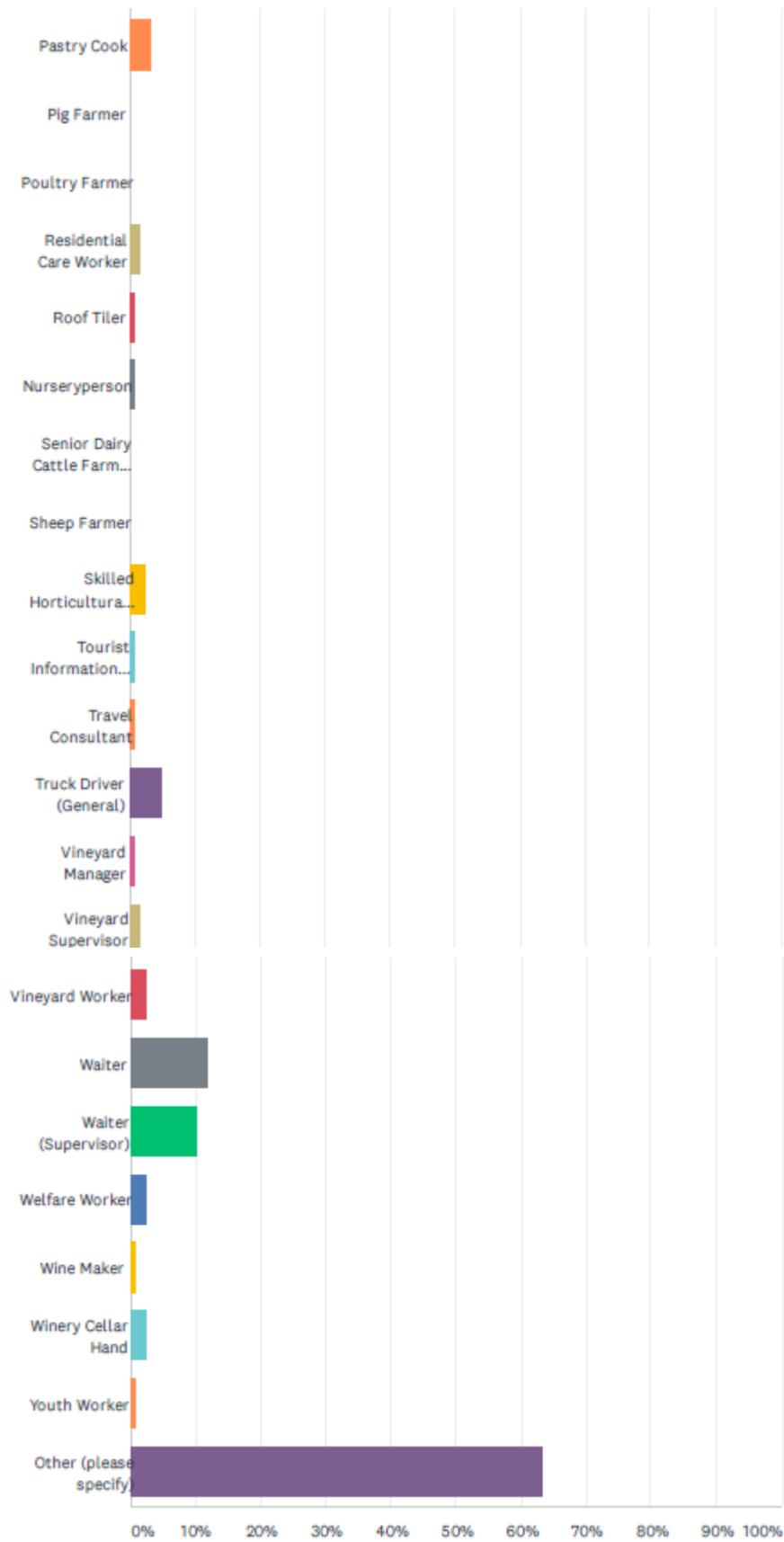
23	Senior Accountants	4/16/2021 9:33 AM
24	Housekeeping (cleaning) staff	4/15/2021 6:09 PM
25	Casual Chefs	4/15/2021 3:28 PM
26	Marketing, social media management	4/15/2021 9:20 AM
27	digital marketing SENIOR skills in UX and CX design, SEO copywriting, data analysts, content managers, and videographers	4/13/2021 2:44 PM
28	General "fun making", safety conscious, motivated and happy staff	4/13/2021 8:53 AM
29	Qualified chefs	4/13/2021 8:06 AM
30	Arborists	4/13/2021 7:49 AM
31	Postal Worker and Retail	4/12/2021 8:54 PM
32	Beauty	4/12/2021 7:06 PM
33	Che	4/12/2021 5:03 PM
34	Housekeeper - Room Attendant	4/12/2021 5:03 PM
35	Na	4/12/2021 3:58 PM
36	Diver for tourist bus	4/12/2021 3:27 PM
37	Cleaners	4/12/2021 3:21 PM
38	Marketing and communications	4/12/2021 3:20 PM
39	I clicked No	4/12/2021 3:15 PM
40	Chef	4/12/2021 3:10 PM
41	counsellors, clinical psychologists & social workers & admin staff	4/10/2021 6:34 PM
42	Music tutor	4/8/2021 3:26 PM
43	QUALIFIED CHEFS	4/8/2021 9:29 AM
44	Occupational Therapist	4/7/2021 9:36 PM
45	Vet, vet nurse, trainee vet nurse, medical receptionist	4/7/2021 7:55 PM
46	Boilermakers, welders, trade assistants, fitters	4/7/2021 12:10 PM
47	Retail Customer Service with Computer Experience	4/7/2021 11:43 AM
48	Fresh Produce Retail staff, Delicatessen staff, Kitchen Hands, Apprentice Chef	4/7/2021 10:31 AM
49	engineering fabrication	4/7/2021 8:16 AM
50	gender studies lecturer	4/6/2021 8:39 PM
51	We are looking for 2 Heavy duty Mechanics and a Service Advisor	4/6/2021 7:33 PM
52	Carpenter	4/6/2021 6:53 PM
53	Heavy Duty Diesel Mechanic	4/6/2021 3:58 PM
54	Pump fitter	4/6/2021 3:23 PM
55	ARTIST	4/6/2021 2:40 PM
56	carpenters	4/6/2021 2:23 PM
57	Window Tinters and general shop assistant, fork lift factory worker	4/6/2021 1:57 PM
58	Therapists & Psychologists	4/6/2021 1:48 PM
59	Hydraulic fitter	4/6/2021 1:26 PM
60	Yoga teacher	4/6/2021 1:25 PM
61	foresters	4/6/2021 12:07 PM
62	Barbers	4/6/2021 12:00 PM
63	fitter machinists	4/6/2021 11:37 AM
64	Experienced fencing allrounder	4/6/2021 11:32 AM
65	Bookkeeping	4/6/2021 11:18 AM
66	Refrigeration technicians	4/6/2021 11:12 AM
67	heavy trades	4/6/2021 10:57 AM
68	Heavy industry trades	4/6/2021 10:51 AM
69	Motor Mechanic	4/6/2021 10:47 AM
70	Accountant. Software engineer.	4/6/2021 10:43 AM
71	No	4/6/2021 10:41 AM
72	Cleaners	4/6/2021 10:40 AM

Q7 Based on your business's forecasts, future projects, programs, expansions etc., in the next 5 years, which occupations / positions do you expect to experience a recruiting or resourcing challenge?

Answered: 126 Skipped: 27







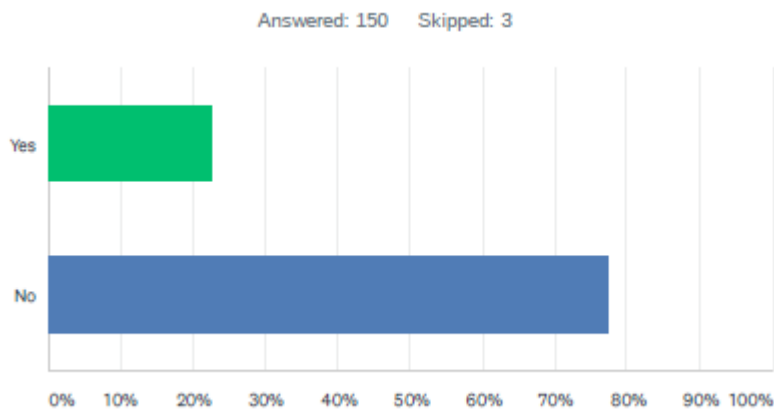
ANSWER CHOICES	RESPONSES	
Accommodation and Hospitality Manager	7.94%	10
Aged or Disabled Carer	3.17%	4
Agricultural and Horticultural Mobile Plant Operator	3.17%	4
Apiarist	0.00%	0
Aquaculture Farmer	0.79%	1
Baker	0.79%	1
Bar Attendant (Supervisor)	7.14%	9
Beef Cattle Farmer	0.79%	1
Café or Restaurant Manager	11.90%	15
Caravan Park and Camping Ground Manager	0.00%	0
Child Care Worker	0.00%	0
Construction Estimator	3.17%	4
Cook	18.25%	23
Crop Farmers	0.79%	1
Dairy Cattle Farm Operator	0.79%	1
Dairy Cattle Farmer	0.00%	0
Dairy Product Maker	0.00%	0
Dental Assistant	0.00%	0
Dental Hygienist	0.00%	0
Dental Prosthetist	0.00%	0
Dental Technician	0.00%	0
Dental Therapist	0.00%	0
Dentist	0.00%	0
Disabilities Services Officer	3.17%	4
Earthmoving Plant Operator	4.76%	6
Enrolled Nurse	2.38%	3
Family Support Worker	1.59%	2
Floor Finisher	0.00%	0
Fruit or Nut Grower	0.00%	0
Garden Labourer	1.59%	2
Goat Farmer	0.00%	0
Grape Grower	0.79%	1
Horticultural Nursery Assistant	1.59%	2
Hospitality Workers	24.60%	31
Hospitality, Retail and Service Manager	11.90%	15
Hotel or Motel Manager	3.17%	4
Hotel Service Manager	2.38%	3
ICT Project Manager	2.38%	3
Livestock Farmers	0.79%	1
Massage Therapist	0.79%	1
Medical Administrator	1.59%	2
Metallurgical or Materials Technician	1.59%	2

Mixed Livestock Farmer	0.79%	1
Nursing Support Worker	0.79%	1
Pastry Cook	3.17%	4
Pig Farmer	0.00%	0
Poultry Farmer	0.00%	0
Residential Care Worker	1.59%	2
Roof Tiler	0.79%	1
Nurseryperson	0.79%	1
Senior Dairy Cattle Farm Worker	0.00%	0
Sheep Farmer	0.00%	0
Skilled Horticultural Worker	2.38%	3
Tourist Information Officer	0.79%	1
Travel Consultant	0.79%	1
Truck Driver (General)	4.76%	6
Vineyard Manager	0.79%	1
Vineyard Supervisor	1.59%	2
Vineyard Worker	2.38%	3
Waiter	11.90%	15
Waiter (Supervisor)	10.32%	13
Welfare Worker	2.38%	3
Wine Maker	0.79%	1
Winery Cellar Hand	2.38%	3
Youth Worker	0.79%	1
Other (Please specify)	63.49%	80
Total Respondents: 126		

#	OTHER (PLEASE SPECIFY)	DATE
1	Cleaners	4/19/2021 2:27 PM
2	Tradesperson - specifically welding/fabrication/mechanical/electrical	4/19/2021 11:14 AM
3	Mechanical trades	4/19/2021 10:46 AM
4	All areas	4/19/2021 8:54 AM
5	Construction Project Manager	4/19/2021 8:44 AM
6	Carpenters	4/18/2021 9:51 PM
7	Commercial cleaners	4/18/2021 8:07 PM
8	permanent experienced cleaners or cleaning supervisors	4/17/2021 3:45 PM
9	Panelbeaters /Spraypainters	4/17/2021 12:34 PM
10	TAXI DRIVER	4/17/2021 12:08 PM
11	Apprentices in variety of trades, Mechanical fitters, welders, etc.	4/16/2021 3:16 PM
12	Mechanical trade and salespeople	4/16/2021 2:08 PM
13	Doctors/GPs	4/16/2021 1:39 PM
14	Sales	4/16/2021 1:38 PM
15	Engineers and Drafters	4/16/2021 1:22 PM
16	skilled apprentices (ones that want to work / learn)	4/16/2021 1:08 PM
17	Mechanics	4/16/2021 1:07 PM
18	Engineers	4/16/2021 1:07 PM
19	Engineers, HSEQ and Contacts and Procurement Specialists	4/16/2021 12:58 PM
20	Civil and construction	4/16/2021 12:55 PM
21	Apprentice and Trainees various trades	4/16/2021 12:39 PM
22	Architects	4/16/2021 12:35 PM
23	mechanic	4/16/2021 12:35 PM
24	Accountants	4/16/2021 9:33 AM
25	Chefs & Seasonal Vineyard Workers (pickers)	4/15/2021 3:28 PM
26	see previous answer	4/13/2021 2:44 PM
27	Administration	4/13/2021 9:02 AM
28	Qualified coaches and motivated team members	4/13/2021 8:53 AM
29	Qualified chef	4/13/2021 8:06 AM
30	Deckhand / Tour Guide	4/12/2021 9:36 PM
31	Postal and retail staff	4/12/2021 8:54 PM
32	None of the above	4/12/2021 7:48 PM
33	Beauty therapists	4/12/2021 7:06 PM
34	Chef	4/12/2021 5:03 PM
35	I don't expect a challenge, I think it will be easy enough to fill the roles our business may need	4/12/2021 3:56 PM
36	Olive pickers and olive farm shop worker	4/12/2021 3:36 PM
37	Driver tourist bus	4/12/2021 3:27 PM
38	Cleaners	4/12/2021 3:21 PM
39	Events and Marketing	4/12/2021 3:20 PM
40	Marine Biologist	4/12/2021 3:15 PM
41	MH clinical managers, clinical staff and clinical administration staff	4/10/2021 6:34 PM
42	Electoral trades	4/9/2021 11:54 AM
43	Fitter / Machinist	4/8/2021 5:43 PM
44	Music Tutors	4/8/2021 3:26 PM
45	Editing	4/8/2021 10:10 AM
46	qualified chefs	4/8/2021 9:29 AM

46	qualified chefs	4/8/2021 9:29 AM
47	Occupational Therapist	4/7/2021 9:36 PM
48	vet, vet nurses	4/7/2021 7:55 PM
49	Boilermakers, welders, trade assistants, fitters	4/7/2021 12:10 PM
50	Fresh Produce retail staff	4/7/2021 10:31 AM
51	engineering fabrication	4/7/2021 8:16 AM
52	General Surgeon	4/6/2021 11:55 PM
53	None of the above	4/6/2021 9:42 PM
54	gender studies lecturer	4/6/2021 8:39 PM
55	Automotive Mechanics	4/6/2021 7:33 PM
56	Carpenter	4/6/2021 6:53 PM
57	Heavy Duty Diesel Mechanic	4/6/2021 3:58 PM
58	pump fitter	4/6/2021 3:23 PM
59	NONE	4/6/2021 2:40 PM
60	carpenters	4/6/2021 2:23 PM
61	As above	4/6/2021 1:57 PM
62	Therapists & Psychologists	4/6/2021 1:48 PM
63	trades men	4/6/2021 1:33 PM
64	Hydraulic fitter	4/6/2021 1:26 PM
65	media	4/6/2021 1:22 PM
66	foresters	4/6/2021 12:07 PM
67	Barber	4/6/2021 12:00 PM
68	retail assistant	4/6/2021 11:44 AM
69	Fencing workers	4/6/2021 11:32 AM
70	Heavy duty diesel mechanics	4/6/2021 11:25 AM
71	Bookkeeping	4/6/2021 11:18 AM
72	Refrig techs	4/6/2021 11:12 AM
73	Salesperson	4/6/2021 11:08 AM
74	heavy trades	4/6/2021 10:57 AM
75	Traditional trades	4/6/2021 10:51 AM
76	veterinarians	4/6/2021 10:50 AM
77	Qualified Motor Mechanic	4/6/2021 10:47 AM
78	Software engineer. Accountant	4/6/2021 10:43 AM
79	Occupational therapist	4/6/2021 10:41 AM
80	Cleaners	4/6/2021 10:40 AM

Q8, Do you expect to be recruiting different or new skill sets in the future? If Yes, please describe.



ANSWER CHOICES	RESPONSES	
Yes	22.67%	34
No	77.33%	116
TOTAL		150

#	PLEASE DESCRIBE	DATE
1	Managing director	4/19/2021 8:54 AM
2	Construction Supervisors	4/18/2021 9:51 PM
3	The skills would be the same	4/18/2021 8:07 PM
4	Expansion of team	4/16/2021 5:40 PM
5	office staff	4/16/2021 2:02 PM
6	the skill set required will remain the same	4/16/2021 1:38 PM
7	Increased IT skills required	4/16/2021 1:22 PM
8	Amin / sales staff	4/16/2021 1:08 PM
9	Environmental and Process Specialists	4/16/2021 12:58 PM
10	Engineer	4/16/2021 12:57 PM
11	Urban Design	4/16/2021 12:35 PM
12	bookkeeping and office admin	4/16/2021 9:33 AM
13	accounting	4/14/2021 1:36 PM
14	Managers share agreement for cafe	4/12/2021 4:31 PM
15	As our business grows, we will open up new positions that have not existed yet in our business	4/12/2021 3:56 PM
16	As we expand and evolve so will our staffing needs and requirements	4/12/2021 3:21 PM
17	We have been trying for months	4/12/2021 3:10 PM
18	At the moment we are offering a package with house and rent paid	4/12/2021 3:07 PM
19	Will continue to use the editor I currently use	4/8/2021 10:10 AM
20	Relationship and Family Therapist	4/8/2021 8:25 AM
21	Furniture Assembly person / Delivery Driver	4/7/2021 11:43 AM
22	Management, Sales and IT	4/7/2021 10:44 AM
23	Content writer, website builder & virtual admin	4/6/2021 10:48 PM
24	Bunbury is full of white supremacist Nazi racists	4/6/2021 8:39 PM
25	plumbers	4/6/2021 3:23 PM
26	skilled trades / administrators /QSE	4/6/2021 2:23 PM

27	Technical sales	4/6/2021 1:26 PM
28	radio technician	4/6/2021 1:22 PM
29	more computer technology knowledge	4/6/2021 11:25 AM
30	Office Admin/Managers	4/6/2021 11:18 AM
31	autonomous vehicles	4/6/2021 10:57 AM
32	Business Development Skills	4/6/2021 10:54 AM
33	Technology and Automation engineers.	4/6/2021 10:43 AM
34	Play therapist	4/6/2021 10:41 AM

Q9 Besides specific qualifications, what are the 'soft skills and general qualities you would seek in an employee? (these may include character, communication skills, mindsets, attitudes etc.)

#	RESPONSES	DATE
1	1) Honest, pleasant character 2) good communication skills 3) positive attitude 4) able to work in a team and solo 5) able to take direction and also have initiative	4/20/2021 3:15 PM
2	Reliable Physically fit Positive mindset	4/19/2021 2:27 PM
3	A 'can do' attitude, attention to detail, well presented and timely. Must be able to communicate well with fellow workers and clients. As a side-line, but possibly relevant, we are finding a lot of young people are not particularly good a writing email. It is a standard form of communication in business, but we are finding that particularly younger people are not confident or proficient at writing a basic email. Education around when to be formal and when it is okay to progress being less formal, signing off appropriately and being able to present concise but clear information would be very helpful.	4/19/2021 11:37 AM
4	Willing to have a go attitude, reliability, consistency, punctuality, being able to listen and transfer to job being done	4/19/2021 11:14 AM
5	Punctual reliable self-motivated consistent focused person who can function without their phone and leave home and its difficulty behind	4/19/2021 10:46 AM
6	People who can handle busy environment. Able to leave personal life at door when come into work	4/19/2021 10:37 AM
7	Safety focused, communication skills, accurate paperwork and recording competency.	4/19/2021 10:17 AM
8	outdoor active fit and Fun	4/19/2021 8:54 AM
9	Positive attitude, excellent communicator, approachable	4/19/2021 8:44 AM
10	Communication skills in writing and speaking. Flexibility with rosters. Friendly	4/19/2021 7:53 AM
11	Work ethic	4/18/2021 9:51 PM
12	Excellent communication and 'people' skills	4/18/2021 8:09 PM
13	Punctuality dependability good communication	4/18/2021 8:07 PM
14	highly motivated, friendly, shows initiative	4/18/2021 9:37 AM
15	honesty, respect, hardworking, punctual, good communication, professional, trustworthy and responsible.	4/17/2021 3:45 PM
16	Punctuality /Respect/Honesty/Drug and Alcohol free	4/17/2021 12:34 PM
17	BE ABLE TO COMMUNICATE, AND BE A TEAM PLAYER	4/17/2021 12:08 PM
18	Communication skills Integrity Reliability	4/17/2021 12:00 PM
19	attitude - can train for the skills	4/16/2021 5:40 PM
20	Reliable, keen, interested, good communicator, good worker, fit	4/16/2021 3:16 PM
21	Leadership, communication	4/16/2021 2:08 PM
22	reliability and professionalism (i.e., nice language, not on phone during work, good verbal communication skills)	4/16/2021 2:02 PM
23	Strong command of English language, quick thinking and active attitude, ability to learn and follow specific procedures.	4/16/2021 2:00 PM
24	Empathy - must be able to communicate well	4/16/2021 1:39 PM
25	Ability to self motivate Take initiative Communication skills Adaptability	4/16/2021 1:38 PM
26	Willingness to commit to living in a region centre	4/16/2021 1:22 PM
27	work in the business as if it is their own business	4/16/2021 1:08 PM
28	Good attitude Flexibility	4/16/2021 1:07 PM
29	Communication skills, negotiation skills, experience	4/16/2021 1:07 PM

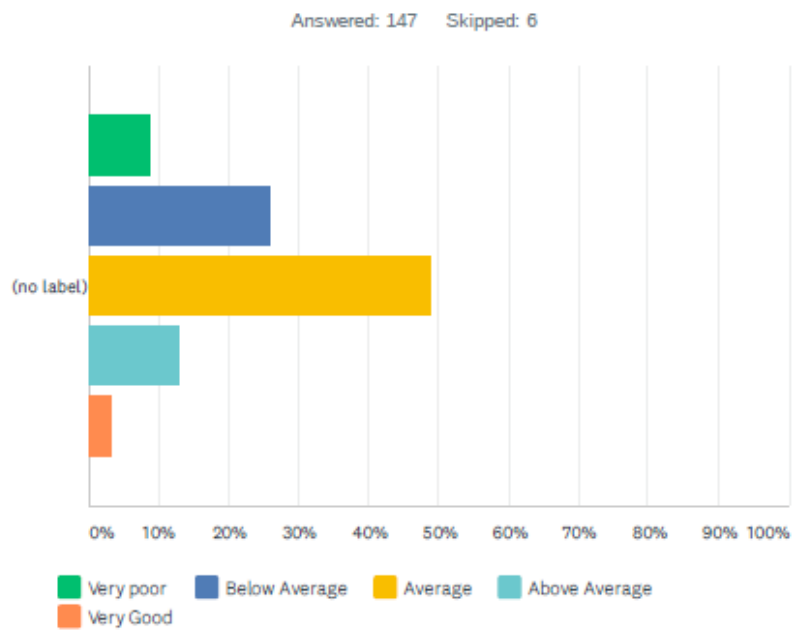
30	Innovative thinking, People that can actually write a report and not just say they can,	4/16/2021 12:58 PM
31	Positive can do attitude	4/16/2021 12:55 PM
32	Good communication skills, attitudes, work ethic	4/16/2021 12:39 PM
33	Team worker, good communication skills, a creative thinker, dependable, flexible to work on projects throughout all stages of projects (not just making pretty pictures!).	4/16/2021 12:35 PM
34	communication skills and ability to work unsupervised	4/16/2021 12:35 PM
35	pleasant attitude, naturally motivated, ambitious, good team player, can turn tech talk into layman's terms, good writing skills	4/16/2021 9:33 AM
36	Good work ethic, physically fit.	4/15/2021 6:09 PM
37	Commitment, team player, positive attitude, energy with appropriate experience (fine dining). Willingness to learn.	4/15/2021 3:28 PM
38	A team worker, good work ethic and skills, experienced, nice personality, motivated, initiative, ambitious.	4/15/2021 2:28 PM
39	Resilience, people management, communication, collaborative, ability to be reflective, understand professional boundaries.	4/15/2021 9:20 AM
40	Confidentiality, professionalism, respectful communication skills, understanding of conflicts of interest, ability to operate in a small town without compromising relationships	4/15/2021 9:20 AM
41	teamwork, communication and professionalism	4/14/2021 1:36 PM
42	Attitude to work & character	4/14/2021 10:16 AM
43	Solutions-orientated, results driven, passionate about their work, constantly learning/ updating/ reading about their skillset, people who can envision how digital marketing will evolve the way consumers buy products and services and the ways brands will generate loyalty and positive engagement.	4/13/2021 2:44 PM
44	A can-do, responsible, and flexible approach to work Excellent communication skills A friendly customer service demeanor A keen eye for detail Excellent organisational skills Discretion with guest interaction A strong appreciation of workplace safety	4/13/2021 11:10 AM
45	Willingness to work nights and weekends, sense of humour and tolerance, positive, proactive, solutions focused personality, keenness to learn new skills and find faster and better ways to work. Genuine interest in service and understanding that tourism is a sales business.	4/13/2021 11:09 AM
46	They need to turn up when they are needed and not tell us as their employer when they want to work. We are flexible, but when people do not turn up for shifts, that makes it very hard.	4/13/2021 9:07 AM
47	Customer service, communication.	4/13/2021 9:02 AM
48	Character, communication, mindset, drive, motivation,	4/13/2021 8:53 AM
49	We are always on the look out for staff with strong people skills, empathy and a can do attitude.	4/13/2021 8:39 AM
50	Happy, enthusiastic, knowledgeable and passionate about food and wine	4/13/2021 8:06 AM
51	Willingness to commit to 5 day a week/ 8-hour days. Can do attitude.	4/13/2021 7:49 AM
52	Customer Service - friendly and outgoing - able to talk to customers with ease, Forward thinking (look for a task that needs to be done once trained rather than waiting to be told) Social Media Skills. Good work ethics.	4/12/2021 9:36 PM
53	Communication skills and desire to work.	4/12/2021 8:54 PM
54	Experience, well groomed, communication skills	4/12/2021 7:06 PM
55	Good communication skills, loyal, willingness to work weekends	4/12/2021 5:03 PM
56	Flexible work days (as required) including weekend work, reliability, honesty	4/12/2021 5:03 PM
57	good communication skills excellent customer service flexibility team worker	4/12/2021 4:46 PM
58	Need dedicated employees (e.g., not just turning up because it doesn't suit them) communication skills, just good work ethic and not entitled attitude.	4/12/2021 4:31 PM
59	common sense reliability	4/12/2021 4:25 PM
60	Honest, hardworking and willing to have a go - a 'can-do' attitude	4/12/2021 4:24 PM
61	Reasonable English, confident communicator	4/12/2021 4:19 PM

62	Willingness to work during school holidays and weekends	4/12/2021 3:59 PM
63	Local area knowledge, self-starter, goal oriented and driven, excellent written and spoken communication skills, available to work flexible / non-set hours, experience working from home and a good home office already set up to work from.	4/12/2021 3:56 PM
64	Ability to work unsupervised, attention to detail, hardworking, enthusiastic, great communication, outgoing and friendly	4/12/2021 3:36 PM
65	Good work ethic Commitment to the job Appropriate skill level attained	4/12/2021 3:29 PM
66	Personality Sociability	4/12/2021 3:27 PM
67	Easy going locals who have the local knowledge so guests feel comfortable asking for advice.	4/12/2021 3:24 PM
68	We strive to be the best we can be and expect the same from our staff. Obviously, your culture is very important.	4/12/2021 3:21 PM
69	Flexible working	4/12/2021 3:20 PM
70	Customer service communication skills	4/12/2021 3:15 PM
71	Communication skills, customer service skills, a positive team attitude.	4/12/2021 3:14 PM
72	Communication Positive attitude Good person Happy disposition	4/12/2021 3:10 PM
73	Attitude and mindset. All the rest its trainable	4/12/2021 3:07 PM
74	Willingness to listen, learn, be proactive and reliable	4/11/2021 7:15 PM
75	-willing to improve -conscientious - traineeship/ apprenticeship offered to employees to assist in upgrading skills and locking into a set period of employment and training.	4/11/2021 11:12 AM
76	professionalism, ability to work in a team and alone, reliable, flexible, courteous, friendly, strong community values and desire to support others.	4/10/2021 6:34 PM
77	Morals, a belief in Christ. Our society has broken down from our disrespect of our Lord Jesus the living Christ!	4/9/2021 1:54 PM
78	Confidence, honesty	4/9/2021 1:18 PM
79	Attitudes and communication	4/9/2021 11:54 AM
80	Honesty	4/8/2021 5:43 PM
81	Good communication and organisational skills. Great people skills and good musicianship.	4/8/2021 3:26 PM
82	An employee who is open minded and will challenge my decisions if they have appropriate alternative ideas that will work better	4/8/2021 10:10 AM
83	Passionate about food and wine ability to communicate with customers and staff effectively attention to detail	4/8/2021 9:29 AM
84	Honest, truthful, respectful, punctual.	4/8/2021 8:25 AM
85	Team worker Communication	4/7/2021 9:36 PM
86	communication skills, up for a challenge	4/7/2021 7:55 PM
87	wanting to work weekends	4/7/2021 12:37 PM
88	Actually, turning up to work Initiative Presentation	4/7/2021 12:20 PM
89	We and our clients have a zero tolerance policy in regard to drug and alcohol in the workplace. We have other policies that promote a safe working environment, responsible and tolerant behaviour.	4/7/2021 12:10 PM
90	Attention to detail & good communication skills	4/7/2021 11:43 AM
91	A willingness to show up on time, do the work and receive a fair pay. The entitlement mindset is difficult to navigate.	4/7/2021 11:27 AM
92	Respectful Team Responsible	4/7/2021 10:44 AM
93	reliability, attitude, loyalty, honesty, open minded, happy, communication skills	4/7/2021 10:31 AM

94	Presentation, great communication skills, clerical skills, computer knowledge	4/7/2021 9:24 AM
95	communication skills and attitude	4/7/2021 8:16 AM
96	Lateral thinking, good communication skills and common sense	4/6/2021 11:55 PM
97	Authentic, Grateful, Respectful, Genuine commitment to the business, transparency and honesty, eager to learn	4/6/2021 10:48 PM
98	High intelligence, integrity (personal and professional), punctuality, ability to focus for long periods, very high attention to detail, can-do attitude, respect for the law/rules/regulations, curiosity, creativity, high standard of performance, rational/structured/ordered thinking, ability to plan and follow through, independence + timely communication of problems, accountability, being proactive, critical thinking...	4/6/2021 9:42 PM
99	Willingness to work hard and achieve high outcomes	4/6/2021 8:46 PM
100	culturally diverse African or poc pink or blue hair year 7 education [40% pass rate acceptable] gay, trans or lesbian	4/6/2021 8:39 PM
101	NOT using Facebook and Mobile Phone during work time Not only demanding, what the workplace has to give, rather also putting loyalty and interest in the work Mindset and attitude is a widely spread problem People attend to work and want to be paid for being there, but they don't want to do work. Loyalty to the employer and showing some pride in the work they are doing is widely missing	4/6/2021 7:33 PM
102	Diligence, character, work ethic.	4/6/2021 6:53 PM
103	Good communication skills, great attitude, willingness to learn and up skill	4/6/2021 5:54 PM
104	Attitude and confidence	4/6/2021 3:58 PM
105	willingness to take on a challenge and thrive in a busy environment	4/6/2021 3:48 PM
106	honest, lateral thinker, willing attitude.	4/6/2021 3:23 PM
107	attitude to work, good communicating skills, clean appearance, can pass a DNA...	4/6/2021 2:23 PM
108	Positive attitude.	4/6/2021 2:13 PM
109	Work ethics	4/6/2021 1:57 PM
110	Values, work ethic, communication skills, teamwork	4/6/2021 1:48 PM
111	ability to work unassisted	4/6/2021 1:33 PM
112	Attitude	4/6/2021 1:26 PM
113	Good communication skills, problem solving, initiative, creativity, punctuality, attention to details, cleanliness, ability to self promote.	4/6/2021 1:25 PM
114	good work ethic, clear communication	4/6/2021 1:22 PM
115	ability to multitask	4/6/2021 1:06 PM
116	hard work and communication	4/6/2021 12:20 PM
117	detail attention	4/6/2021 12:07 PM
118	Trade qualified Barbers	4/6/2021 12:00 PM
119	outgoing, mobile, good verbal communication skills, able to handle cash and use mobile POS systems.	4/6/2021 11:44 AM
120	character, communication skills, positive mindset and positive attitude	4/6/2021 11:37 AM
121	Hard work / traditional skills	4/6/2021 11:32 AM
122	Confidence to serve customers. Willingness to increase product knowledge and learn more about the business and how it works	4/6/2021 11:25 AM
127	People and interpersonal skills	4/6/2021 11:08 AM

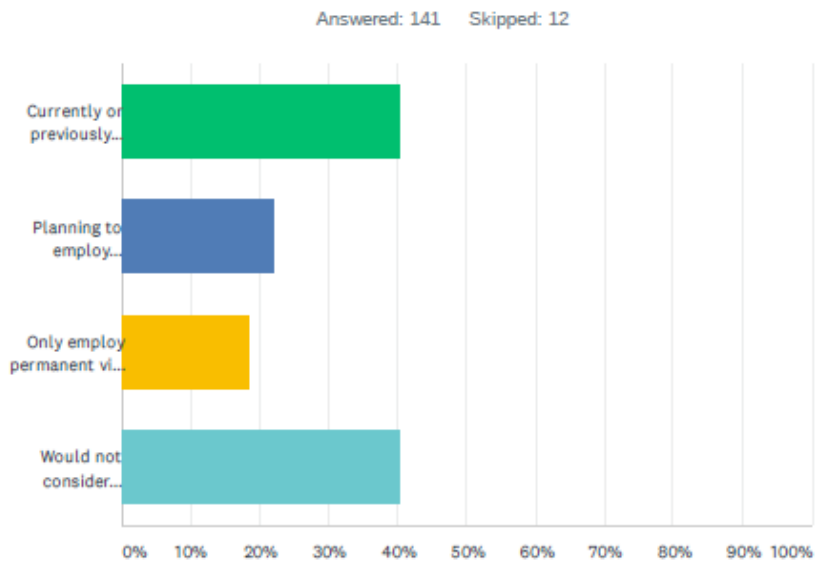
128	commitment willingness to learn	4/6/2021 10:57 AM
129	positive attitude, attention to detail, excellent customer service, can work independently, strong time management skills, team player	4/6/2021 10:56 AM
130	Number 1 is motivation and passion for what we do everything else can be taught if they want to do it.	4/6/2021 10:54 AM
131	I would like to see applicants with more micro credentials,	4/6/2021 10:51 AM
132	good communication skills to deal with all types of clients	4/6/2021 10:50 AM
133	Trustworthy, Competent, Problem Solving, Enthusiastic, Timely	4/6/2021 10:47 AM
134	Work ethic.	4/6/2021 10:43 AM
135	Hard working, good time management, commitment to learn	4/6/2021 10:41 AM
136	Can do attitude	4/6/2021 10:40 AM

Q10 How would you rate the training and education courses and services currently available in the Bunbury-Geographer region?



	VERY POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	VERY GOOD	TOTAL	WEIGHTED AVERAGE
(no label)	8.84% 13	25.85% 38	48.98% 72	12.93% 19	3.40% 5	147	2.76

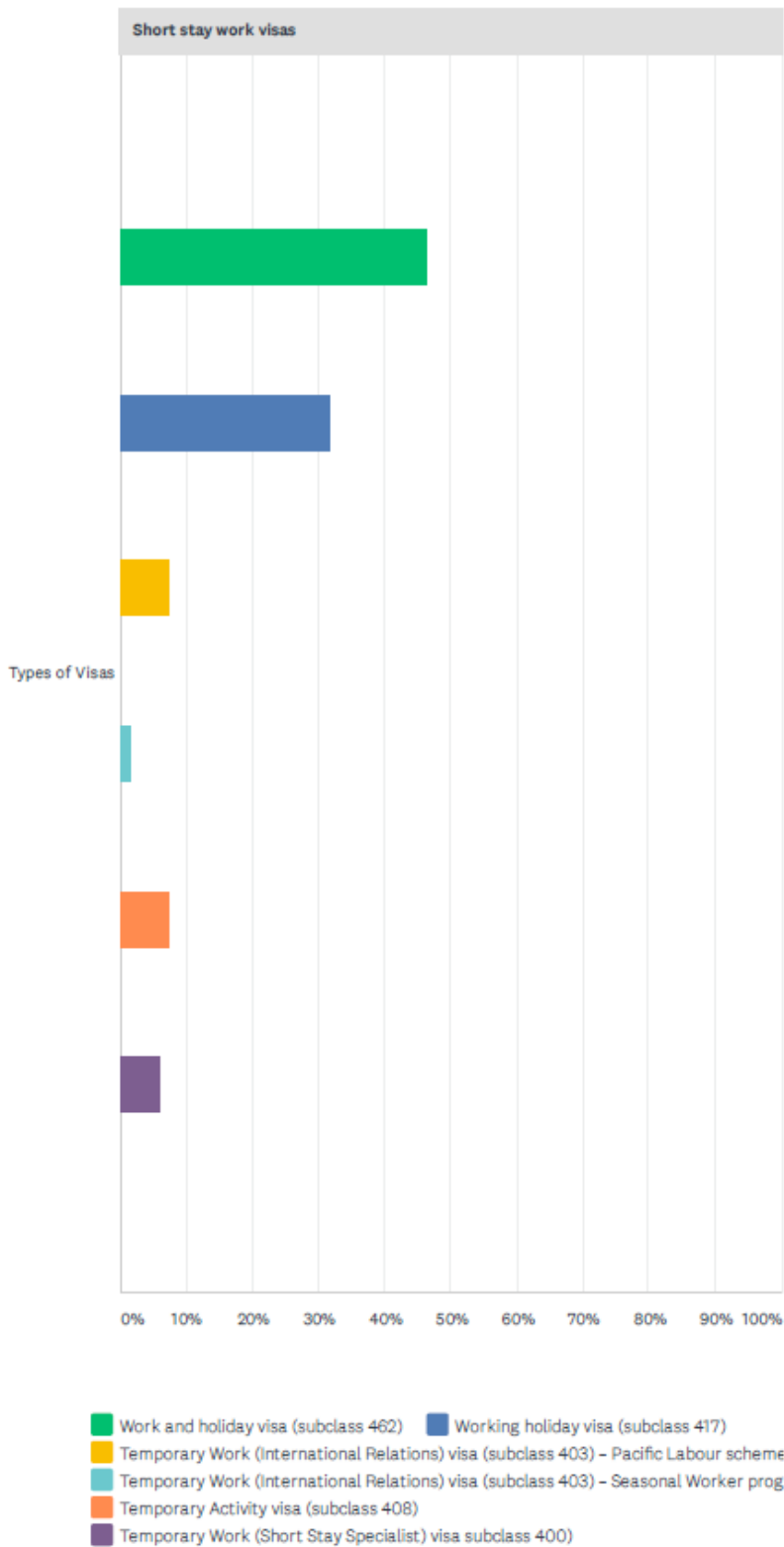
Q11 Have you or do you plan to employ a temporary or permanent visa holders? (tick box, multiple answers)

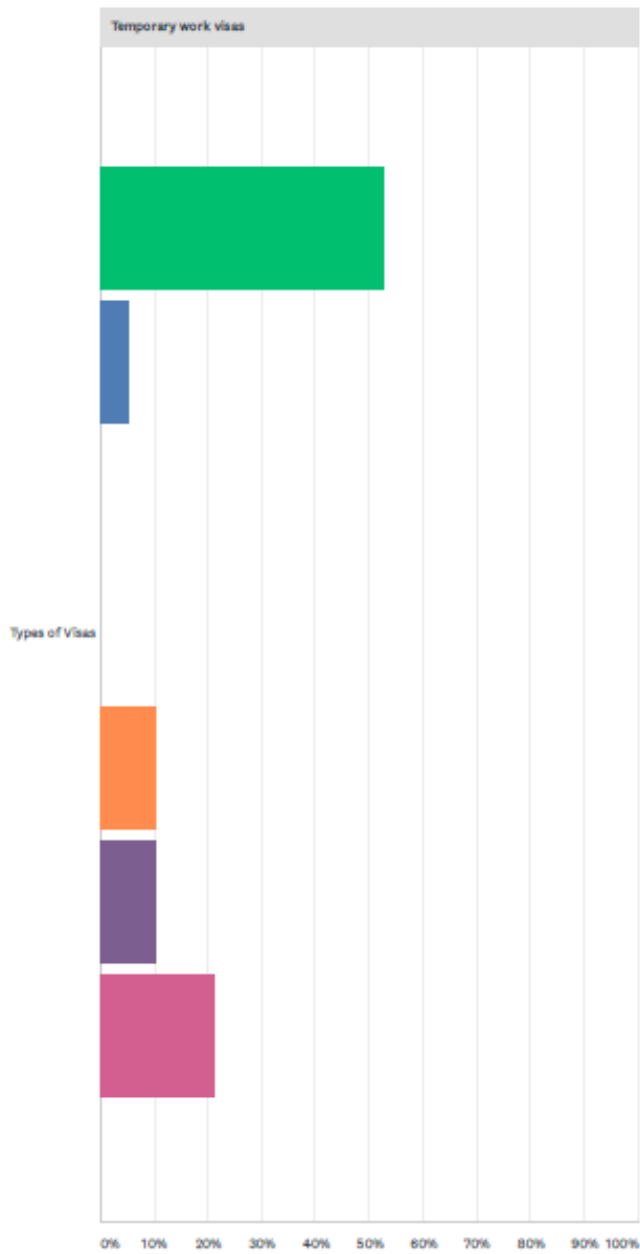


ANSWER CHOICES	RESPONSES	
Currently or previously employed temporary visa holder/s	40.43%	57
Planning to employ temporary visa holder/s	21.99%	31
Only employ permanent visa holder/s	18.44%	26
Would not consider employing a temporary visa holder	40.43%	57
Total Respondents: 141		

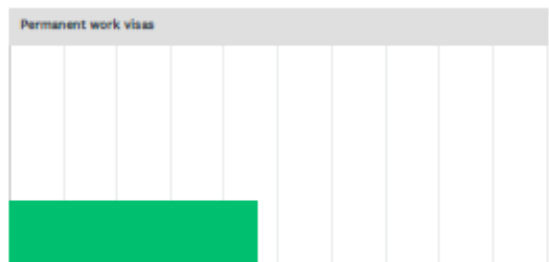
Q12 If you have or would employ a temporary visa holder, please identify which type of visa they held or would hold:<https://immi.homeaffairs.gov.au/visas/working-in-australia/regional-migration/regional-visas>

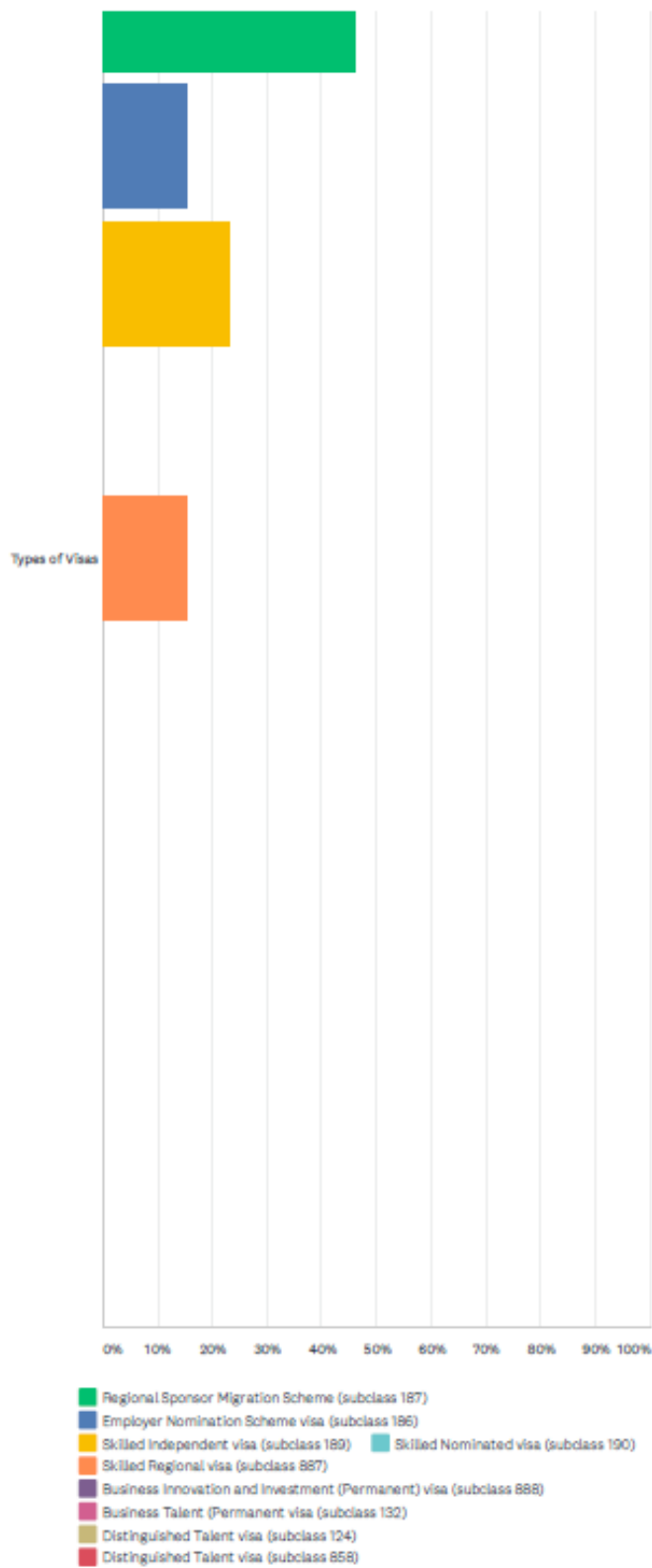
Answered: 73 Skipped: 80





- Temporary Skill Shortage visa (subclass 482)
- Temporary Graduate Visa (subclass 485)
- Skilled - Recognised Graduate visa (subclass 476)
- Business Innovation and Investment (Provisional visa) (subclass 188)
- Skilled Regional (Provisional) visa (subclass 489)
- Skilled Work Regional (Provisional) visa (subclass 491)
- Skilled Employer Sponsored Regional (Provisional) visa (subclass 494)





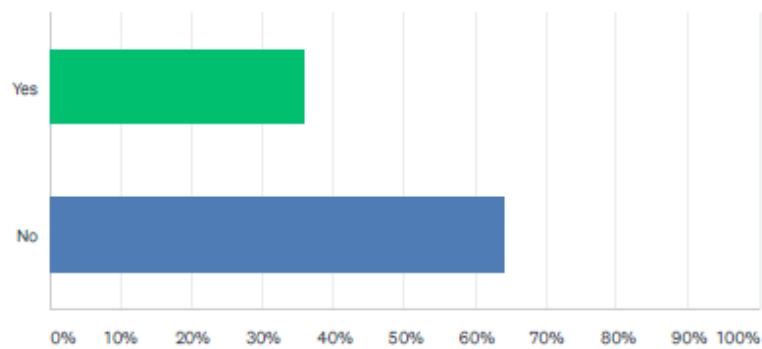
Short stay work visas							
	WORK AND HOLIDAY VISA (SUBCLASS 462)	WORKING HOLIDAY VISA (SUBCLASS 417)	TEMPORARY WORK (INTERNATIONAL RELATIONS) VISA (SUBCLASS 403) – PACIFIC LABOUR SCHEME	TEMPORARY WORK (INTERNATIONAL RELATIONS) VISA (SUBCLASS 403) – SEASONAL WORKER PROGRAM	TEMPORARY ACTIVITY VISA (SUBCLASS 408)	TEMPORARY WORK (SHORT STAY SPECIALIST) VISA (SUBCLASS 400)	TOTAL
Types of Visas	46.38% 32	31.88% 22	7.25% 5	1.45% 1	7.25% 5	5.80% 4	69

Temporary work visas								
	TEMPORARY SKILL SHORTAGE VISA (SUBCLASS 482)	TEMPORARY GRADUATE VISA (SUBCLASS 485)	SKILLED – RECOGNISED GRADUATE VISA (SUBCLASS 476)	BUSINESS INNOVATION AND INVESTMENT (PROVISIONAL) VISA (SUBCLASS 188)	SKILLED REGIONAL (PROVISIONAL) VISA (SUBCLASS 489)	SKILLED WORK REGIONAL (PROVISIONAL) VISA (SUBCLASS 491)	SKILLED EMPLOYER SPONSORED REGIONAL (PROVISIONAL) VISA (SUBCLASS 494)	TOTAL
Types of Visas	52.63% 10	5.26% 1	0.00% 0	0.00% 0	10.53% 2	10.53% 2	21.05% 4	19

Permanent work visas									
	REGIONAL SPONSOR MIGRATION SCHEME (SUBCLASS 187)	EMPLOYER NOMINATION SCHEME VISA (SUBCLASS 186)	SKILLED INDEPENDENT VISA (SUBCLASS 189)	SKILLED NOMINATED VISA (SUBCLASS 190)	SKILLED REGIONAL VISA (SUBCLASS 887)	BUSINESS INNOVATION AND INVESTMENT (PERMANENT) VISA (SUBCLASS 888)	BUSINESS TALENT (PERMANENT) VISA (SUBCLASS 132)	DISTINGUISHED TALENT VISA (SUBCLASS 124)	DIST TALI (SUE 858)
Types of Visas	46.15% 6	15.38% 2	23.08% 3	0.00% 0	15.38% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0

Q13, Do you have a clear understanding of how the visa program works to attract the skills you need?

Answered: 145 Skipped: 8



ANSWER CHOICES	RESPONSES
Yes	35.86% 52
No	64.14% 93
TOTAL	145

Q14 If yes, what do you consider to be limitations of the standard visa programs available?

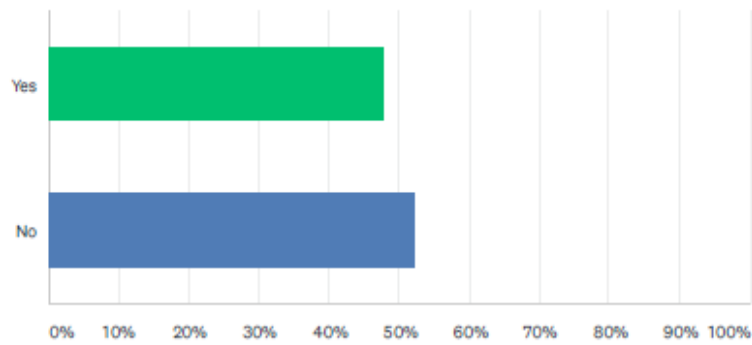
Answered: 57 Skipped: 96

#	RESPONSES	DATE
1	Yes	4/19/2021 8:44 AM
2	Don't know	4/18/2021 8:07 PM
3	We have employed people in the past on a sponsored visa. It is very expensive, and the person does not work out it is even more costly	4/18/2021 9:37 AM
4	accountability and long term	4/17/2021 3:45 PM
5	Limitations set by home affairs on businesses Currently many businesses have moved toward more takeaway because of Covid. Home Affairs prevents employing cooks and chefs in this area. It's a BIG problem	4/17/2021 12:00 PM
6	Prefer to employ local	4/16/2021 3:16 PM
7	na	4/16/2021 1:39 PM
8	the mines paying bigger money for lesser work therefore hindering the automotive trade. the depth and width of the pool as employers of staff we have to pick from is a tear drop here in the southwest.	4/16/2021 1:08 PM
9	NTR	4/16/2021 1:07 PM
10	Ridiculous labour market testing Ridiculous time to process Ridiculous that if the visa is denied (you pay in full) they keep your money and skill fund levy - yet you do not get your visa (penalty to businesses who are already struggling for skilled workers)	4/16/2021 12:57 PM
11	Age Limit on people eligible to apply.	4/16/2021 12:55 PM
12	language	4/16/2021 12:35 PM
13	Finding accommodation to house the workers	4/15/2021 6:09 PM
14	Flexibility for regional hospitality work to be considered regional work.	4/15/2021 3:28 PM
15	Has to be commercially viable related to the role.	4/15/2021 1:31 PM
16	Marketing services are amply available in WA, though primarily in metro areas. Strong English proficiency and cultural understanding of farmers/producers is required in our field. Hadn't considered sourcing overseas staff.	4/15/2021 9:20 AM
17	With the skills shortage in Australia the 6 months with each employer is extremely limiting. Also - hospitality needs to be considered higher priority for covid visa roles	4/14/2021 2:35 PM
18	less travellers	4/14/2021 10:16 AM
19	Does not cover digital marketing skills even though we struggle to secure these skills regionally, because experienced and skilled Australians are abundantly available in major cities.	4/13/2021 2:44 PM
20	Time taken to approve legitimate and qualified applicants. Cafe and restaurant managers should be on the SOL as there is a severe shortage	4/13/2021 11:09 AM
21	Currently we have a student visa holder, and he is only allowed to work 20 hours per week. He would like more hours and we would like to offer more hours to him.	4/13/2021 9:07 AM
22	Have employed permanent residency visa applicant in High Performance Coaching role. Would be happy to consider temp visa holders, just haven't looked into it	4/13/2021 8:53 AM
23	Timely and expensive which doesn't assist in a crisis situation	4/13/2021 8:06 AM
24	Have always had good success with these programs	4/13/2021 7:49 AM
25	Non - these guys want to work more than Australians.	4/12/2021 9:36 PM
26	Housekeepers or Hospitality Workers are not on the Skills Shortage List that I am aware of	4/12/2021 5:03 PM
27	Very hard to sponsor someone who might be perfectly capable to fulfil a certain position. The option to sponsor a person are not always straightforward or easy. It's not always possible to find the right visa for the right candidate and because of that we keep losing skilled workers who might not be 'skilled' enough.	4/12/2021 4:46 PM
28	conditions that Home affairs Attach including difficult language standards and Restaurant conditions	4/12/2021 4:25 PM
29	Limited to have repeat workers for more than two seasons of picking	4/12/2021 3:36 PM
30	The restriction on time allowed to serve with one employer. Number of days farm work required to secure visa	4/12/2021 3:29 PM
31	We don't usually seek out or employ temporary visa holders however in the current market we have had to think outside the square. Can I say some of these staff have been and continue to be very good and an asset to our business	4/12/2021 3:21 PM
32	It is confusing	4/12/2021 3:10 PM

33	The visa program it's ridiculous	4/12/2021 3:07 PM
34	Lack of knowledge that they are coming to a Christian based country which means leave anything contrary to this back in the native land	4/9/2021 1:54 PM
35	Inflexible occupation criteria	4/9/2021 1:18 PM
36	the cost of visas is high. not all visas help all genuine staff if they don't have a qualification.	4/8/2021 9:29 AM
37	Process.	4/8/2021 8:25 AM
38	red tape	4/7/2021 12:37 PM
39	Nii	4/7/2021 12:20 PM
40	I like to keep the same worker	4/7/2021 6:34 AM
41	Communication and skill set to Australian Standards	4/6/2021 8:46 PM
42	no white people please	4/6/2021 8:39 PM
43	The worker can only stay for a few months, and it is hard to keep him her here in case him or her is good	4/6/2021 7:33 PM
44	no answer - wouldn't touch any visa program with a 10 foot pole, really bad experience the one time we employed a visa worker	4/6/2021 3:58 PM
45	Shear cost of sponsorship, I would rather run a smaller business and do the work myself.	4/6/2021 3:23 PM
46	length of employment term is capped	4/6/2021 2:23 PM
47	language barrier	4/6/2021 1:33 PM
48	Qualifications poorly assessed, processing time	4/6/2021 1:26 PM
49	I would only need casual workers which might not be frequent enough to attract a temporary visa holder to the area and would not provide enough work to fill the 3 month regional work period required.	4/6/2021 11:44 AM
50	Not sure	4/6/2021 11:32 AM
51	Have not needed to consider. Payment of visa application and travel to and from place of work/origin at commencement and end of employment would add to cost of employment compared to local employment	4/6/2021 11:25 AM
52	No idea	4/6/2021 11:18 AM
53	Hours allowed to work	4/6/2021 11:08 AM
54	quality applicants overseas travel restrictions	4/6/2021 10:57 AM
55	The cost, and depth of skills	4/6/2021 10:51 AM
56	no	4/6/2021 10:50 AM
57	No	4/6/2021 10:41 AM

Q15 Would the ability to sponsor skilled migrant workers benefit your business?

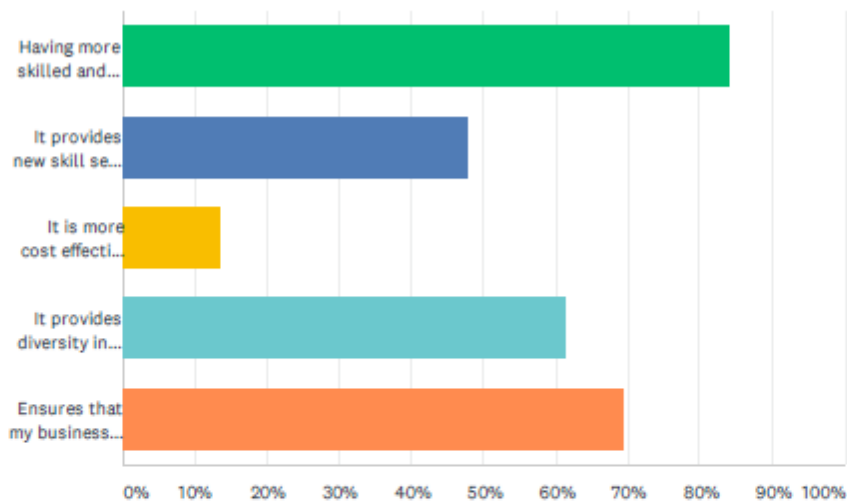
Answered: 142 Skipped: 11



ANSWER CHOICES	RESPONSES	
Yes	47.89%	68
No	52.11%	74
TOTAL		142

Q16 If yes, what would be the benefits to you as an employer? (tick box, multiple answers)

Answered: 75 Skipped: 78



ANSWER CHOICES	RESPONSES	
Having more skilled and qualified applicants to choose from when recruiting	84.00%	63
It provides new skill sets and training opportunities to our existing employees	48.00%	36
It is more cost effective for our business	13.33%	10
It provides diversity in our workplace	61.33%	46
Ensures that my business retains them for a guaranteed period of time	69.33%	52
Total Respondents: 75		

#	OTHER (PLEASE SPECIFY)	DATE
1	na	4/18/2021 8:09 PM
2	they would not have such a lazy entitled attitude.	4/16/2021 1:08 PM
3	In almost all instances they take their job seriously and understand true customer service	4/13/2021 11:09 AM
4	We would only sponsor a worker if they have proven their ability and fit within our business.	4/13/2021 9:07 AM
5	They are enthusiastic to work	4/12/2021 7:06 PM
6	It's an option in the current market because of the labour shortage. We wouldn't normally need to be recruiting travellers.	4/12/2021 3:21 PM
7	I came myself in 2008 under the skilled Migration scheme Visa 136 back then. It brings in people with skills and a good education from developed countries. Since our education system is so poor, we should consider some visa changes. OR change the education system	4/6/2021 7:33 PM
8	Appreciate the job opportunity	4/6/2021 10:47 AM
9	No	4/6/2021 10:41 AM

Q17 If no, what other methods do you believe will assist in attracting the skilled labour force you need?

Answered: 66
Skipped: 87

#	RESPONSES	DATE
1	Rental market crisis in Dunsborough is causing issues with current cleaners retaining their houses/jobs. And preventing any new people moving to the area to fill positions.	4/19/2021 2:27 PM
2	more industry based quality training is urgently required but SME's don't want to pay for it	4/19/2021 1:31 PM
3	We have taken to training people ourselves, which has been very successful. The process of trying to set up training was ridiculously difficult because we are in an industry outside the normal trades. It took two years of knocking on doors before one of the Perth TAFEs finally agreed to work with us - we nearly gave up. More flexibility in the traineeship arena and a willingness to partner with local business may be part of the solution. We have since trained six young people from the region and because of staff retention have had to put the traineeship on hold as we have no positions to fill.	4/19/2021 11:37 AM
4	Do not make it attractive to be unemployed	4/19/2021 11:14 AM
5	Advertising with my customer database.	4/19/2021 7:53 AM
6	Better training	4/18/2021 8:07 PM
7	There are no other options at the moment	4/17/2021 12:00 PM
8	Using local people to fill the position. I am not averse to bringing in migrants when we can't sort the workers. However, I think Australian workers and welfare recipients should be far more accountable in Australia first. Our welfare systems give far too much money for little return. Yes, these people need the money, but they also need to be trained in working and work ethics to be entitled to it.	4/16/2021 5:40 PM
9	Marketing and promotion	4/16/2021 3:16 PM
10	More local training and employing from the area or people who will move to the area to increase population (Bunbury area plans to increase population and infrastructure for the future) and therefore creating work for locals.	4/16/2021 2:02 PM
11	The main issue with employing skilled migrants is that this visa no longer leads to guaranteed permanent residency in this industry (restaurant management)	4/16/2021 2:00 PM
12	NA	4/16/2021 1:39 PM
13	Greater training in regional universities and TAFE	4/16/2021 1:22 PM
14	Government incentives and structured training programs	4/16/2021 1:07 PM
15	Tax concessions for providing incentives such as further study, registration towards becoming registered as an Architect for younger graduates, etc.	4/16/2021 12:35 PM

16	building the regional areas with more attractions to get those from the city to relocate	4/16/2021 9:33 AM
17	Strong communities with available, good quality childcare will allow good candidates to continue working.	4/15/2021 9:20 AM
18	local government assisting small businesses	4/14/2021 1:36 PM
19	Pay parity in regional centres, keeping regional marketing outsourcing and spend invested in regionally based marketing resources.	4/13/2021 2:44 PM
20	I don't know.	4/13/2021 9:07 AM
21	More training and facilities for our youth to keep them in the rural and regional areas.	4/13/2021 9:02 AM
22	Forget the "how to write a resume" in job readiness. Youth (our next generation of employees) need specific training - in mindset and motivation, or we will have a generation of self absorbed, social media driven, no-where teenagers coming thru work placements in all areas with high expectations but low drive and motivation. Costly for employers and disappointing for young employees when they discover that their best is no-where near adequate for real life businesses that don't want to cut corners in safety and customer service.	4/13/2021 8:53 AM
23	Government stop giving out money to people sitting on their butts, that could work but choose to manipulate the system to not do. And maybe education in schools - many youngsters leave school with a poor expectation of work ethic.	4/12/2021 9:36 PM
24	A Hospitality Training Course for young students who are not concluding their TEE for example. They could get on the job training in waitressing, housekeeping, general maintenance or groundsman, as part of their qualification through a TAFE or other year 11 or 12 training program. This would make them also more employable after they leave school.	4/12/2021 5:03 PM
25	More affordable accommodation	4/12/2021 4:24 PM
26	Vaccinations	4/12/2021 4:19 PM
27	Affordable accommodation	4/12/2021 3:59 PM
28	Housing	4/12/2021 3:36 PM
29	No problem finding and keeping staff. We pay \$30/hr. plus conditions for unskilled and \$40/hr. for skilled (more responsibility). Set aside a good amount of time for training, give lots of perks (free wine, samples, produce etc.). We have communal lunches and listen to our staff. They are happy to work for us and we never have a problem finding or replacing staff. Our staff never leave unless they have a very good reason, and we usually find they recommend a friend.	4/12/2021 3:24 PM
30	Being open and flexible to the needs of the people we are trying to recruit. We are currently targeting school mums and dads for work during school hours i.e., teams of two. Necessity breed creativity.	4/12/2021 3:21 PM
31	Make the South West a highly desirable place to live.	4/12/2021 10:37 AM
32	Training local people to enter the industry and then offer more specialized training and incentives to help them progress into more senior roles.	4/11/2021 11:12 AM
33	stronger funding in mental health and more accessible tertiary education in counselling and also changing the requirements so that a tertiary educated, and experienced counsellor is able to obtain a Medicare provider number.	4/10/2021 6:34 PM
34	Less handouts by government so people will rely on work to support themselves. Only those with able bodies	4/9/2021 1:54 PM
35	Promotion of the region as a place to live	4/9/2021 1:18 PM
36	More apprentices in the TAFE system	4/9/2021 11:54 AM

37	My business is tiny, I am an erotic poetry writer and publisher, apart from an editor to ensure the typeset and artwork suit the current work, I cannot see my business needing any other labour	4/8/2021 10:10 AM
38	having affordable accommodation and available accommodation would certainly help attract people to the area. Promoting the area as one of the top wines and dine regions with fantastic work life balance.	4/8/2021 9:29 AM
39	Not required.	4/8/2021 8:25 AM
40	regional settlement incentive for new graduates, affordable housing	4/7/2021 7:55 PM
41	Learn to spell Skill	4/7/2021 1:15 PM
42	Training but people have to want to do it.	4/7/2021 11:43 AM
43	Long incentives to train people instead of paying them to do nothing	4/7/2021 11:23 AM
44	A Fast-Term Training for apprenticeships, the current 3 years for a Cabinet Maker is too long.	4/7/2021 10:44 AM
45	move people from the city into regional areas, need to be incentives for people to live in the regions. Improve public transport, invest in the regions by encouraging and supporting businesses. Maybe a tax concession for those living more than 200km from Perth CBD.	4/7/2021 10:31 AM
46	Stop job keeper/job seeker too well paid and no-one wanting to work for little more	4/7/2021 9:24 AM
47	intra state recruitment	4/7/2021 8:16 AM
48	Make people work	4/7/2021 6:34 AM
49	Improvement in schooling in the region and improved employment opportunities for skilled spouses	4/6/2021 11:55 PM
50	There is an abundance of online creators within Australia that I can hire to work with my small business.	4/6/2021 10:48 PM
51	I don't need skilled labour force	4/6/2021 9:42 PM
52	More training through the school systems	4/6/2021 8:46 PM
53	who could afford to employ foreigners simply because they provide diversity in our workplace? only taxpayer funded govt institutions. Go fuck yourselves scumbags!	4/6/2021 8:39 PM
54	Increased remuneration for work done so I can pay employees more.	4/6/2021 6:53 PM
55	See above comment	4/6/2021 3:58 PM
56	Improve apprenticeship availability in the South West so young men stay in the region and establish themselves here.	4/6/2021 3:23 PM
57	More government and council contracts spread around to local businesses and not given to out of town companies. as a way to keep jobs local and the revenue local.	4/6/2021 2:23 PM
58	Govt to Stop helping healthy unemployed people so much financially	4/6/2021 1:57 PM
59	More housing availability down south.	4/6/2021 1:25 PM

60	The ability to have multiple employers making up a minimum number of weekly hours for temporary visa holder employees.	4/6/2021 11:44 AM
61	Na	4/6/2021 11:32 AM
62	Keeping city centre vibrant and a place people are attracted to shop, socialise and work in	4/6/2021 11:25 AM
63	Cheaper recruiting costs	4/6/2021 11:08 AM
64	Upskilling existing work force	4/6/2021 10:54 AM
65	More training facilities with better products on offer	4/6/2021 10:51 AM
66	Further UNI courses	4/6/2021 10:41 AM

Summary report

Q1: Please indicate which local Government Area your business is located in;

Answer Choices	Response Percent	Responses
Boyup Brook	0.0%	0
Bridgetown-Greenbushes	0.66%	1
Bunbury	56.58%	86
Busselton	23.03%	35
Capel	1.32%	2
Collie	0.0%	0
Dardanup	4.61%	7
Donnybrook-Balingup	0.66%	1
Harvey	1.32%	2
Manjimup	0.66%	1
Margaret River	11.18%	17
Nannup	0.0%	0
	Answered	152
	Skipped	1

Q2: As a business, do you struggle to attract workers with specific skills and qualifications you need?

Answer Choices	Response Percent	Responses
Yes	71.52%	108
No	28.48%	43
	Answered	151
	Skipped	2

Q3: As a business, do you struggle to retain workers with the specific skills and qualifications you need?

Answer Choices	Response Percent	Responses
Yes	49.67%	75
No	50.33%	76
	Answered	151
	Skipped	2

Q4: If yes to either of the above questions, what are the specific challenges that you find impacting your business?

Answered	113
Skipped	40

Q5: Is your business currently experiencing a resourcing or recruiting challenge? This is defined by job roles that are unable to be filled for greater than 90 days or advertised positions that do not attract suitably qualified applicants.

Answer Choices	Response Percent	Responses
Yes	59.6%	90
No	40.4%	61
	Answered	151
	Skipped	2

Q6: If yes, please select the specific occupations/position you are currently experiencing a recruiting or resourcing challenge?

Answer Choices	Response Percent	Responses
Accommodation and Hospitality Manager	5.83%	6
Aged or Disabled Carer	0.97%	1
Agricultural and Horticultural Mobile Plant Operator	2.91%	3

Apiarist	0.0%	0
Aquaculture Farmer	0.0%	0
Baker	0.0%	0
Bar Attendant (Supervisor)	3.88%	4
Beef Cattle Farmer	0.0%	0
Café or Restaurant Manager	10.68%	11
Caravan Park and Camping Ground Manager	0.0%	0
Child Care Worker	0.0%	0
Construction Estimator	1.94%	2
Cook	18.45%	19
Crop Farmers	0.0%	0
Dairy Cattle Farm Operator	0.0%	0
Dairy Cattle Farmer	0.0%	0
Dairy Product Maker	0.97%	1
Dental Assistant	0.0%	0
Dental Hygienist	0.0%	0
Dental Prosthetist	0.0%	0
Dental Technician	0.0%	0
Dental Therapist	0.0%	0
Dentist	0.0%	0
Disabilities Services Officer	0.97%	1
Earthmoving Plant Operator	3.88%	4
Enrolled Nurse	0.0%	0
Family Support Worker	0.97%	1
Floor Finisher	0.97%	1
Fruit or Nut Grower	0.0%	0
Garden Labourer	0.97%	1
Goat Farmer	0.0%	0
Grape Grower	0.0%	0

Horticultural Nursery Assistant	0.0%	0
Hospitality Workers	24.27%	25
Hospitality, Retail and Service Manager	6.8%	7
Hotel or Motel Manager	2.91%	3
Hotel Service Manager	0.97%	1
ICT Project Manager	0.97%	1
Livestock Farmers	0.0%	0
Massage Therapist	0.0%	0
Medical Administrator	1.94%	2
Metallurgical or Materials Technician	1.94%	2
Mixed Livestock Farmer	0.0%	0
Nursing Support Worker	0.0%	0
Pastry Cook	0.97%	1
Pig Farmer	0.0%	0
Poultry Farmer	0.0%	0
Residential Care Worker	0.97%	1
Roof Tiler	0.97%	1
Nurseryperson	0.97%	1
Senior Dairy Cattle Farm Worker	0.0%	0
Sheep Farmer	0.0%	0
Skilled Horticultural Worker	0.97%	1
Tourist Information Officer	0.0%	0
Travel Consultant	0.0%	0
Truck Driver (General)	2.91%	3
Vineyard Manager	0.97%	1
Vineyard Supervisor	0.97%	1
Vineyard Worker	1.94%	2
Waiter	13.59%	14
Waiter (Supervisor)	6.8%	7

Welfare Worker	0.97%	1
Wine Maker	0.0%	0
Winery Cellar Hand	1.94%	2
Youth Worker	0.97%	1
Other (please specify)	69.9%	72
	Answered	103
	Skipped	50

Q7: Based on your business's forecasts, future projects, programs, expansions etc., in the next 5 years, which occupations/positions do you expect to experience a recruiting or resourcing challenge?

Answer Choices	Response Percent	Responses
Accommodation and Hospitality Manager	7.94%	10
Aged or Disabled Carer	3.17%	4
Agricultural and Horticultural Mobile Plant Operator	3.17%	4
Apiarist	0.0%	0
Aquaculture Farmer	0.79%	1
Baker	0.79%	1
Bar Attendant (Supervisor)	7.14%	9
Beef Cattle Farmer	0.79%	1
Café or Restaurant Manager	11.9%	15
Caravan Park and Camping Ground Manager	0.0%	0
Child Care Worker	0.0%	0
Construction Estimator	3.17%	4
Cook	18.25%	23
Crop Farmers	0.79%	1
Dairy Cattle Farm Operator	0.79%	1
Dairy Cattle Farmer	0.0%	0
Dairy Product Maker	0.0%	0

Dental Assistant	0.0%	0
Dental Hygienist	0.0%	0
Dental Prosthetist	0.0%	0
Dental Technician	0.0%	0
Dental Therapist	0.0%	0
Dentist	0.0%	0
Disabilities Services Officer	3.17%	4
Earthmoving Plant Operator	4.76%	6
Enrolled Nurse	2.38%	3
Family Support Worker	1.59%	2
Floor Finisher	0.0%	0
Fruit or Nut Grower	0.0%	0
Garden Labourer	1.59%	2
Goat Farmer	0.0%	0
Grape Grower	0.79%	1
Horticultural Nursery Assistant	1.59%	2
Hospitality Workers	24.6%	31
Hospitality, Retail and Service Manager	11.9%	15
Hotel or Motel Manager	3.17%	4
Hotel Service Manager	2.38%	3
ICT Project Manager	2.38%	3
Livestock Farmers	0.79%	1
Massage Therapist	0.79%	1
Medical Administrator	1.59%	2
Metallurgical or Materials Technician	1.59%	2
Mixed Livestock Farmer	0.79%	1
Nursing Support Worker	0.79%	1
Pastry Cook	3.17%	4
Pig Farmer	0.0%	0

Poultry Farmer	0.0%	0
Residential Care Worker	1.59%	2
Roof Tiler	0.79%	1
Nurseryperson	0.79%	1
Senior Dairy Cattle Farm Worker	0.0%	0
Sheep Farmer	0.0%	0
Skilled Horticultural Worker	2.38%	3
Tourist Information Officer	0.79%	1
Travel Consultant	0.79%	1
Truck Driver (General)	4.76%	6
Vineyard Manager	0.79%	1
Vineyard Supervisor	1.59%	2
Vineyard Worker	2.38%	3
Waiter	11.9%	15
Waiter (Supervisor)	10.32%	13
Welfare Worker	2.38%	3
Wine Maker	0.79%	1
Winery Cellar Hand	2.38%	3
Youth Worker	0.79%	1
Other (please specify)	63.49%	80
	Answered	126
	Skipped	27

Q8: Do you expect to be recruiting different or new skills sets in the future? If Yes, please describe.

Answer Choices	Response Percent	Responses
Yes	22.67%	34
No	77.33%	116
Please describe		34
	Answered	150
	Skipped	3

Q9: Besides specific qualification, what are the soft skills and general qualities you would seek in an employee? (these may include character, communication skills, mindsets, attitudes etc.)

Answered	136
Skipped	17

Q10: How would you rate the training and education courses and services currently available in the Bunbury Geographe region?

Answer Choices	Very poor	Below Average	Average	Above Average	Very Good	Total	Weighted Average
1	13	38	72	19	5	147	2.76
						Answered	147
						Skipped	6

Q11: Have you or do you plan to employ a temporary or permanent visa holders?

Answer Choices	Response Percent	Responses
Currently or previously employed temporary visa holder/s	40.43%	57
Planning to employ temporary visa holder/s	21.99%	31
Only employ permanent visa holder/s	18.44%	26
Would not consider employing a temporary visa holder	40.43%	57
	Answered	141
	Skipped	12

Q12: If you have or would employ a temporary visa holder, please identify which type of visa they held or would hold.

Answer Choices	Work and holiday visa (subclass 462)	Working holiday visa (subclass 417)	Temporary Work (International Relations) visa (subclass 403) – Pacific Labour scheme	Temporary Work (International Relations) visa (subclass 403) – Seasonal Worker program	Temporary Activity visa (subclass 408)	Temporary Work (Short Stay Specialist) visa subclass 400	Total			
Types of Visas	32	22	5	1	5	4	69			
						Answered	73			
						Skipped	80			
Temporary work visas										
Answer Choices	Temporary Skill Shortage visa (subclass 482)	Temporary Graduate Visa (subclass 485)	Skilled – Recognised Graduate visa (subclass 476)	Business Innovation and Investment (Provisional visa) (subclass 188)	Skilled Regional (Provisional) visa (subclass 489)	Skilled Work Regional (Provisional) visa (subclass 491)	Skilled Employer Sponsored Regional (Provisional) visa (subclass 494)	Total		
Types of Visas	10	1	0	0	2	2	4	19		
							Answered	73		
							Skipped	80		
Permanent work visas										
Answer Choices	Regional Sponsor Migration Scheme (subclass 187)	Employer Nomination Scheme visa (subclass 186)	Skilled Independent visa (subclass 189)	Skilled Nominated visa (subclass 190)	Skilled Regional visa (subclass 887)	Business Innovation and Investment (Permanent) visa (subclass 888)	Business Talent (Permanent visa (subclass 132)	Distinguished Talent visa (subclass 124)	Distinguished Talent visa (subclass 858)	Total
Types of Visas	6	2	3	0	2	0	0	0	0	13
									Answered	73
									Skipped	80

Q13: Do you have a clear understanding of how the visa program works to attract the skills you need?

Yes	35.86%	52
No	64.14%	93
	Answered	145
	Skipped	8

Q14: If yes, what do you consider to be limitations of the standard visa programs available?

Answer Choices	Response Percent	Responses
Yes	47.89%	68
No	52.11%	74
	Answered	142
	Skipped	11

Q15: Would the ability to sponsor skilled migrant workers benefit your business?

Answer Choices	Response Percent	Responses
Yes	47.89%	68
No	52.11%	74
	Answered	142
	Skipped	11

Q16: If yes, what would be the benefits to you as an employer?

Answer Choices	Response Percent	Responses
Having more skilled and qualified applicants to choose from when recruiting	84.0%	63
It provides new skill sets and training opportunities to our existing employees	48.0%	36
It is more cost effective for our business	13.33%	10
It provides diversity in our workplace	61.33%	46
Ensures that my business retains them for a guaranteed period of time	69.33%	52
Other (please specify)		9
	Answered	75
	Skipped	78

Q17: If no, what other methods do you believe will assist in attracting the skills labour force you need?

Answered	66
Skipped	87

Appendix 7: Migrant Support Service Directory

Department/ Organisation	Location	Contact	Note	Link
Department of Home Affairs	Australia-wide	General Enquires Form Departmental online forms	Multicultural affairs, immigration and border-related functions including visa issues, and citizenship pathways and processes.	https://www.homeaffairs.gov.au/help-and-support/contact-us
Department of Human Services	Australia-wide	various	<p>help for refugees, humanitarian entrants and new arrivals.</p> <p>Skills for Education and Employment - help improve your speaking, reading, writing or math.</p> <p>Newly arrived resident's waiting period.</p> <p>Multicultural Service Officers - help migrant and refugee communities connect with our services.</p> <p>Adult Migrant English Program</p>	<p>https://www.humanservices.gov.au/individuals/subjects/help-refugees-humanitarian-entrants-and-new-arrivals</p> <p>https://www.humanservices.gov.au/individuals/services/centrelink/skills-education-and-employment</p> <p>https://www.humanservices.gov.au/individuals/enablers/newly-arrived-residents-waiting-period</p> <p>https://www.humanservices.gov.au/individuals/services/centrelink/multicultural-service-officers</p> <p>https://www.humanservices.gov.au/individuals/enablers/adult-migrant-english-program/30846</p>

Department of Education and Training	South West	Southwest Education Regional Office T: 9791 0300	For inquiries related to Education	https://www.education.wa.edu.au/
Department of Social Services	Metro Perth	1300 653 227	New Arrivals – New Connections - An employer's guide to working with migrants and refugees Free Translating Service Humanitarian Settlement Program – Service Provider Location	https://www.dss.gov.au/settlement-and-multicultural-affairs/publications/new-arrivals-new-connections?HTML https://www.dss.gov.au/our-responsibilities/settlement-services/programs-policy/settle-in-australia/help-with-english/free-translating-service https://www.dss.gov.au/our-responsibilities/settlement-services/programs-policy/settlement-services-locator
Fair Work Ombudsman	Australia-wide	Helpline 13 13 94	Assist with workplace question or issues, self-service tool on Pay and Condition Tool.	https://www.fairwork.gov.au/contact-us
Fair Work Commission	Australia-wide	1300 799 675 Online Lodgment Service Perth Office: perth@fwc.gov.au	The Commission is Australia's national workplace relations tribunal including dealing with unfair dismissal and anti-bullying claims.	https://www.fwc.gov.au/about-us/contact-us
Centre care	Metro Perth	08 9325 6644	Migration Services (metropolitan)	https://www.centrecare.com.au/services/metropolitan-services-metro/migration-services-metro/

			Migration Services - Settlement Grants Program (SGP)	https://www.centrecare.com.au/services/metropolitan-services-metro/migration-services-metro/settlement-grants-prog-metro/
Living in Western Australia	Western Australia Metro Perth	Migration Services Department of Training and Workforce Development 08 9224 6540 migration@dtwd.wa.gov.au	A guide on living and working in Western Australia, including: Overseas Qualification Unit Skilled Migration WA Settlement Services	https://migration.wa.gov.au/services/settlement-services/employment
South West Community Legal Centre		(08) 9791 3206 info@swclc.org.au	Migrant Settlement Services - provide support and settlement assistance to refugees, humanitarian entrants, migrants and their families	https://www.swclc.org.au/
Australia Neighborhood Houses and Centers Association	Linkwest Metro Perth	08 9485 8929 office@linkwest.asn.au	Neighbourhood Houses/Centres (the generic term) are locally run and operated organisations - a multicultural group learning English.	http://www.anhca.asn.au/
Australian Red Cross	Metro Perth	08 9225 8830	Help for migrants in transition.	https://www.redcross.org.au/get-help/help-for-migrants-in-transition
The Humanitarian Group	Metro Perth	08 6148 3650 admin@thehumanitarian.org.au	Provide migration assistance, legal advice and education for people new to Australia who are disadvantaged in their access to legal services.	https://thehumanitariangroup.org.au/page/how-we-help
The Woman's Law Centre	Metro Perth	08 9272 8800	Provides accessible legal services on a non-discriminatory equitable basis to women facing disadvantage in Western Australia.	https://www.wlcwa.org.au/ab-out-us/
Study Perth	Metro Perth	08 6244 1640 admin@studyperth.com.au	The first point of contact for anyone wishing to obtain information on studying and living in Perth.	https://www.studyperth.com.au/
Mate in Oz	Metro Perth	info@mateinoz.com	Represents International Students studying in Perth - free service - assisting them integrating into Australian society and gives advice on migration, accommodation, pre-arrival arrangements pick up from airport etc.,	http://www.mateinoz.com/

Australian Quality Framework	Australia-wide	08 8306 8777 aqfc@aqf.edu.au	The Australian Qualifications Framework (AQF) is the policy for regulated qualifications in the Australian education and training system.	https://www.aqf.edu.au/contact-us
Department of Education and training, International Education	Australia-Wide	Western Australia 08 9224 6540 oqu@dtwd.wa.gov.au	Manages qualifications recognition policy to support student and labour market mobility, including professional recognition.	https://internationaleducation.gov.au/services-and-resources/pages/qualifications-recognition.aspx
Migration WA	Western Australia	Various	Enrolling your child in school	https://migration.wa.gov.au/services/settlement-services/children-and-education/education
The Office of Multicultural Interests (OMI)	Western Australia	08 6551 8700 harmony@omi.wa.gov.au	OMI provides information, advice, funding, training and support to communities and community organisations to help build strong communities.	https://www.omi.wa.gov.au/Resources/Pages/Links.aspx
Regional Opportunities Australia (ROA)	Australia	02 8660 1020	ROA is a not-for-profit organisation that helps migrants and refugees move from cities to welcoming regional communities and connects them to employment and business opportunities. ROA services are free of charge for clients and employers.	http://www.roa.org.au/migrants/
Connections Australia	Australia	Download App	Information and how to's for migrants settling into their new life in their new home.	https://www.connectionsaustralia.com/en/life
Ethnic Communities Council of Western Australia (ECCWA)	Western Australia	08 9227 5322 admin@eccwa.org.au	ECCWA is a non-government, non-profit community based organisation, which takes an active interest in all aspects of multiculturalism and ethnic affairs and acts on behalf of all ethnic communities in Western Australia.	http://www.eccwa.org.au/contact-us/
Education Regional Office	Bunbury	9791 0300	Provide information on local public school options, special programs and services such as school psychology, behaviour centres, home education and reporting students not attending school.	https://www.education.wa.edu.au/contact
Work Safe	Western Australia	1300 307 877	Working with employers, employees and employee representatives to set up and maintain systems of work so that employees are not exposed to hazards.	http://www.commerce.wa.gov.au/worksafe

Department of training and workforce development	Bunbury	08 6371 3007 bunburyjsc@srtafe.wa.edu.au	Jobs and Skills Centre can provide free professional and practical advice on training and employment opportunities	https://www.jobsandskills.wa.gov.au/jobs-and-skills-centres/south-regional/bunbury
Multicultural Services	Bunbury	04762964707	Provide appropriate cultural and linguistic services to address the needs of the diverse populace of WA with special emphasis on matters affecting their general settlement, welfare & education, training & employment, legal & health (including mental health)	https://mscwa.com.au/contact-us/

Appendix 8: Skills Accessing Authority for each occupation

Occupation	ANSCO Code	Skill Level	Assessing Authority
Hospitality, Accommodation, Tourism, and Retail Sector			
Accommodation and Hospitality Manager nec.	141999	2	VETASSESS
Baker	351111	3	TRA
Bar Attendant (Supervisor)	070499#	4	VETASSESS
Café or Restaurant Manager	141111	2	VETASSESS
Cook	351411	3	TRA
Hospitality Workers nec.	431999	5	N/A At least 2-3 years of experience required
Hospitality, Retail and Service Manager nec.	149999	2	VETASSESS
Hotel or Motel Manager	141311	2	VETASSESS
Hotel Service Manager	431411	3	VETASSESS
Pastrycook	351112	3	TRA
Retail Supervisor	621511	4	N/A At least 2-3 years of experience required
Waiter	431511	4	N/A At least 2-3 years of experience required
Waiter (Supervisor)	070499#	4	VETASSESS
Carers, Health and Welfare Workers			
Aged or Disabled Carer	423111	4	VETASSESS
Child Care Worker	421111	3	ACECQA
Community Worker	411711	2	ACWA
Disabilities Services Officer	411712	2	ACWA
Enrolled Nurse	411411	2	ANMAC
Family Support Worker	411713	2	ACWA
Nursing Support Worker	423312	4	VETASSESS
Residential Care Worker	411715	2	ACWA
Welfare Worker	272613	1	ACWA
Youth Worker	411716	2	ACWA
Plant Operators			
Backhoe Operator	721212	4	N/A At least 2-3 years of experience required
Earthmoving Plant Operator	721211	4	N/A At least 2-3 years of experience required
Excavator Operator	721214	4	N/A At least 2-3 years of experience required
Loader Operator	721216	4	N/A At least 2-3 years of experience required
Transport and Logistics			
Truck Driver (General)	733111	4	N/A At least 2-3 years of experience required

Timber Industry			
Logging Plant Operator	721112	4	N/A At least 2-3 years of experience required
Sawmill or Timber Yard Worker	839412	5	N/A At least 2-3 years of experience required
Technician and Other occupations			
Concreter	821211	5	N/A At least 2-3 years of experience required
Driller	712211	4	VETASSESS
Metallurgical or Materials Technician	312912	2	VETASSESS
Sand Blaster	711913	4	N/A At least 2-3 years of experience required
Steel Fixer	821713	4	N/A At least 2-3 years of experience required
Tyre Fitter	899415	4	N/A At least 2-3 years of experience required
Construction Industry and Engineers			
Construction Project Manager	133111	1	VETASSESS
Civil Engineer	233211	1	Engineers Australia
Mechanical Engineer	233512	1	Engineers Australia
Production or Plant Engineer	233513	1	Engineers Australia
Transport Engineer	233215	1	Engineers Australia
Dairy Industry			
Dairy Product Maker	831114	5	N/A At least 2-3 years of experience required
Medical			
Sonographer	251214	1	ASMIRT
General Practitioner	253111	1	MedBA
Technology			
ICT project Manager	135112	1	ACS

**Where the assessing authority is not available for an occupation, 2- 3 years of relevant full time work experience will be considered.*

Appendix 9: Evidence based on labour market testing

Labour Market testing Evidence by J&P group:

The screenshot shows a job listing on the SEEK website. The job title is "MC Drivers" by "J & P Group Pty Ltd". The listing includes a list of attributes for the ideal candidate, such as a current MC Drivers License, a positive SAFETY Attitude, and the ability to self-load Tri spread deck with an internal plant. It also provides contact information for Peter at 0417 183 242 and an email address admin2@jpgroup.com.au. On the right side, there is a pink "Apply for this job" button, a "Save job" button, and a "Send job" button. Below these buttons, there is a section for "Career insights for Multi Combination Drivers" showing a salary range of \$100,000 - \$129,999 for Bunbury & South West, with a full-time annual package based on SEEK job ads. A salary distribution chart is also visible, with a peak at \$100K.

Jobs Courses Businesses for sale Volunteering **AU** NZ

seek Sign in or Register | Employer site

Job Search Profile Career Advice Company Reviews

MC Drivers

J & P Group Pty Ltd
[More jobs from this company](#)

MC DRIVER

J&P Group are seeking an **experienced MC Driver**

The ideal candidate will have the following attributes:

- A Current MC Drivers License
- A positive SAFETY Attitude,
- Fit for work
- Reliable and Trustworthy
- Maintain new Prime Mover and Trailers
- Ability to self load Tri spread deck with internal plant ie: excavator

J & P Group have options which include but are not limited to - General Freight, and Farm Site Clean ups

Local work or overnight stay options subject to preferences.

Flexible working environment.

This is a permanent position with an excellent remuneration package with opportunities for advancement within the Group.

To obtain further information please contact: Peter on [0417 183 242](tel:0417183242) during office hours.

To apply please email your resume to: admin2@jpgroup.com.au

Be careful

Don't provide your bank or credit card details when applying for jobs.
[Learn how to protect yourself here](#)

Apply for this job

☆ Save job ✉ Send job

4 Mar 2021
Bunbury & South West
\$100,000 - \$129,999
Full Time
Manufacturing, Transport & Logistics
Road Transport

Career insights for Multi Combination Drivers

Most common salary in Bunbury & South West

\$60K **\$100K** \$130K

Full time, annual package based on SEEK job ads

< ● ● >

Summary of domestic recruitment efforts by J & P Group Pty Ltd:

List all modes of advertising or recruitment efforts by your organisation in the last twelve months for the occupation ¹	Provide details of where the advertisement or recruitment effort took place ²	Period/dates of advertising or recruitment	Fee/s paid for advertising or recruitment	Provide details of who the fees were paid to	Geographical target audience	Number of applications received	Number of applicants that were hired	Reasons that candidates were not successful
Online-MC Driver	Seek	4.03.21-4.04.21	\$308.28	Seek	Australia	Currently 6		
Online-Excavator Operators	Seek	20.01.21-20.02.21	\$308.28	Seek	Australia	20	1	Not suitable, no experience
Online-Machinery Operator/All Rounders	Seek	20.11.20-20.12.20	\$308.28	Seek	Australia	45	1	Not suitable, no experience
Online-MC Drivers	Seek	23.10.20-23.11.20	\$308.28	Seek	Australia	10	1	Not suitable, no experience
Online-MC Driver	Seek	18.08.20-18.09.20	\$308.28	Seek	Australia	7	1	Not suitable, no experience
Online-Excavator Operators/All Rounders	Seek	29.05.20-29.06.20	\$308.28	Seek	Australia	55	1	Not suitable, no experience
Online-Excavator Operator/Leading Hand	Seek	25.02.20-25.03.20	\$308.28	Seek	Australia	49	0	Not suitable, no experience
Online-Excavator Operator	Seek	08.08.19-08.09.19	\$308.28	Seek	Australia	44	0	Not suitable, no experience

¹ For example, online, social media, newspaper, internal recruitment processes, trade publications.

² For example, name of publication, website, job or careers expo etc.


I declare that the information I have provided in this document is, to the best of my knowledge, true and accurate and I am aware of the penalties for providing misleading or false information to the Commonwealth.

Signature: 

Name and position of authorised person: Financial Controller

Date: 11/03/2021

Labour Market testing Evidence by South West Express group:

Sign in or Register | Employer site

Job Search Profile Career Advice Company Reviews

South West Express Bunbury - HEAVY RIGID & COMBINATION - TRUCK DRIVER POSITION

South West Express
[More jobs from this company](#)

MUST HAVE A HEAVY RIGID LICENCE

Full time position available after 3 month probation period on casual start, required for immediate start.

Bunbury based HC/HR driver, Bunbury based forklift driver for depot & HR driver transporting perishables throughout the south west region of WA.

Local Bunbury based applicants only please.

Looking for a fit, healthy & honest person to fill our forklift position to handle hands on labor, unloading and lifting stock on a regular basis.

Forklift License is very important please provide both HR & Forklift ticket for a successful application for the position required.

Thanks for taking your time to apply, see below for your application to successfully reach us.

Please email resume to our Bunbury Depot HR Transport Manager: "STAS"

Transport Manager's email: transport@swexpress.com.au

Depot Location: 8 Palmer Crescent, Davenport Bunbury 6230

NO CALLS. EMAILS ONLY PLEASE EMAIL RESUMES TO THE ABOVE EMAIL.
THANK YOU :)

The application form will include these questions:

- How many years' experience do you have as a HR truck driver?
- Do you have a heavy vehicle driver's licence?
- Are you willing to undergo a pre-employment medical check?
- What is the maximum weight that you are comfortable and able to lift?
- Do you have a current Australian driver's licence?

Apply for this job

☆ Save job

✉ Send job

16 Mar 2021

Bunbury & South West

Full Time


Manufacturing, Transport & Logistics

Road Transport

Logistics courses

- Courses that get you job-ready
- Industry recognised providers

Explore courses



Benefits of study

Study & career advice

Summary of domestic recruitment efforts by South West Express Group:

List all modes of advertising or recruitment efforts by your organisation in the last twelve months for the occupation ¹	Provide details of where the advertisement or recruitment effort took place ²	Period/dates of advertising or recruitment	Fee/s paid for advertising or recruitment	Provide details of who the fees were paid to	Geographical target audience	Number of applications received	Number of applicants that were hired	Reasons that candidates were not successful
Online	Seek.com.au	30 days per advertisement	Between \$220-\$400 per advertisement	Seek Online Invoice Direct	Perth, Bunbury and Albany	563 resumes in the last 24 months	48	Unable to pass Medical/D&A screening, Uninsurable/prior convictions, Residential address too far from depot/Fatigue, Candidate turns down job offer, Unwilling to work offered hours, etc.

¹ For example, online, social media, newspaper, internal recruitment processes, trade publications.

² For example, name of publication, website, job or careers expo etc.

I declare that the information I have provided in this document is, to the best of my knowledge, true and accurate and I am aware of the penalties for providing misleading or false information to the Commonwealth.


Signature:  _____

Name and position of authorised person: Jason Brown – Compliance Manager


Date: 23rd March 2021

Labour Market testing Evidence by Piacentini & Son:

[Jobs](#) [Courses](#) [Businesses for sale](#) [Volunteering](#) [AU](#) [NZ](#)

 [Sign in or Register](#) | [Employer site](#)

[Job Search](#) [Profile](#) [Career Advice](#) [Company Reviews](#)



Piacentini & Son

Dozer Operators - Peel Region, WA

Piacentini & Son
★★★★☆ 3.1 overall rating (28 employee reviews)
[More jobs from this company](#)

Piacentini & Son is an earthmoving and mining contractor specialising in bulk earthworks, supply of mobile mining and earthmoving equipment, road haulage and heavy transportation, and rehabilitation services.

With extensive operations in the Peel region we are currently seeking to build on our existing workforce in the area. If you have experience in the following equipment, meet our requirements and would love to work for a dynamic contracting company we would love to hear from you.

Equipment Experience

- Dozer Operators – CAT D10 & D11

Key Responsibilities:

- Operate mobile machinery efficiently, safely and competently to ensure maximum output
- Strong work ethic
- Proven safety track record
- Excellent communication skills

Requirements:

- Minimum of 5 years' experience as an operator on the equipment listed
- Demonstrated commitment to safety
- Nationally recognised tickets or VOCs to demonstrate operating experience
- Current Australian driver's licence
- Flexible and versatile attitude
- Civil construction background would be an advantage

On Offer:

- Permanent, fulltime employment opportunity
- Competitive salary and allowances
- Family friendly weekday roster
- Immediate start

To Apply:

If you satisfy all the criteria above and are the sort of person that truly enjoys the challenge of making a real positive difference to business, we would like to hear from you.

Please email your resume to recruitment@piacentini.com.au with 'Peel Dozer Operator' in the subject line or click the APPLY button now!

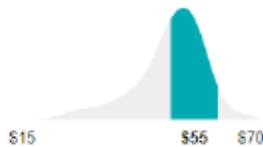
[Apply for this job](#)

[☆ Save job](#) [✉ Send job](#)

17 Mar 2021
Mandurah & Peel
Full Time
Mining, Resources & Energy
Mining - Operations

About Piacentini & Son
★★★★☆ 3.1
28 employee reviews
[More jobs from this company](#)

Career insights for Dozer Operators
Most common hourly rate in WA



\$15 \$55 \$70

Full time, hourly rate based on SEEK job ads

[Explore career](#)



Piacentini & Son

All-Round Operators - Capel, WA

Piacentini & Son

★★★★☆ 3.1 overall rating (28 employee reviews)

[More jobs from this company](#)

Piacentini & Son is an earthmoving and mining contractor specialising in bulk earthworks, supply of mobile mining and earthmoving equipment, road haulage and heavy transportation, and rehabilitation services.

We are currently seeking all-round operators for our Capel Operations (Rehabilitation Works), all within a 30 minute drive from either Bunbury or Busselton. If you have experience with the below equipment and meet our requirements, we would love to hear from you.

Equipment Experience

- Excavators (1250 & 390)
- Dozers (D7, D9 & D10)
- Articulated Dump Trucks

Key Responsibilities:

- Operate mobile machinery efficiently, safely and competently to ensure maximum output
- Strong work ethic
- Proven safety track record
- Excellent communication skills

Requirements:

- Whilst we will require operators with a Minimum of 2 years' experience, options will exist for people new to the industry
- Demonstrated commitment to safety
- If experienced, nationally recognised tickets or VOCs to demonstrate operating experience
- Current Australian driver's licence
- Mandatory pre-employment medical and drug & alcohol testing

On Offer:

- Permanent opportunities
- Competitive salary and allowances
- Monday – Friday weekday roster only

To Apply:

If you satisfy all the criteria above and are the sort of person that truly enjoys the challenge of making a real positive difference to business, we would like to hear from you.

Please email your resume to recruitment@piacentini.com.au with 'Capel Operators' in the subject line, or click the APPLY button now!

Apply for this job

☆ Save job

✉ Send job

15 Mar 2021

Bunbury & South West

Full Time

Mining, Resources & Energy
Mining - Operations

About Piacentini & Son

★★★★☆ 3.1

28 employee reviews

[More jobs from this company](#)

Career insights for Allround Operators

Most common hourly rate in WA



Full time, hourly rate based on SEEK job ads

[Explore career](#)

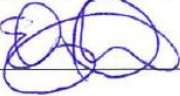
Summary of domestic recruitment efforts by Piacentini & Son:

List all modes of advertising or recruitment efforts by your organisation in the last twelve months for the occupation ¹	Provide details of where the advertisement or recruitment effort took place ²	Period/dates of advertising or recruitment	Fee/s paid for advertising or recruitment	Provide details of who the fees were paid to	Geographical target audience	Number of applications received	Number of applicants that were hired	Reasons that candidates were not successful
Online (Dozer Operator)	Seek.com.au	17/03/2021-(18 days left)	\$250.85	Seek	Mandurah & Peel, WA	14	0	Experience/Skills/Location
Online (All-Round Operator)	Seek.com.au	15/03/2021-(16 days left)	\$250.85	Seek	Capel, WA	57	0	Experience/Skills/Location
Online (Operators – Multiple Opportunities)	Seek.com.au	28/01/2021-10/02/2021	\$250.85	Seek	Mandurah & Peel, WA	77	3	Experience/Skills/Location
Online (Operators – Multiple Opportunities)	Seek.com.au	14/01/2021-10/02/2021	\$250.85	Seek	Collie, WA	57	3	Experience/Skills/Location

¹ For example, online, social media, newspaper, internal recruitment processes, trade publications.

² For example, name of publication, website, job or careers expo etc.

I declare that the information I have provided in this document is, to the best of my knowledge, true and accurate and I am aware of the penalties for providing misleading or false information to the Commonwealth.

Signature:  _____

Name and position of authorised person: Ellen McGill
HR Advisor

Date: 29/03/2021

Labour Market testing Evidence by Leeuwin Civil:



Plant Operators Wanted

Leeuwin Civil Pty Ltd

Bunbury & South West

Construction • Plant & Machinery Operators

Full Time

Posted 10d ago

[More jobs from this company](#)

Job description

Leeuwin Civil is a Busseton earthmoving and civil engineering contractor with extensive upcoming contracts in the South West and Wheatbelt Regions. We are seeking to build on our existing workforce with the right applicants. If you are experienced in the following areas and meet our requirements, we look forward to hearing from you. We are seeking:

- Plant Operators including Grader, Loader, Scraper, Excavator, dozer

Requirements:

- Minimum of 2 years experience on plant
- Current Drivers Licence
- Strong work ethic
- Good Communication Skills
- Able to pass medical and Drug and Alcohol test

Leeuwin Civil is an equal opportunity employer and we encourage men and women of all ages and Australian Aboriginal and Torres Strait Islander people to Apply.

Please email your resume to lissa@leeuwincivil.com.au

Summary of domestic recruitment efforts by Leeuwin Civil:

Labour Market testing Evidence by MC Donald's Busselton:

indeed for employers [Dashboard](#) [Find resumes](#) [Analytics](#)

[Jobs](#) [Candidates](#) [Messages](#)

[Back to all jobs](#) [Sponsor this job](#)

Restaurant Department Manager

John Frankham Pty Ltd – Busselton WA 6280

Clicks

— Your job

Clicks this week 0

[Sponsor Job for More Clicks](#)

[Improve Job Description](#)

Date	Clicks
30/07/2020	0
31/07/2020	0
1/08/2020	0
2/08/2020	0
3/08/2020	0
4/08/2020	0
5/08/2020	0

Candidates

Awaiting Review	Total (excluding rejected)
0	0

[2 Rejected](#)

Job Description

A Department Manager position is available for an enthusiastic and motivated person with previous Management experience.

A Department Manager significantly contributes to the overall growth and success of a McDonald's Restaurant by taking ownership of a designated Department to deliver optimum results in the areas of Quality, Service, Cleanliness & Value. They must be able to consider all aspects of Restaurant Operations, events and promotion to understand Department impacts. A Department Manager will lead the way in outstanding shift leadership and share their knowledge and expertise within the team. They must be able to maintain excellence in safety standards, build sales and control costs in order to maintain a profitable business.

The role requires you to coach an Assistant Department Manager to succession plan, achieve goals and utilise their knowledge to enhance the Department.

A Department Manager must be an effective communicator and have the ability to coach and manage under performing crew and/or Managers within their team. They must be able to develop and execute action plans to improve results within their Department through monthly follow up.

Job Types: Full-time, Permanent

Salary: \$53,000.00 – \$58,000.00 per year

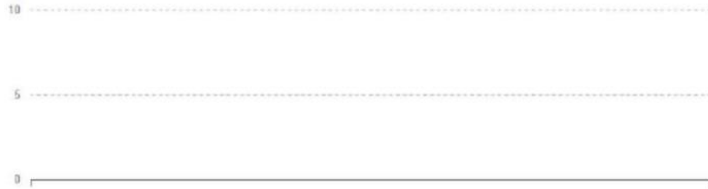
Restaurant Manager

john frankham pty ltd – Busselton WA

Clicks

Gathering data...

Check back tomorrow to see how your job is performing.



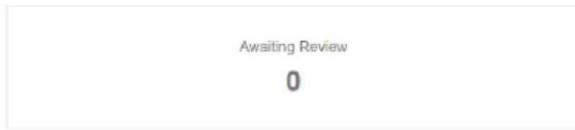
Clicks this week ^⓪



[Sponsor Job for More Clicks](#)

[Improve Job Description](#)

Candidates



[0 Rejected](#)

Job Description

A Restaurant Manager position is available for an enthusiastic and motivated person with previous Restaurant Management experience.

A Restaurant Manager is responsible for the overall profitability, sales, people development, and operations of the Restaurant.

A Restaurant Manager is responsible for the overall growth and success of a McDonald's Restaurant by coordinating all Departments and Systems to deliver optimum results in the areas of Quality, Service, Cleanliness & Value.

They must be able to manage all aspects of Restaurant Operations, events and promotion to understand the impact on the Business and the Brand.

A Restaurant Manager will lead by example, enforce and comply with all restaurant safety standards which includes investigating all incidents and taking corrective actions to ensure a safe working environment for all employees and customers.

The role requires you to coach Restaurant Department Managers to succession plan, achieve goals and utilise their knowledge to enhance each Department.

A Restaurant Manager must be an effective communicator and have the ability to coach and manage under performing crew and/or Managers within their team. They must be able to develop and execute action plans to improve results within their Restaurant through ongoing follow up.

Expected Start Date: 14/08/2020

Job Types: Full-time, Permanent

Salary: From \$65,000.00 per year

Summary of domestic recruitment efforts by McDonald's Busselton:

Busselton/Vass e	Applicants	O/S applicant	Not suitable availability	Minimal/no management experience	No/insufficient resume	Little or no work experiene	Uncertain history	No retail experience	Re applied/ duplicate applications	Still in school	
June 12th	20		3	3	3	3		2	4	2	
July 3rd	15		2		2	2	1		5	3	
July 23rd	12				3		4			5	
Aug 18th	18				4	4			2	8	
Falcon June 9th	47	1	3		24	4		2	12	1	
July 3rd	27		2		4	4	5		4	8	
July 23rd	36	1	1		8	6	7		6	7	
Aug-18	22		2		4	2	2		3	9	
Total	197		2	13	52	25	22	4	36	42	1

Labour Market testing Evidence by Workforce for Timber Mill Workers:

Wendy Murtagh

Timber Mill Workers

Immediate Start
Timber Mill Experience
Busselton Location

Workforce is currently seeking reliable and physically fit employees with experience or willing to learn the timber mill industry. Positions are ongoing and for the Busselton area.

We are requiring Labourers for the sorting table and also TA's to assist fitters with general maintenance of the milling machines. Always looking for Benchman too.

We are looking for long term candidates, casual to start and who want to work and live in Busselton.

To be considered for this position you will need:

Previous Labouring or work experience
Drivers licence and own vehicle
Reliable
Physically fit and able to undertake regular manual handling tasks
High regard for workplace health and safety rules and policies
Live local to the Busselton area or ability to relocate
Available for immediate start
If you meet the above criteria click on the APPLY NOW button and attach an up to date resume.

Wendy Murtagh | Business Development Manager

Workforce International Pty Ltd
85 Belgravia Street Belmont WA 6104
T: 08 9424 2400 F: 08 9424 2433 M: 0427 618 569
E: Wendy.Murtagh@workforce.com.au W: www.workforce.com.au

Summary of domestic recruitment efforts by Workforce for Timber Mill Workers:

Occupation	List all modes of advertising or recruitment efforts by your organisation in the last twelve months for the occupation ¹	Provide details of where the advertisement or recruitment effort took place ²	Period/dates of advertising or recruitment	Fee/s paid for advertising or recruitment	Provide details of who the fees were paid to	Geographical target audience	Number of applications received	Number of applicants that were hired	Reasons that candidates were not successful
Labourer, Trainee Machinist, Fitter, Mechanical Fitter	Workforce Recruitment	Seek and our Internal List	Last 12 months	No fees for Seek		Busselton & the South West	141	10	Candidate turned the job down, weren't happy with the wage, job was too hard for them, couldn't

¹ For example, online, social media, newspaper, internal recruitment processes, trade publications.

² For example, name of publication, website, job or careers expo etc.

									work in dusty or didn't like working outdoors ect..

I declare that the information I have provided in this document is, to the best of my knowledge, true and accurate and I am aware of the penalties for providing misleading or false information to the Commonwealth.

Signature: W. P. Murtagh

Name and position of authorised person: Wendy Murtagh Business Development Manager 5th May 2021

Date:

Labour Market testing Evidence by Flexi Staff Recruitment for Timber Mill Workers:

TIMBER MILL LABOURERS



Flexi Staff Pty Ltd

Bunbury & South West

Trades & Services • Labourers

Contract/Temp

Posted 30d ago

[More jobs from this company](#)

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[Save job](#)

Job description

- IMMEDIATE START
- BUSSELTON
- Monday to Friday

Our Client:

Our client is currently seeking experienced Timber Mill Labourers for an immediate start. We are looking for labourers at the sorting table and the packing shed. Previous experience in a timber mill and especially bench saw experience is highly advantageous.

Key Duties:

Duties will include, but are not limited to the following:

- Mechanically minded
- Reliable and hard working
- Hard working and a can-do attitude
- Physically fit and able to undertake regular manual handling tasks
- High regard for workplace health and safety rules and policies

About You:

Essential Criteria

- Current WA Drivers Licence and own reliable transport
- Physically fit and able to undertake regular manual handling tasks
- Previous Benchman experience highly regarded
- Local to Busselton or willing to relocate

Desirable Criteria

- Forklift ticket desirable

If you fit the above criteria and are interested in the role, please click **APPLY NOW** to send us an up-to-date resume, or for further information please contact Ebonie at Flexi Staff on [9791 5032](tel:97915032).

Summary of domestic recruitment efforts by Workforce for Timber Mill Workers:

Summary of domestic recruitment efforts by **[Flexistaff]**:

Occupation	List all modes of advertising or recruitment efforts by your organisation in the last twelve months for the occupation ¹	Provide details of where the advertisement or recruitment effort took place ²	Period/dates of advertising or recruitment	Fees paid for advertising or recruitment	Provide details of who the fees were paid to	Geographical target audience	Number of applications received	Number of applicants that were hired	Reasons that candidates were not successful
Labourer/Benchman	Online, Website	Seek, 'Comp Website	04/08/2020	\$135.00	SEEK	BUSSELTON	8		Not Local or suitable
Labourer/Benchman	Online, Website	Seek, 'Comp Website	19/08/2020	\$135.00	SEEK	BUSSELTON	22		Not Local or suitable
Labourer/Benchman	Online, Website	Seek, 'Comp Website	04/09/2020	\$135.00	SEEK	BUSSELTON	3		Not Local or suitable
Labourer/Benchman	Online, Website	Seek, 'Comp Website	16/09/2020	\$135.00	SEEK	BUSSELTON	6		Not Local or suitable
Labourer/Benchman	Online, Website	Seek, 'Comp Website	07/10/2020	\$135.00	SEEK	BUSSELTON	12		Not Local or suitable
Labourer/Benchman	Online, Website	Seek, 'Comp Website	15/10/2020	\$135.00	SEEK	BUSSELTON	3		Not Local or suitable


Labourer/ Benchman	Online, Website	Seek, 'Comp Website	18/11/2020	\$135.00	SEEK	BUSSELTON	11		Not Local or suitable
Labourer/ Benchman	Online, Website	Seek, 'Comp Website	21/12/2020	\$135.00	SEEK	BUSSELTON	7		Not Local or suitable
Labourer	Online, Website	Seek, 'Comp Website	09/01/2021	\$135.00	SEEK	BUSSELTON	2		Not Local or suitable
Labourer/ Benchman	Online, Website	Seek, 'Comp Website	19/01/2021	\$135.00	SEEK	BUSSELTON	5		Not Local or suitable
Labourer	Online, Website	Seek, 'Comp Website	02/02/2021	\$135.00	SEEK	BUSSELTON	7		Not Local or suitable
labourer	Online, Website	Seek, 'Comp Website	06/03/2021	\$135.00	SEEK	BUSSELTON	2		Not Local or suitable
Labourer/ Benchman	Online, Website	Seek, 'Comp Website	06/04/2021	\$135.00	SEEK	BUSSELTON	8		Not Local or suitable
Labourer/ Benchman	Online, Website	Seek, 'Comp Website	13/04/2021	\$135.00	SEEK	BUSSELTON	2		Not Local or suitable
Wood Machinist	Online, Website	Seek, 'Comp Website	19/08/2020	\$135.00	SEEK	BUSSELTON	3		Not Local or suitable
Wood Machinist	Online, Website	Seek, 'Comp Website	21/12/2020	\$135.00	SEEK	BUSSELTON	0		Not Local or suitable
Wood Machinist	Online, Website	Seek, 'Comp Website	23/01/2021	\$135.00	SEEK	BUSSELTON	2		Not Local or suitable
Wood Machinist	Online, Website	Seek, 'Comp Website	24/01/2021	\$135.00	SEEK	BUSSELTON	3		Not Local or suitable

I declare that the information I have provided in this document is, to the best of my knowledge, true and accurate and I am aware of the penalties for providing misleading or false information to the Commonwealth.

Signature: _____

Labour Market testing Evidence for age care workers:

Job Search Profile Career Advice Company Reviews



Care Worker

South West Community Care
Bunbury & South West
Community Services & Development • Aged & Disability Support
Part Time

Posted 19d ago

[More jobs from this company](#)

[Apply for this job](#) [Save job](#)

Care Worker

South West Community Care is a leading Aged Care Provider with offices in Harvey, Australind and Eaton. Our commitment to our consumers and our employees has been recognised recently through winning the following awards:

- WA Provider of the Year (ACSA Aged Care Awards) 2019
- Employer Excellence in Aged Care Award (Regional Achievement & Community Awards) 2019

You'll love coming to work!

As a member of the South West Community Care Team you will experience a culture of excellence, collaborative teamwork, knowledge sharing and mutual respect. We recognise and support individuals and invest in their continued personal and professional development.

The Role:

The purpose of this position is to provide care and support to assist consumers to retain or regain independence, encourage them to do as much as possible for themselves, promote and monitor the consumers overall wellbeing. You must also read, understand and follow the directions in the consumers care plan.

We are looking for Care Workers who are passionate and have a genuine interest in Aged Care. This role involves visiting consumers in their own homes and providing services that include:

- Personal care
- Domestic assistance
- Meal preparation
- Respite care
- Assist with medication
- Social support

What we are looking for:

- Reliability
- Strong communication skills
- Positive attitude
- Compassionate

What we can offer:

- Permanent Part Time roles
- Casual roles
- Above Award hourly rate
- Paid kilometers and travel time between consumers
- Supportive and friendly work environment
- You are valued, supported and feel a part of a team
- Feel secure in your job
- Encouraged to identify new opportunities for growth

Selection Criteria

Essential Requirements:

- Current 'C' Class drivers licence
- Current HLTAID003 Provide first aid Statement of Attainment
- Current National Police Clearance, no older than three months
- Willing to undertake a pre-employment medical examination
- Current influenza vaccination
- Reliable roadworthy vehicle, with current insurance and registration
- Own a Smart Phone with a sufficient plan to support it and sufficient data.

Desirable Requirements:

- Certificate III in Individual Support or equivalent
- Six months minimum industry experience
- Relevant experience in aged care industry or similar industry
- HLTHPS006 Assist Consumers with Medication.

AGED CARERS WANTED IN THE SOUTH WEST



Flexi Staff Pty Ltd

Bunbury & South West

Healthcare & Medical • Nursing - Aged Care

\$28-\$30 • Contract/Temp

Posted 27d ago

[More jobs from this company](#)

[Apply for this job](#)

[Save job](#)

- Immediate Start
- Bunbury and Busselton Locations
- \$28-\$30 Per Hour + Penalties
- Casual Positions

Our Client:

Due to the continuous growth and success of our clients, we are seeking experienced and reliable Aged Care Workers for an Immediate start in the South West Region. We have morning, afternoon and night shifts available Monday through to Sunday.

Key Duties:

Duties will include, but are not limited to the following:

- Assisting residents with showering, toileting, grooming, personal hygiene and dressing
- Transferring residents using various hoists
- Feeding and understanding residents with dysphagia
- Assisting nurses where possible
- Ensuring residents needs are met in a timely manner

Essential Criteria:

- Must provide proof of working rights
- Certificate III in Aged Care or equivalent
- Minimum 6 months working experience
- Must have influenza vaccine
- Current police clearance - valid within 12 months

Desirable Criteria:

- Medical competency certificate
- Working with Children Card
- Have experience working in a Home care service

If you fit the above criteria and are interested in the role, please click **APPLY NOW** to send us an up-to-date resume, or for further information please contact our Healthcare Team at Flexi Staff on [08 9479 4781](tel:0894794781).

Flexi Staff Pty Ltd is a leading Australian owned and managed company specialising in all aspects of recruitment and labour hire.

Aged Carers -Bunbury & Busselton



My Flex Health International

Bunbury & South West

Healthcare & Medical • Nursing - Aged Care

Casual/Vacation

Posted 21d ago

[More jobs from this company](#)

Apply for this job

Save job

Due to continued growth at My Flex Health International in Bunbury. We are now seeking Nursing Assistants for immediate start.

Be part of a dynamic team delivering care to our clients across hospitals and aged care facilities in the Busselton & Bunbury area. Join our Flex Family and be a part of an organisation that puts health at the forefront.

The ideal candidate will have a relevant Certificate III qualification and be able to demonstrate the required skills and responsibilities outlined in the position description.

My Flex Health International employees are ambassadors for our brand and enjoy a great work-life balance and professional development from our Registered Training Organisation. Our South West employees also receive FREE Manual Handling and FREE uniforms

If you're looking for an immediate start and an exciting opportunity to work as an Assistant in Nursing/ PCA then we would love to hear from you!

Address: Unit 3/17 Symmons Street, Bunbury

Thank-you in advance for taking the time to apply.

Appendix 10: FIFWA Media Release – South West Timber Mill Desperate for Labour



Media release | 4/11/20

South West timber mill desperate for labour

DEMAND for WA native timber continues to be strong for Busselton's Whiteland Milling, so strong that the family-business is seeking new employees to join the team.

Established in 1981, Whiteland Milling began as a Sheoak sawmill producing furniture-grade timber and roofing shingles on a four-person manual bench.

These days, the sawmill operates multiple automatic benches, a twin breakdown saw, 13 drying kilns and a value-adding processing facility which produces timber flooring, decking, furniture components, mouldings and other pre-pressed products.

They process local Jarrah, Marri, Karri, Blackbutt and Sheoak, sourced sustainably through contracts with the Forest Products Commission (FPC).

To keep up with the demand, the Whiteland family recently built another sawmill specifically for processing Karri, installed two new drying kilns and invested in new machinery – with the total investment close to one million dollars.

Owner and sawmill Manager Neil Whiteland said the business employs 35 people, but sourcing reliable local labour continued to be a challenge for them.

"We have a large client base and supply to a diverse range of markets, including China, South Korea, Vietnam, Victoria, New South Wales and Perth," Mr Whiteland said.

"We even still do the Sheoak shingles, used for Heritage buildings. We also do local orders – so if someone calls up and wants a small order for timber decking or something specific, we are happy to help.

"The demand for WA timber is there, one of our biggest challenges is finding labour. We have jobs, we just need willing workers."

Neil has run the sawmill for 40 years while his son, Marc, a qualified cabinet maker, manages the nearby processing facility and has done for 17 years.

The business prides itself on its commitment to quality and minimising waste, with all residue sawdust, firewood and bark sold for commercial or domestic use.

Photos

Neil Whiteland: Whiteland Milling owner and sawmill Manager Neil Whiteland.

Marc Whiteland: Whiteland Milling Processing Plant Manager Marc Whiteland.

Whiteland_Marri: Marri boards processed by Whiteland Milling.

Whiteland_Boards: Tongue and groove Jarrah floorboards processed by Whiteland Milling.

Media enquiries

Beth Johnston
0409 304 941
beth@fifwa.asn.au

About FIFWA

Forest Industries Federation WA (FIFWA) has been representing the interests of the Western Australian timber industry since 1895. The industry is a key driver of economic activity and jobs in Western Australia, contributing \$1.4 billion to the WA economy and creating about 6000 jobs in WA, with more than 90% of those in regional areas. The industry employs careful and comprehensive management policies to ensure WA's forests are sustainably managed. Less than 1% of the total forest area is harvested annually, with the area harvested then replanted. In 2001 WA became the first state to abolish harvesting old-growth forests.

Appendix 11: Business Support Letter

Business Support letter by Whiteland Milling



P.O. Box 980
Busselton W.A. 6280
Office: 1/36 Cook Street (LIA)
Mill: Queen Elizabeth Avenue
Ph (08) 9751 1093
Fax (08) 9751 4418
Email: admin@whitelandmilling.com.au
ABN 97 009 463 852

TO WHOM IT MAY CONCERN

Whiteland Milling is in Busselton, Western Australia.
We run both a timber sawmill and a processing centre employing up to 35 people. Our timber is sourced under Contract through the Forest Products Commission of Western Australia.

Over the past few years, many of our long-term employees have or are retiring, leaving us with a shortage of skilled workers.

As there are very few skilled Timber workers seeking employment, we generally start by employing labourers through Labour Hire companies. We use both Flexi Staff & Workforce International who regularly advertise on our behalf. Once the applicant successfully completes a trial period, we will then transfer them to direct employees and continue to train them into the various skilled positions suited to them. Unfortunately, those that have been applying, do not have the drive or inclination to expand their position.

It is hard to believe with such high unemployment levels, that we cannot fill these positions.

As our business relies on a processing line, if you have a skills shortage, it is very difficult to keep the process running smoothly.

We have been in business since 1981 and the current lack of skilled workers is the worst we have seen. The impact on our business is huge and we are not sure how long we can sustain this.


NEIL WHITELAND
4/5/2021

*Suppliers of: Western Australian Hardwood Timbers
Hexan Holdings Pty Ltd, Trading As : Whiteland Milling*



MARKYT Community Scorecard ©

Prepared for: Shire of Bridgetown-Greenbushes

Prepared by: CATALYSE[®] Pty Ltd ©

October 2020

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MARKYT® industry comparisons	75
MARKYT® community priorities local residents vs other groups	79

Strategic Overview

Vision



18

% agree

15% points below
Industry Average

Liveability



84

Performance Index Score

9 index points above
Industry Average

Governance



47

Performance Index Score

8 index points below
Industry Average

Rates Value



45

Performance Index Score

On par with the
Industry Average

Strengths

Highest scores

- Place to live
- Place to visit
- Library and information services
- Festivals, events, art and cultural activities
- Place to own or operate a business

Relative to MARKYT® Industry Standards

- Place to visit
- Place to live
- Library and information services
- Festivals, events, art and cultural activities
- Safety and security

Priorities

Governance

- Leadership
- Communication and consultation

Community

- Youth services and facilities
- Animal management

Place

- Footpaths, trails and cycleways
- Local roads
- Responsible growth and development

Planet

- Sustainability and climate change
- Blackwood River management

Economy

- Tourism and marketing
- Economic development and job creation

Approach



Department of
**Local Government, Sport
and Cultural Industries**

GOVERNMENT OF
WESTERN AUSTRALIA

DLGSC's Integrated Planning and Reporting Framework requires local councils to review the **Strategic Community Plan** at least once every two years.

MARKYT Community Scorecard

The Shire of Bridgetown-Greenbushes commissioned a MARKYT® Community Scorecard to:

- Support a review of the Strategic Community Plan (SCP)
- Assess performance against objectives and key performance indicators (KPIs) in the SCP
- Determine community priorities
- Benchmark performance



10+ Year **Strategic Community Plan**



The Study

The Shire of Bridgetown-Greenbushes commissioned CATALYSE® to conduct a MARKYT® Community Scorecard.

Scorecard invitations were sent to all residential properties and PO Boxes using Australia Post unaddressed mail. Supporting promotions included emails to 597 contacts and social media promotion via the Shire's Facebook page.

The Scorecard was open from 7 to 25 September 2020.

The study attracted **705** respondents who were connected with the Shire as follows (people could choose multiple answers):

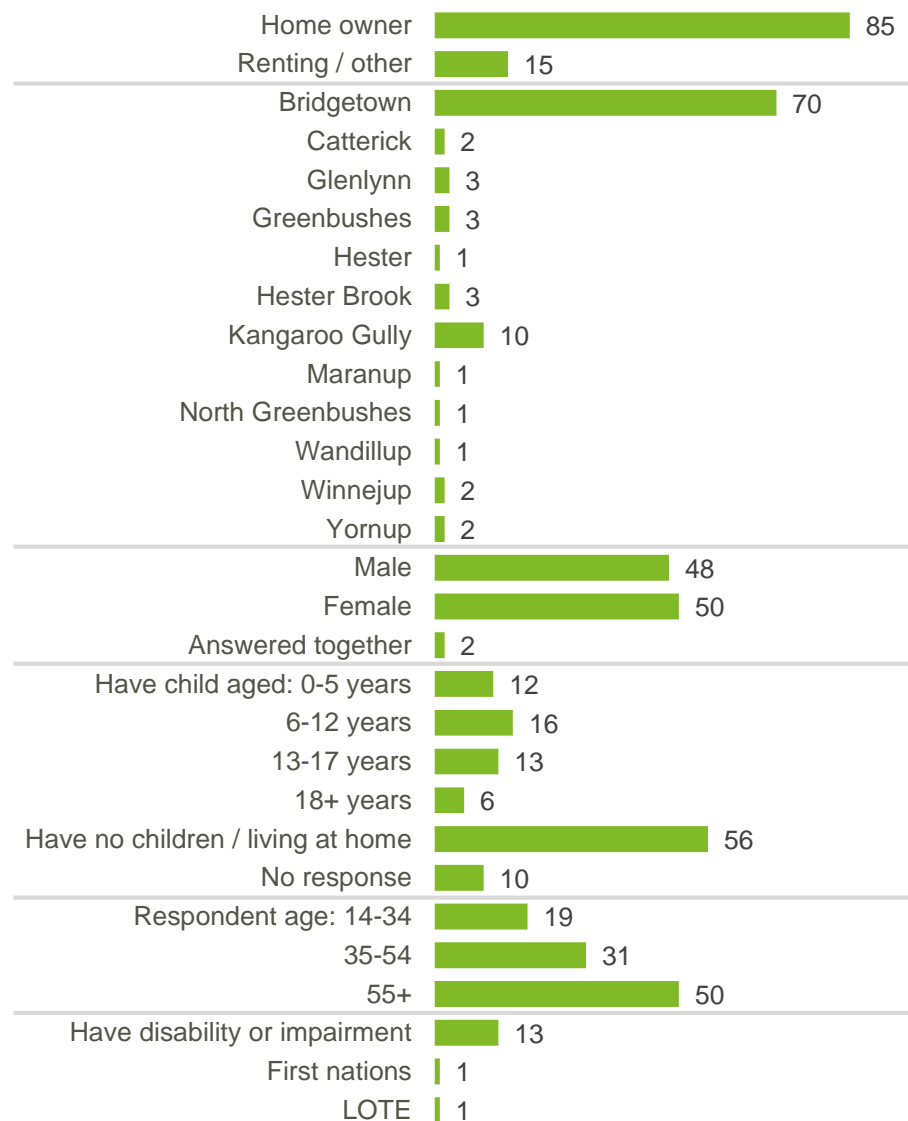
- 649 local residents (non-Council affiliated)
- 138 local business representatives
- 157 community group representatives
- 27 out of area ratepayers
- 5 visitors
- 20 Council affiliated (Elected Members and employees)

Results for each group are reported separately in this report.

Responses from local residents were weighted by age and gender to match the ABS Census population profile.

Data has been analysed using SPSS. Where sub-totals add to ±1% of the parts, this is due to rounding errors to zero decimal places.

% of responses – local residents, non-Council affiliated (weighted)



MARKYT Industry Standards

CATALYSE® has conducted studies for 60+ councils. When councils ask comparable questions, we publish the high and average scores to enable participating councils to recognise and learn from the industry leaders. In this report, the 'high score' is calculated from **WA Councils** that have completed an accredited study with CATALYSE® within the past three years. Participating councils are listed below.

Metropolitan



Regional

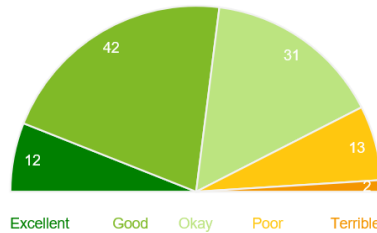


How to read the performance charts

Performance Ratings

The chart shows community perceptions of performance on a five point scale from excellent to terrible.

Performance ratings
% of respondents



62
Performance Index Score (out of 100)
85%
Positive rating*

MARKYT Industry Standards
Performance Index Score



Shire of Bridgetown-Greenbushes 62
Industry High NA
Industry Average NA

Variances across the community
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas
62	62	61	60	64	61	65	61	58	65	68	58	62	53	62	61

Variances across the community

Shows how results vary across the community based on the Performance Index Score

The **Performance Index Score** is a weighted score out of 100.

Score	Average Rating
100	Excellent
75	Good
50	Okay
25	Poor
0	Terrible

MARKYT® Industry Standards show how Council is performing compared to other councils.

Council Score is the Council's performance index score.

Industry High is the highest score achieved by councils in WA that have completed a comparable study with CATALYSE® over the past three years.

Industry Average is the average score among WA councils that have completed a comparable study with CATALYSE® over the past three years.

Main achievements, challenges
and aspirations




Main achievements

- Library
- Gym expansion
- Pool upgrade
- Art trail
- Raising the Aboriginal flag
- Improved parks and gardens
- Beautification of the main street
- 40kmh zone through town
- New businesses opening in town
- New caravan parking
- Infrastructure in parks for Blues at Bridgetown

Image credit: <https://www.donnybrookmail.com.au/story/6284262/physical-and-mental-health-benefits-for-community/>

Q. What are the most positive changes or improvements you've noticed in the local area over recent years?

Base: All respondents, excludes no response




Key risks and challenges

- Growing population
- Aging population
- Listening to community needs
- Maintaining / improving service delivery
- Climate change
- Bushfires
- Traffic management
- Attracting tourists
- Local employment opportunities
- Accessing funding for local projects
- Financial sustainability
- Changing the culture to be more proactive
- Organisational effectiveness

Image credit: <http://www.morsecodepr.com.au/blues-at-bridgetown>

Q. Over the next 10 years, what do you think the biggest challenges will be for the Shire of Bridgetown Greenbushes?

Base: All respondents, excludes no response



Goals and aspirations

By 2030, the Shire of Bridgetown Greenbushes will...

be a vibrant community and townscape that people will feel energised by and want to visit and spend time here enjoying the upmarket facilities in town and fabulous outdoor natural environment.

be a vibrant community utilising the strengths and creativeness of the locals in all areas. Promote the local groups/organisations as a vital partner for the Shire. Be proactive rather than reactive.

be an attractive tourist destination for people looking to connect to environmental pursuits (eg. Mountain bikes, walk trails)

better use of the Blackwood river eg: small water events, food truck events, pop up outdoor theatre, Easter egg hunt, cafe riverside.

be carbon neutral or better. Vastly better recycling.

become a leader in renewable energy & technology.

reopen the railway line from North Greenbushes to reduce truck traffic north of Greenbushes to improve overall road safety.

have cycle/pathways ways throughout the extended areas of Bridgetown like Highlands Estate, Windy Hollows, Four Seasons and Bridgetown Gardens to connect the community to the central area of Bridgetown.

showcase that there are two major areas and see that more money and resources are spent in the Greenbushes and North Greenbushes area.

cut red tape, understand the needs of locals and tourists, communicate with the community, seek grants, make Bridgetown simply beautiful.

Community members provided diverse goals and aspirations. A full list of suggested goals and aspirations is available in the Community Voices database.

Q. Imagine what you'd like the Shire of Bridgetown Greenbushes to be like in 10 years' time. Think about what social, environmental and economic changes are needed to ensure the community enjoys excellent quality of life in future. What are your biggest goals, hopes and aspirations for the local area?

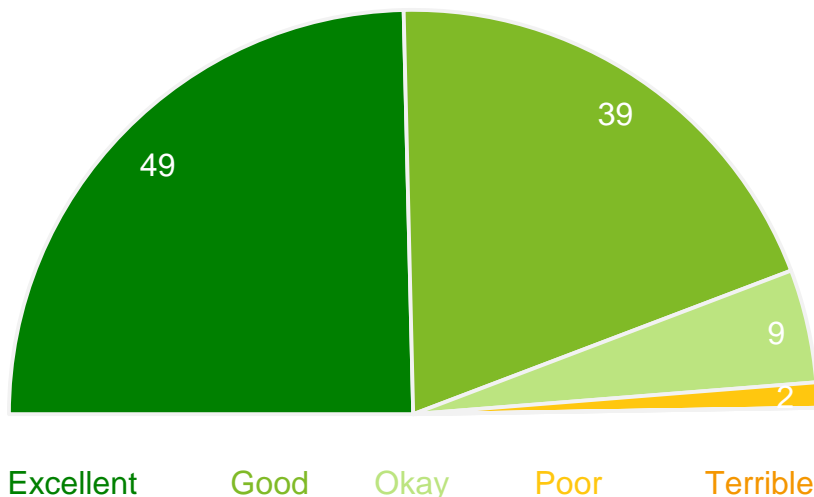
Base: All respondents, excludes no response

Overall Performance

Place to live

Performance ratings

% of respondents



84

Performance Index Score
(out of 100)

97%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	84
Industry High	95
Industry Average	75

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
84	84	82	84	84	85	85	83	80	85	84	81	85	81	85	80	86	89	91	91

Q. How would you rate performance in the following areas?

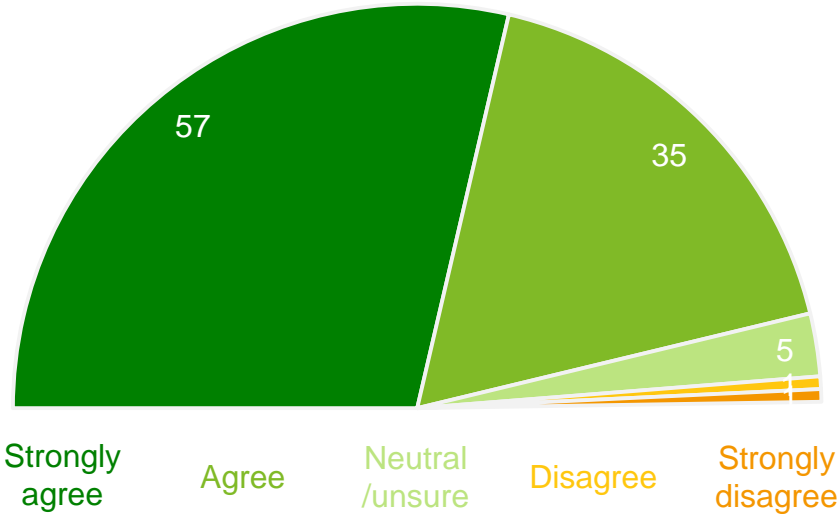
Base: All respondents, excludes 'unsure' and 'no response' (n = 645). * Positive Rating = excellent, good + okay

^ Additional Community Variances, includes non-resident and Council affiliated respondents.

The Shire of Bridgetown Greenbushes is a beautiful place

Level of agreement

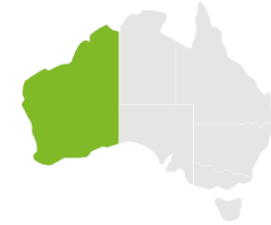
% of respondents



92%
Total Agree

MARKYT Industry Standards

% agree



Shire of Bridgetown-Greenbushes	93
Industry High	NA
Industry Average	NA

Variances across the community

% agree

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
93	93	89	94	91	93	95	94	89	91	90	93	93	94	95	89	95	94	89	100

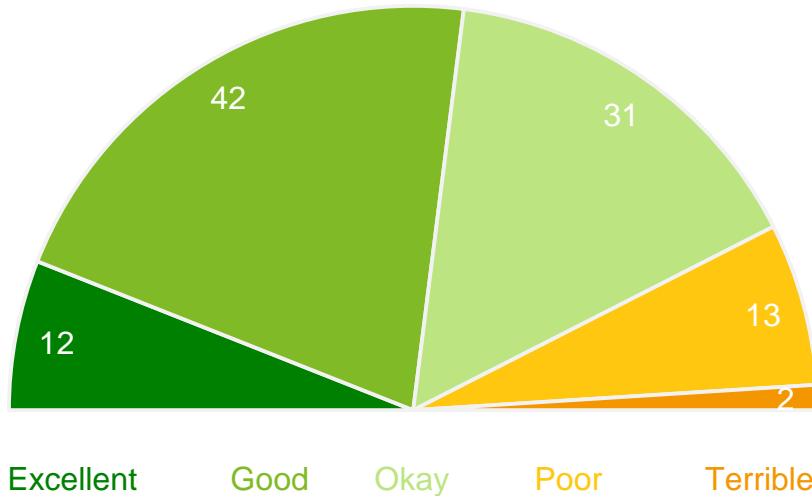
Q. How strongly do you agree or disagree with the following statements?

Base: All respondents, excludes 'no response' (n = 606).

Place to own or operate a business (compared to other regional towns)

Performance ratings

% of respondents



62

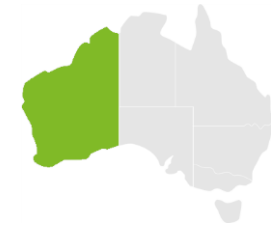
Performance Index Score
(out of 100)

85%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	62
Industry High	NA
Industry Average	NA

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
62	62	61	60	64	61	65	61	58	65	68	58	62	53	62	61	67	64	56	77

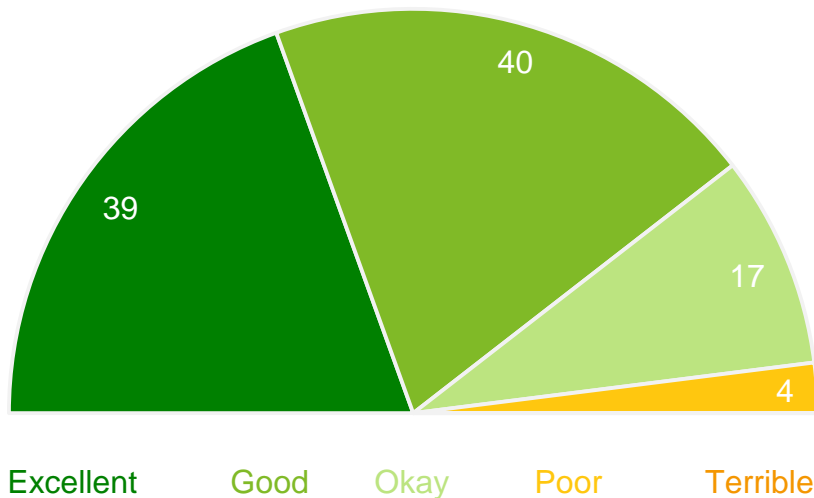
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 449). * Positive Rating = excellent, good + okay

Place to visit

Performance ratings

% of respondents



78

Performance Index Score (out of 100)

96%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	78
Industry High	88
Industry Average	66

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
78	78	79	76	81	80	80	75	70	79	84	74	79	75	80	74	79	80	85	81

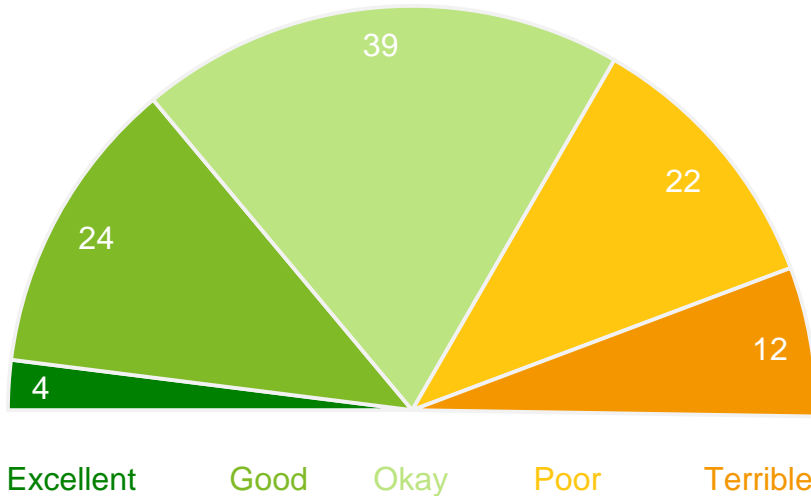
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 629). * Positive Rating = excellent, good + okay

The Shire of Bridgetown Greenbushes as the organisation that governs the local area

Performance ratings

% of respondents



47

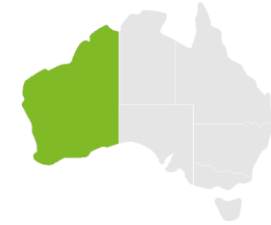
Performance Index Score
(out of 100)

67%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	47
Industry High	74
Industry Average	55

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances										Other groups								
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
47	46	52	49	45	49	40	36	43	49	55	41	47	45	48	45	39	47	69	56

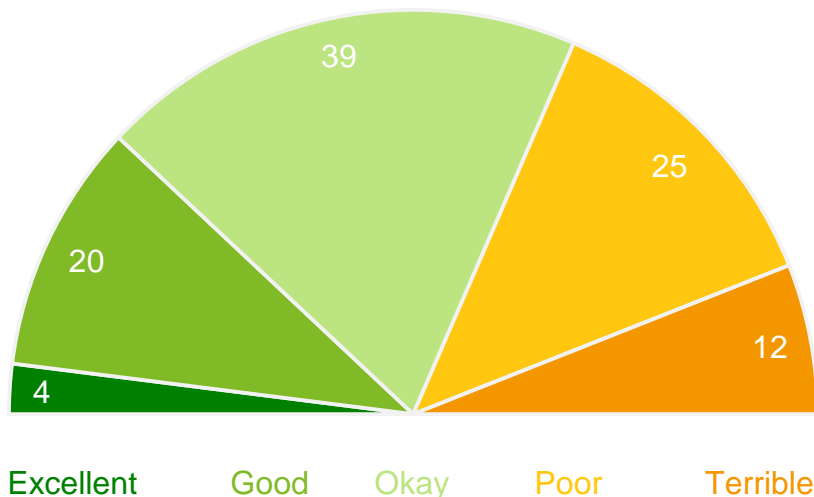
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 623). * Positive Rating = excellent, good + okay

Value for money from Council rates

Performance ratings

% of respondents



45

Performance Index Score
(out of 100)

63%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	45
Industry High	63
Industry Average	44

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
45	44	46	47	42	47	39	36	41	47	51	39	46	41	47	39	41	46	55	59

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 602). * Positive Rating = excellent, good + okay

Community Priorities

How to read the MARKYT Community Priorities

The MARKYT Community Priorities chart maps priorities against performance in all service areas.

CELEBRATE the Shire's highest performing areas.

KAIZEN: consider ways to continuously improve services with average ratings between okay and good to strive for service excellence

REVIEW lower performing areas.



OPTIMISE higher performing services where the community would like enhancements to better meet their needs.

PRIORITISE lower performing services where the community would like the Shire to focus its attention.

Service areas are grouped by the Shire's pillars:

- Governance
- Community
- Built environment
- Natural environment
- Economy

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)

Low (<10%)

High (>10%)

Excellent

PERFORMANCE INDEX SCORE

Okay

Terrible

OPTIMISE

CELEBRATE

KAIZEN

REVIEW

PRIORITISE



- 1 Leadership
- 2 Consultation
- 3 Communication
- 4 Customer service
- 5 Youth services and facilities
- 6 Families services and facilities
- 7 Seniors services and care
- 8 Disability access
- 9 Health and community services
- 10 Community buildings, halls & toilets
- 11 Sport and recreation
- 12 Playgrounds, parks and reserves
- 13 Animal management
- 14 Safety and security
- 15 Library and information services
- 16 Festivals, events, art and cultural
- 17 Local history and heritage
- 18 Responsible growth & development
- 19 Housing
- 20 Local roads
- 21 Footpaths, trails and cycleways
- 22 Streetscapes
- 23 Lighting of streets and public places
- 24 Sustainability / climate change
- 25 Blackwood River management
- 26 Waste services
- 27 Natural disaster management
- 28 Economic development
- 29 Tourism and marketing
- 30 Education and training

Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Which areas would you most like the Shire of Bridgetown-Greenbushes to focus on improving? Base: All respondents, excludes no response (n = 585)

Governance

Addressing community priorities



Leadership

Challenges

- Insufficient vision and direction
- Poor perceptions of leadership

Suggested actions

- Review leadership team and capabilities
- Develop and communicate a clear vision
- Be more proactive and progressive
- Greater transparency and accountability



Communication & consultation

Challenges

- Poor understanding of community needs
- Insufficient consultation; do not act on community feedback
- Not enough information about Shire activities
- Not responsive to residents' requests

Suggested actions

- Executive and Councillors to be more accessible/approachable
- Consultation to be more inclusive - invite more community members, more convenient times and formats
- More evidence of planning and actions resulting from consultation
- Transparency about what the Shire is doing and why
- Communicate through a range of channels e.g. newsletters, e-news
- Customer service - return calls, more forthcoming with information

Community

Addressing community priorities



Youth services

Challenges

- Young people leaving town, not enough opportunities
- Bored youth getting into trouble

Suggested actions

- More after school and holiday activities
- Youth facilities e.g. skate park, youth centre
- Youth support e.g. youth officer, mental health services
- Education, training and work placement opportunities



Animal management

Challenges

- Cats - domestic cats roaming, killing wildlife
- Dogs - roaming, off-lead, barking (at night), dog poo

Suggested actions

- Educate pet owners about responsible pet ownership
- Stricter enforcement - dogs on lead, dog and cat containment
- Liaise with owners and neighbours about barking dogs
- Provide more dog poo bags and enforce their use
- Off-lead dog exercise areas

Planet

Addressing community priorities



Sustainability and climate change

Challenges

- Insufficient leadership action on climate change and sustainability
- Non-recyclable waste e.g. single use plastics

Suggested actions

- Climate change action plan outlining goals and initiatives for the local community
- Support local renewable energy projects and waterwise initiatives
- Review environmental management policies (weed and pest management, tree canopy, waterways, fire management)
- Provide better recycling facilities
- Educate the community about waste reduction and recycling
- Encourage local businesses to reduce waste



Blackwood River management

Challenges

- Poor river access for public recreation
- Riverbanks are not being maintained, some sections don't flow well, are unattractive or are a fire hazard

Suggested actions

- Redevelop river foreshore, improve facilities and promote to the local community and tourists
- Work with local stakeholders to clean up debris and fallen trees, remove weeds and revegetate riverbanks with native plants

Place

Addressing community priorities



Responsible growth

Challenges

- Bridgetown is growing but is in danger of losing its character
- Opportunities for development are not being taken full advantage of

Suggested actions

- Update the local planning strategy and promote new strategy to the community
- Plan for sustainable development that suits the local environment
- Plan for a range of housing types to meet different needs
- Review the approvals process to improve outcomes for the community



Local roads

Challenges

- Condition of road surfaces
- Fire hazards on roadsides
- Speeding, hooning, etc
- Trucks and other heavy traffic driving through the town centre

Suggested actions

- Improve maintenance of local roads
- Seal heavily used gravel roads
- Clean up roadside vegetation, drains and culverts
- Improve road safety - signage, markings, widen road shoulders, traffic management devices (islands, roundabouts, barriers)
- New bypass around the town centre



Footpaths, trails & cycleways

Challenges

- Poor condition, dangerous for older people and unsuitable for parents with prams
- Lack of footpaths and cycleways e.g. in housing estates

Suggested actions

- Repair or replace the footpaths in the town centre
- Build more footpaths and cycleways to connect areas throughout the Shire and encourage greater recreational use (e.g. cycling, running and walking)

Economy

Addressing community priorities



Tourism and marketing

Challenges

- People are not encouraged to stop in Bridgetown, it is not seen as a major tourist destination

Suggested actions

- Develop a plan to promote the local area as a tourist destination and allocate resources to tourism marketing and advertising
- Improve streetscapes and public facilities to make the town more attractive to visitors
- Improve tourism infrastructure and attractions
- Support more diverse local businesses that service visitors
- Support local festivals and cultural events that attract visitors



Economic development and job creation

Challenges

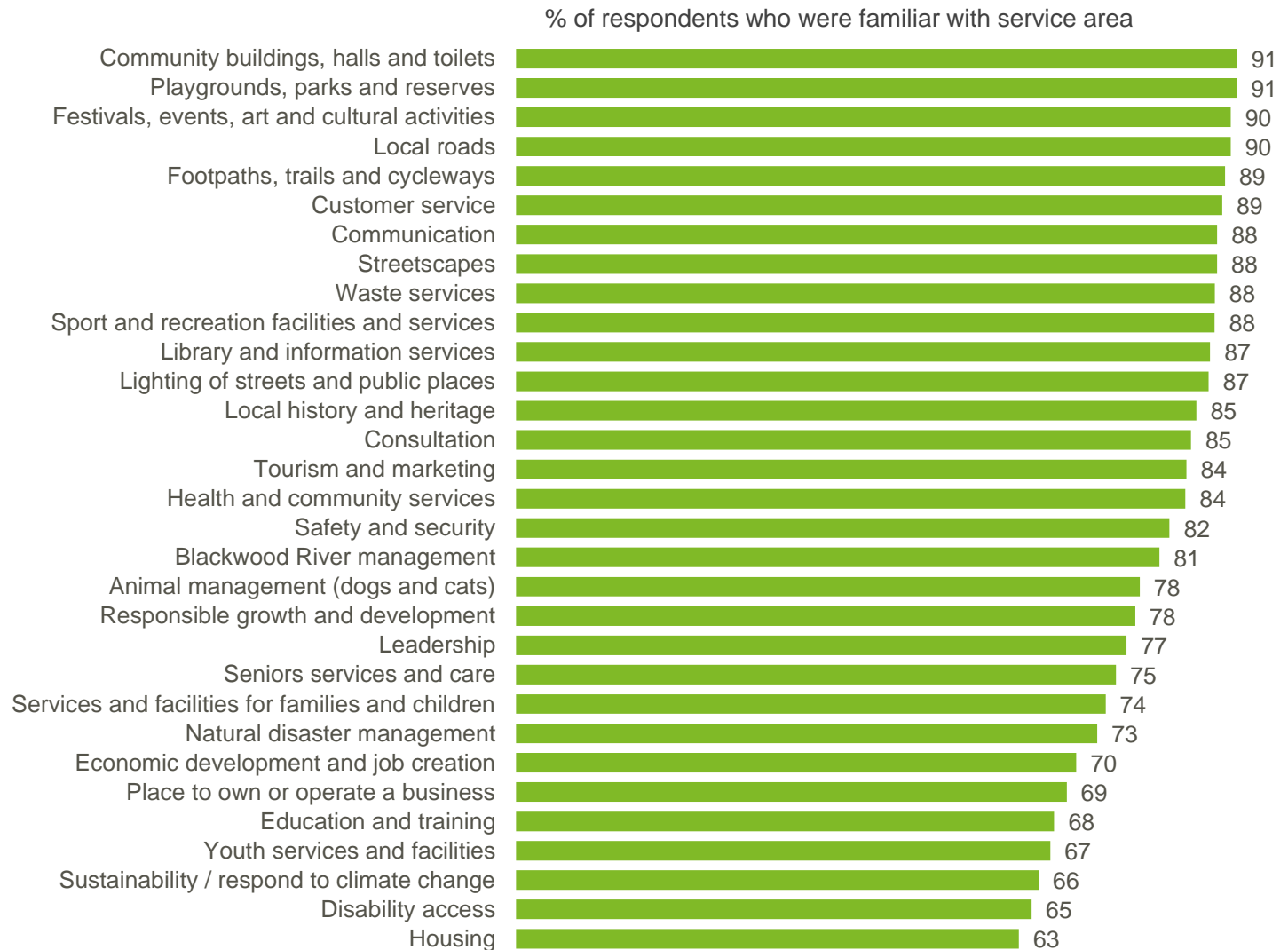
- Lack of employment opportunities to retain local young people and to attract young families to move to town

Suggested actions

- Develop a strategy to diversify the local economy and support emerging industries
- Attract new businesses to service community needs that are not being met locally
- Streamline approvals process to encourage new businesses and development
- Improve availability of commercial and industrial property

Familiarity with local services and facilities

Familiarity with local services and facilities



Governance

MARKYT Community Priorities



The Shire's customer service is fairly well received.

The community would like the Shire to focus on leadership, communication and consultation.

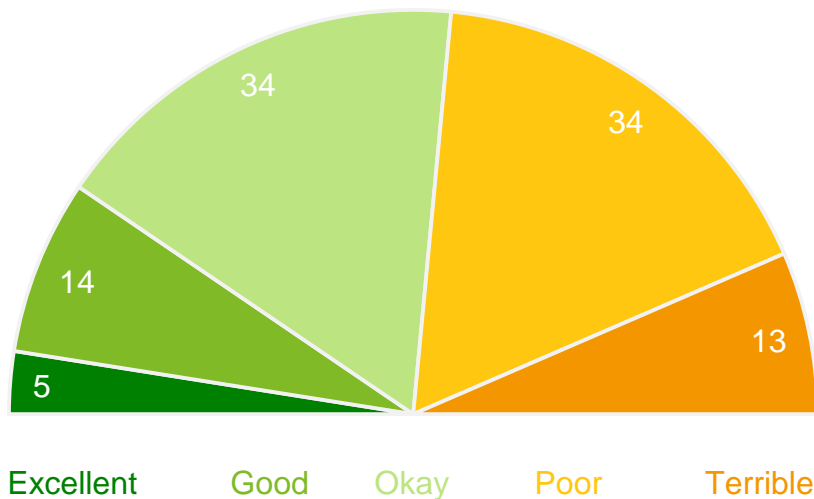
Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Which areas would you most like the Shire of Bridgetown-Greenbushes to focus on improving? Base: All respondents, excludes no response (n = 585)

Council's leadership

Performance ratings

% of respondents



41

Performance Index Score (out of 100)

53%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	41
Industry High	67
Industry Average	50

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
41	41	48	44	39	42	46	34	43	46	56	35	41	37	42	38	37	42	48	58

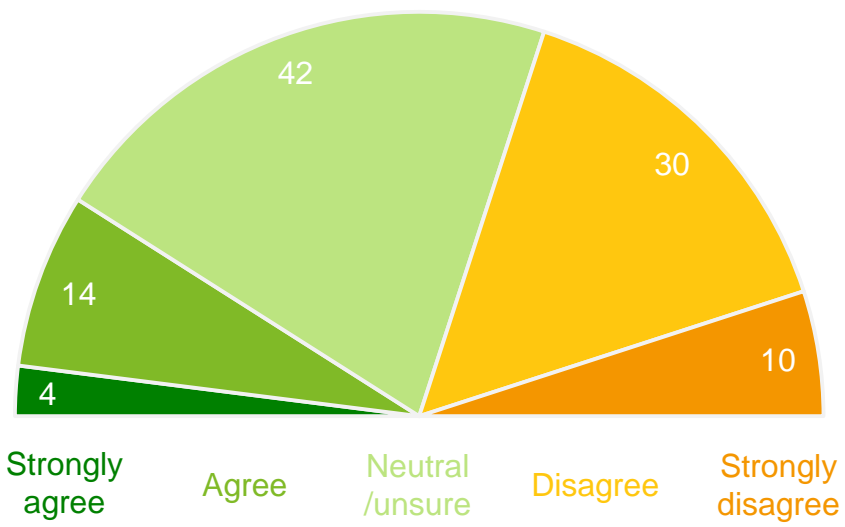
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 498). * Positive Rating = excellent, good + okay

The Shire has developed and communicated a clear vision for the area

Level of agreement

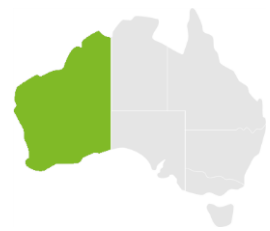
% of respondents



18%
Total Agree

MARKYT Industry Standards

% agree



Shire of Bridgetown-Greenbushes	18
Industry High	57
Industry Average	33

Variances across the community

% agree

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
18	18	23	22	15	19	21	10	18	25	38	12	16	10	20	15	8	19	19	40

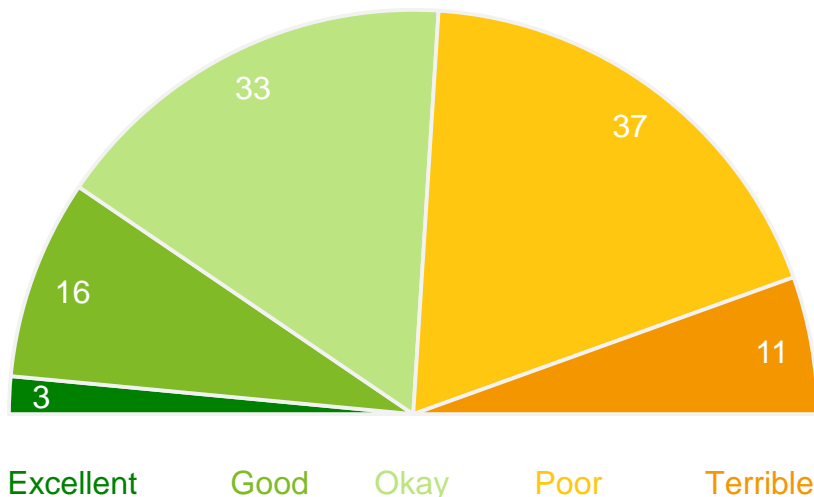
Q. How strongly do you agree or disagree with the following statements?

Base: All respondents, excludes 'no response' (n = 604).

How the community is consulted about local issues

Performance ratings

% of respondents



41

Performance Index Score
(out of 100)

52%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	41
Industry High	63
Industry Average	46

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
41	40	47	44	38	41	40	34	43	44	51	36	40	37	40	41	35	40	38	56

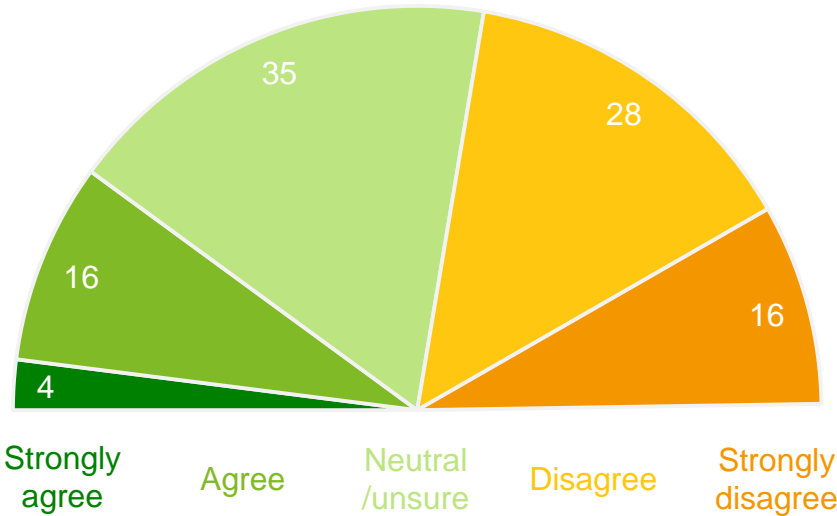
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 550). * Positive Rating = excellent, good + okay

The Shire has a good understanding of community needs

Level of agreement

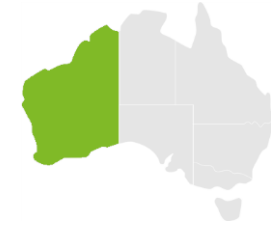
% of respondents



20%
Total Agree

MARKYT Industry Standards

% agree



Shire of Bridgetown-Greenbushes	20
Industry High	61
Industry Average	33

Variances across the community

% agree

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
20	20	21	27	14	23	16	7	19	25	36	16	18	14	22	16	13	23	22	45

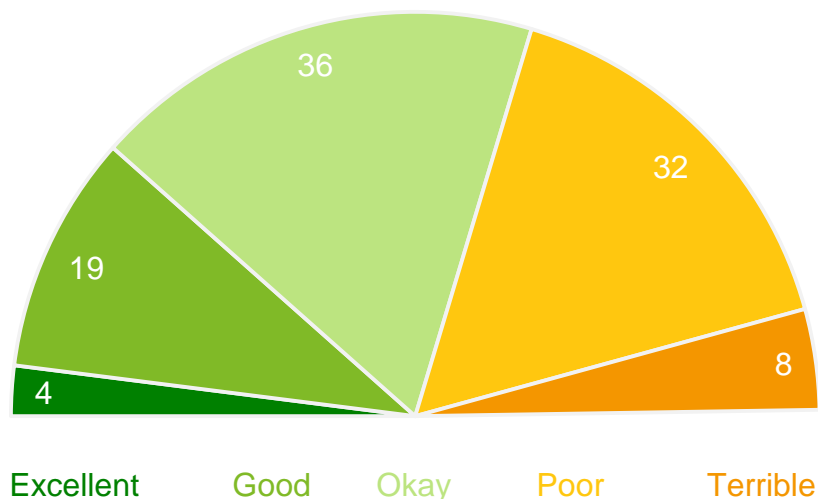
Q. How strongly do you agree or disagree with the following statements?

Base: All respondents, excludes 'no response' (n = 604).

How the community is informed about what's happening in the local area

Performance ratings

% of respondents



45

Performance Index Score
(out of 100)

59%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	45
Industry High	69
Industry Average	54

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
45	44	50	48	42	46	46	38	45	50	57	40	43	40	45	45	39	43	47	55

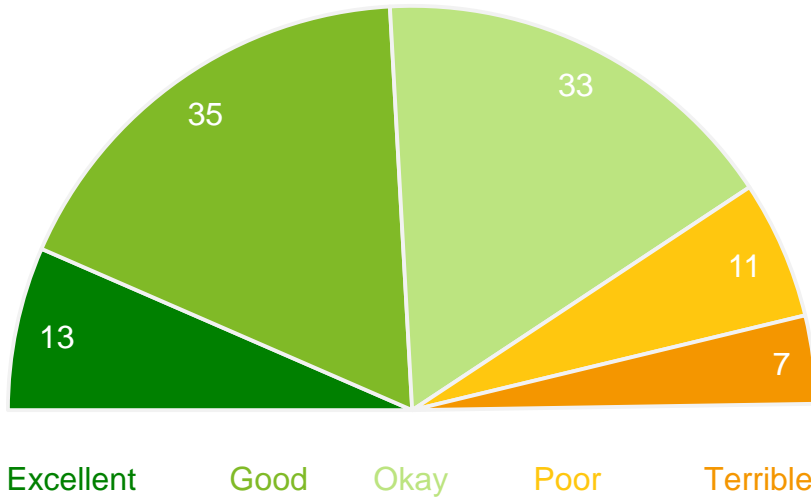
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 572). * Positive Rating = excellent, good + okay

Customer service

Performance ratings

% of respondents



59

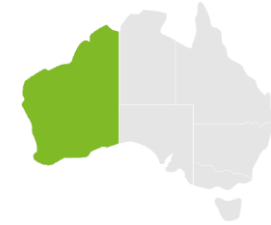
Performance Index Score (out of 100)

81%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	59
Industry High	79
Industry Average	62

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
59	58	64	61	58	61	57	53	58	68	66	53	60	57	59	57	54	60	63	69

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 576). * Positive Rating = excellent, good + okay

Community

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)

Low (<10%)

High (>10%)

Excellent

PERFORMANCE INDEX SCORE

Okay

Terrible

OPTIMISE

The Shire's library and information services are highly regarded.

The community would like the Shire to focus on youth services and animal management, followed by festivals and events, sport and recreation, and seniors services.

PRIORITISE

0 5 10 15 20 25

CELEBRATE

Library and information services

KAIZEN

Health and community services

Playgrounds, parks and reserves

Festivals, events, art and cultural activities

Safety and security

Sport and recreation

Local history and heritage

Seniors services and care

Community buildings, halls and toilets

Disability access

Families and children services

Animal management

Youth services and facilities

REVIEW

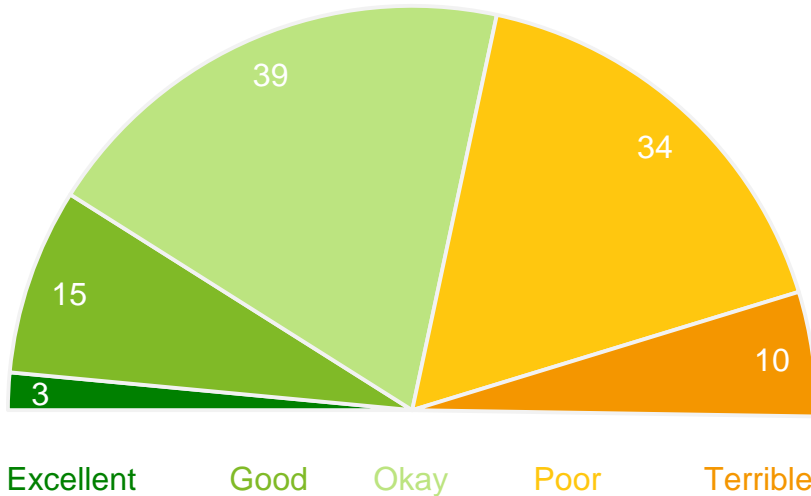
Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Which areas would you most like the Shire of Bridgetown-Greenbushes to focus on improving? Base: All respondents, excludes no response (n = 585)

Services and facilities for youth (14-24 years)

Performance ratings

% of respondents



42

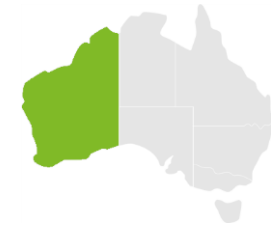
Performance Index Score (out of 100)

57%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	42
Industry High	70
Industry Average	48

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
42	42	40	44	40	46	40	30	37	46	47	36	43	39	42	42	43	41	50	43

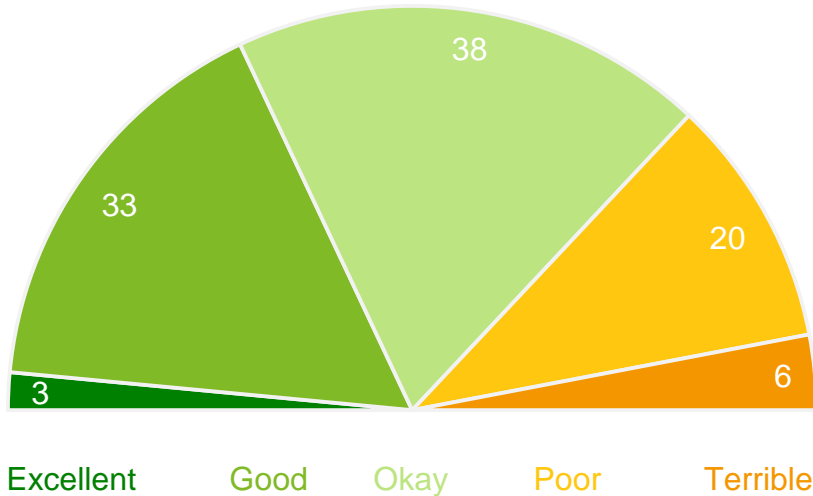
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 436). * Positive Rating = excellent, good + okay

Services and facilities for families and children

Performance ratings

% of respondents



52

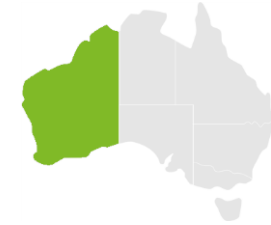
Performance Index Score (out of 100)

74%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	52
Industry High	71
Industry Average	58

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
52	52	50	53	51	54	49	47	46	55	57	48	52	47	51	54	54	51	64	59

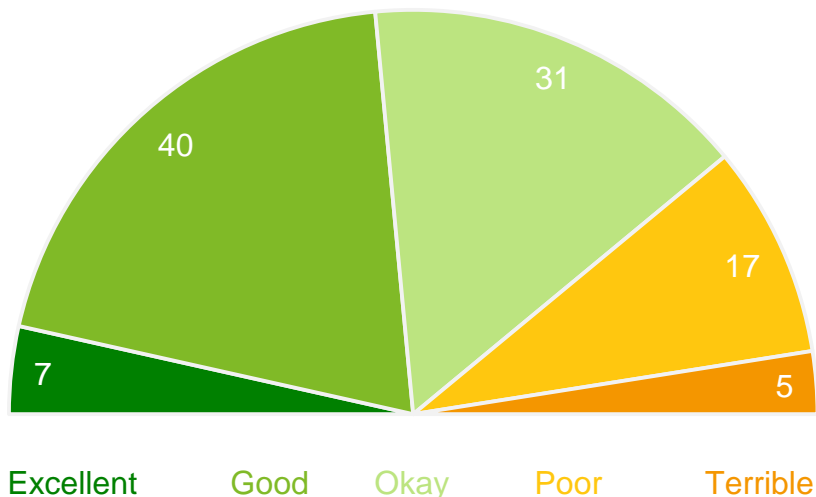
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 481). * Positive Rating = excellent, good + okay

Services and care available for seniors

Performance ratings

% of respondents



57

Performance Index Score (out of 100)

78%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	57
Industry High	72
Industry Average	55

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
57	56	62	60	55	55	68	60	56	62	74	54	53	49	57	56	53	56	50	58

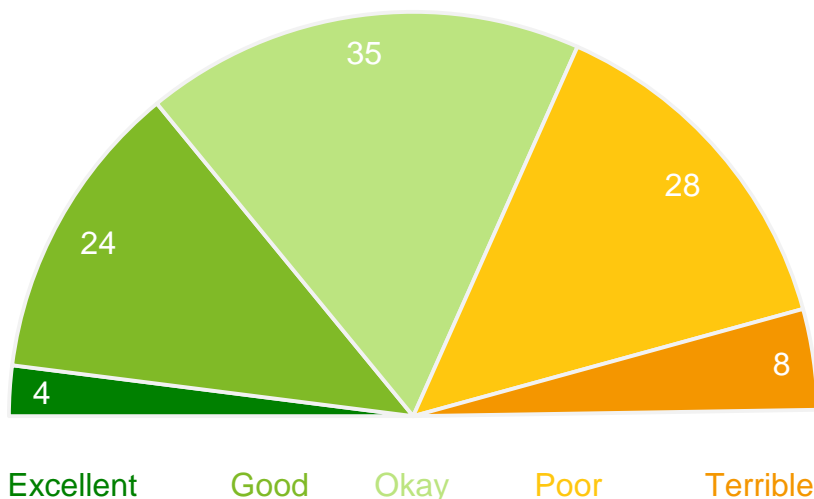
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 489). * Positive Rating = excellent, good + okay

Access to services and facilities for people with a disability

Performance ratings

% of respondents



47

Performance Index Score
(out of 100)

63%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	47
Industry High	67
Industry Average	51

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances													Other groups					
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
47	47	48	51	43	49	49	44	44	48	58	44	45	37	46	49	49	47	50	47

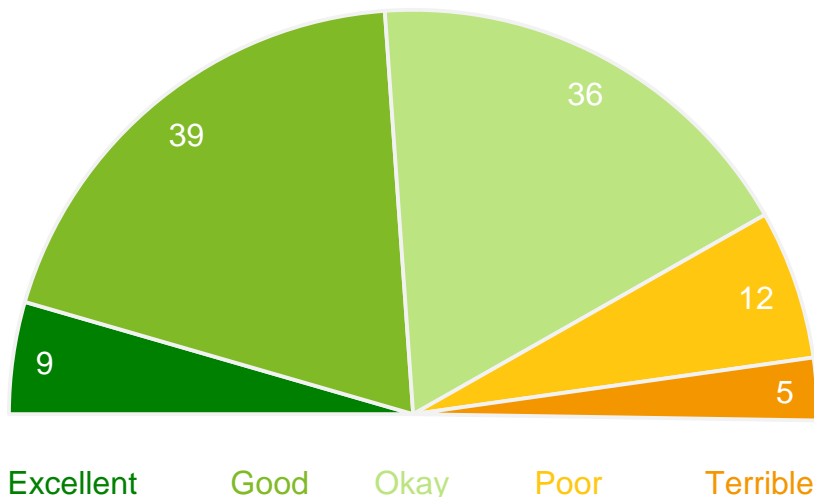
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 420). * Positive Rating = excellent, good + okay

Access to health and community services

Performance ratings

% of respondents



58

Performance Index Score (out of 100)

84%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	58
Industry High	70
Industry Average	56

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances													Other groups					
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
58	58	60	61	56	60	58	53	57	67	64	55	58	51	60	56	60	59	67	62

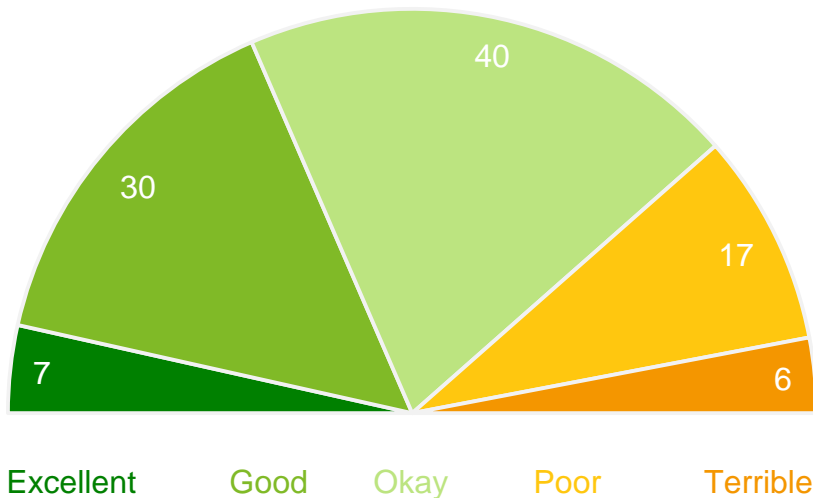
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 546). * Positive Rating = excellent, good + okay

Community buildings, halls and toilets

Performance ratings

% of respondents



54

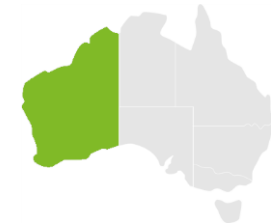
Performance Index Score (out of 100)

77%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	54
Industry High	78
Industry Average	60

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
54	54	53	55	53	55	55	54	51	57	60	51	53	51	53	55	53	52	74	58

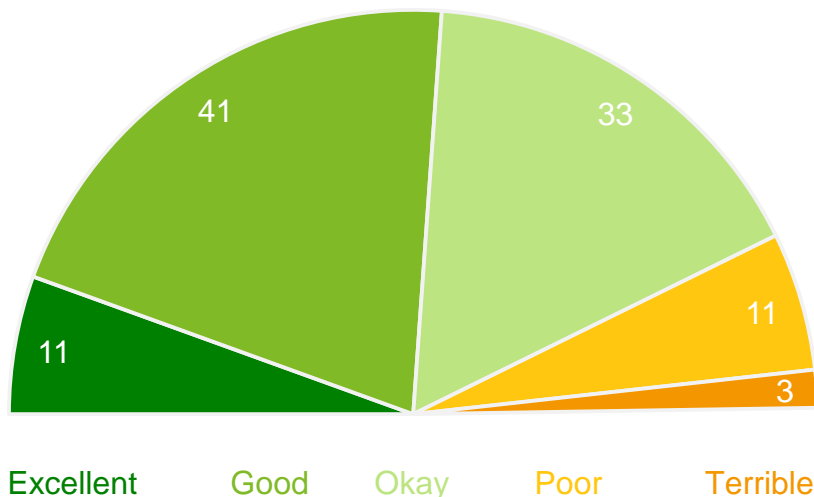
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 588). * Positive Rating = excellent, good + okay

Sport and recreation facilities and services

Performance ratings

% of respondents



61

Performance Index Score
(out of 100)

85%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	61
Industry High	85
Industry Average	66

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances																Other groups			
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees	
61	61	64	63	60	64	58	57	61	59	68	56	62	60	62	60	60	61	78	66	

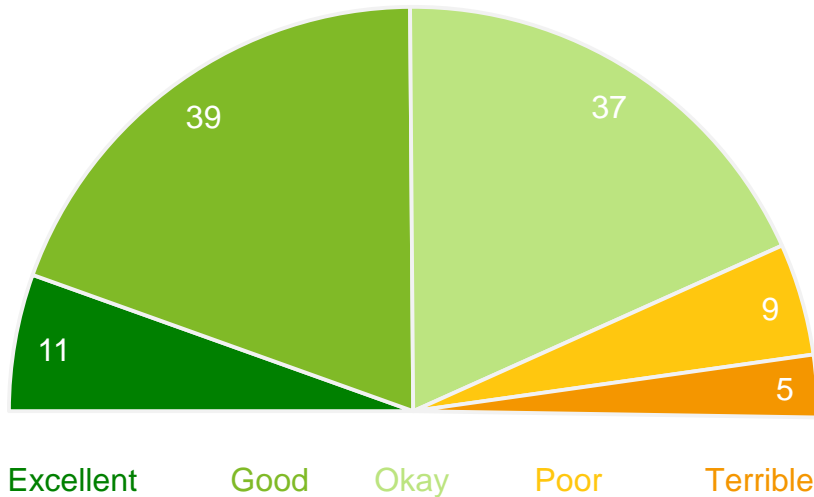
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 570). * Positive Rating = excellent, good + okay

Playgrounds, parks and reserves

Performance ratings

% of respondents



61

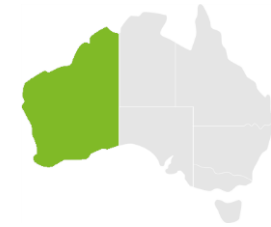
Performance Index Score
(out of 100)

87%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	61
Industry High	86
Industry Average	68

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
61	60	61	62	60	63	53	58	62	60	62	58	61	58	60	61	62	62	76	74

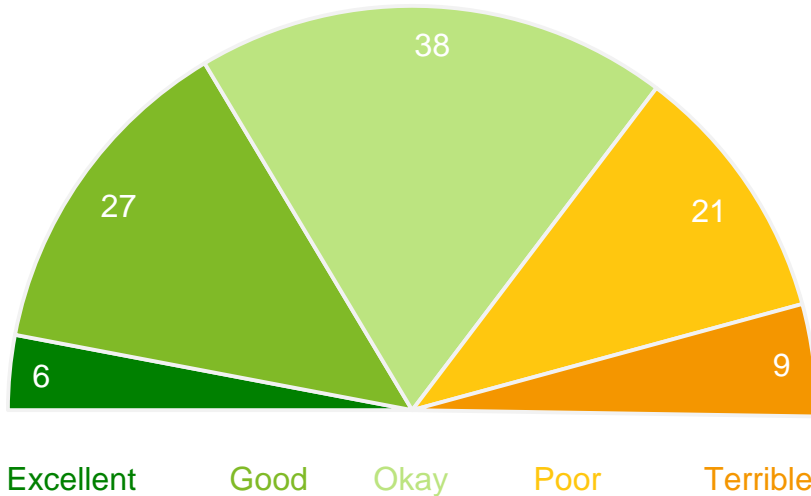
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 588). * Positive Rating = excellent, good + okay

Animal management (dogs and cats)

Performance ratings

% of respondents



50

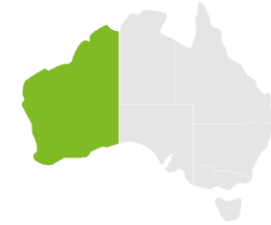
Performance Index Score (out of 100)

71%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	50
Industry High	64
Industry Average	57

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
50	50	47	54	46	48	55	55	55	55	54	50	48	48	50	49	50	52	58	61

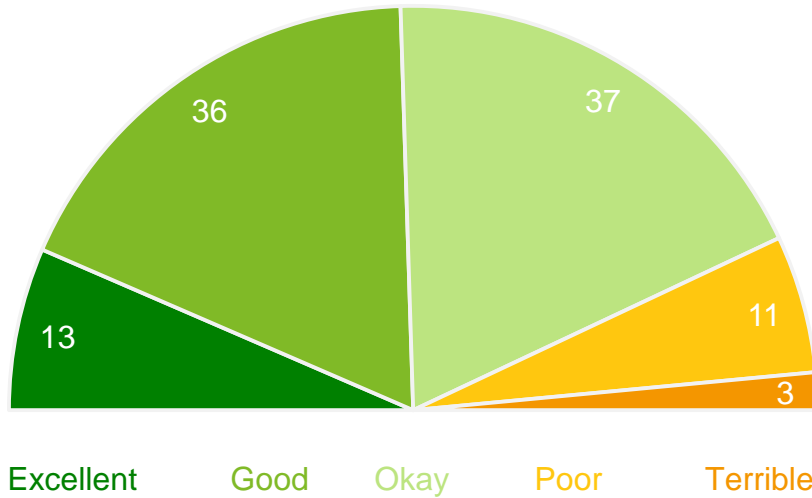
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 508). * Positive Rating = excellent, good + okay

Safety and security

Performance ratings

% of respondents



61

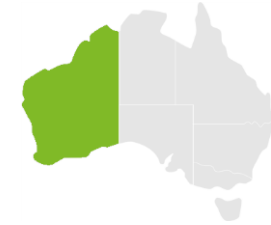
Performance Index Score (out of 100)

86%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	61
Industry High	76
Industry Average	55

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
61	61	59	63	59	60	66	62	61	61	69	60	59	57	62	60	61	63	70	68

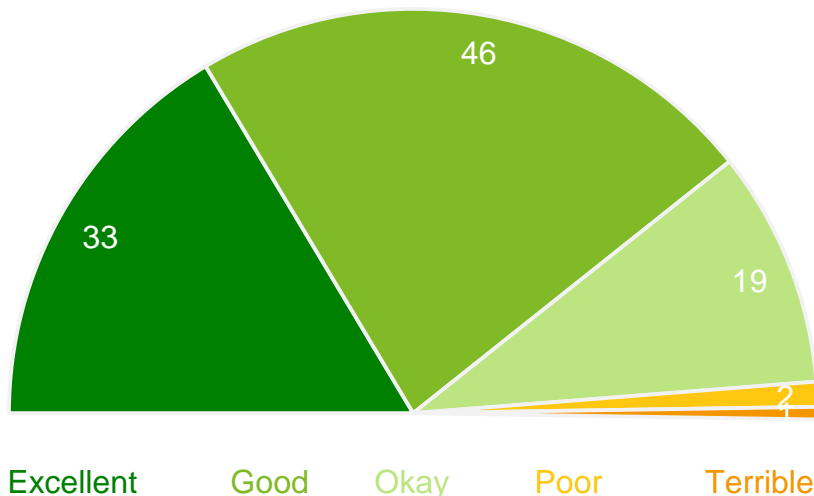
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 533). * Positive Rating = excellent, good + okay

Library and information services

Performance ratings

% of respondents



77

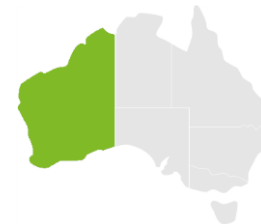
Performance Index Score
(out of 100)

98%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	77
Industry High	89
Industry Average	72

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
77	77	78	79	76	78	77	77	73	77	77	75	78	78	77	77	76	78	79	86

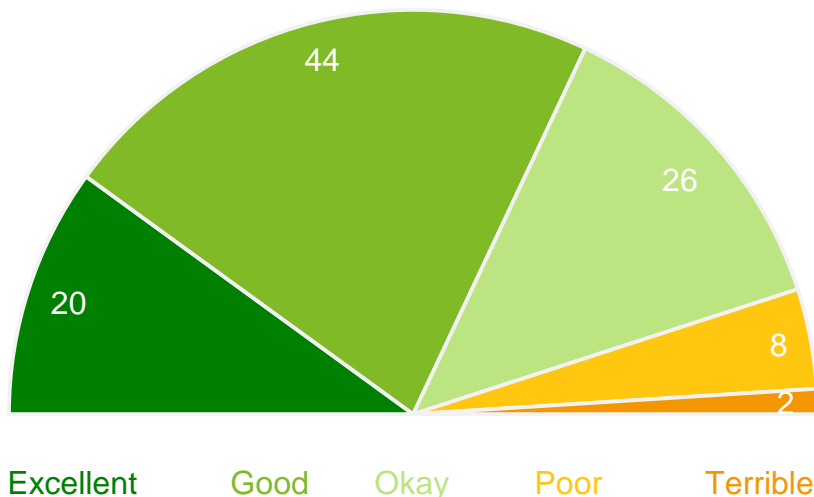
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 566). * Positive Rating = excellent, good + okay

Local festivals, events, art and cultural activities

Performance ratings

% of respondents



68

Performance Index Score (out of 100)

90%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	68
Industry High	78
Industry Average	64

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
68	69	63	67	68	70	66	64	62	69	69	64	69	65	68	68	64	67	78	65

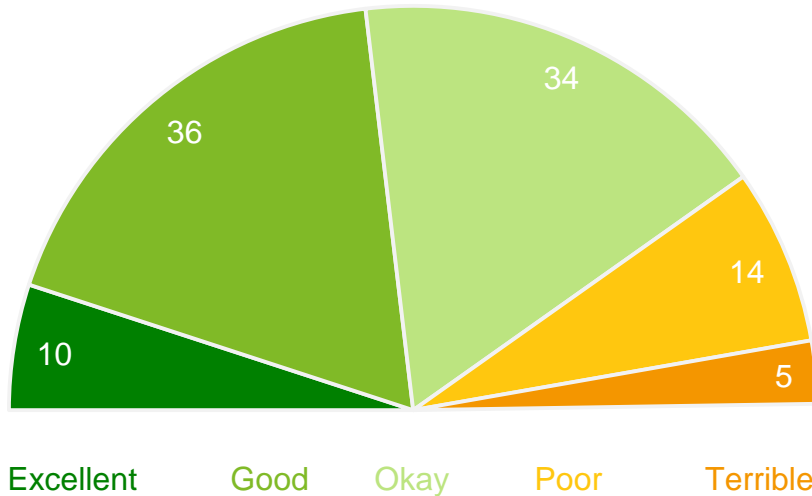
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 583). * Positive Rating = excellent, good + okay

How local history and heritage is preserved and promoted

Performance ratings

% of respondents



58

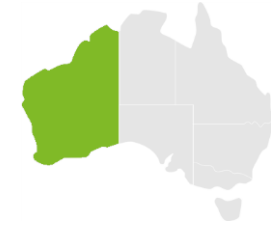
Performance Index Score
(out of 100)

80%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	58
Industry High	79
Industry Average	59

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
58	58	53	56	60	58	59	63	56	62	61	60	55	58	57	58	53	56	66	53

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 555). * Positive Rating = excellent, good + okay

Place

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)

Low (<10%)

High (>10%)

Excellent

PERFORMANCE INDEX SCORE

Okay

Terrible

OPTIMISE

CELEBRATE

KAIZEN

Lighting of streets and public places

Housing

Streetscapes

Responsible growth and development

Local roads

Footpaths, trails and cycleways

REVIEW

PRIORITISE

0 5 10 15 20 25

Lighting, housing and streetscapes are performing fairly well.

The community would like the Shire to focus on paths, trails, cycleways, roads and responsible growth.

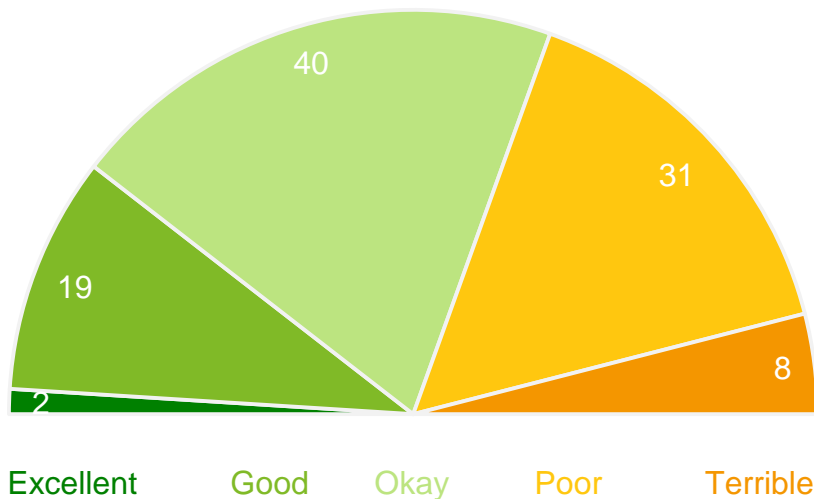
Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Which areas would you most like the Shire of Bridgetown-Greenbushes to focus on improving? Base: All respondents, excludes no response (n = 585)

Managing responsible growth and development

Performance ratings

% of respondents



44

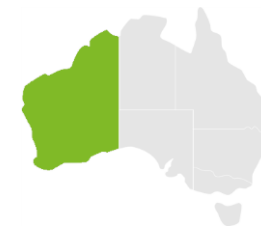
Performance Index Score
(out of 100)

61%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes

44

Industry High

59

Industry Average

48

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances																Other groups			
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees	
44	44	48	44	44	44	51	42	41	41	58	39	43	43	44	44	38	45	48	51	

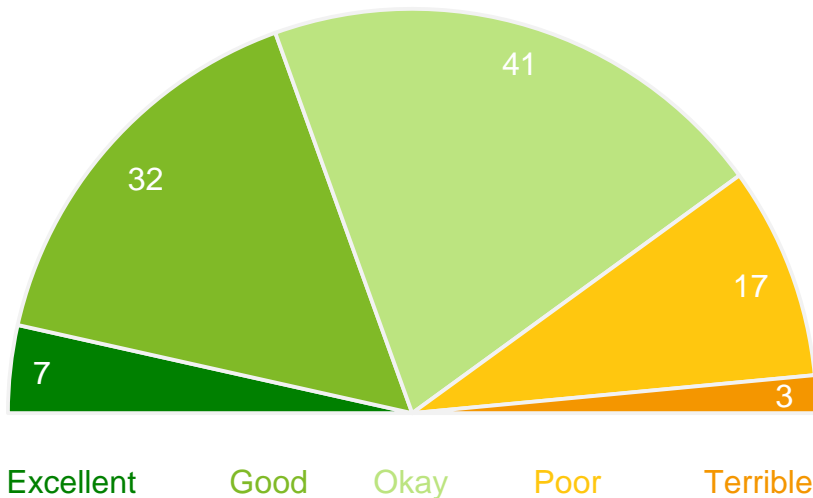
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 505). * Positive Rating = excellent, good + okay

Access to housing that meets your needs

Performance ratings

% of respondents



56

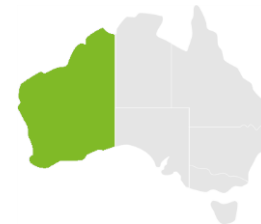
Performance Index Score (out of 100)

80%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	56
Industry High	68
Industry Average	57

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances																Other groups			
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees	
56	56	52	59	52	56	67	56	51	50	68	52	54	52	55	58	54	56	65	54	

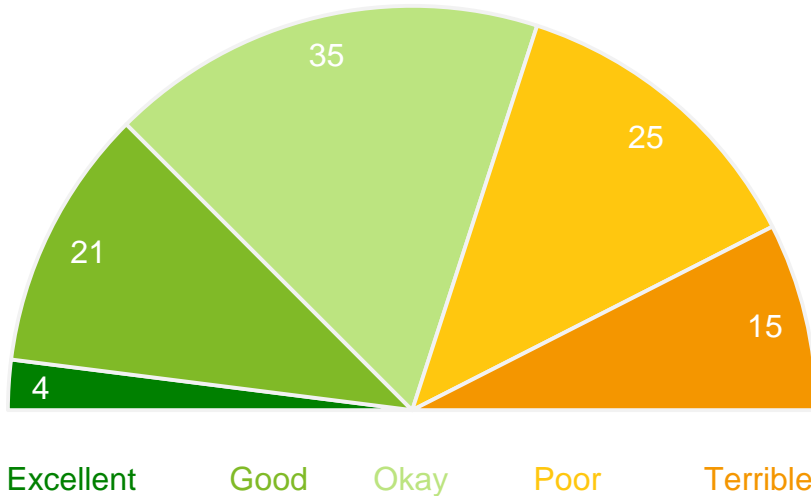
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 410). * Positive Rating = excellent, good + okay

Building and maintaining local roads

Performance ratings

% of respondents



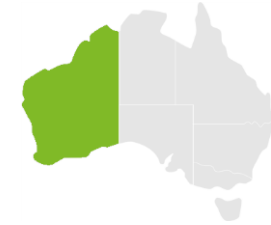
44
Performance Index Score
(out of 100)



60%
Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	44
Industry High	80
Industry Average	53

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
44	43	46	45	43	46	42	40	43	38	49	41	43	43	47	37	41	43	58	58

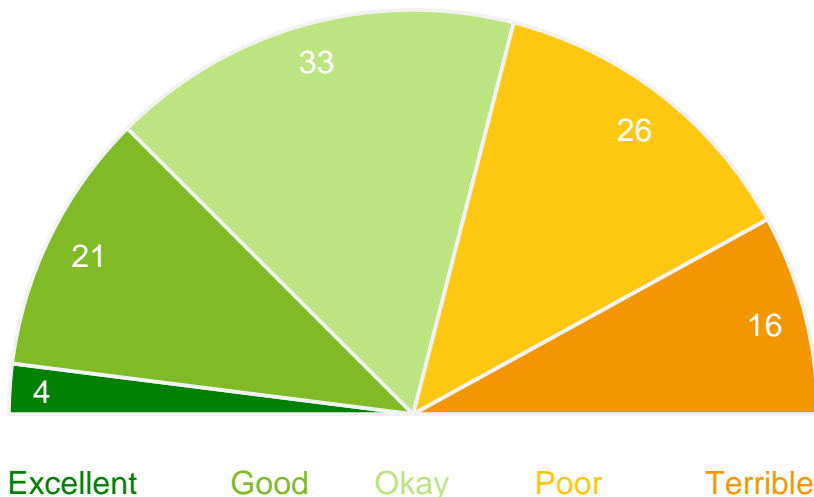
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 583). * Positive Rating = excellent, good + okay

Footpaths, trails and cycleways

Performance ratings

% of respondents



43

Performance Index Score (out of 100)

58%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	43
Industry High	74
Industry Average	53

Variations across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
43	42	48	45	40	43	49	38	45	41	60	38	40	40	43	42	40	41	59	49

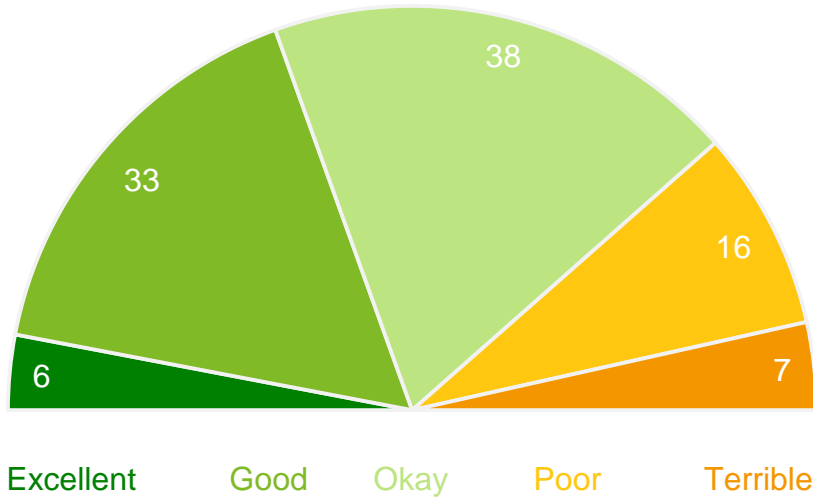
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 578). * Positive Rating = excellent, good + okay

Streetscapes

Performance ratings

% of respondents



54

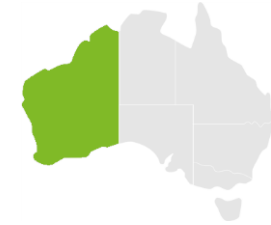
Performance Index Score (out of 100)

77%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	54
Industry High	83
Industry Average	53

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
54	53	55	55	53	52	62	55	55	55	67	53	50	50	53	55	52	54	63	53

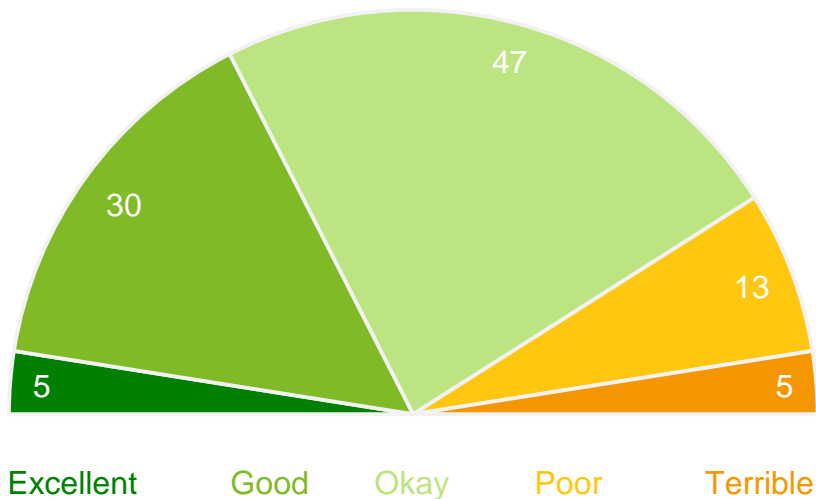
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 571). * Positive Rating = excellent, good + okay

Lighting of streets and public places

Performance ratings

% of respondents



54

Performance Index Score
(out of 100)

82%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	54
Industry High	66
Industry Average	55

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
54	54	56	56	53	54	58	55	57	57	61	54	52	52	54	55	55	54	61	62

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 565). * Positive Rating = excellent, good + okay

Planet

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)

Low (<10%)

High (>10%)

Excellent

Okay

Terrible

CELEBRATE

OPTIMISE

KAIZEN

Natural disaster management

Waste services

Blackwood River management

Sustainability / respond to climate change

REVIEW

PRIORITISE

0 5 10 15 20 25

The Shire's natural disaster and waste services are performing well.

The community would like greater encouragement of sustainable practices and improved management of the Blackwood River.

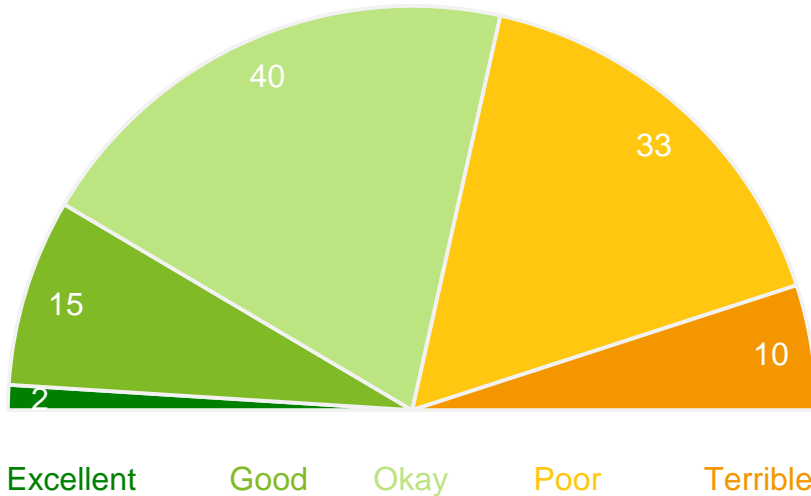
Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Which areas would you most like the Shire of Bridgetown-Greenbushes to focus on improving? Base: All respondents, excludes no response (n = 585)

Efforts to promote and adopt sustainable practices and respond to climate change

Performance ratings

% of respondents



42

Performance Index Score
(out of 100)

57%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	42
Industry High	71
Industry Average	51

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
42	41	48	43	41	41	47	38	42	43	53	39	40	43	42	42	38	41	65	42

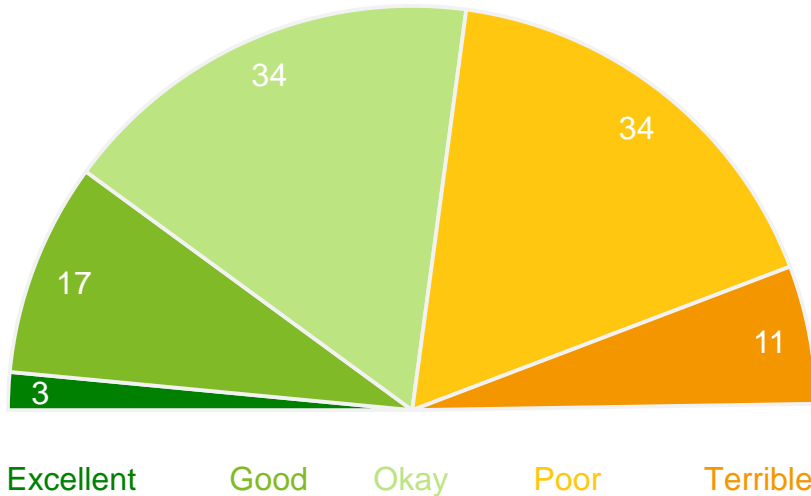
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 426). * Positive Rating = excellent, good + okay

Efforts to maintain and enhance the Blackwood River

Performance ratings

% of respondents



42

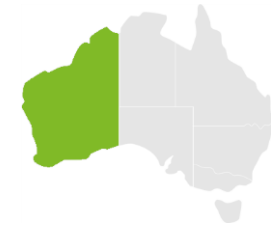
Performance Index Score
(out of 100)

54%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	42
Industry High	76
Industry Average	56

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
42	41	45	41	43	42	44	38	39	44	52	38	41	46	40	45	39	42	55	49

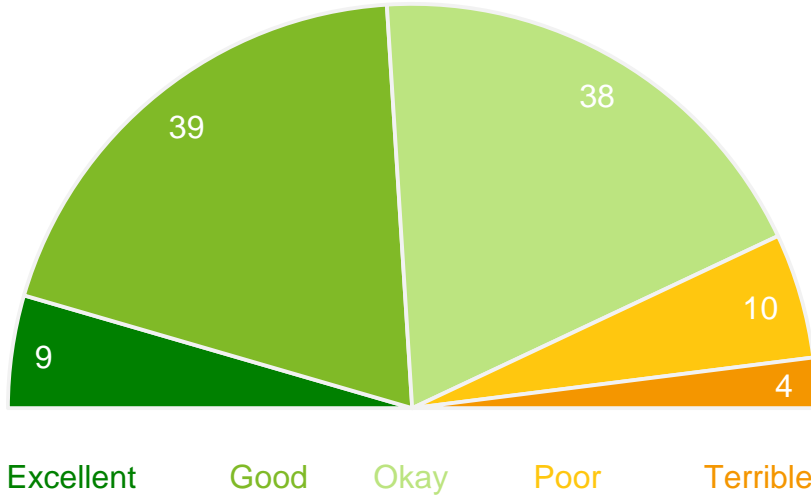
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 525). * Positive Rating = excellent, good + okay

Waste services

Performance ratings

% of respondents



60

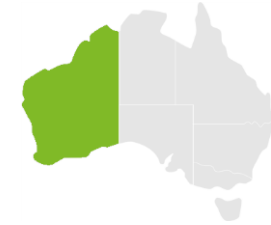
Performance Index Score
(out of 100)

86%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	60
Industry High	85
Industry Average	67

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
60	60	59	63	57	60	66	57	59	58	71	56	58	59	60	59	56	60	67	63

Q. How would you rate performance in the following areas?

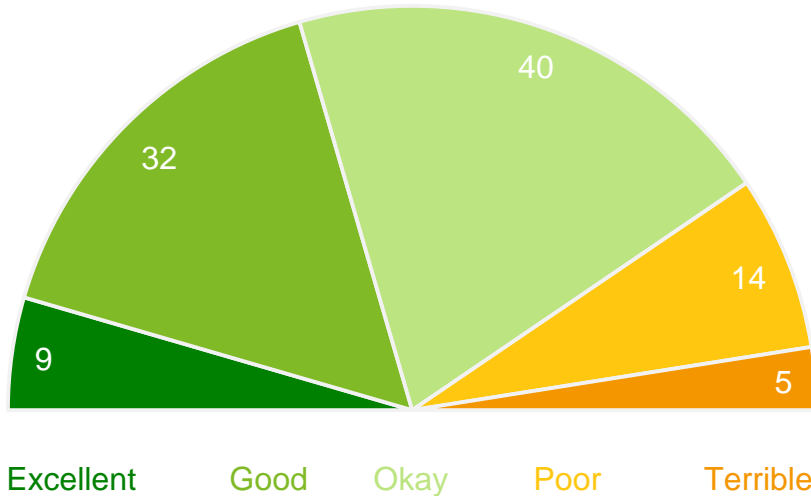
Base: All respondents, excludes 'unsure' and 'no response' (n = 570). * Positive Rating = excellent, good + okay

Natural disaster management

(education, prevention and relief for fire, floods, etc)

Performance ratings

% of respondents



57

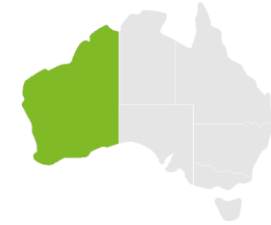
Performance Index Score (out of 100)

81%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	57
Industry High	77
Industry Average	57

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
57	57	59	59	55	59	58	57	56	57	63	53	57	51	56	58	60	58	72	65

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 474). * Positive Rating = excellent, good + okay

Economy

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)

Low (<10%)

High (>10%)

Excellent

Okay

Terrible

CELEBRATE

OPTIMISE

KAIZEN

Education and training



Economic development
and job creation



Tourism and marketing



REVIEW

PRIORITISE

0 5 10 15 20 25

The community would like the Shire to prioritise tourism, economic development and job creation.

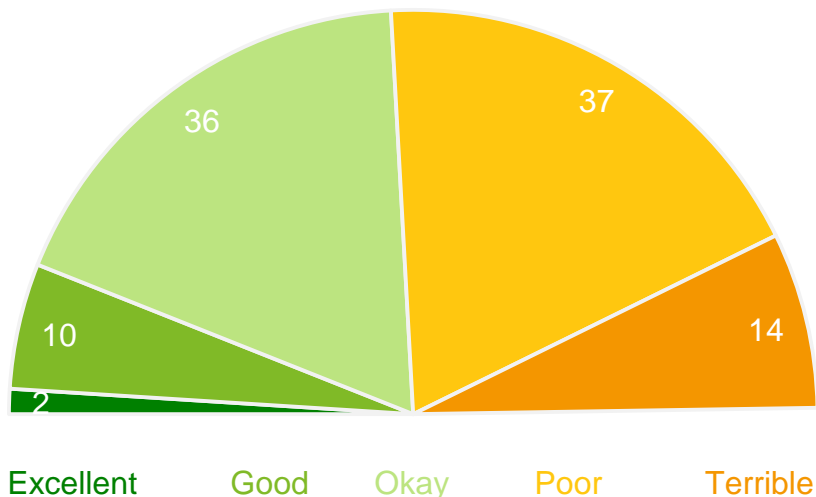
Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Which areas would you most like the Shire of Bridgetown-Greenbushes to focus on improving? Base: All respondents, excludes no response (n = 585)

Economic development and job creation

Performance ratings

% of respondents



37

Performance Index Score (out of 100)

48%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	37
Industry High	58
Industry Average	43

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
37	37	40	39	36	37	41	35	38	37	57	32	34	31	37	38	33	37	36	40

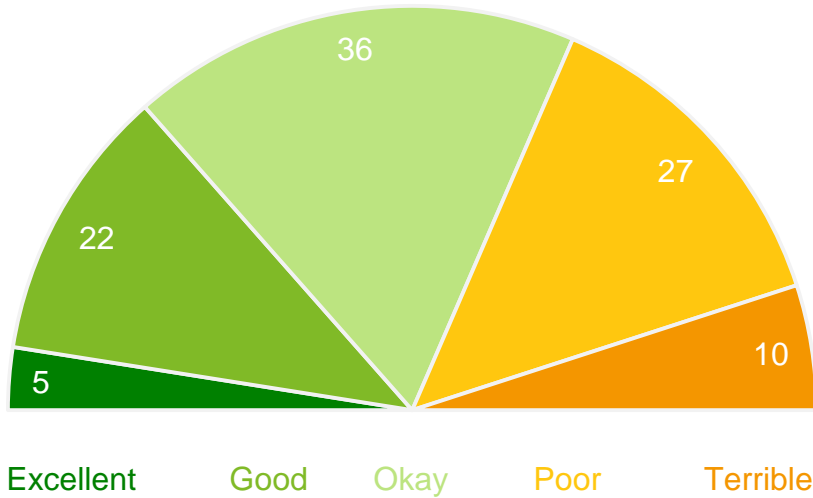
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 457). * Positive Rating = excellent, good + okay

Tourism and marketing

Performance ratings

% of respondents



46

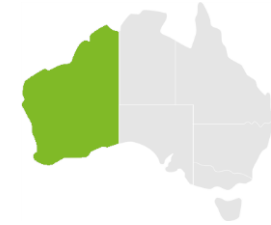
Performance Index Score (out of 100)

63%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	46
Industry High	60
Industry Average	46

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances										Other groups								
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
46	46	47	47	46	45	59	46	46	45	68	42	41	43	46	46	38	42	45	47

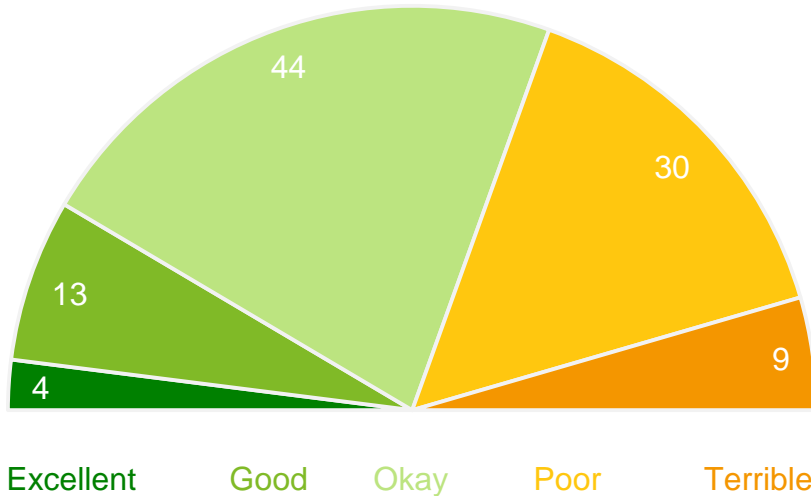
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 546). * Positive Rating = excellent, good + okay

Access to education and training opportunities

Performance ratings

% of respondents



43

Performance Index Score (out of 100)

61%

Positive rating*

MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	43
Industry High	59
Industry Average	50

Variances across the community

Performance Index Score

Local resident variances

Other groups

Total	Local resident variances														Other groups				
	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
43	42	47	47	40	46	42	36	43	40	56	38	42	38	43	44	42	43	53	41

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 439). * Positive Rating = excellent, good + okay

Overview of Community Variances

Summary of community variances

	Total	Home owner	Renting / other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	14-34 years	35-54 years	55+ years	Disability	Bridgetown townsite	Other areas	Local business	Community group	Out of area ratepayer	Shire EMs / employees
Place to live	84	84	82	84	84	85	85	83	80	85	84	81	85	81	85	80	86	89	91	91
Place to own or operate a business	62	62	61	60	64	61	65	61	58	65	68	58	62	53	62	61	67	64	56	77
Place to visit	78	78	79	76	81	80	80	75	70	79	84	74	79	75	80	74	79	80	85	81
Governing organisation	47	46	52	49	45	49	40	36	43	49	55	41	47	45	48	45	39	47	69	56
Value from rates	45	44	46	47	42	47	39	36	41	47	51	39	46	41	47	39	41	46	55	59
Leadership	41	41	48	44	39	42	46	34	43	46	56	35	41	37	42	38	37	42	48	58
Consultation	41	40	47	44	38	41	40	34	43	44	51	36	40	37	40	41	35	40	38	56
Communication	45	44	50	48	42	46	46	38	45	50	57	40	43	40	45	45	39	43	47	55
Customer service	59	58	64	61	58	61	57	53	58	68	66	53	60	57	59	57	54	60	63	69
Youth services and facilities	42	42	40	44	40	46	40	30	37	46	47	36	43	39	42	42	43	41	50	43
Families services and facilities	52	52	50	53	51	54	49	47	46	55	57	48	52	47	51	54	54	51	64	59
Seniors services and care	57	56	62	60	55	55	68	60	56	62	74	54	53	49	57	56	53	56	50	58
Disability access	47	47	48	51	43	49	49	44	44	48	58	44	45	37	46	49	49	47	50	47
Health and community services	58	58	60	61	56	60	58	53	57	67	64	55	58	51	60	56	60	59	67	62
Community buildings, halls, toilets	54	54	53	55	53	55	55	54	51	57	60	51	53	51	53	55	53	52	74	58
Sport and recreation	61	61	64	63	60	64	58	57	61	59	68	56	62	60	62	60	60	61	78	66
Playgrounds, parks and reserves	61	60	61	62	60	63	53	58	62	60	62	58	61	58	60	61	62	62	76	74
Animal management	50	50	47	54	46	48	55	55	55	55	54	50	48	48	50	49	50	52	58	61
Safety and security	61	61	59	63	59	60	66	62	61	61	69	60	59	57	62	60	61	63	70	68
Library and information services	77	77	78	79	76	78	77	77	73	77	77	75	78	78	77	77	76	78	79	86
Festivals, events, art and cultural	68	69	63	67	68	70	66	64	62	69	69	64	69	65	68	68	64	67	78	65
Local history and heritage	58	58	53	56	60	58	59	63	56	62	61	60	55	58	57	58	53	56	66	53
Responsible growth/development	44	44	48	44	44	44	51	42	41	41	58	39	43	43	44	44	38	45	48	51
Housing	56	56	52	59	52	56	67	56	51	50	68	52	54	52	55	58	54	56	65	54
Local roads	44	43	46	45	43	46	42	40	43	38	49	41	43	43	47	37	41	43	58	58
Footpaths, trails and cycleways	43	42	48	45	40	43	49	38	45	41	60	38	40	40	43	42	40	41	59	49
Streetscapes	54	53	55	55	53	52	62	55	55	55	67	53	50	50	53	55	52	54	63	53
Lighting of streets/public places	54	54	56	56	53	54	58	55	57	57	61	54	52	52	54	55	55	54	61	62
Sustainability / climate change	42	41	48	43	41	41	47	38	42	43	53	39	40	43	42	42	38	41	65	42
Blackwood River management	42	41	45	41	43	42	44	38	39	44	52	38	41	46	40	45	39	42	55	49
Waste services	60	60	59	63	57	60	66	57	59	58	71	56	58	59	60	59	56	60	67	63
Natural disaster management	57	57	59	59	55	59	58	57	56	57	63	53	57	51	56	58	60	58	72	65
Economic development	37	37	40	39	36	37	41	35	38	37	57	32	34	31	37	38	33	37	36	40
Tourism and marketing	46	46	47	47	46	45	59	46	46	45	68	42	41	43	46	46	38	42	45	47
Education and training	43	42	47	47	40	46	42	36	43	40	56	38	42	38	43	44	42	43	53	41

MARKYT  industry comparisons

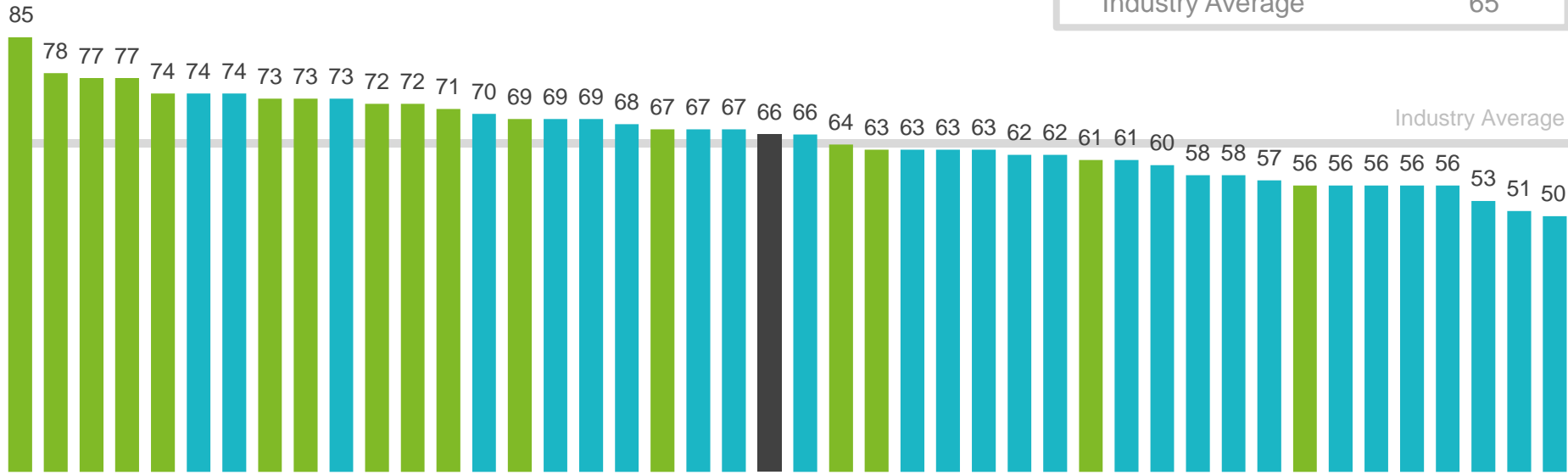
Overall Performance | industry comparisons

The 'Overall Performance Index Score' is a combined measure of the Shire of Bridgetown-Greenbushes as a 'place to live' and as a 'governing organisation'. The Shire of Bridgetown-Greenbushes's overall performance index score is 66 out of 100, on par with the industry average for Western Australia.

Overall Performance Index Score

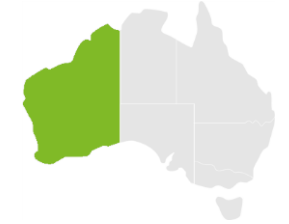
average of 'place to live' and 'governing organisation'

- Shire of Bridgetown-Greenbushes
- Metropolitan Councils
- Regional Councils



MARKYT Industry Standards

Performance Index Score



Shire of Bridgetown-Greenbushes	66
Industry High	85
Industry Average	65

How to read the MARKYT Benchmark Matrix

The MARKYT® Benchmark Matrix (shown in detail overleaf) illustrates how the community rates performance on individual measures, compared to how other councils are being rated by their communities.

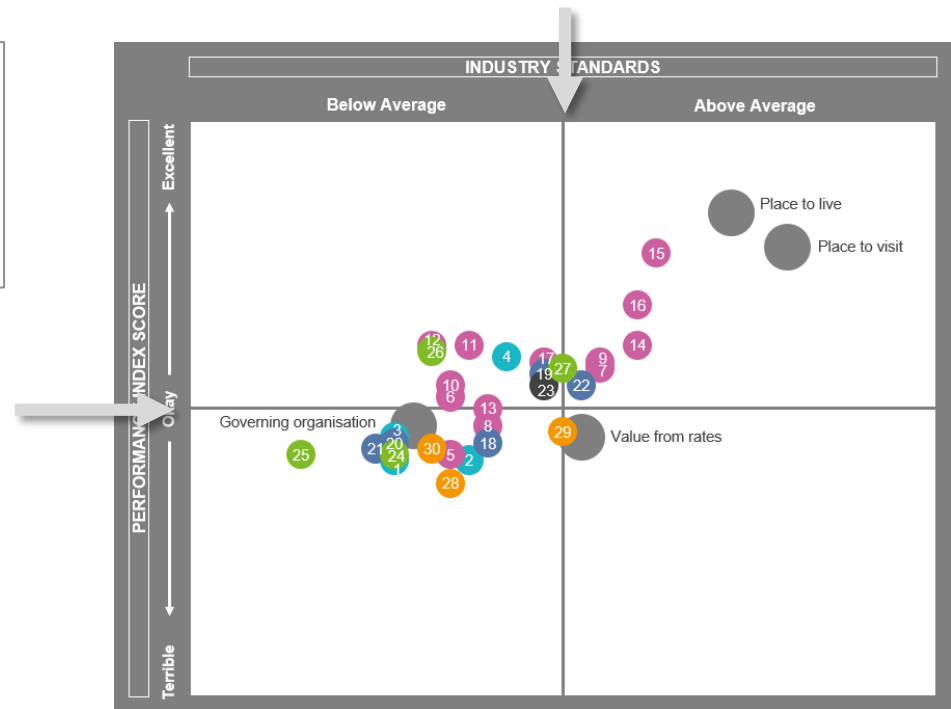
There are two dimensions. The vertical axis maps community perceptions of performance for individual measures. The horizontal axis maps performance relative to the MARKYT® Industry Standards.

Councils aim to be on the right side of this line, with performance ABOVE the MARKYT® Industry Average.

Service areas are grouped by the Shire's pillars:

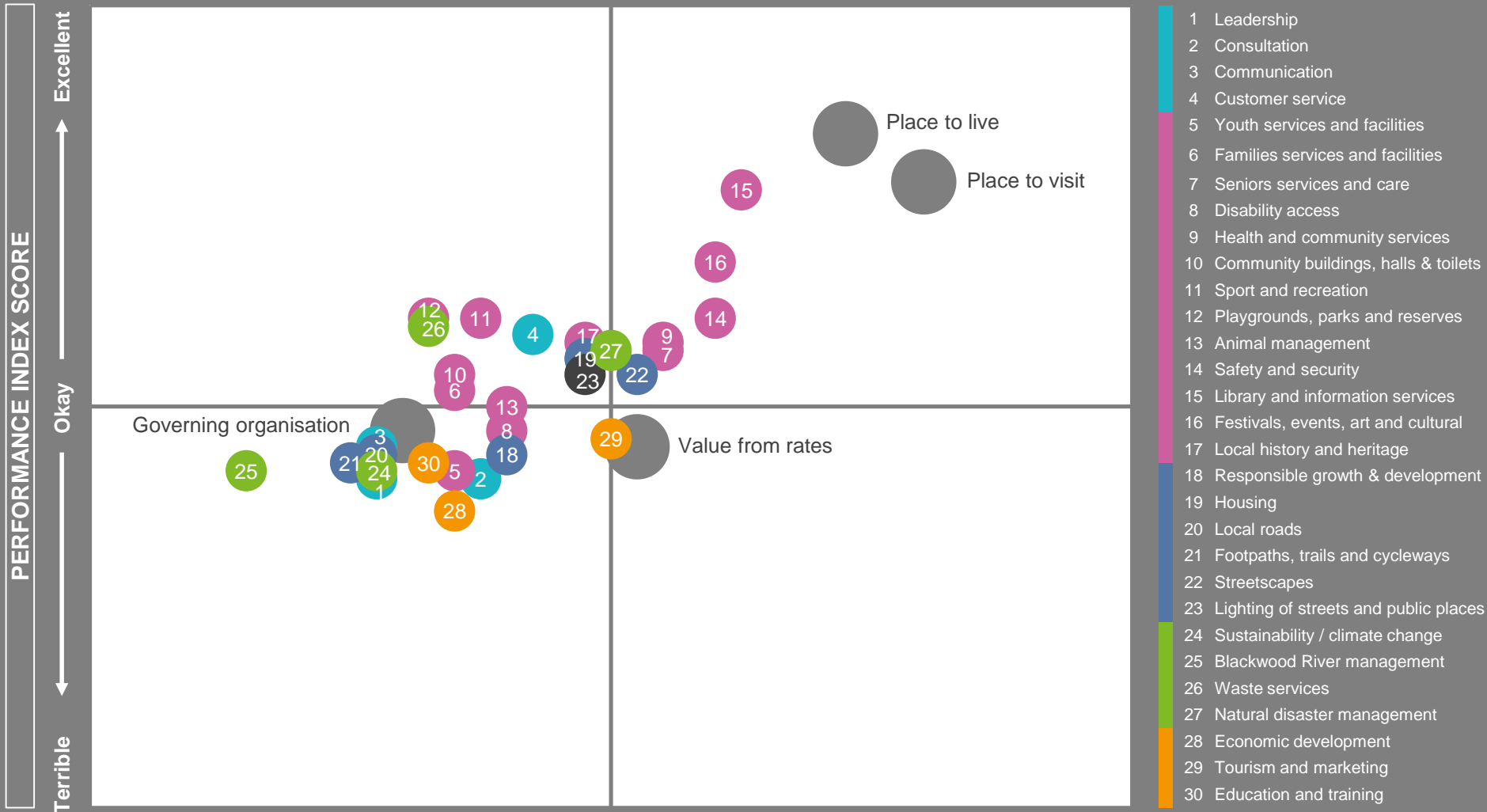
- Governance
- Community
- Built environment
- Natural environment
- Economy

This line represents okay performance based on the MARKYT Performance Index Score. Higher performing service areas are placed above this line while lower performing areas are below it.



MARKYT Benchmark Matrix

COMPARISON TO INDUSTRY AVERAGE



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response.

MARKYT[®] Community Priorities

Local residents vs other groups

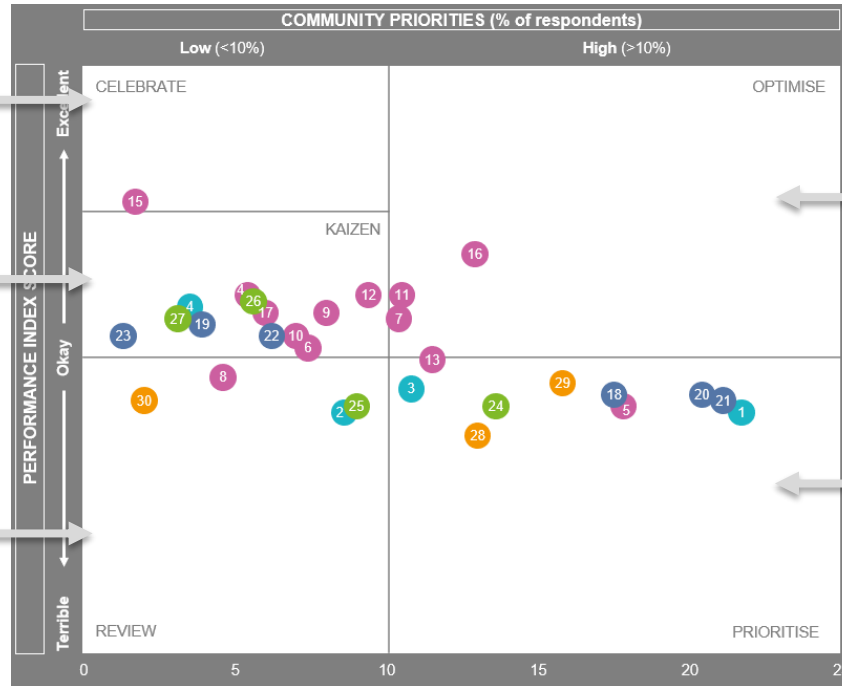
How to read the MARKYT Community Priorities

The MARKYT Community Priorities chart maps priorities against performance in all service areas.

CELEBRATE the Shire's highest performing areas.

KAIZEN: consider ways to continuously improve services with average ratings between okay and good to strive for service excellence

REVIEW lower performing areas.

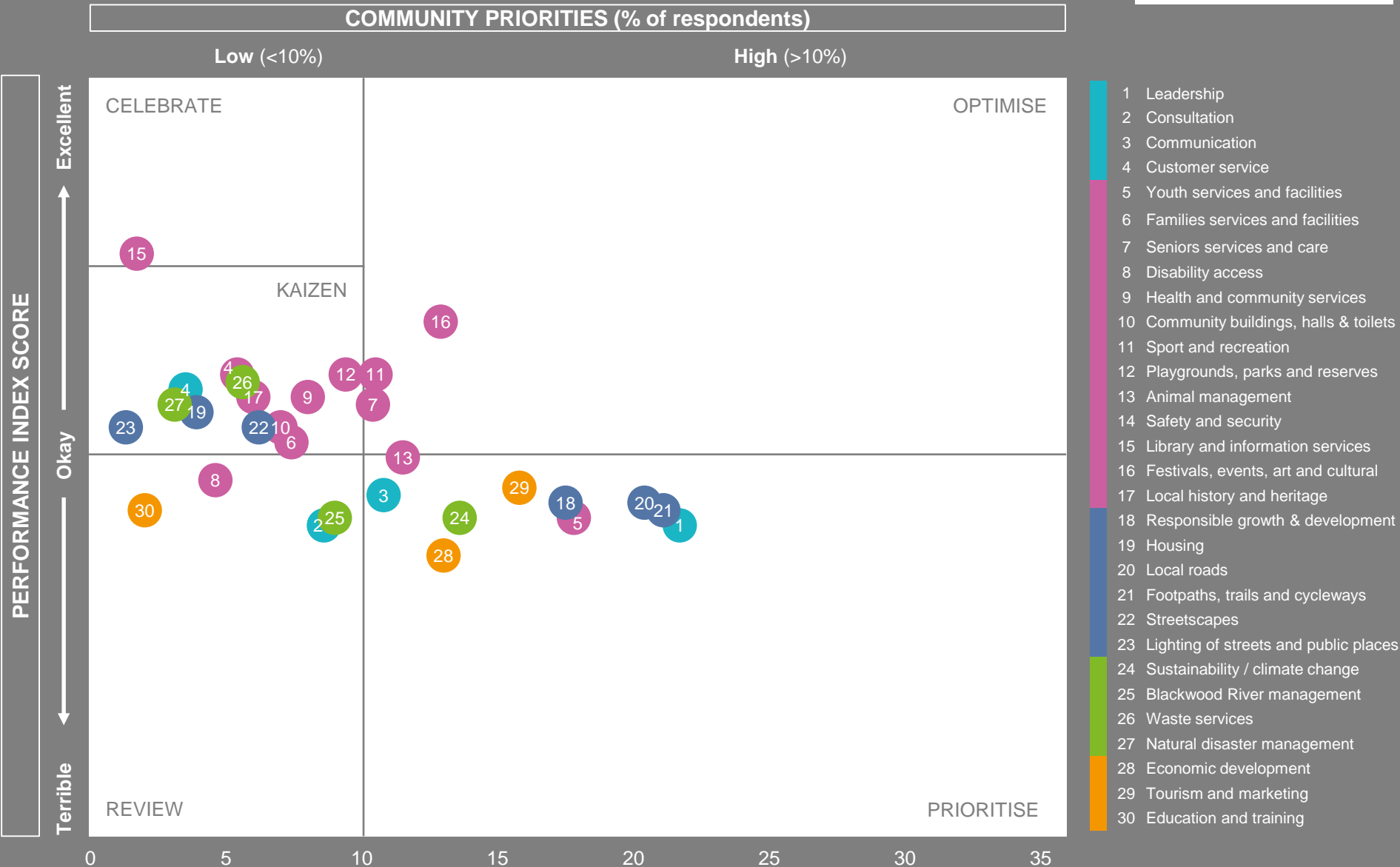


OPTIMISE higher performing services where the community would like enhancements to better meet their needs.

PRIORITISE lower performing services where the community would like the Shire to focus its attention.

Service areas are grouped by the Shire's pillars:

- Governance
- Community
- Built environment
- Natural environment
- Economy



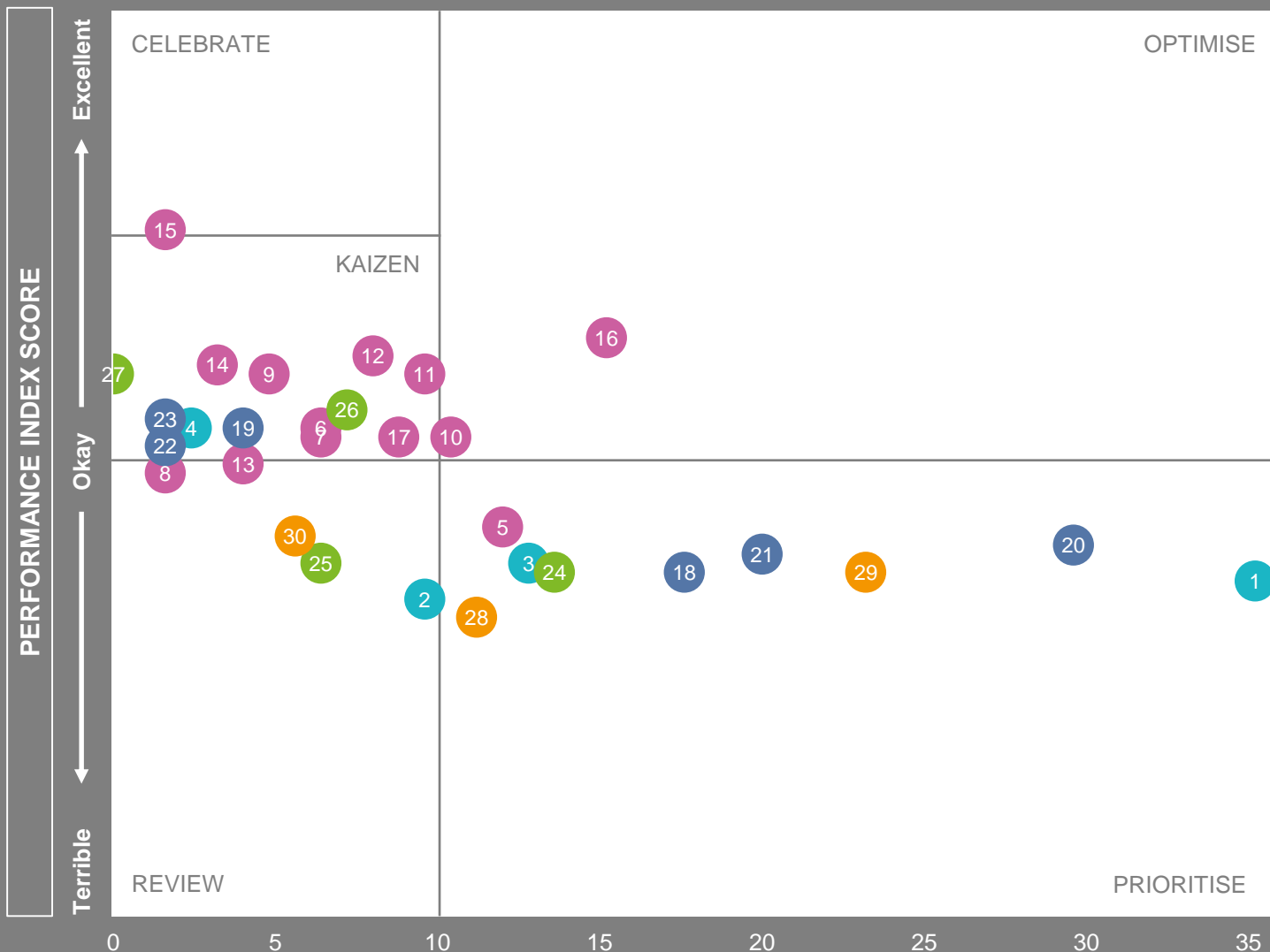
Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Which areas would you most like the Shire of Bridgetown-Greenbushes to focus on improving? Base: All respondents, excludes no response (n = 585)

COMMUNITY PRIORITIES (% of respondents)

Low (<10%)

High (>10%)



- 1 Leadership
- 2 Consultation
- 3 Communication
- 4 Customer service
- 5 Youth services and facilities
- 6 Families services and facilities
- 7 Seniors services and care
- 8 Disability access
- 9 Health and community services
- 10 Community buildings, halls & toilets
- 11 Sport and recreation
- 12 Playgrounds, parks and reserves
- 13 Animal management
- 14 Safety and security
- 15 Library and information services
- 16 Festivals, events, art and cultural
- 17 Local history and heritage
- 18 Responsible growth & development
- 19 Housing
- 20 Local roads
- 21 Footpaths, trails and cycleways
- 22 Streetscapes
- 23 Lighting of streets and public places
- 24 Sustainability / climate change
- 25 Blackwood River management
- 26 Waste services
- 27 Natural disaster management
- 28 Economic development
- 29 Tourism and marketing
- 30 Education and training

Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Which areas would you most like the Shire of Bridgetown-Greenbushes to focus on improving? Base: All respondents, excludes no response (n = 125)

COMMUNITY PRIORITIES (% of respondents)

Low (<10%)

High (>10%)

Excellent

Okay

Terrible

CELEBRATE

OPTIMISE

KAIZEN

REVIEW

PRIORITISE

0

5

10

15

20

25

30

35

- 1 Leadership
- 2 Consultation
- 3 Communication
- 4 Customer service
- 5 Youth services and facilities
- 6 Families services and facilities
- 7 Seniors services and care
- 8 Disability access
- 9 Health and community services
- 10 Community buildings, halls & toilets
- 11 Sport and recreation
- 12 Playgrounds, parks and reserves
- 13 Animal management
- 14 Safety and security
- 15 Library and information services
- 16 Festivals, events, art and cultural
- 17 Local history and heritage
- 18 Responsible growth & development
- 19 Housing
- 20 Local roads
- 21 Footpaths, trails and cycleways
- 22 Streetscapes
- 23 Lighting of streets and public places
- 24 Sustainability / climate change
- 25 Blackwood River management
- 26 Waste services
- 27 Natural disaster management
- 28 Economic development
- 29 Tourism and marketing
- 30 Education and training

Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Which areas would you most like the Shire of Bridgetown-Greenbushes to focus on improving? Base: All respondents, excludes no response (n = 147)

COMMUNITY PRIORITIES (% of respondents)

Low (<10%)

High (>10%)

Excellent

PERFORMANCE INDEX SCORE

Okay

Terrible

CELEBRATE

OPTIMISE

KAIZEN

REVIEW

PRIORITISE

0 5 10 15 20 25 30 35

- 1 Leadership
- 2 Consultation
- 3 Communication
- 4 Customer service
- 5 Youth services and facilities
- 6 Families services and facilities
- 7 Seniors services and care
- 8 Disability access
- 9 Health and community services
- 10 Community buildings, halls & toilets
- 11 Sport and recreation
- 12 Playgrounds, parks and reserves
- 13 Animal management
- 14 Safety and security
- 15 Library and information services
- 16 Festivals, events, art and cultural
- 17 Local history and heritage
- 18 Responsible growth & development
- 19 Housing
- 20 Local roads
- 21 Footpaths, trails and cycleways
- 22 Streetscapes
- 23 Lighting of streets and public places
- 24 Sustainability / climate change
- 25 Blackwood River management
- 26 Waste services
- 27 Natural disaster management
- 28 Economic development
- 29 Tourism and marketing
- 30 Education and training

Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Which areas would you most like the Shire of Bridgetown-Greenbushes to focus on improving? Base: All respondents, excludes no response (n = 25)

COMMUNITY PRIORITIES (% of respondents)

Low (<10%)

High (>10%)



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Which areas would you most like the Shire of Bridgetown-Greenbushes to focus on improving? Base: All respondents, excludes no response (n = 20)



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A woman with long blonde hair, wearing a wide-brimmed hat and a patterned jacket, is sitting on a stone ledge by a river. She is smiling and playing an acoustic guitar. The background shows a river and trees. A large green leaf graphic is overlaid on the right side of the image.

Bridgetown Greenbushes

The heart and soul of the South West

Strategic Community Plan 2021-2031

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Cover page: Baker, V 2021, *Singer - Rozzi Smith*.
Photograph, Victoria Baker Collection, Bridgetown.

Page 4, Values: Baker, V 2021, *Willow Whispers @ Bridgetown Pottery Restaurant*. Photograph, Victoria Baker Collection, Bridgetown.

Back page: Baker, V 2021, *Joel and Audrey*.
Photograph, Victoria Baker Collection, Bridgetown.

Introduction

Welcome to the Shire of Bridgetown Greenbushes Strategic Community Plan 2021-2031.

This plan has been developed with more than 700 community members and key partners to consider:

- Where are we now?
- Where do we want to be?
- How do we get there?

It follows the Integrated Planning and Reporting Framework guidelines and satisfies a legislative requirement for all local governments to have a plan to shape the future.

This plan describes:

- A future vision for the Shire of Bridgetown Greenbushes
- How the Shire will achieve and resource its objectives
- How success will be measured and reported

Shire President's Message

I am proud to present the Shire of Bridgetown Greenbushes 2021-2031 Strategic Community Plan which, along with the Corporate Business plan, provides our roadmap for achieving our shared goals and aspirations.

With a major review due in 2020, we undertook a new approach in developing this plan. Our consultants benchmarked our performance, based on feedback from residents and ratepayers, against other local governments. This process has permitted us to assess our performance and the community's priorities and expectations.

We are continually seeking to improve the quality of content, presentation and community engagement in developing these strategic planning documents. From our latest consultation and engagement with the community, the need for having a strong well communicated vision that resonates with the community was very apparent. A strong vision enables us to clarify our purpose in greater alignment with the values that this community holds dear.

This plan continues to share our vision and aspirations for the future and outlines how we will, over the next decade, work toward a positive future for the Bridgetown Greenbushes community.

In sharing this plan with you it is important to reflect on our recent achievements, acknowledge the areas the community seek for us to improve and provide clarity regarding the challenges we face together.

I am pleased with our improved engagement and communications with the community in the last 12 months and look forward to a continual improvement in both formal and informal conversations and discussions with the community as we begin to implement the content of this plan.

John Nicholas JP
Shire President

Our Vision

Bridgetown Greenbushes

The heart and soul of the South West

Values

We conduct ourselves in line with the values that the local community cares deeply about. We always strive to be:

Welcoming,
friendly and inclusive.

Community minded,
showing respect, understanding and compassion for others, and working collaboratively with people in the local community for better outcomes.

Creative
and innovative, being open to new ways of doing things

Sustainable
and resilient, carefully considering our options and making balanced choices to care for our community, planet and economy.

Cost effective
and accountable, providing good value for money.



Purpose

The Shire of Bridgetown Greenbushes exists to provide, facilitate and advocate for services and facilities to improve quality of life for everyone who lives, visits and works in the area.



To fulfil our purpose, we satisfy the following roles:



Advocate

We are a voice for the local community, promoting local interests in relation to environmental management, climate action, health, education, safety, public transport and more.



Facilitate

We help to make it possible or easier to meet community needs.



Fund

We help to fund organisations to deliver essential community services, such as tourism, festivals and events, and youth services.



Partner

We form strategic alliances in the interests of the community.



Provide

We directly provide a range of services to meet community needs, including town planning services, parks and gardens, playgrounds, sport and recreation facilities, library services, CCTV, lighting of streets and public places, ranger services, roads, paths and trails, environmental management, and much more.



Regulate

We regulate compliance with legislation, regulations and local laws related to town planning, animal management, public health, litter, noise, pollution, signage, parking, and much more.

Aspirations and Services

To achieve our vision we have five supporting aspirations. Our aspirations align with our core pillars – people, planet, place, prosperity and performance. These pillars are interrelated and each must be satisfied to deliver excellent quality of life in the Shire of Bridgetown Greenbushes. Within each pillar, local government delivers a large and diverse range of services to meet community needs.



People

A friendly, welcoming and inclusive community.

Services

- Community development
- Youth and family services
- Seniors services
- Disability access and inclusion
- Sport, recreation and leisure
- Library services
- Festivals, events, art and culture
- Citizenship
- Volunteer support services
- Crime prevention and safety
- Police licensing
- Ranger services
- Animal management



Planet

Our natural environment is valued, conserved and enjoyed.

Services

- Environmental management
- Environmental health
- Weed management
- Storm water management
- Waste management
- Emergency management



Place

Our built environment is maintained, protected and enhanced.

Services

- Town planning
- Planning and development approvals
- Building approvals
- Swimming pool approvals and inspections
- Playgrounds, parks and reserves
- Footpaths and trails
- History and heritage
- Cemetery
- Asset management and building maintenance
- Roads, crossovers and bridges
- Heavy haulage approvals
- Parking facilities
- Traffic management
- Street trees maintenance



Prosperity

Our economy is strong, diverse and resilient.

Services

- Economic development
- Place activation
- Tourism
- Visitors Centre
- Event management
- Visitor rest rooms
- Health inspections and food safety
- Trading in Public Places licences
- Signage management



Performance

Our leadership is visionary, collaborative and accountable.

Services

- Governance
- Advocacy and lobbying
- Law making (Local Laws)
- Regional collaboration
- Strategic and business planning
- Financial management
- Risk management and compliance
- Workforce management
- Information technology
- Elections and polls
- Council and Electors' meetings
- Community consultation
- Communications
- Customer service

Bridgetown Greenbushes at a Glance



Located within the South West region of Western Australia, the Shire of Bridgetown-Greenbushes boasts green rolling hills, the stunning Blackwood River, farmlands and forests. The location inspires many artists, sustainable agriculture, permaculture endeavours, gourmet food, and fine wine establishments. There are a range of accommodation options to meet residential and visitor needs.

Home to iconic events such as the Blackwood Marathon, Blues at Bridgetown Music Festival, the Banquet on the Bridge and the ever growing Bridgetown Art Trail, the community is dynamic and always evolving. The appeal and diversity of the area sees many visitors choosing to settle here.

The Shire is home to a major lithium mine and primary processing facility which will continue to undergo significant expansion in the next two to four years. Increased employment opportunities are anticipated to grow the population by 22.5 percent.

The Shire's elected members and staff are committed to continuing to develop best practice and a 'can do' approach in all services areas to add value to community and local business initiatives that aligns with our shared values. We strive to work collaboratively within our community, and with neighbouring Shires to ensure we are achieving the best outcomes for our people.



Population
(2019 estimate)
4,740

Share of population 0-14
(2016)
17.5%
(WA: 19.2%)

Gross Regional Product
(2019)
\$349m
(2.4% of GDP in the South West Region)

New dwelling applications
(2020-21 forecast)
70
(up from 31 in 2019-20)

Recycling
(2020)
1,060 tonnes

Annual population growth
since 2011
1%

Share of population 65+
(2016)
24%
(WA: 14%)

Unemployment rate
(Jun 2020)
3.6%
(WA: 8.7%)

Library Visitors
(2019-20)
45,000

Landfill
(2020)
2,200 tonnes

Number of dwellings
2,401

Total rates
\$4.5m

Number of jobs
(2016 Census)
1,034
(1.9% of jobs in the South West Region)

Number of visitors
(2019)
131,000

Green Waste
(2020)
2,200 tonnes

Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes, the Shire of Bridgetown Greenbushes must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

Global Priorities

The Shire of Bridgetown Greenbushes recognises its responsibilities and opportunities to think globally and act locally to contribute to global sustainability. Council considers global priorities, such as those contained in the Sustainable Development Goals and The Paris Agreement, when developing plans for the local area.

	People	Place - Planet	Prosperity	Performance
	<ul style="list-style-type: none"> • Good health and wellbeing • Gender equality • Reduced inequalities 	<ul style="list-style-type: none"> • Climate action • Clean water and sanitation • Affordable and clean energy • Responsible consumption and production • Life below water • Life on land • Sustainable cities and communities • Industry, innovation and infrastructure 	<ul style="list-style-type: none"> • No poverty • Zero hunger • Quality education • Decent work and economic growth 	<ul style="list-style-type: none"> • Peace, justice and strong institutions • Partnerships for the goals

State Priorities

In 2020, the COVID-19 pandemic exposed worldwide vulnerabilities, drawing attention to the need for healthy communities and resilient economies. The State Government of Western Australia has responded with a WA Recovery Plan. This plan prioritises protecting the most vulnerable, building infrastructure, unlocking future mining opportunities, investing in tourism and renewable energy, revitalising culture and the arts, supporting small businesses and building schools and workforces for the future.

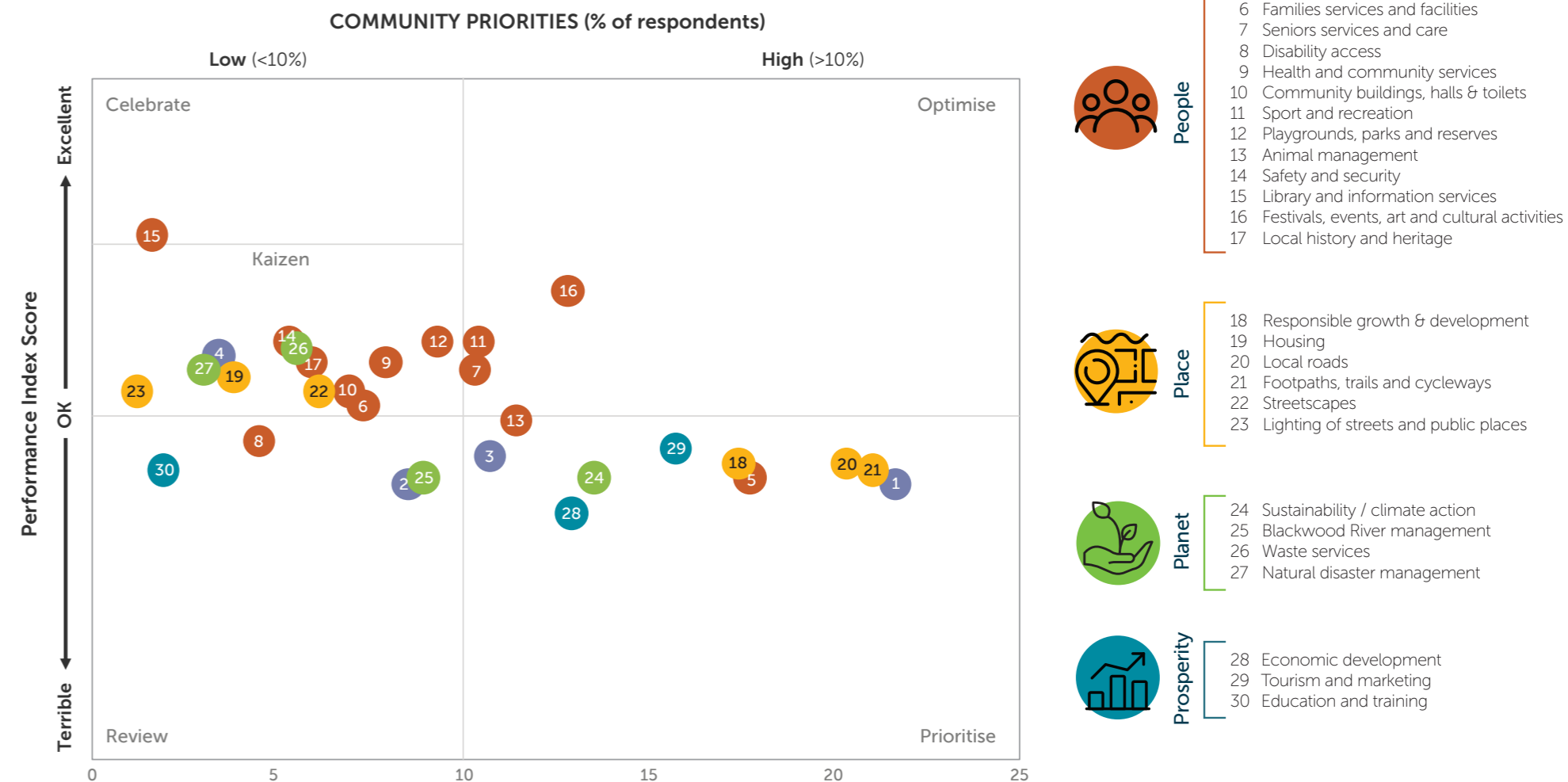
	People	Place - Planet	Prosperity	
	<ul style="list-style-type: none"> • Supporting our most vulnerable • Putting patients first 	<ul style="list-style-type: none"> • Building infrastructure • Maintenance blitz • Major road construction • Building community infrastructure • Housing construction • Investing in renewable energy and new technologies • Green jobs and environmental protection 	<ul style="list-style-type: none"> • Driving industry development • Unlocking future mining opportunities • Revitalising culture and the arts • Supporting small businesses • Buying local • Growing WA's food industries • Investing in our tourism sector 	<ul style="list-style-type: none"> • Boosting local manufacturing • Rebuilding TAFE and reskilling our workforce • Building schools for the future • Unlocking barriers to investment

Learn more about the Government of Western Australia's priorities at www.wa.gov.au/government/wa-recovery.

Local Priorities

To understand local needs and priorities, the Shire of Bridgetown Greenbushes commissioned an independent review. In September 2020, 705 community members completed a MARKYT® Community Scorecard. The top priorities in the local community are community leadership, roads, footpaths, trails and cycleways, responsible development, youth services, economic development, tourism and marketing, and sustainability and climate action.

MARKYT Community Priorities



People



A friendly, welcoming and inclusive community.



Challenges

The community would like a greater focus on youth. They would like more opportunities for youth in relation to education, work, sport and leisure. Ideally, the local school would cater for year 11 and year 12 students and there would be more work opportunities for youth in the local area. There would be more after school and holiday activities, a youth centre and an improved skate park. There would be better youth support, including improved access to a Youth Officer and mental health services.

The community would also like greater focus on responsible animal management. Concerns include roaming dogs and cats, excessive dog barking and the management of dog poo. They would like consideration of off-lead dog exercise areas.



Services

The Shire will continue to provide a range of services and facilities to support achievement of the People outcomes:

- Community development
- Youth and family services
- Seniors services
- Disability access and inclusion
- Sport, recreation and leisure
- Library services
- Festivals, events, art & culture
- Citizenship
- Volunteer support services
- Crime prevention and safety
- Police licensing
- Ranger services
- Animal management

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements



\$650K

Youth Precinct

The Shire met with youth at Bridgetown High School, Bridgetown Primary School, Kearnan College and the wider youth community to develop a design brief. \$650k was secured to redevelop the Youth Precinct with a junior pump track, skate bowl, free throw basketball court, parkour area, skate park expansion and toilets.



COVID-19 Connection

To assist the community to respond to COVID-19 restrictions, Council developed a COVID-19 Community Response Plan and provided online materials related to education, art, culture, health and fitness.



Safe speed limits through town

The speed limit on Bridgetown's main street was reduced to 40kmh for all traffic, including heavy vehicles, to improve road and pedestrian safety.

Our plan for the future

Outcomes	Objectives	Linked Strategies
1 A growing community that is diverse, welcoming and inclusive.	1.1 Improve family and youth services and facilities to attract and retain families. 1.2 Understand and meet the needs of an aging population. 1.3 Improve access and inclusion across all services and facilities. 1.4 Grow recognition and respect for all cultures	<ul style="list-style-type: none"> • Growth Strategy • Age Friendly Community Plan 2021-2025 • Disability Access and Inclusion Plan 2019 • Sport and Recreation Strategic Plan 2015-25
2 Good health and community wellbeing.	2.1 Advocate for quality health and community services. 2.2 Provide quality sport, leisure and recreation services. 2.3 Become a hub of excellence in art, culture and community events. 2.4 Build community capacity by supporting community organisations and volunteers.	
3 A safe community for people and animals.	3.1 Maintain high levels of community safety. 3.2 Encourage responsible animal management.	

What we will do

Over the next 10 years, the Shire will aspire to complete the following projects to meet local community needs. Annually, Council considers community needs and budget constraints and agrees on priority actions to complete over the next four years. A full list of actions is published in the Corporate Business Plan available at www.bridgetown.wa.gov.au.



Provide the revitalisation and development of the Youth Precinct with pump track, skate park, parkour and free throw basketball court.



Partner with Blackwood Youth Action to improve access to support services, counselling and mentoring for young people, in particular marginalised and at-risk youth.



Advocate for State and Federal Government to support the provision of more residential aged care and in-home services based on the higher than average senior population.



Advocate for hospital, specialist, GP and allied health services to be retained and improved to meet community needs.



Provide concept plans and preliminary costings for the "Greenbushes Sportsground & Recreation Precinct Redevelopment Project".



Facilitate the collection and sharing of information and stories about local Aboriginal culture and history, including NAIDOC Week and Harmony Week.



Provide development of a Business Plan for a Bridgetown Arts Centre and Gallery to display local art and provide creative workshops and art classes.



Provide a review of dog exercise areas including the need for fenced areas.

Planet



Our natural environment is valued, conserved and enjoyed.



Challenges

The community is calling for stronger local leadership in relation to climate change and sustainability. They would like a clear plan that outlines the goals and initiatives in relation to the management of land, trees and water, waste, renewable energy, weeds and bushfire prevention.

Management of the Blackwood River is also of concern. The community would like improved maintenance of weeds, debris and fallen trees on the riverbanks, improved water flow, and better access for leisure and recreation.



Services

The Shire will continue to provide a range of services and facilities to support achievement of the Planet outcomes:

- Environmental management
- Environmental health
- Weed management
- Storm water management
- Waste management
- Emergency management

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements



\$942K

Blackwood River Foreshore Park Redevelopment

Secured \$942,000 funding to refurbish the Old Rectory Trail and River Walk, install a new shelter, viewing platform and interpretive signage, and for environmental enhancement of a 13 hectare park.



Energy Audit

An energy audit was conducted for all Shire owned facilities, finding that an investment in solar systems would result in savings of \$1.6k to \$13.4k per annum on energy bills. Costs of installing the systems could be recovered in two to four years.



New liquid waste disposal facility

Constructed a new liquid waste disposal facility at the existing waste site.



Climate Change

The Shire has formed a partnership with neighbouring local governments to develop a Sub-regional Climate Change Strategy.

Our plan for the future

Outcomes	Objectives	Linked Strategies
4 The Shire of Bridgetown Greenbushes continues to be naturally beautiful.	4.1 Conserve and enhance the natural environment for current and future generations to enjoy.	<ul style="list-style-type: none"> • Growth Strategy • Local Emergency Management Arrangements • Emergency Evacuation Plan • Local Recovery Plan • Solar PV Implementation Plan
5 Shared responsibility for climate action to strengthen resilience against climate-related hazards and natural disasters.	5.1 Develop community readiness to cope with natural disasters and emergencies. 5.2 Encourage the adoption of sustainable practices.	
6 A sustainable, low-waste, circular economy.	6.1 Provide sustainable, cost effective waste management infrastructure and services. 6.2 Encourage the adoption of sustainable waste behaviours through waste education and communications.	

What we will do

Over the next 10 years, the Shire will aspire to complete the following projects to meet local community needs. Annually, Council considers community needs and budget constraints and agrees on priority actions to complete over the next four years. A full list of actions is published in the Corporate Business Plan available at www.bridgetown.wa.gov.au.



Provide concept plans and preliminary costings for the "Bridgetown CBD Water Restoration Project" (Geegelup Brook).



Partner in an ongoing communications campaign to encourage community members to participate in the 'Helping Hands' reserve management program.



Partner with South West local governments to develop and implement a Sub-regional Climate Change Strategy.



Provide a 30 KW PV System and battery storage on the Bridgetown Leisure Centre building.



Partner with the Local Emergency Management Committee (LEMC) to promote greater community awareness and compliance with emergency management and recovery plans.



Provide more bins in public spaces.



Partner with the Southwest Waste Group to evaluate and develop sustainable, regional waste management solutions.



Facilitate preparation and implementation of a Water Wise Action Plan.



Our built environment is maintained, protected and enhanced.



Challenges

The Shire is expecting the population to grow by 10 percent with the planned expansion of lithium mining and processing operations. While population growth is welcomed, the challenge is to prepare community infrastructure in a timely way to support a growing community.

The community would like to ensure any growth and development is managed responsibly. This means conserving natural assets, protecting local character and heritage, providing diverse, affordable housing options, and providing sustainable transport solutions with safer, better connected roads and parking, plus footpaths, trails and cycleways.



Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the Place outcomes:

- Town planning schemes and amendments
- Planning and development approvals
- Building approvals
- Swimming pool approvals and inspections
- Playgrounds, parks & reserves
- Footpaths and trails
- History and heritage
- Cemetery
- Asset management and building maintenance
- Roads, crossovers and bridges
- Heavy haulage approvals
- Parking facilities
- Traffic management
- Street trees maintenance

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements



Bridgetown and Greenbushes Historic Railway Stations
Secured close to \$1 million to refurbish the historic railway stations in Bridgetown and Greenbushes.



Beautification of parks and gardens
Used Waterwise plants in the Shire's flower beds to demonstrate how to beautify the area and save water.



Gym Expansion
Secured \$108k Federal Government funding to help extend the group fitness studio and provide a fully equipped 24 hour gymnasium in the Bridgetown Greenbushes Leisure Centre. The expansion doubled the floor size of the former gym and houses new gym equipment. Memberships have increased by 40%.



Town Hall and Civic Centre Refurbishment
Secured \$680k funding from State and Federal Government to help modernise the Town Hall and Civic Centre; a significant heritage building. With new seating, upgraded stage lighting, audio, curtains and air-conditioning, and a refurbished kitchen and toilets the venue will be a high quality live music and performing arts venue. An investment in mobile art display stands will increase venue use and suitability for art exhibitions.

Our plan for the future

Outcomes	Objectives	Linked Strategies
7 Responsible and attractive growth and development.	7.1 Plan for a diverse range of land, housing and development opportunities to meet current and future needs. 7.2 Advocate for adequate infrastructure to support responsible growth. 7.3 Create vibrant, attractive and welcoming towns. 7.4 Provide attractive, well maintained verges and street trees. 7.5 Provide attractive and sustainable parks, playgrounds and reserves. 7.6 Deliver defined levels of service to provide and maintain Shire assets in the most cost effective way.	<ul style="list-style-type: none"> • Growth Strategy • Local Trails Masterplan
8 Local history, heritage and character is valued and preserved.	8.1 Identify, preserve and showcase significant local history and heritage.	
9 Safe, affordable and efficient movement of people and vehicles.	9.1 Improve road safety and connectivity. 9.2 Provide sufficient parking for all types of vehicles. 9.3 Develop a safe, well connected network of paths for all users. 9.4 Advocate for affordable and sustainable public transport solutions.	

What we will do

Over the next 10 years, the Shire will aspire to complete the following projects to meet local community needs. Annually, Council considers community needs and budget constraints and agrees on priority actions to complete over the next four years. A full list of actions is published in the Corporate Business Plan available at www.bridgetown.wa.gov.au.

Provide a Local Planning Strategy, in consultation with the community, to plan thoughtfully, creatively and sustainably for population growth, affordable housing and protection of environmental values.

Provide the implementation of the "Town Hall and Civic Centre Revitalisation Project".

Provide a Playground Strategy, with consideration for nature play, water play and inclusive playground equipment across the Shire, including Memorial Park, Blackwood River Park, Highland Estate, Four Seasons, Somme Creek and Thomson Park.

Provide a Street Tree Plan to protect existing trees and plant new or replacement trees to beautify the area and provide shade along footpaths.

Advocate for Main Roads WA to conduct a safety audit of the Hampton Street precinct.

Provide the implementation of the "Bridgetown & Greenbushes Railway Revitalisation" Project.

Provide an audit of the urban pathway networks in Bridgetown and Greenbushes to identify gaps in servicing key community places.

Advocate for improved public and shared transport solutions (taxi services) for local residents and visitors to move within the local area.

Prosperity



Our economy is strong, diverse and resilient.



Challenges

Talison Lithium’s lithium mining and processing operations, in Greenbushes, is projected to double its permanent workforce from 500 to 1,000. To attract workers and their families to live in the Shire, funding support is needed to build adequate community infrastructure.

It’s felt that Bridgetown Greenbushes is overlooked as a major tourist destination. Further tourism development and marketing are needed to encourage visitors to stop a while, enjoy local attractions and to support local businesses.

The local economy needs to develop, grow and diversify to provide more jobs for local people, in particular to provide work to attract and retain families and young people. The Shire needs to proactively attract investors, businesses and emerging industries, possibly through better access to commercial and industrial land and property, and streamlined approvals processes.

Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the Prosperity outcomes:

- Economic development
- Place activation
- Tourism
- Visitors Centre
- Event management
- Visitor rest rooms
- Health inspections and food safety
- Trading in Public Places licences
- Signage management

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements



A regional approach to tourism marketing

The Southern Forests Blackwood Valley Tourism Association was established by the Shires of Manjimup, Bridgetown Greenbushes, and Nannup to market the region, grow visitor numbers and upskill tourism providers in the Warren Blackwood Region.



Growth Strategy

In alignment with the Talison expansion project the Shire has developed a Growth Strategy to attract workers and their families.



\$500k

Warren Blackwood Stock Route

The Shire project managed a \$500k project to develop WA’s first bridle trail. Opened in 2019, the 230km bridle trail features 7 campsites with horse yards. The trail runs through the 3 Shires within the Southern Forests Blackwood Valley region and recognises pioneering families and their stock routes.



\$15k

Bridgetown Art Trail

The Bridgetown Art Trail project was initiated by local community members and supported by the Shire. The project attracted \$15k from the Water Corporation for painted murals at the sewerage pump station. The Shire continues to work with Blackwood Creatives and Grow Greenbushes to develop further public art.

Our plan for the future

Outcomes	Objectives	Linked Strategies
10 A strong, diverse and resilient economy.	10.1 Strengthen the Shire of Bridgetown Greenbushes’ competitive advantage to attract new businesses and investors to the area. 10.2 Attract high growth industries, businesses and investors that are aligned with local values. 10.3 Support local business to thrive.	<ul style="list-style-type: none"> • Southern Forests and Blackwood Valley Tourism Association Strategic Plan • Growth Strategy • Trails Plan 2017-2022
11 Access to quality education and work opportunities.	11.1 Facilitate improved access to education and job opportunities for everyone.	
12 Bridgetown Greenbushes is regarded to be a major tourist destination.	12.1 Reposition Bridgetown as a major tourist destination. 12.2 Improve tourism infrastructure and services. 12.3 Develop and promote festivals, events and trails that showcase the area’s natural assets and core competencies.	

What we will do

Over the next 10 years, the Shire will aspire to complete the following projects to meet local community needs. Annually, Council considers community needs and budget constraints and agrees on priority actions to complete over the next four years. A full list of actions is published in the Corporate Business Plan available at www.bridgetown.wa.gov.au.



Advocate for development of a sub-regional Economic Development Strategy with neighbouring councils.



Provide a feasibility study for the development of the Light Industrial Area (LIA) in Bridgetown.



Fund the Southern Forest and Blackwood Valley Tourism Association to promote the region as a major tourist destination.



Provide Greenbushes Revitalisation Project (Town Hall, Court House, Golf Club and Roads Board Office).



Facilitate Film Friendly certification with Screenwest.



Facilitate promotion and development of key festivals, events and trails (such as Blues Festival, Bridgetown Art Trail, Festival of Country Gardens, culinary trails, etc).



Facilitate improved access to art and music programs, in particular with youth, to help build and strengthen capabilities in areas where the Shire has a competitive advantage.



Provide planning and design for a stage at Memorial Park to support local festivals and events.

Performance



Our leadership is visionary, collaborative and accountable.

Challenges

There is need for stronger, more proactive and progressive leadership, with greater transparency and accountability. The vision for the local area, including progress on key projects, needs to be clearly communicated through multiple channels.

The community would like Elected Members and Shire Executives to be more approachable and accessible, and for greater and more inclusive opportunities to have a say on local issues. Consultation should be at convenient times and in convenient formats to make it more accessible.



Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the Performance outcomes:

- Governance
- Advocacy and lobbying
- Law making (Local Laws)
- Regional collaboration
- Strategic and business planning
- Financial management
- Risk management and compliance
- Workforce management
- Information technology
- Elections and polls
- Council and Electors' meetings
- Community consultation
- Communications
- Customer service

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements



Strong overall results in the MARKYT® benchmark program

In 2020, the Shire took part in a voluntary collaboration with over 60 local governments to measure and benchmark service levels.

As a place to live, the Shire is 9 points ahead of the industry average, and value for money is on par with other local governments.



Organisational Restructure

The Shire completed a new Workforce Plan. It included a major restructure of the organisation, a focus on quality customer service and fostering a 'can do' culture.



Safety Award

In 2019, the Shire's commitment to improving workplace safety was recognised with a Tier 2 Diligence in Safety Award from Local Government Insurance Services.



Better communication

Launched a new website and grew the Shire's social media presence to improve the timeliness and relevance of communications. A review is planned to improve non-digital communications too.



Embracing innovation

The Shire lobbied State and Federal Government for non-competitive investment in the local community.



Our plan for the future

Outcomes	Objectives	Linked Strategies
13 Proactive, visionary leaders who respond to community needs.	13.1 Strengthen leadership and advocacy. 13.2 Embrace innovation and a 'can do' culture.	<ul style="list-style-type: none"> • Growth Strategy • Integrated Planning and Reporting Framework • Long Term Financial Plan • Risk Management Framework • Audit Reg.17 Review • Consolidated Asset Management Plan 2016-2026 • Workforce Plan • Customer Service Charter
14 Effective governance and financial management.	14.1 Achieve excellence in organisational performance and service delivery. 14.2 Improve real and perceived value for money from Council rates.	
15 A well informed and engaged community.	15.1 Engage the community in a meaningful and timely way using appropriate communication and consultation channels.	
16 An engaged and effective workforce.	16.1 Attract, train, develop and retain an effective workforce.	

What we will do

Over the next 10 years, the Shire will aspire to complete the following projects to meet local community needs. Annually, Council considers community needs and budget constraints and agrees on priority actions to complete over the next four years. A full list of actions is published in the Corporate Business Plan available at www.bridgetown.wa.gov.au.



Provide and communicate a clear vision for Bridgetown Greenbushes with regular progress reports.



Provide a strategic approach to seeking Government funding and support for Growth Strategy projects.



Provide a Community Engagement Strategy to improve communication and consultation across all customer segments.



Provide key performance indicators (KPIs) for individual staff members and link to job descriptions and CBP actions.



Provide an internal review of Council and Executive leadership capabilities and provide training, support or recruitment to address gaps.



Provide a review of policies, systems and processes to introduce innovations to improve business efficiencies and the customer experience.



Provide a review of community facility hire fees, as part of the budget review, to provide value for money and encourage greater use of Shire facilities.



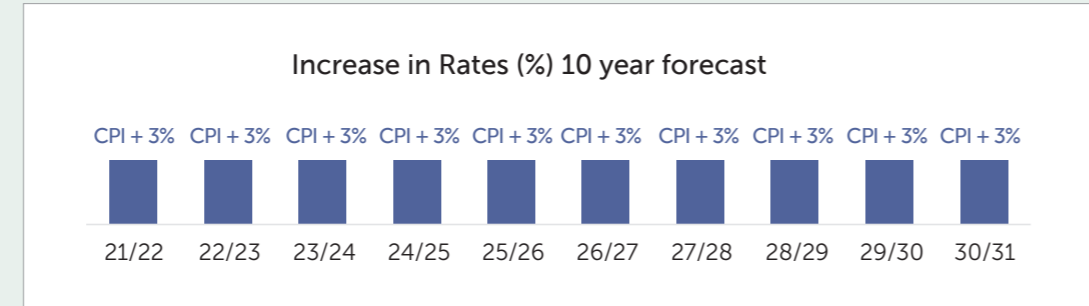
Facilitate engagement with the community to develop a Volunteer Skills Register and identify opportunities to recruit and engage volunteers with relevant skills to support Shire projects and activities.

Resourcing the Plan

Shire services, facilities and special projects are funded through various revenue sources.

- State and Commonwealth government grants
- Funding grants from Lotterywest and others
- Property-developer contributions
- Rates, fees and charges
- Cash reserves

The Shire is committed to providing the community with value from money from rates. Rates income is mainly allocated to recreation and culture (28%), transport (27%), governance (18%), community amenities (10%), economic services (8%) and law, order and public safety (6%). Proportions are based on 2020 levels. Over the next 10 years, rates are anticipated to increase at CPI plus 3% annually. Please see the Long Term Financial Plan for more information.



The Shire is committed to attracting, training and retaining a skilled and engaged workforce to achieve the outcomes in the Strategic Community Plan. On a four yearly cycle following adoption of the Strategic Community Plan, the Workforce Plan is reviewed to ensure workforce resources are aligned with community needs. As of 2021, the Shire had 60 full time equivalent (FTE) staff employed to deliver services across four directorates.

Directorate	Full time	Part Time	Casual	Total
Office of the CEO	3	1.4	0	4.4
Corporate Services	8	5.8	0	13.8
Development & Infrastructure	25	4.2	0	29.2
Community Services	7	4.1	1.5	12.6
Total (FTE)	43	15.5	1.5	60

The Shire has 9 Advisory Committees that assist Council with core functions, projects and issues:

- | | | |
|---------------------------------|---|--|
| 1. Access & Inclusion Committee | 4. CEO Performance Review Committee | 7. Roadwise Advisory Committee |
| 2. Audit Committee | 5. Emergency Planning & Preparedness Advisory Committee | 8. Sustainability Advisory Committee |
| 3. Bush Fire Advisory Committee | 6. Local Emergency Management Committee | 9. Trails Development Advisory Committee |



Risk Management

Every three years, in line with Regulation 17 of the Local Government (Audit) Regulations 1996, the CEO reviews the appropriateness and effectiveness of the Shire's systems and procedures in relation to risk management, internal control and legislative compliance.

The Shire has a suite of tools to manage risk:

- Organisational Risk Management Framework
- Risk Management Policy
- Organisational Risk Register

All organisational risks are assessed and reported at a corporate level according to the adopted assessment and acceptance criteria to allow consistency and informed decision making.

The Risk Register addresses risks in the following areas:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Asset Sustainability Practices • Business & Community Disruption • External Theft & Fraud • Management of Facilities, Venues and Events • Failure to Fulfil Compliance Requirements • Document Management Processes • IT & Communications Systems and Infrastructure • Misconduct | <ul style="list-style-type: none"> • Employment Practices • Engagement Practices • Environment Management • Errors, Omissions & Delays • Project Management • Safety and Security Practices • Supplier/Contract Management |
|--|---|

In each of these areas, the Risk Register identifies potential risks and actions to treat or mitigate risks together with a timetable for implementation. The Risk Register is updated and reported to the Audit Committee on a quarterly basis.



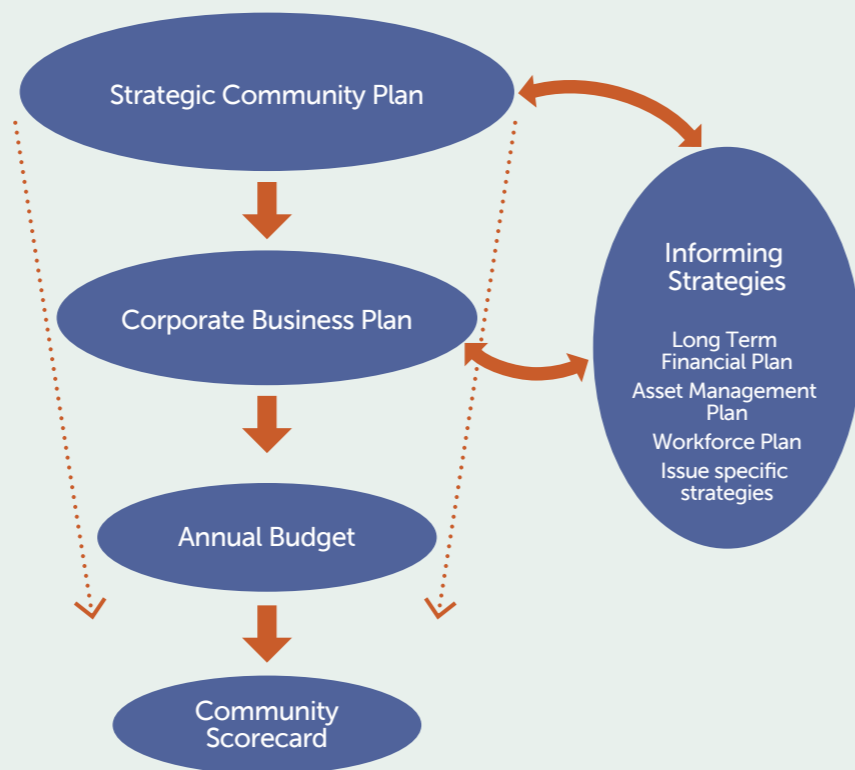
Developing and Reporting

The Shire of Bridgetown Greenbushes is required to plan for the future under S5.56 (1) of the Local Government Act 1995. Regulations under S5.56 (2) of the Act require all local governments to develop a Strategic Community Plan, covering at least 10 years. The Strategic Community Plan must be reviewed at least once every four years and adopted by Council by an absolute majority.

In support of the Strategic Community Plan, local governments are required to adopt a Corporate Business Plan that covers at least four financial years and is integrated with asset management, workforce planning and long-term financial planning. The Corporate Business Plan must be reviewed every year and adopted by Council by an absolute majority.

After the adoption of the Strategic Community Plan, or modifications to this plan, the Shire is to give local public notice under Regulation 19C.

The Shire of Bridgetown Greenbushes has considered the Integrated Planning and Reporting Framework and Guidelines when developing the Strategic Community Plan and Corporate Business Plan.



Community Engagement

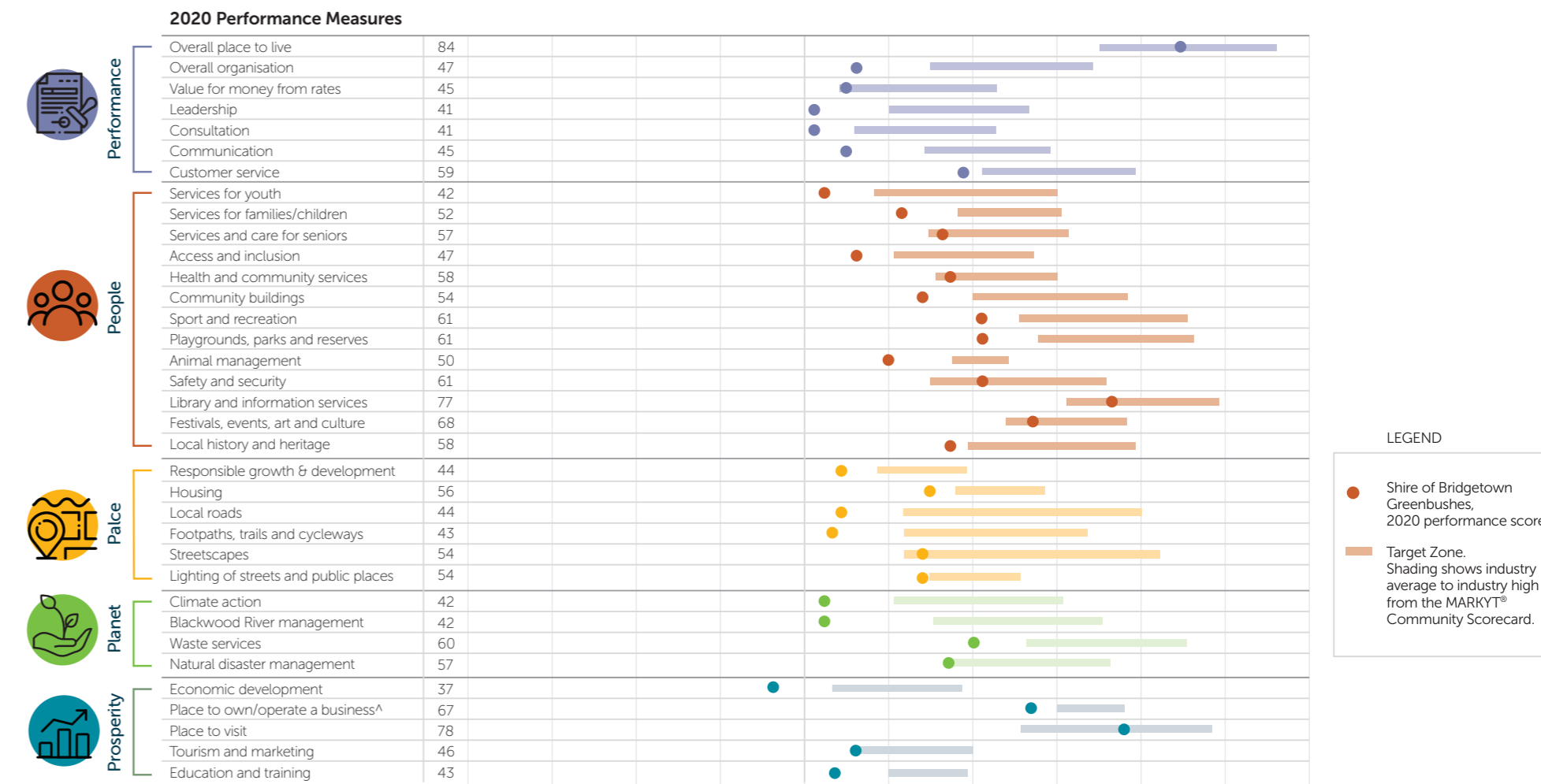
Over 700 community members were engaged directly in the review and development of the Strategic Community Plan.

<p>Community Scorecard</p> <p>705</p> <p>Community Members</p>	<p>Community VoiceBank</p> <p>~ 84,000</p> <p>Word Count</p>	<p>Community Workshop</p> <p>74</p> <p>Participants</p>
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MARKYT Community Scorecard

The Shire of Bridgetown Greenbushes aims to participate in an independent study to monitor and benchmark performance every two years. The Shire aims to be above the MARKYT® industry average and strives to be the industry leader in all areas.

This chart shows the Shire's Performance Index Score out of 100 compared to the MARKYT® Industry Standards. The preferred target zone is shown as coloured bars.



[^] Based on responses from business owners and managers.

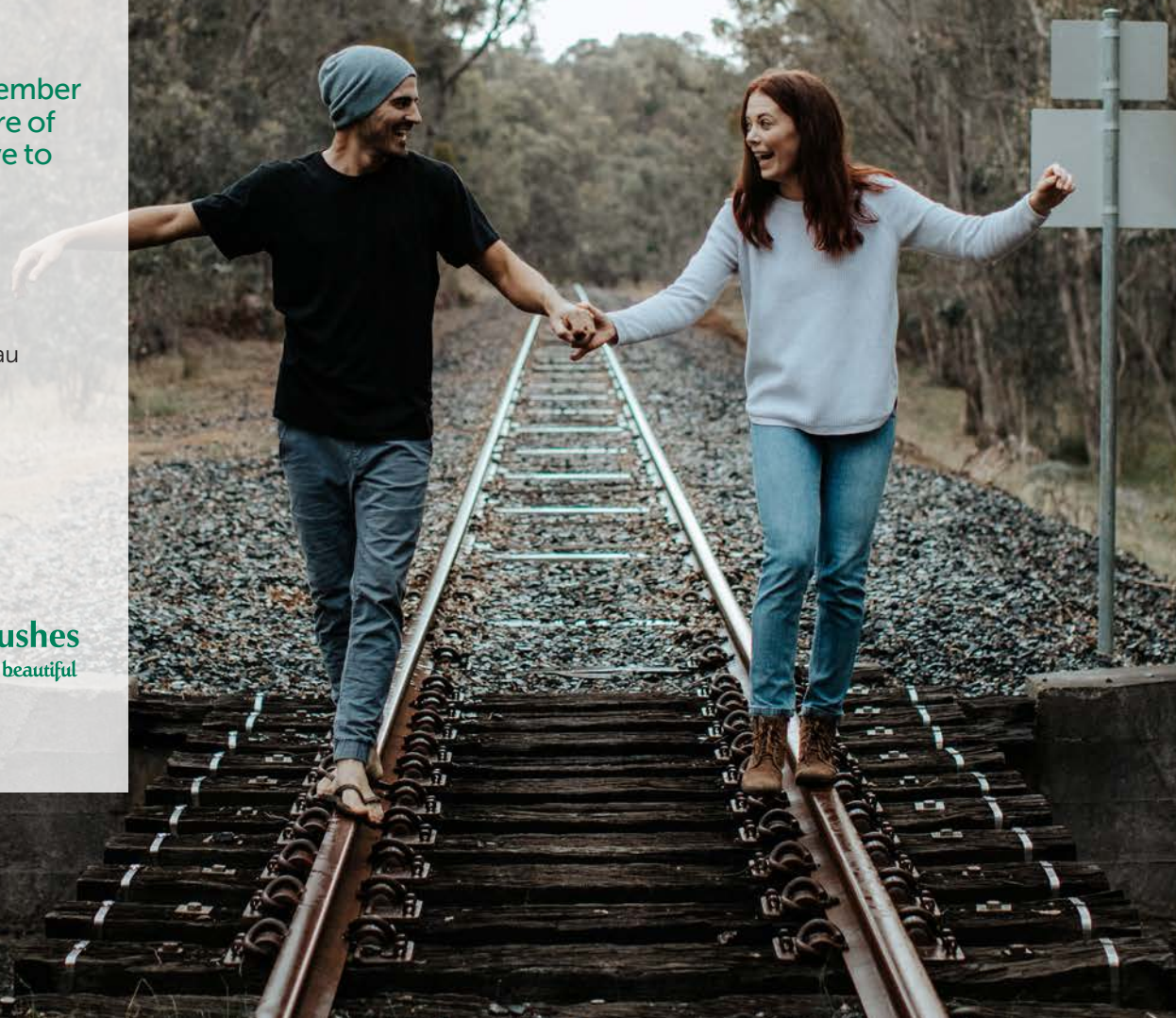
Want to play a role in making Bridgetown Greenbushes the heart and soul of the South West?

Please reach out to your elected member or the responsible officer at the Shire of Bridgetown Greenbushes. We'd love to hear from you.

In person: 1 Steere Street, Bridgetown, Western Australia
Phone: (08) 9761 0800
Email: btnshire@bridgetown.wa.gov.au
Facebook: www.facebook.com/bridgetowngreenbushesshire/
Mail: PO Box 271, Bridgetown Western Australia 6255



www.bridgetown.com.au



A woman with long blonde hair, wearing a wide-brimmed hat and a colorful patterned jacket, is sitting on a stone ledge by a river. She is smiling and playing an acoustic guitar. The background shows a river and trees. A large green leaf graphic is overlaid on the right side of the image.

Bridgetown Greenbushes

The heart and soul of the South West

Corporate Business Plan 2021-2025

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Cover page: Baker, V 2021, *Singer - Rozzi Smith*.
Photograph, Victoria Baker Collection, Bridgetown.

Page 4, Values: Baker, V 2021, *Willow Whispers @ Bridgetown Pottery Restaurant*. Photograph, Victoria Baker Collection, Bridgetown.

Back page: Baker, V 2021, *Joel and Audrey*.
Photograph, Victoria Baker Collection, Bridgetown.



Introduction

Welcome to the Shire of Bridgetown Greenbushes Corporate Business Plan 2021-2025.

This plan has been developed with more than 700 community members and key partners to consider:

- Where are we now?
- Where do we want to be?
- How do we get there?

It follows the Integrated Planning and Reporting Framework guidelines and satisfies a legislative requirement for all local governments to have a plan to shape the future.

This plan describes:

- A future vision for the Shire of Bridgetown Greenbushes
- How the Shire will achieve and resource its objectives
- How success will be measured and reported

Shire President's Message

I am proud to present the Shire of Bridgetown Greenbushes 2021-2031 Strategic Community Plan which, along with the Corporate Business Plan, provides our roadmap for achieving our shared goals and aspirations.

With a major review due in 2020, we undertook a new approach in developing this plan. Our consultants benchmarked our performance, based on feedback from residents and ratepayers, against other local governments. This process has permitted us to assess our performance and the community's priorities and expectations.

We are continually seeking to improve the quality of content, presentation and community engagement in developing these strategic planning documents. From our latest consultation and engagement with the community, the need for having a strong well communicated vision that resonates with the community was very apparent. A strong vision enables us to clarify our purpose in greater alignment with the values that this community holds dear.

This plan continues to share our vision and aspirations for the future and outlines how we will, over the next decade, work toward a positive future for the Bridgetown Greenbushes community.

In sharing this plan with you it is important to reflect on our recent achievements, acknowledge the areas the community seek for us to improve and provide clarity regarding the challenges we face together.

I am pleased with our improved engagement and communications with the community in the last 12 months and look forward to a continual improvement in both formal and informal conversations and discussions with the community as we begin to implement the content of this plan.

John Nicholas JP
Shire President

Our Vision



Bridgetown Greenbushes
The heart and soul of the South West

Values

We conduct ourselves in line with the values that the local community cares deeply about. We always strive to be:

Welcoming,
friendly and inclusive.

Community minded,
showing respect, understanding and compassion for others, and working collaboratively with people in the local community for better outcomes.

Creative
and innovative, being open to new ways of doing things

Sustainable
and resilient, carefully considering our options and making balanced choices to care for our community, planet and economy.

Cost effective
and accountable, providing good value for money.



Purpose

The Shire of Bridgetown Greenbushes exists to provide, facilitate and advocate for services and facilities to improve quality of life for everyone who lives, visits and works in the area.



To fulfil our purpose, we satisfy the following roles:



Advocate

We are a voice for the local community, promoting local interests in relation to environmental management, climate action, health, education, safety, public transport and more.



Facilitate

We help to make it possible or easier to meet community needs.



Fund

We help to fund organisations to deliver essential community services, such as tourism, festivals and events, and youth services.



Partner

We form strategic alliances in the interests of the community.



Provide

We directly provide a range of services to meet community needs, including town planning services, parks and gardens, playgrounds, sport and recreation facilities, library services, CCTV, lighting of streets and public places, ranger services, roads, paths and trails, environmental management, and much more.



Regulate

We regulate compliance with legislation, regulations and local laws related to town planning, animal management, public health, litter, noise, pollution, signage, parking, and much more.

Aspirations and Services

To achieve our vision we have five supporting aspirations. Our aspirations align with our core pillars – people, planet, place, prosperity and performance. These pillars are interrelated and each must be satisfied to deliver excellent quality of life in the Shire of Bridgetown Greenbushes. Within each pillar, local government delivers a large and diverse range of services to meet community needs.



People

A friendly, welcoming and inclusive community.

Services

- Community development
- Youth and family services
- Seniors services
- Disability access and inclusion
- Sport, recreation and leisure
- Library services
- Festivals, events, art and culture
- Citizenship
- Volunteer support services
- Crime prevention and safety
- Police licensing
- Ranger services
- Animal management



Planet

Our natural environment is valued, conserved and enjoyed.

Services

- Environmental management
- Environmental health
- Weed management
- Storm water management
- Waste management
- Emergency management



Place

Our built environment is maintained, protected and enhanced.

Services

- Town planning
- Planning and development approvals
- Building approvals
- Swimming pool approvals and inspections
- Playgrounds, parks and reserves
- Footpaths and trails
- History and heritage
- Cemetery
- Asset management and building maintenance
- Roads, crossovers and bridges
- Heavy haulage approvals
- Parking facilities
- Traffic management
- Street trees maintenance



Prosperity

Our economy is strong, diverse and resilient.

Services

- Economic development
- Place activation
- Tourism
- Visitors Centre
- Event management
- Visitor rest rooms
- Health inspections and food safety
- Trading in Public Places licences
- Signage management



Performance

Our leadership is visionary, collaborative and accountable.

Services

- Governance
- Advocacy and lobbying
- Law making (Local Laws)
- Regional collaboration
- Strategic and business planning
- Financial management
- Risk management and compliance
- Workforce management
- Information technology
- Elections and polls
- Council and Electors' meetings
- Community consultation
- Communications
- Customer service

Bridgetown Greenbushes at a Glance

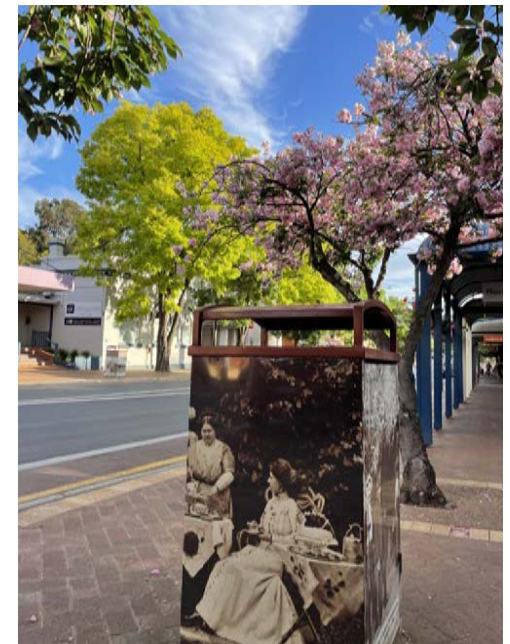


Located within the South West region of Western Australia, the Shire of Bridgetown-Greenbushes boasts green rolling hills, the stunning Blackwood River, farmlands and forests. The location inspires many artists, sustainable agriculture, permaculture endeavours, gourmet food, and fine wine establishments. There are a range of accommodation options to meet residential and visitor needs.

Home to iconic events such as the Blackwood Marathon, Blues at Bridgetown Music Festival, the Banquet on the Bridge and the ever growing Bridgetown Art Trail, the community is dynamic and always evolving. The appeal and diversity of the area sees many visitors choosing to settle here.

The Shire is home to a major lithium mine and primary processing facility which will continue to undergo significant expansion in the next two to four years. Increased employment opportunities are anticipated to grow the population by 22.5 percent.

The Shire's elected members and staff are committed to continuing to develop best practice and a 'can do' approach in all services areas to add value to community and local business initiatives that aligns with our shared values. We strive to work collaboratively within our community, and with neighbouring Shires to ensure we are achieving the best outcomes for our people.



Population
(2019 estimate)
4,740

Share of population 0-14
(2016)
17.5%
(WA: 19.2%)

Gross Regional Product
(2019)
\$349m
(2.4% of GDP in the South West Region)

New dwelling applications
(2020-21 forecast)
70
(up from 31 in 2019-20)

Recycling
(2020)
1,060 tonnes

Annual population growth
since 2011
1%

Share of population 65+
(2016)
24%
(WA: 14%)

Unemployment rate
(Jun 2020)
3.6%
(WA: 8.7%)

Library Visitors
(2019-20)
45,000

Landfill
(2020)
2,200 tonnes

Number of dwellings
2,401

Total rates
\$4.5m

Number of jobs
(2016 Census)
1,034
(1.9% of jobs in the South West Region)

Number of visitors
(2019)
131,000

Green Waste
(2020)
2,200 tonnes

Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes, the Shire of Bridgetown Greenbushes must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.


Global Priorities

The Shire of Bridgetown Greenbushes recognises its responsibilities and opportunities to think globally and act locally to contribute to global sustainability. Council considers global priorities, such as those contained in the Sustainable Development Goals and The Paris Agreement, when developing plans for the local area.

	<h3>People</h3> <ul style="list-style-type: none"> • Good health and wellbeing • Gender equality • Reduced inequalities 	<h3>Place - Planet</h3> <ul style="list-style-type: none"> • Climate action • Clean water and sanitation • Affordable and clean energy • Responsible consumption and production • Life below water • Life on land • Sustainable cities and communities • Industry, innovation and infrastructure 	<h3>Prosperity</h3> <ul style="list-style-type: none"> • No poverty • Zero hunger • Quality education • Decent work and economic growth 	<h3>Performance</h3> <ul style="list-style-type: none"> • Peace, justice and strong institutions • Partnerships for the goals
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State Priorities

In 2020, the COVID-19 pandemic exposed worldwide vulnerabilities, drawing attention to the need for healthy communities and resilient economies. The State Government of Western Australia has responded with a WA Recovery Plan. This plan prioritises protecting the most vulnerable, building infrastructure, unlocking future mining opportunities, investing in tourism and renewable energy, revitalising culture and the arts, supporting small businesses and building schools and workforces for the future.

	<h3>People</h3> <ul style="list-style-type: none"> • Supporting our most vulnerable • Putting patients first 	<h3>Place - Planet</h3> <ul style="list-style-type: none"> • Building infrastructure • Maintenance blitz • Major road construction • Building community infrastructure • Housing construction • Investing in renewable energy and new technologies • Green jobs and environmental protection 	<h3>Prosperity</h3> <ul style="list-style-type: none"> • Driving industry development • Boosting local manufacturing • Unlocking future mining opportunities • Rebuilding TAFE and reskilling our workforce • Revitalising culture and the arts • Building schools for the future • Supporting small businesses • Unlocking barriers to investment • Buying local • Growing WA's food industries • Investing in our tourism sector 	
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Learn more about the Government of Western Australia's priorities at www.wa.gov.au/government/wa-recovery.

Local Priorities

To understand local needs and priorities, the Shire of Bridgetown Greenbushes commissioned an independent review. In September 2020, 705 community members completed a MARKYT® Community Scorecard. The top priorities in the local community are community leadership, roads, footpaths, trails and cycleways, responsible development, youth services, economic development, tourism and marketing, and sustainability and climate action.



Performance

- 1 Leadership
- 2 Consultation
- 3 Communication
- 4 Customer service



People

- 5 Youth services and facilities
- 6 Families services and facilities
- 7 Seniors services and care
- 8 Disability access
- 9 Health and community services
- 10 Community buildings, halls & toilets
- 11 Sport and recreation
- 12 Playgrounds, parks and reserves
- 13 Animal management
- 14 Safety and security
- 15 Library and information services
- 16 Festivals, events, art and cultural activities
- 17 Local history and heritage



Place

- 18 Responsible growth & development
- 19 Housing
- 20 Local roads
- 21 Footpaths, trails and cycleways
- 22 Streetscapes
- 23 Lighting of streets and public places



Planet

- 24 Sustainability / climate action
- 25 Blackwood River management
- 26 Waste services
- 27 Natural disaster management



Prosperity

- 28 Economic development
- 29 Tourism and marketing
- 30 Education and training

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)



People



A friendly, welcoming and inclusive community.



Challenges

The community would like a greater focus on youth. They would like more opportunities for youth in relation to education, work, sport and leisure. Ideally, the local school would cater for year 11 and year 12 students and there would be more work opportunities for youth in the local area. There would be more after school and holiday activities, a youth centre and an improved skate park. There would be better youth support, including improved access to a Youth Officer and mental health services.

The community would also like greater focus on responsible animal management. Concerns include roaming dogs and cats, excessive dog barking and the management of dog poo. They would like consideration of off-lead dog exercise areas.



Services

The Shire will continue to provide a range of services and facilities to support achievement of the People outcomes:

- Community development
- Youth and family services
- Seniors services
- Disability access and inclusion
- Sport, recreation and leisure
- Library services
- Festivals, events, art & culture
- Citizenship
- Volunteer support services
- Crime prevention and safety
- Police licensing
- Ranger services
- Animal management

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements

Youth Precinct

The Shire met with youth at Bridgetown High School, Bridgetown Primary School, Kearnan College and the wider youth community to develop a design brief. \$650k was secured to redevelop the Youth Precinct with a junior pump track, skate bowl, free throw basketball court, parkour area, skate park expansion and toilets.



\$650K

COVID-19 Connection

To assist the community to respond to COVID-19 restrictions, Council developed a COVID-19 Community Response Plan and provided online materials related to education, art, culture, health and fitness.



Safe speed limits through town

The speed limit on Bridgetown's main street was reduced to 40kmh for all traffic, including heavy vehicles, to improve road and pedestrian safety.



Our plan for the future

Outcome 1 - A growing community that is diverse, welcoming and inclusive.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
1.1 Improve family and youth services and facilities to attract and retain families.	1.1.1 Provide a Youth Service Delivery Statement describing the Shire's role and responsibilities in relation to youth services, facilities, and events.		Executive Manager Community Services	●				
	1.1.2 Provide the revitalisation and development of the Bridgetown Youth Precinct with pump track, skate park, parkour, and free throw basketball court.	Growth Strategy	Manager Development Services	●				
	1.1.3 Advocate for the development of a Youth Centre with hang out space and access to activities and support services.		Shire President / Chief Executive Officer	●	●			
	1.1.4 Partner with Blackwood Youth Action to improve access to support services, counselling and mentoring for young people, in particular marginalised and at-risk youth.		Manager Community Development	●	●	●	●	
	1.1.5 Facilitate an Early Years Network to develop and promote activities and offer advocacy, support and advice for parents.		Manager Community Development			●	●	
	1.1.6 Advocate for improved access to childcare services..		Chief Executive Officer			●	●	
	1.1.7 Provide engagement with local youth in Greenbushes on short term provision of a new skate ramp at Thomson Park and long-term further development of the Greenbushes Youth Precinct.		Executive Manager Community Services	●				
1.2 Understand and meet the needs of an aging population.	1.2.1 Provide a review of the Age-Friendly Community Plan (2025-2030).	Age-Friendly Community Plan 2021-2025	Manager Community Development				●	
	1.2.2 Advocate for State and Federal Government to support the provision of additional residential aged care and in-home services (based on above average population size of seniors).	Age-Friendly Community Plan 2021-2025	Shire President / Chief Executive Officer	●	●	●	●	
	1.2.3 Advocate for State Government to provide more housing for the elderly in Greenbushes and Bridgetown.	Age-Friendly Community Plan 2021-2025	Shire President / Chief Executive Officer	●	●	●	●	
	1.2.4 Provide annual interagency networking forum for health and community support services to improve communication, share information, identify synergies and gaps, and prioritise local initiatives.	Age-Friendly Community Plan 2021-2025	Manager Community Development		●	●	●	

Outcome 1 - A growing community that is diverse, welcoming and inclusive.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
1.3 Improve access and inclusion across all services and facilities.	1.3.1 Provide universal access playground equipment at Memorial Park and Thomson Park.	Disability Access and Inclusion Plan 2019	Coordinator Infrastructure Services			●		●
	1.3.2 Provide an Accessible Events Checklist and a communication action plan to ensure high awareness and use of the new checklist.	Disability Access and Inclusion Plan 2019	Executive Manager Community Services	●				
	1.3.3 Provide tactile at pedestrian crossings across busy streets and intersections.		Coordinator Works & Services	●	●	●	●	
	1.3.4 Provide a concrete pathway in Somme Park to access existing art sculptures near the water body.		Coordinator Works & Services					●
1.4 Grow recognition and respect for all cultures.	1.4.1 Provide a Reconciliation Action Plan.		Chief Executive Officer					●
	1.4.2 Facilitate the collection and sharing of information and stories about local culture and history, including NAIDOC Week and Harmony Week.		Executive Manager Community Services	●	●	●	●	

Outcome 2 - Good health and community wellbeing.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
2.1 Advocate for quality health and community services.	2.1.1 Provide a Local Public Health Plan.	Public Health Act	Environmental Health Officer	●				
	2.1.2 Advocate for hospital, specialist, GP and allied health services to be retained and improved to meet community needs.		Shire President / Chief Executive Officer	●	●	●	●	
	2.1.3 Fund a contribution over three years to help cover Bridgetown Child Health Clinic rental costs.		Executive Manager Community Services	●	●	●		
	2.1.4 Advocate for improved access to mental health services and drug and alcohol support.		Shire President / Chief Executive Officer	●	●	●	●	
	2.1.5 Facilitate the promotion of community health and wellbeing programs that are provided by Government and local service providers.		Executive Manager Community Services	●	●	●	●	
	2.1.6 Advocate to assist community organisations to provide more crisis accommodation for at risk youth and victims of domestic abuse.			Shire President / Chief Executive Officer	●	●		

Outcome 2 - Good health and community wellbeing.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
2.2 Provide quality sport, leisure and recreation services.	2.2.1 Provide concept plans and preliminary costings for the Greenbushes Sportsground & Recreation Precinct Redevelopment Project.	Growth Strategy	Chief Executive Officer	●				
	2.2.2 Provide detailed design plans, costings, and funding model for Greenbushes Sportsground & Recreation Precinct Redevelopment Project.	Growth Strategy	Chief Executive Officer		●			
	2.2.3 Provide the implementation of the Greenbushes Sportsground & Recreation Precinct Redevelopment Project.	Growth Strategy	Chief Executive Officer			●		
	2.2.4 Provide an analysis of the existing water supply to Bridgetown Sportsground to determine potential improvements to water quality.		Executive Manager Development and Infrastructure	●				
	2.2.5 Provide detailed design plans, costings, and funding model for the Bridgetown Sports Ground Oval Redevelopment Project.		Executive Manager Development and Infrastructure			●		
	2.2.6 Provide improved playing surface at Bridgetown Sportsground including an improved water source, irrigation, and turf.		Executive Manager Development and Infrastructure					●
	2.2.7 Provide safety improvements to terrace seating at the aquatics complex.		Parks & Gardens Supervisor	●				
	2.2.8 Provide carpark lighting at Bridgetown Leisure Centre.		Manager Building Assets and Projects	●				
	2.2.9 Provide improvements to air flow and ventilation on the courts at Bridgetown Leisure Centre.		Manager Building Assets and Projects	●				
	2.2.10 Provide an expanded range of activities at Bridgetown Leisure Centre.		Manager Recreation and Culture	●	●	●	●	
	2.2.11 Provide improved access to public toilets at Bridgetown Sportsground.		Manager Building Assets and Projects	●				
	2.2.12 Provide community engagement to evaluate support for an indoor, heated lap or therapy pool.		Executive Manager Community Services			●		
	2.2.13 Provide an upgrade to the toilets at the Bridgetown Tennis Club.		Manager Building Assets and Projects	●				
	2.2.14 Partner with Bridgetown Cricket Club to prepare a grant submission for new or improved cricket training nets.	Sport and Recreation Strategic Plan 2015-2025	Executive Manager Community Services					●
	2.2.15 Provide more water drinking stations at Shire facilities, parks and reserves.		Manager Building Assets and Projects	●		●		
	2.2.16 Advocate for an indoor play or activity centre to open in Bridgetown.		Executive Manager Community Services					●

Outcome 2 - Good health and community wellbeing.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
2.3 Become a hub of excellence in art, culture and community events.	2.3.1 Provide development of a Business Plan for a Bridgetown Arts Centre and Gallery to display local art and provide creative workshops/art classes.		Executive Manager Community Services	●				
	2.3.2 Facilitate development of a local community events calendar.		Executive Manager Community Services	●	●	●	●	
	2.3.3 Facilitate regular Farmers Markets.		Executive Manager Community Services	●				
	2.3.4 Provide a program of movie nights at the Town Hall.		Manager Community Development			●	●	
2.4 Build community capacity by supporting community organisations and volunteers.	2.4.1 Fund community grants, service agreements and donations.		Executive Manager Community Services	●	●	●	●	
	2.4.2 Facilitate access to a grants advisory service for local community and sporting groups.		Executive Manager Community Services	●				
	2.4.3 Provide an event to recognise the value of volunteers and to promote volunteering opportunities to attract and retain local volunteers.		Executive Assistant	●	●	●	●	

Outcome 3 - A safe community for people and animals.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
3.1 Maintain high levels of community safety.	3.1.1 Partner with Police to develop and implement crime prevention strategies.		Chief Executive Officer				●	
	3.1.2 Provide ongoing promotion and communication of safety messages and education programs delivered by WA Police and others.		Executive Manager Community Services	●	●	●	●	
	3.1.3 Provide a reserve fund to implement the CCTV Plan.		Manager Building Assets and Projects			●	●	
3.2 Encourage responsible animal management.	3.2.1 Provide a community education program on responsible pet ownership.		Ranger	●	●	●	●	
	3.2.2 Provide a review of dog exercise areas, including the need for fenced areas.		Ranger	●				
	3.2.3 Provide a feasibility study into establishing and operating a cemetery for small domestic pets.		Executive Assistant	●				

Planet



Our natural environment is valued, conserved and enjoyed.



Challenges

The community is calling for stronger local leadership in relation to climate change and sustainability. They would like a clear plan that outlines the goals and initiatives in relation to the management of land, trees and water, waste, renewable energy, weeds and bushfire prevention.

Management of the Blackwood River is also of concern. The community would like improved maintenance of weeds, debris and fallen trees on the riverbanks, improved water flow, and better access for leisure and recreation.



Services

The Shire will continue to provide a range of services and facilities to support achievement of the Planet outcomes:

- Environmental management
- Environmental health
- Weed management
- Storm water management
- Waste management
- Emergency management

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements



Blackwood River Foreshore Park Redevelopment

Secured \$942,000 funding to refurbish the Old Rectory Trail and River Walk, install a new shelter, viewing platform and interpretive signage, and for environmental enhancement of a 13 hectare park.



Energy Audit

An energy audit was conducted for all Shire owned facilities, finding that an investment in solar systems would result in savings of \$1.6k to \$13.4k per annum on energy bills. Costs of installing the systems could be recovered in two to four years.



New liquid waste disposal facility

Constructed a new liquid waste disposal facility at the existing waste site.



Climate Change

The Shire has formed a partnership with neighbouring local governments to develop a Sub-regional Climate Change Strategy.

Our plan for the future

Outcome 4 - The Shire of Bridgetown Greenbushes continues to be naturally beautiful.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
4.1 Conserve and enhance the natural environment for current and future generations to enjoy.	4.1.1 Provide concept plans and preliminary costings for the "Bridgetown CBD Water Restoration Project" (Geegelup Brook).	Growth Strategy	Chief Executive Officer	●				
	4.1.2 Provide detailed design plans, costings and funding model for "Bridgetown CBD Water Restoration Project" (Geegelup Brook).	Growth Strategy	Chief Executive Officer	●				
	4.1.3 Provide the implementation of the "Bridgetown CBD Water Restoration Project" (Geegelup Brook).	Growth Strategy	Chief Executive Officer		●			
	4.1.4 Partner in an ongoing communications campaign to encourage community members to participate in the 'Helping Hands' reserve management program.		Waste and Environment Officer	●	●	●	●	

Outcome 5 - Shared responsibility for climate action to strengthen resilience against climate-related hazards and natural disasters.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
5.1 Develop community readiness to cope with natural disasters and emergencies.	5.1.1 Partner with South West local governments to develop and implement a Sub-regional Climate Change Strategy.		Waste and Environment Officer	●				
	5.1.2 Partner with the Local Emergency Management Committee (LEMC) to promote greater community awareness and compliance with emergency management and recovery plans.	Local Emergency Management Arrangements; Emergency Evacuation Plan; Local Recovery Plan	Community Emergency Services Manager	●	●	●	●	
	5.1.3 Partner with DFES and other local governments to increase capacity to ensure continued development of bush fire mitigation plans.		Community Emergency Services Manager	●	●	●	●	
	5.1.4 Provide bush fire mitigation activities on Shire controlled land.		Community Emergency Services Manager	●	●	●	●	

Outcome 5 - Shared responsibility for climate action to strengthen resilience against climate-related hazards and natural disasters.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
5.2 Encourage the adoption of sustainable practices.	5.2.1 Advocate for installation of a battery hub in the Shire.	Solar PV Implementation Plan	Waste and Environment Officer					●
	5.2.2 Provide a 21 KW PV system and battery storage on the Bridgetown Administration / Civic Centre building.	Solar PV Implementation Plan	Manager Building Assets and Projects				●	
	5.2.3 Provide a 30 KW PV System and battery storage on the Bridgetown Leisure Centre building.	Solar PV Implementation Plan	Manager Building Assets and Projects			●		
	5.2.4 Provide a solar PV system and battery storage at Bridgetown Visitor Centre building, Bridgetown Library, Bridgetown Bush Fire HQ building and Bridgetown Works Depot building.	Solar PV Implementation Plan	Manager Building Assets and Projects					●
	5.2.5 Facilitate preparation and implementation of a Water Wise Action Plan.		Waste and Environment Officer	●	●	●	●	
	5.2.6 Partner with key stakeholders to improve awareness and adoption of sustainable behaviours (such as those related to water, energy, eco-housing, regenerative farming and electric vehicles).		Executive Manager Community Services			●	●	

Outcome 6 - A sustainable, low-waste, circular economy.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
6.1 Provide sustainable, cost effective waste management infrastructure and services.	6.1.1 Partner with the Southwest Waste Group to evaluate and develop sustainable, regional waste management solutions.		Waste and Environment Officer	●	●			
	6.1.2 Provide a review of areas receiving kerbside waste collection services.		Waste and Environment Officer			●		
	6.1.3 Provide more bins in public spaces.		Waste and Environment Officer	●				
	6.1.4 Provide a cost benefit analysis of extending waste site opening hours.		Waste and Environment Officer		●			
	6.1.5 Provide a Waste Site Development Plan to address current and future requirements of the site, including the aesthetics.		Waste and Environment Officer	●				
6.2 Encourage the adoption of sustainable waste behaviours through waste education and communications.	6.2.1 Provide a communications campaign to improve community awareness and adoption of sustainable waste behaviours (recycling, composting, removing contaminants, etc).		Waste and Environment Officer	●	●	●	●	

Place



Our built environment is maintained, protected and enhanced.



Challenges

The Shire is expecting the population to grow by 10 percent with the planned expansion of lithium mining and processing operations. While population growth is welcomed, the challenge is to prepare community infrastructure in a timely way to support a growing community.

The community would like to ensure any growth and development is managed responsibly. This means conserving natural assets, protecting local character and heritage, providing diverse, affordable housing options, and providing sustainable transport solutions with safer, better connected roads and parking, plus footpaths, trails and cycleways.



Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the Place outcomes:

- Town planning schemes and amendments
- Planning and development approvals
- Building approvals
- Swimming pool approvals and inspections
- Playgrounds, parks & reserves
- Footpaths and trails
- History and heritage
- Cemetery
- Asset management and building maintenance
- Roads, crossovers and bridges
- Heavy haulage approvals
- Parking facilities
- Traffic management
- Street trees maintenance

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements



\$1M

Bridgetown and Greenbushes Historic Railway Stations

Secured close to \$1 million to refurbish the historic railway stations in Bridgetown and Greenbushes.



Beautification of parks and gardens

Used Waterwise plants in the Shire's flower beds to demonstrate how to beautify the area and save water.



\$108K

Gym Expansion

Secured \$108k Federal Government funding to help extend the group fitness studio and provide a fully equipped 24 hour gymnasium in the Bridgetown Greenbushes Leisure Centre. The expansion doubled the floor size of the former gym and houses new gym equipment. Memberships have increased by 40%.



\$680K

Town Hall and Civic Centre Refurbishment

Secured \$680k funding from State and Federal Government to help modernise the Town Hall and Civic Centre; a significant heritage building. With new seating, upgraded stage lighting, audio, curtains and air-conditioning, and a refurbished kitchen and toilets the venue will be a high quality live music and performing arts venue. An investment in mobile art display stands will increase venue use and suitability for art exhibitions.

Our plan for the future

Outcome 7 - Responsible and attractive growth and development.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
7.1 Plan for a diverse range of land, housing and development opportunities to meet current and future needs.	7.1.1 Provide a Local Planning Strategy, in consultation with the community, to plan thoughtfully, creatively and sustainably for population growth, affordable housing, and protection of environmental values.	Growth Strategy	Senior Planner	●				
	7.1.2 Provide improvements to the building and development application approvals processes.		Manager Development Services	●				
	7.1.3 Facilitate release by the State Government of residential crown lots in Greenbushes		Chief Executive Officer	●				
7.2 Advocate for adequate infrastructure to support responsible growth.	7.2.1 Advocate for State Government funding for community infrastructure to support the implications of the mine expansion project.		Chief Executive Officer	●	●	●	●	
	7.2.2 Advocate for improved telecommunications.		Chief Executive Officer	●	●	●	●	
7.3 Create vibrant, attractive and welcoming towns.	7.3.1 Provide a beautification plan in Bridgetown town centre.		Executive Manager Development and Infrastructure	●	●			
	7.3.2 Provide a beautification plan in Greenbushes town centre.		Executive Manager Development and Infrastructure		●	●		
7.4 Provide attractive, well maintained verges and street trees.	7.4.1 Provide a new policy articulating responsibility (Shire or property owner) for verge maintenance and beautification.		Executive Manager Development and Infrastructure	●				
	7.4.2 Provide a Street Tree Plan to protect existing trees and plant new or replacement trees to beautify the area and provide shade along footpaths.		Waste and Environment Officer			●		
7.5 Provide attractive and sustainable parks, playgrounds and reserves.	7.5.1 Provide a Playground Strategy, with consideration for nature play, water play and inclusive playground equipment across the Shire, including Memorial Park, Blackwood River Park, Highland Estate, Four Seasons, Somme Creek and Thomson Park.		Executive Manager Development and Infrastructure	●				
	7.5.2 Provide funds in the Playground Reserve to assist with implementation of Playground Strategy.		Executive Manager Corporate Services			●		

Outcome 7 - Responsible and attractive growth and development.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
7.6 Deliver defined levels of service to provide and maintain Shire assets in the most cost effective way.	7.6.1 Provide implementation of the long-term Shire buildings infrastructure renewal and upgrade plan.		Manager Building Assets and Projects	●	●	●	●	
	7.6.2 Provide implementation of the long-term Shire road, drainage, bridges and footpaths infrastructure renewal and upgrade plan.		Executive Manager Development and Infrastructure	●	●	●	●	
	7.6.3 Provide development and implementation of the long-term Shire plant and equipment renewal and upgrade plan.		Executive Manager Development and Infrastructure	●	●	●	●	
	7.6.4 Provide development and implementation of the long-term aquatics complex infrastructure renewal plan.		Manager Recreation and Culture	●	●	●	●	
	7.6.5 Provide implementation of the long-term parks renewal and upgrade infrastructure plan.		Executive Manager Development and Infrastructure	●	●	●	●	
	7.6.6 Provide implementation of the long-term Shire furniture and equipment renewal and upgrade plan.		Executive Manager Corporate Services	●	●	●	●	

Outcome 8 - Local history, heritage and character is valued and preserved.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
8.1 Identify, preserve and showcase significant local history and heritage.	8.1.1 Provide implementation of the Town Hall and Civic Centre Revitalisation Project.	Growth Strategy	Manager Development Services	●				
	8.1.2 Provide implementation of the Bridgetown and Greenbushes Railway Stations Revitalisation Project.	Growth Strategy	Manager Development Services	●				
	8.1.3 Provide a feasibility study for a Local Heritage Grant Scheme to facilitate restoration of privately owned heritage buildings.		Senior Planner					●
	8.1.4 Partner with the Historical Society to improve promotion of local history and heritage.		Executive Manager Community Services		●	●	●	

Outcome 9 - Safe, affordable and efficient movement of people and vehicles.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
9.1 Improve road safety and connectivity.	9.1.1 Advocate to Main Roads WA to conduct a safety audit of the Hampton Street precinct.		Shire President / Chief Executive Officer		●			
	9.1.2 Provide community engagement to assess community views on a future Bridgetown Heavy Haulage deviation or bypass.		Chief Executive Officer			●		
	9.1.3 Facilitate construction of the Greenbushes Mine Access Road.		Chief Executive Officer		●			
	9.1.4 Provide rural roadside vegetation management.		Executive Manager Development and Infrastructure	●	●	●	●	
	9.1.5 Provide an audit of urban street lighting to identify gaps.		Executive Manager Development and Infrastructure				●	
9.2 Provide sufficient parking for all types of vehicles.	9.2.1 Provide the Greenbushes CBD Parking and Safety Enhancement Project.	Growth Strategy	Chief Executive Officer	●				
9.3 Develop a safe, well connected network of paths and trails for all users.	9.3.1 Provide a review of the Local Trails Masterplan including a costed implementation schedule in accordance with Council's project framework.	Local Trails Masterplan	Manager Community Development	●				
	9.3.2 Provide an audit of the urban pathway networks in Bridgetown and Greenbushes to identify gaps in servicing key community places.		Executive Manager Development and Infrastructure		●			
	9.3.3 Provide an audit of existing footpaths to identify universal access requirements (i.e. safe crossings, reduce large kerbs, widen footpaths, fix uneven surfaces, seal gravel footpaths, regular cleaning and maintenance, etc).		Coordinator Infrastructure Services	●				
	9.3.4 Provide footpath renewals, upgrades and extensions as per the Shire's long-term plan (see Action 7.6.2).		Executive Manager Development and Infrastructure	●	●	●	●	
	9.3.5 Provide planning and design for a dual use pathway between Nelson Street and Highland Estate.		Executive Manager Development and Infrastructure					●
	9.3.6 Provide planning and design for a dual use pathway between Forrest Street and Bridgetown Sportsground.		Executive Manager Development and Infrastructure					●

Outcome 9 - Safe, affordable and efficient movement of people and vehicles.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
9.3 Develop a safe, well connected network of paths and trails for all users.	9.3.7 Provide planning and design for a dual use pathway between Bridgetown Gardens and Grey's Hill.		Executive Manager Development and Infrastructure					●
	9.3.8 Provide planning and design for a dual use pathway between Four Seasons Estate and the urban pathway network.		Executive Manager Development and Infrastructure					●
	9.3.9 Facilitate planning and design for a dual use pathway between planning for a local bike trail connection with the Munda Biddi trail.		Manager Community Development					●
	9.3.10 Provide more bicycle parking facilities throughout the Shire.		Manager Building Assets and Projects				●	
	9.3.11 Facilitate delivery of bicycle education and driver awareness campaigns.		Executive Manager Community Services				●	
9.4 Advocate for affordable and sustainable public transport solutions.	9.4.1 Advocate for improved public and shared transport solutions (taxi services) for local residents and visitors to move within the local area.		Chief Executive Officer		●			

Prosperity



Our economy is strong, diverse and resilient.



Challenges

Talison Lithium's lithium mining and processing operations, in Greenbushes, is projected to double its permanent workforce from 500 to 1,000. To attract workers and their families to live in the Shire, funding support is needed to build adequate community infrastructure.

It's felt that Bridgetown Greenbushes is overlooked as a major tourist destination. Further tourism development and marketing are needed to encourage visitors to stop a while, enjoy local attractions and to support local businesses.

The local economy needs to develop, grow and diversify to provide more jobs for local people, in particular to provide work to attract and retain families and young people. The Shire needs to proactively attract investors, businesses and emerging industries, possibly through better access to commercial and industrial land and property, and streamlined approvals processes.

Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the Prosperity outcomes:

- Economic development
- Place activation
- Tourism
- Visitors Centre
- Event management
- Visitor rest rooms
- Health inspections and food safety
- Trading in Public Places licences
- Signage management

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements



A regional approach to tourism marketing

The Southern Forests Blackwood Valley Tourism Association was established by the Shires of Manjimup, Bridgetown Greenbushes, and Nannup to market the region, grow visitor numbers and upskill tourism providers in the Warren Blackwood Region.



Growth Strategy

In alignment with the Talison expansion project the Shire has developed a Growth Strategy to attract workers and their families.



Warren Blackwood Stock Route

The Shire project managed a \$500k project to develop WA's first bridle trail. Opened in 2019, the 230km bridle trail features 7 campsites with horse yards. The trail runs through the 3 Shires within the Southern Forests Blackwood Valley region and recognises pioneering families and their stock routes.

\$500k



Bridgetown Art Trail

The Bridgetown Art Trail project was initiated by local community members and supported by the Shire. The project attracted \$15k from the Water Corporation for painted murals at the sewerage pump station. The Shire continues to work with Blackwood Creatives and Grow Greenbushes to develop further public art.

\$15k

Our plan for the future

Outcome 10 - A strong, diverse and resilient economy.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
10.1 Strengthen the Shire of Bridgetown Greenbushes' competitive advantage to attract new businesses and investors to the area.	10.1.1 Provide an annual review of the Growth Strategy to drive population growth, create jobs and generate economic development.	Growth Strategy	Chief Executive Officer	●	●	●	●	
	10.1.2 Provide Greenbushes Revitalisation Project (Town Hall, Court House, Golf Club and Roads Board Office).	Growth Strategy	Manager Building Assets and Projects	●				
	10.1.3 Provide a feasibility for the development of the Light Industrial Area (LIA) in Bridgetown.		Chief Executive Officer		●			
10.2 Attract high growth industries, businesses and investors that are aligned with local values.	10.2.1 Advocate for development of a sub-regional Economic Development Strategy with neighbouring councils.		Executive Manager Community Services		●			
	10.2.2 Facilitate Film Friendly certification with Screenwest.		Executive Manager Community Services			●		
10.3 Support local business to thrive.	10.3.1 Provide an audit of the Shire's 'Buy Local' purchasing.		Executive Manager Community Services	●				
	10.3.2 Provide promotion of Buy Local campaigns.		Executive Manager Community Services	●	●			

Outcome 11 - Access to quality education and work opportunities.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
11.1 Facilitate improved access to education and job opportunities for everyone.	11.1.1 Advocate for a more diverse range of learning and training opportunities to be provided in the Shire by TAFE, Registered Training Organisations and local community groups.		Shire President / Chief Executive Officer					●
	11.1.2 Facilitate improved access to art and music programs, in particular with youth, to help build and strengthen capabilities in areas where the Shire has a competitive advantage.		Executive Manager Community Services			●	●	
	11.1.3 Provide traineeships within the Shire organisation.		Executive Assistant	●	●	●	●	
	11.1.4 Advocate to promote traineeships, work placements and employment opportunities for young people and businesses.		Executive Manager Community Services		●	●		

Outcome 12 - Bridgetown Greenbushes is regarded to be a major tourist destination.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
12.1 Reposition Bridgetown as a major tourist destination.	12.1.1 Fund the Southern Forest and Blackwood Valley Tourism Association to promote the region as a major tourist destination.	Southern Forests and Blackwood Valley Tourism Association Strategic Plan	Executive Manager Community Services	●	●	●	●	
	12.1.2 Provide funding for regional and local marketing campaigns in alignment with brokered opportunities.		Executive Manager Community Services	●	●			
	12.1.3 Facilitate a tourism strategy for Bridgetown-Greenbushes.		Executive Manager Community Services			●		
	12.1.4 Provide in partnership with Grow Greenbushes a financial analysis (business plan) investigating the cost of introducing paid staff to work with volunteers to operate the Greenbushes Discovery Centre.		Executive Manager Community Services		●			
12.2 Improve tourism infrastructure and services.	12.2.1 Provide implementation of the Visitor Centre and Provision of Visitor Information Services business case.		Executive Manager Community Services	●				
	12.2.2 Provide planning and design for a stage at Memorial Park to support local festivals and events.		Chief Executive Officer		●			
	12.2.3 Provide a stage at Memorial Park to support local festivals and events.		Chief Executive Officer				●	
	12.2.4 Facilitate key stakeholder engagement in achieving RV friendly town status.		Executive Manager Community Services		●			
	12.2.5 Provide a contribution to the Busselton Margaret River Regional Airport Marketing Fund.		Chief Executive Officer	●	●	●		
12.3 Develop and promote festivals, events and trails that showcase the area's natural assets and core competencies.	12.3.1 Advocate for Cinefest Oz to host films in Bridgetown.		Manager Community Development	●				
	12.3.2 Facilitate promotion and development of key festivals, events and trails (such as Blues Festival, Bridgetown Art Trail, Festival of Country Gardens, culinary trails, etc).	Trails Plan 2017-2022	Executive Manager Community Services		●	●	●	
	12.3.3 Provide a review of heritage trails in Bridgetown.	Trails Plan 2017-2022	Manager Community Development	●	●			
	12.3.4 Facilitate development and promotion of more water-based tourism around the Blackwood river (i.e. sporting events and festivals).		Executive Manager Community Services				●	
	See section 9.3 for bike and walking trails.							

Performance



Our leadership is visionary, collaborative and accountable.

Challenges

There is need for stronger, more proactive and progressive leadership, with greater transparency and accountability. The vision for the local area, including progress on key projects, needs to be clearly communicated through multiple channels.

The community would like Elected Members and Shire Executives to be more approachable and accessible, and for greater and more inclusive opportunities to have a say on local issues. Consultation should be at convenient times and in convenient formats to make it more accessible.



Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the Performance outcomes:

- Governance
- Advocacy and lobbying
- Law making (Local Laws)
- Regional collaboration
- Strategic and business planning
- Financial management
- Risk management and compliance
- Workforce management
- Information technology
- Elections and polls
- Council and Electors' meetings
- Community consultation
- Communications
- Customer service

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements



Strong overall results in the MARKYT® benchmark program

In 2020, the Shire took part in a voluntary collaboration with over 60 local governments to measure and benchmark service levels.

As a place to live, the Shire is 9 points ahead of the industry average, and value for money is on par with other local governments.



Organisational Restructure

The Shire completed a new Workforce Plan. It included a major restructure of the organisation, a focus on quality customer service and fostering a 'can do' culture.



Safety Award

In 2019, the Shire's commitment to improving workplace safety was recognised with a Tier 2 Diligence in Safety Award from Local Government Insurance Services.



Better communication

Launched a new website and grew the Shire's social media presence to improve the timeliness and relevance of communications. A review is planned to improve non-digital communications too.



Embracing innovation

The Shire lobbied State and Federal Government for non-competitive investment in the local community.



Our plan for the future

Outcome 13 - Proactive, visionary leaders who respond to community needs.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
13.1 Strengthen leadership and advocacy.	13.1.1 Provide and communicate a clear vision for Bridgetown Greenbushes with regular progress reports to the community.		Executive Manager Community Services	●	●	●	●	
	13.1.2 Provide a strategic approach to seeking Government funding and support for Growth Strategy projects.	Growth Strategy	Shire President / Chief Executive Officer	●	●	●	●	
	13.1.3 Facilitate an internal review of Council and Executive leadership capabilities and provide training, support or recruitment to address gaps.		Chief Executive Officer	●		●		
	13.1.4 Facilitate a biennial Councillor study tour to benchmark practices in leading Councils.		Executive Assistant		●		●	
13.2 Embrace innovation and a 'can do' culture.	13.2.1 Provide a review of policies, systems and processes to introduce innovations to improve business efficiencies and the customer experience.	Workforce Plan	Chief Executive Officer	●				
	13.2.2 Provide an assessment of current IT system capabilities and recommended improvements		Coordinator Customer Service			●		
	13.2.3 Facilitate the opportunity for community members and groups to bring innovative ideas forward for discussion.		Chief Executive Officer		●	●	●	

Outcome 14 - Effective governance and financial management.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
14.1 Achieve excellence in organisational performance and service delivery.	14.1.1 Provide major and minor reviews of the Strategic Community Plan in line with requirements in the Integrated Planning and Reporting Framework.	Integrated Planning and Reporting Framework	Chief Executive Officer		●		●	
	14.1.2 Provide an annual review of the Corporate Business Plan.	Integrated Planning and Reporting Framework	Executive Manager Corporate Services	●	●	●	●	
	14.1.3 Provide a quarterly review each year of the Shire's risk profile.	Risk Management Framework; Audit Reg.17 Review	Executive Manager Corporate Services	●	●	●	●	
	14.1.4 Provide an annual review of the Customer Service Charter to ensure it is aligned with changing community needs and expectations.	Customer Service Charter	Executive Manager Corporate Services	●	●	●	●	

Outcome 14 - Effective governance and financial management.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
14.1 Achieve excellence in organisational performance and service delivery.	14.1.5 Provide an annual report on customer service improvements to meet performance gaps.		Chief Executive Officer	●	●	●	●	
	14.1.6 Provide a review of asset management software programs to consolidate all asset classes into one integrated database.	Consolidated Asset Management Plan 2016-2026	Asset Management Coordinator	●				
	14.1.7 Provide improvements to the depot workshop.		Coordinator Infrastructure Services	●	●			
14.2 Improve real and perceived value for money from Council rates.	14.2.1 Provide an annual review of the Long Term Financial Plan.	Long Term Financial Plan	Executive Manager Corporate Services	●	●	●	●	
	14.2.2 Provide a framework for assessing and communicating value for money.		Chief Executive Officer		●			
	14.2.3 Provide a review of community facility hire fees, as part of the budget review, to provide value for money and encourage greater use of Shire facilities.		Senior Finance Officer			●	●	

Outcome 15 - A well informed and engaged community.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
15.1 Engage the community in a meaningful and timely way using appropriate communication and consultation channels.	15.1.1 Provide a Community Engagement Strategy to improve communication and consultation across all customer segments.		Executive Manager Community Services	●	●	●	●	
	15.1.2 Provide a central customer database to support timely and targeted communications.		Coordinator Customer Service	●	●	●	●	
	15.1.3 Fund ordinary and special Council elections.		Executive Assistant	●		●		
	15.1.4 Provide a biennial community survey to benchmark service levels and assess community priorities.		Chief Executive Officer		●		●	

Outcome 16 - An engaged and effective workforce.

Objectives	Actions	Linked Strategies	Responsible	Timing				
				21-22	22-23	23-24	24-25	Future
16.1 Attract, train, develop and retain an effective workforce.	16.1.1 Provide a major review of the Workforce Plan, including an employee engagement survey to benchmark performance levels and assess employee priorities.	Workforce Plan	Chief Executive Officer	●				
	16.1.2 Provide an annual update to the Workforce Plan aligned with the annual Corporate Business Plan review.	Workforce Plan	Chief Executive Officer		●	●	●	
	16.1.3 Develop key performance indicators (KPIs) for individual staff members and link to job descriptions and CBP actions.		Human Resource Officer	●	●	●	●	
	16.1.4 Facilitate engagement with the community to develop a Volunteer Skills Register and identify opportunities to recruit and engage volunteers with relevant skills to support Shire projects and activities.		Executive Manager Community Services			●		

Resourcing the Plan

Shire services, facilities and special projects are funded through various revenue sources.

- State and Commonwealth government grants
- Funding grants from Lotterywest and others
- Property-developer contributions
- Rates, fees and charges
- Cash reserves

The Shire is committed to providing the community with value from money from rates.

Rates income is mainly allocated to recreation and culture (28%), transport (27%), governance (18%), community amenities (10%), economic services (8%) and law, order and public safety (6%). Proportions are based on 2020 levels.

Over the next 10 years, rates are anticipated to increase at CPI plus 3% annually.

Please see the Long Term Financial Plan for more information.

The Shire is committed to attracting, training and retaining a skilled and engaged workforce to achieve the outcomes in the Strategic Community Plan. On a four yearly cycle following adoption of the Strategic Community Plan, the Workforce Plan is reviewed to ensure workforce resources are aligned with community needs.

As of 2021, the Shire had 60 full time equivalent (FTE) staff employed to deliver services across four directorates.

Directorate	Full time	Part Time	Casual	Total
Office of the CEO	3	1.4	0	4.4
Corporate Services	8	5.8	0	13.8
Development & Infrastructure	25	4.2	0	29.2
Community Services	7	4.1	1.5	12.6
Total (FTE)	43	15.5	1.5	60

The Shire has 9 Advisory Committees that assist Council with core functions, projects and issues:

- | | | |
|---------------------------------|---|--|
| 1. Access & Inclusion Committee | 4. CEO Performance Review Committee | 7. Roadwise Advisory Committee |
| 2. Audit Committee | 5. Emergency Planning & Preparedness Advisory Committee | 8. Sustainability Advisory Committee |
| 3. Bush Fire Advisory Committee | 6. Local Emergency Management Committee | 9. Trails Development Advisory Committee |

Financial Summary

The following financial statement is a high level summarised statement that aggregates the estimates of both operating and non-operating revenues and expenditure over the next four years. It provides a single consolidated view of all of the key aspects incorporated in the 15 Year Long Term Financial Plan.

	2021-22	2022-23	2023-24	2024-25
Operating revenues				
Rates	4,899,382	5,119,026	5,381,448	5,661,529
Operating grants, subsidies and contributions	2,401,768	2,399,552	2,398,147	2,400,574
Fees and charges	1,661,155	1,670,764	1,704,620	1,733,928
Interest earnings	93,221	94,484	93,094	95,147
Other revenue	109,180	110,528	111,897	113,485
Sub Total - Operating Revenue	9,164,706	9,394,354	9,689,206	10,004,663
Operating Expenditure				
Employee costs	(4,842,689)	(4,927,431)	(5,025,761)	(5,138,624)
Materials and contracts	(2,312,461)	(2,277,861)	(2,306,149)	(2,411,047)
Utility charges (electricity, gas, water etc)	(312,855)	(322,237)	(331,904)	(341,860)
Depreciation on non-current assets	(3,861,246)	(3,900,236)	(3,921,648)	(3,967,302)
Interest expense	(72,862)	(67,094)	(64,587)	(61,289)
Insurance expense	(268,537)	(273,235)	(278,013)	(283,572)
Other expenditure	(301,225)	(303,404)	(306,162)	(308,743)
Sub Total - Operating Expenditure	(11,971,875)	(12,071,498)	(12,234,224)	(12,512,437)
Add Back Non Cash Items (Depreciation)	3,861,246	3,900,236	3,921,648	3,967,302
Total - Cash Operating Expenditure	(8,110,629)	(8,171,262)	(8,312,576)	(8,545,135)
Capital Expenditure				
Purchase of property, plant and equipment	(2,485,133)	(1,266,238)	(696,885)	(1,274,318)
Purchase of infrastructure	(1,056,400)	(1,884,338)	(1,683,486)	(1,216,985)
Total Capital Expenditure	(3,541,533)	(3,150,576)	(2,380,371)	(2,491,303)
Grants for Acquisition of Assets	2,365,420	1,515,204	1,283,204	984,704
Net Funding Requirement	(122,036)	(412,280)	279,463	(47,071)
Surplus July 1 B/fwd	454,010	-	-	-
Proceeds on Asset Disposal	51,800	283,467	118,344	205,105
Net Reserve Transfers	(180,579)	198,813	(293,525)	10,492
Net Borrowing Activities	(203,195)	(70,000)	(104,282)	(168,526)

Additional Operating Expenditure

A number of actions additional to current activities are forecast to be undertaken during the life of the Corporate Business Plan which will result in additional operating expenditure.

ACTIONS	2021-22		2022-23		2023-24		2024-25	
	External funding \$	Total cost \$	External funding \$	Total cost \$	External funding \$	Total cost \$	External funding \$	Total cost \$
PEOPLE								
1.4.2 Facilitate the collection and sharing of information and stories about local culture and history, including NAIDOC Week and Harmony Week.		2,000		2,000		2,000		2,000
2.1.3 Fund a contribution over three years to help cover Bridgetown Child Health Clinic rental costs.		3,500		3,500		3,500		-
2.2.2 Provide detailed design plans, costings and funding model for "Greenbushes Sportsground & Recreation Precinct Redevelopment Project".		-		25,000		-		-
2.2.4 Provide an analysis of the existing water supply to Bridgetown Sportsground to determine potential improvements to water quality		1,000		-		-		-
2.2.5 Provide detailed design plans, costings and funding model for the Bridgetown Sports Ground Oval Redevelopment Project		-		-		15,000		-
2.2.15 Provide more water drinking stations at Shire facilities, parks and reserves.		-		-		5,000		-
2.3.1 Provide development of a Business Plan for a Bridgetown Arts Centre and Gallery to display local art and provide creative workshops and art classes.		20,000		-		-		-
2.3.4 Provide a program of movie nights at the Town Hall.		-		-	7,500	15,000	7,500	15,000
2.4.1 Fund community grants, service agreements and donations.		146,500		156,500		156,500		160,000
2.4.2 Facilitate access to a grants advisory service for local community and sporting groups.		10,000		-		-		-
3.1.3 Provide a reserve fund to implement the CCTV Plan.		-		-		30,000		-
PLANET								
4.1.2 Provide detailed design plans, costings and funding model for "Bridgetown CBD Water Restoration Project" (Geegelup Brook).		30,000		-		-		-
5.1.3 Partner with DFES and other local governments to increase capacity to ensure continued development of bush fire mitigation plans.		18,000		18,000		18,000		18,000
5.1.4 Provide bush fire mitigation activities on Shire controlled land.	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
6.1.1 Partner with the Southwest Waste Group to evaluate and develop sustainable, regional waste management solutions.		3,560		-		-		-

ACTIONS	2021-22		2022-23		2023-24		2024-25	
	External funding \$	Total cost \$	External funding \$	Total cost \$	External funding \$	Total cost \$	External funding \$	Total cost \$
PLACE								
7.2.1 Advocate for State Government funding for community infrastructure to support the mine expansion project.		57,600		57,600		57,600		57,600
7.5.2 Provide funds in the Playground Reserve to assist with implementation of Playground Strategy.						25,000		
7.6.4 Provide development and implementation of the long term aquatics complex infrastructure renewal plan.		4,500		-		-		-
PROSPERITY								
10.1.3 Provide a feasibility for the development of the Light Industrial Area (LIA) in Bridgetown.		-		20,000		-		-
12.1.1 Fund the Southern Forest and Blackwood Valley Tourism Association to promote the region as a major tourist destination.		39,852		26,917		25,000		25,000
12.1.2 Provide funding for regional and local marketing campaigns in alignment with brokered opportunities.		12,000		12,000		-		-
12.1.3 Provide a tourism strategy for Bridgetown Greenbushes		-		-		25,000		-
12.2.2 Provide planning and design for a stage at Memorial Park to support local festivals and events.		-		10,000		-		-
12.2.5 Provide a contribution to the Busselton Margaret River Regional Airport Marketing Fund.		2,000		2,000		2,000		
PERFORMANCE								
13.1.2 Provide a strategic approach to seeking Government funding and support for Growth Strategy projects.		7,000		7,000		7,000		7,000
13.1.4 Provide a biennial Councillor study tour to benchmark practices in leading Councils.		-		4,000		-		4,000
13.2.2 Provide an assessment of current IT system capabilities and recommended improvements.		-		-		10,000		-
14.1.1 Provide major and minor reviews of the Strategic Community Plan in line with requirements in the Integrated Planning and Reporting Framework.		-		-		-		15,000
14.1.2 Provide an annual review of the Corporate Business Plan.		3,000		3,000		3,000		3,000
15.1.1 Provide a Community Engagement Strategy to improve communication and consultation across all customer segments.		53,230		40,730		40,730		40,730
15.1.3 Fund ordinary and special Council elections.		24,500		-		24,500		-
15.1.4 Provide a biennial community survey to benchmark service levels and assess community priorities.		-		30,000		-		30,000
Total Additional Operating Expenditure	100,000	538,242	100,000	518,247	107,500	564,830	107,500	477,330

Capital Program

A number of additional actions are forecast to be undertaken during the life of the Corporate Business Plan which result in additional capital expenditure.

ACTIONS	2021-22		2022-23		2023-24		2024-25	
	External funding \$	Total cost \$	External funding \$	Total cost \$	External funding \$	Total cost \$	External funding \$	Total cost \$
PEOPLE								
1.1.2 Provide the revitalisation and development of the Youth Precinct with pump track, skate park, parkour and free throw basketball court.	460,521	650,021		-		-		-
1.1.7 Provide engagement with local youth in Greenbushes on short term provision of a new skate ramp at Thomson Park and long term further development of the Greenbushes Youth Precinct		15,000		-		-		-
1.3.1 Provide universal access playground equipment at Memorial Park and Thomson Park		-		-	20,000	40,000		-
2.2.3 Provide the implementation of the "Greenbushes Sportsground & Recreation Precinct Redevelopment Project"		-		-	382,500	450,000		-
2.2.7 Provide safety improvements to terrace seating at the aquatics complex.		5,000		-		-		-
2.2.9 Provide improvements to air flow and ventilation on the courts at Bridgetown Leisure Centre.		20,000		-		-		-
2.2.11 Provide improved access to public toilets at Bridgetown Sportsground.		25,000		-		-		-
2.2.13 Provide an upgrade to the toilets at the Bridgetown Tennis Club	30,581	92,672		-		-		-
PLANET								
4.1.3 Provide the implementation of the "Bridgetown CBD Water Restoration Project" (Geegelup Brook)		-	637,500	750,000		-		-
5.2.2 Provide a 21 KW PV system and battery storage on the Bridgetown Administration/ Civic Centre building.		-		-		-		51,500
5.2.3 Provide a 30 KW PV System and battery storage on the Bridgetown Leisure Centre building.		-		-		66,250		-
PLACE								
9.2.1 Provide the Greenbushes CBD Parking & Safety Enhancement Project.	431,614	431,614		-		-		-
9.3.10 Provide more bicycle parking facilities throughout the Shire.		-		-		-		10,000
PROSPERITY								
10.1.2 Provide Greenbushes Revitalisation Project (Town Hall, Court House, Golf Club and Roads Board Office).	460,000	800,000		-		-		-
12.2.1 Provide implementation of the Visitor Centre & Provision of Visitor Information Services business case.	130,000	195,000		-		-		-
12.2.3 Provide a stage at Memorial Park to support local festivals and events.		-		-		-	100,000	200,000
PERFORMANCE								
14.1.7 Provide improvements to depot workshop.		-		50,000		-		-
Total Additional Operating Expenditure	1,512,716	2,234,307	637,500	800,000	402,500	556,250	100,000	261,500

Risk Management

Every three years, in line with Regulation 17 of the Local Government (Audit) Regulations 1996, the CEO reviews the appropriateness and effectiveness of the Shire's systems and procedures in relation to risk management, internal control and legislative compliance.

The Shire has a suite of tools to manage risk:

- Organisational Risk Management Framework
- Risk Management Policy
- Organisational Risk Register

All organisational risks are assessed and reported at a corporate level according to the adopted assessment and acceptance criteria to allow consistency and informed decision making.

The Risk Register addresses risks in the following areas:

- Asset Sustainability Practices
- Business & Community Disruption
- External Theft & Fraud
- Management of Facilities, Venues and Events
- Failure to Fulfil Compliance Requirements
- Document Management Processes
- IT & Communications Systems and Infrastructure
- Misconduct
- Employment Practices
- Engagement Practices
- Environment Management
- Errors, Omissions & Delays
- Project Management
- Safety and Security Practices
- Supplier/Contract Management

In each of these areas, the Risk Register identifies potential risks and actions to treat or mitigate risks together with a timetable for implementation. The Risk Register is updated and reported to the Audit Committee on a quarterly basis.

Developing and Reporting

The Shire of Bridgetown Greenbushes is required to plan for the future under S5.56 (1) of the Local Government Act 1995. Regulations under S5.56 (2) of the Act require all local governments to develop a Strategic Community Plan, covering at least 10 years. The Strategic Community Plan must be reviewed at least once every four years and adopted by Council by an absolute majority.

In support of the Strategic Community Plan, local governments are required to adopt a Corporate Business Plan that covers at least four financial years and is integrated with asset management, workforce planning and long-term financial planning. The Corporate Business Plan must be reviewed every year and adopted by Council by an absolute majority.

After the adoption of the Strategic Community Plan, or modifications to this plan, the Shire is to give local public notice under Regulation 19C.

The Shire of Bridgetown Greenbushes has considered the Integrated Planning and Reporting Framework and Guidelines when developing the Strategic Community Plan and Corporate Business Plan.



Community Engagement

Over 700 community members were engaged directly in the review and development of the Strategic Community Plan.

MARKYT 

Community Scorecard

705

Community Members

MARKYT 

Community VoiceBank

~ 84,000

Word Count

FUTYR 

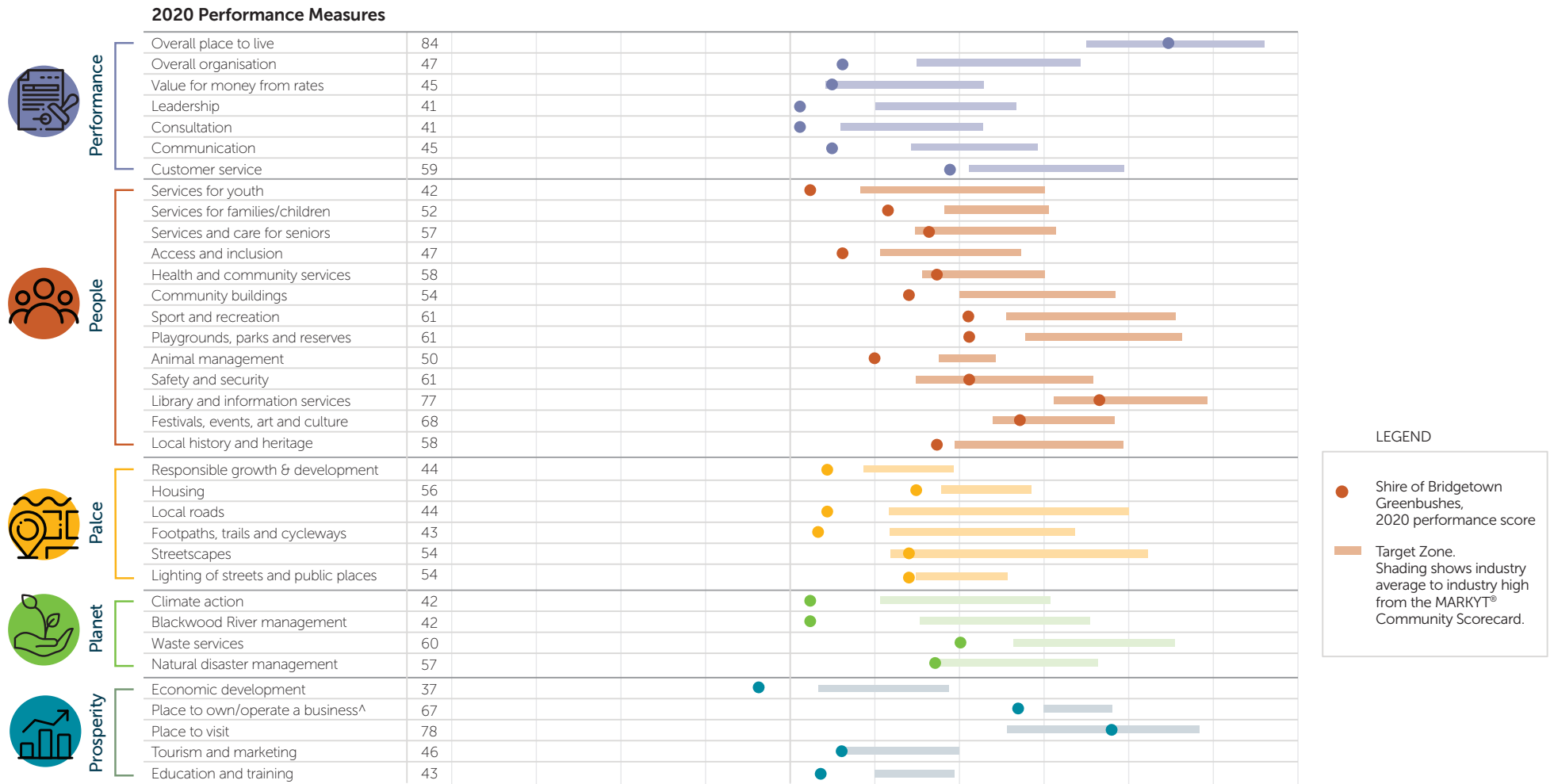
Community Workshop

74

Participants

MARKYT Community Scorecard

The Shire of Bridgetown Greenbushes aims to participate in an independent study to monitor and benchmark performance every two years. The Shire aims to be above the MARKYT® industry average and strives to be the industry leader in all areas. This chart shows the Shire's Performance Index Score out of 100 compared to the MARKYT® Industry Standards. The preferred target zone is shown as coloured bars.



^ Based on responses from business owners and managers.

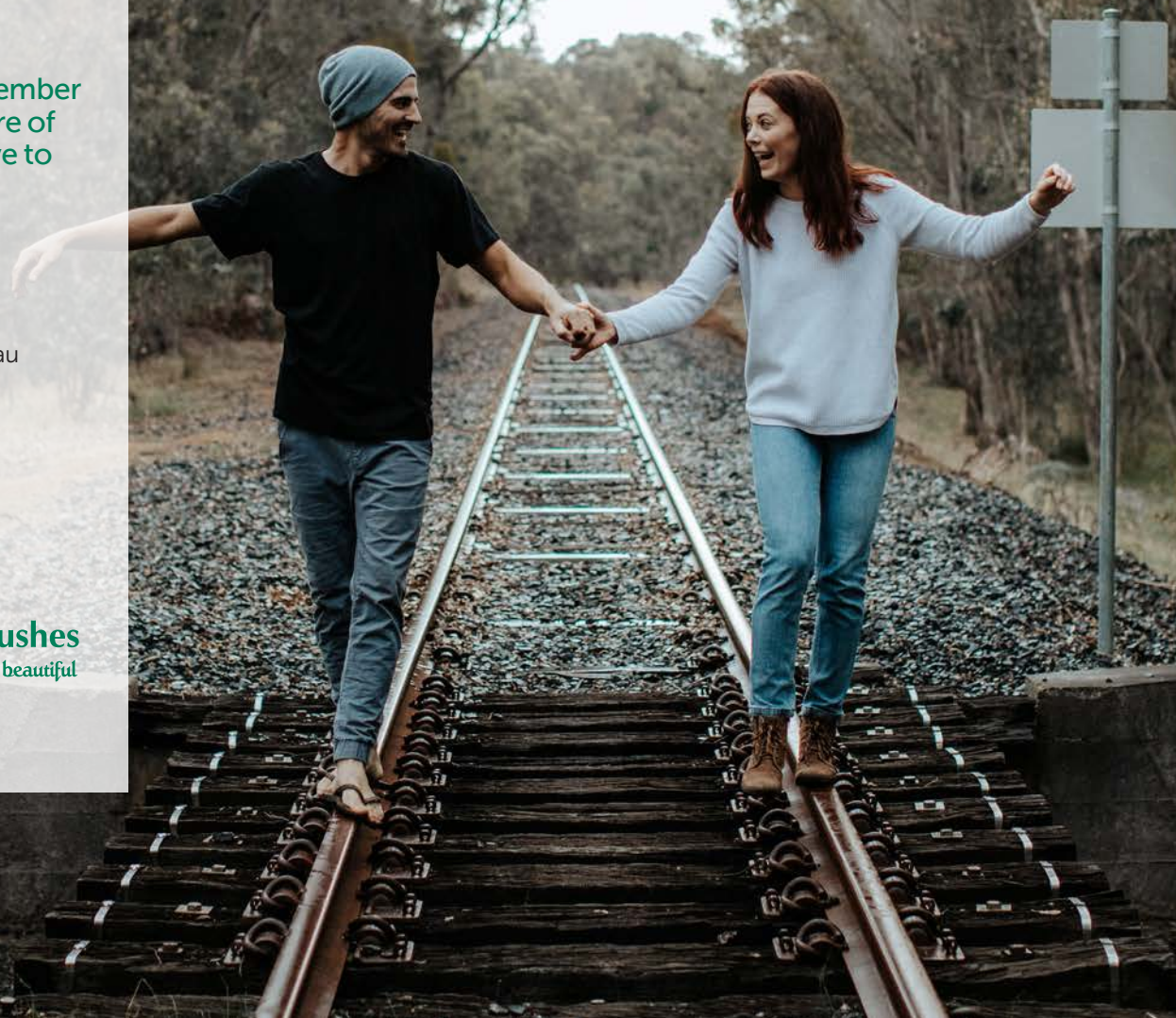
Want to play a role in making Bridgetown Greenbushes the heart and soul of the South West?

Please reach out to your elected member or the responsible officer at the Shire of Bridgetown Greenbushes. We'd love to hear from you.

In person: 1 Steere Street, Bridgetown, Western Australia
Phone: (08) 9761 0800
Email: btnshire@bridgetown.wa.gov.au
Facebook: www.facebook.com/bridgetowngreenbushesshire/
Mail: PO Box 271, Bridgetown Western Australia 6255



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ROLLING ACTION SHEET

ROLLING ACTION SHEET
June 2021 (encompassing Council Resolutions up to Council Meeting held May 2021)

Where a tick is indicated this Item will be deleted in the next update

Council Decision No.	Wording of Decision	Responsible Officer	Past comments	Progress since last report	✓
C.14/0310 Preliminary Report – Plantation Exclusion Zones	<p>That Council:</p> <ol style="list-style-type: none"> 1. Agrees that any consideration of plantation exclusion zones should also address the Greenbushes, North Greenbushes and Hester townsites, the Yornup township and existing or proposed local development areas throughout the Shire municipality. 2. Directs the Chief Executive Officer to prepare preliminary documentation and present a report to a future meeting of Council to initiate a scheme amendment to Town Planning Scheme No. 3 seeking to modify Table I to prohibit 'Afforestation' within the Rural zone of the scheme area. 3. Directs the Chief Executive Officer to present all planning applications for 'Afforestation' for land within Town Planning Scheme No. 3 to Council for determination, until such time as the scheme amendment required by Point 2 above has been finalised. 4. Directs the Chief Executive Officer to engage a suitably qualified consultant to undertake a Bush Fire Hazard Assessment of the Shire municipality, in consultation with FESA, and in accordance with the Planning for Bush Fire Protection document. 	L Guthridge	<ol style="list-style-type: none"> 1. Noted. 2. Presented to Council in August 2011 for initial adoption. Advertising period closed on 8 December 2011. Amendment adopted by Council on 25 January 2012 and forwarded to WAPC for final approval. Amendment gazetted 8 June 2012. 3. Noted. 4. Funding application was successful – Council accepted funds at March 2011 meeting. Bushfire Hazard Strategy Consultant Brief finalised and tenders called for by 14 September 2011. Final report received and adopted by Council in August 2012 for purpose of future public consultation. Council in March 2016 	<p>June 2021</p> <p>It had been the intention to present a report on the review of Town Planning Scheme Policies, including the Plantation Policy to the June Council meeting however further work and internal discussion is required before that report can be completed. It is intended to present the report to the July Council meeting.</p>	✓

	<p>5. Directs the Chief Executive Officer to commence a comprehensive review of the Shire's Plantation Applications Policy to address the following issues:</p> <ul style="list-style-type: none"> a) Definition of woodlots and shelter belts and list of acceptable locally native tree species. b) Location of surrounding development and adequate bush fire risk assessment and management, with reference to FESA Guidelines for Plantation Fire Protection. c) Other natural resource management issues identified in the Shire's Managing the Natural Environment Policy and Natural Environment Strategy. <p>6. Following completion of Points 4 and 5 above, the Chief Executive Officer is to present a report to a future meeting of Council for further consideration.</p>		<p>resolved not to progress. See Point 6 below.</p> <p>5. Commenced but little progress to date, pending adoption of Bushfire Hazard Strategy. No further action progressed. New detailed Bushfire Hazard Level Assessment to be prepared for Local Planning Strategy, with recommendations for plantation exclusion (August 2017).</p> <p>November 2018 New draft Bushfire Hazard Assessment being prepared by consultant, to assist further consideration of plantation exclusion.</p> <p>December 2018 CEO and Manager Planning met with bushfire consultant on 28 November 2018. Bushfire Hazard Assessment nearing completion for presentation to Council early in 2019.</p> <p>6. Noted. Draft Bush Fire Hazard Strategy adopted by Council in August 2012 for the purpose of future public consultation along with scheme amendments. See Item C.19/0812 below. No further action to be taken with strategy as per C.18/0216. No further action on policy review (May 2016).</p> <p>January 2019 Final draft Bushfire Hazard Strategy received for Staff review, to be presented to Council by March 2019. No progress made of Plantation Applications Policy Review.</p> <p>February 2019 Bushfire Hazard Level Assessment feedback sent to consultant for finalising document. Research commenced for Plantation Applications Policy Review.</p>		
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		<p>March 2019 Final Bushfire Hazard Level Assessment received for staff review then to be presented to Council in April 2019. Research commenced for Plantation Applications Policy Review.</p> <p>April 2019 Final BHL report received still under review for presentation to Council in May 2019. BHL to also be sent to DPLH and DFES. Further research into Plantation Applications Policy review not progressed.</p> <p>July 2019 Final BHL report received still under review for presentation to Council in August 2019. BHL to also be sent to DPLH and DFES. Further research into Plantation Applications Policy review not progressed.</p> <p>August 2019 BHL to be presented to Council in November 2019.</p> <p>September 2019 Draft BHL referred to DLPH and DFES for preliminary feedback, before being presented to Council.</p> <p>October 2019 Preliminary response received from DFES on draft BH. Pending feedback from DPLH.</p> <p>November 2019 Preliminary response received from DFES on draft BHL. Pending feedback from DPLH.</p> <p>December 2019 Preliminary response received from DFES on draft BHL. Pending feedback from DPLH.</p> <p>January 2020 Preliminary response received from DFES on draft BHL. Pending feedback from DPLH.</p>		
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		<p>February 2020 Preliminary response received from DFES on draft BHL. Pending feedback from DPLH.</p> <p>March 2020 Preliminary response received from DFES on draft BHL. Pending feedback from DPLH.</p> <p>April 2020 Preliminary response received from DFES on draft BHL. Pending feedback from DPLH.</p> <p>May 2020 Preliminary response received from DFES on draft BHL. Contact with DPLH made in May 2020 for pending feedback. Meeting to be scheduled shortly.</p> <p>June 2020 Meeting with DPLH scheduled for 26 June 2020 to discuss draft Bushfire Hazard Level Assessment.</p> <p>July 2020 Meeting with DPLH scheduled held on 26 June 2020 to discuss draft Bushfire Hazard Level Assessment. Councillor Briefing to be held on 23 July 2020 regarding draft Bushfire Hazard Level Assessment and other bushfire issues.</p> <p>August 2020 Councillor Briefing held 23 July 2020 on findings of the BHL and bushfire framework review update. Final BHL to be presented to Council in August 2020 for adoption.</p> <p>September 2020 Bushfire Hazard Level Assessment adopted by Council 27 August 2020. Local Planning Strategy progressing. Plantation Applications Policy still to be reviewed.</p>		
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			<p>October 2020 Plantation Applications Policy still to be reviewed.</p> <p>February 2021 No progress since last update</p> <p>April 2021 All aspects of the resolution have been completed excepting review of Plantations Policy – a report will be submitted to the May Council meeting on this review.</p>		
C.03/1116 RV Friendly Towns	That Council consider the registration and promotion of Bridgetown as an RV Friendly Town and Greenbushes as an RV Destination and request the CEO present a report back to Council on the requirements and implications of obtaining such registrations.	T Clynych	<p>Assessment against guidelines of Campervan and Motorhome Club of Australia Limited (CMCA) has commenced (March 2017).</p> <p>The requirement for a dump point is a mandatory requirement for registration as a RV Friendly Town and assessment of options is currently occurring to enable a report back to Council (April 2017).</p> <p>A meeting has recently been held with representatives of the Bridgetown Agricultural Society regarding development of a dump point at the showgrounds (June 2017).</p> <p>Greenbushes appears to comply with the requirements necessary to obtain "RV Friendly Destination" Status and the Visitor Centre Manager is in the process of submitting an application (February 2018).</p> <p>An application to Water Corporation is currently being prepared for a sewerage connection for a dump point at the railway car park. This will enable a cost estimate to be conducted. Funding of the dump point is a proposed new action in the updated corporate Business Plan proposed to be</p>	June 2021 No progress since last update	

		<p>presented to the budget workshop (May 2018).</p> <p>Discussions occurred at August Council Concept forum. Railway car park site confirmed. Costings and design for both sewerage and holding tank options being progressed (September 2018).</p> <p>November 2018 Discussion occurred at the November Concept forum about the proposed dump point in Bridgetown and direction was given to staff to further investigate waste water disposal options.</p> <p>February 2019 Application has been lodged with Water Corporation for a sewer connection for a dump point in the railway car park.</p> <p>March 2019 Planning and cost estimates for establishment of a dump point in the railway car park is being completed in time for 2019/20 budget considerations. Greenbushes site – refer comments for Resolution C.16/0513 on Page 5.</p> <p>April 2019 An application has been submitted to Water Corporation for connection to sewer for the proposed dump point in the railway car park. A dump point at the Greenbushes Sportsground is being investigated as part of the planning for that precinct.</p> <p>June 2019 At the June Concept Forum council determined to include funding in 2019/20 for installation of a sewer connected dump point in the railway car park. This funding will be confirmed in the 2019/20 budget.</p>		
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		<p>October 2019 The approval process for connection of sewer to the proposed dump point in the railway car park (Bridgetown) has commenced.</p> <p>The draft concept plan for the Greenbushes Sportsground Precinct shows a proposed dump point.</p> <p>November 2019 Application for sewer connection for dump point in railway car park has been submitted to Water Corporation.</p> <p>February 2020 Dump point application for Bridgetown has been submitted and installation is expected by June 2020. Signage to incorporate dump point insignia will be required and this will be an opportunity to review advance warning signage on entrance to Bridgetown.</p> <p>Greenbushes camp area is included in current community consultation for Greenbushes Sportsground Precinct.</p> <p>May 2020 Installation of the dump point in railway car park has been deferred as trenching of Spencer Street is required for sewer connection and plumber raised concerns about trenching in Winter. Works have been rescheduled for Spring.</p> <p>Greenbushes camp area is included in current community consultation for Greenbushes Sportsground Precinct.</p> <p>January 2021 Preparation of a scope of works for consultants to progress the conceptual design of the Greenbushes Sportsground and Tourism Precinct project is being prepared in house for review by ELT and</p>		
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			<p>issue in February 2021.</p> <p>The Bridgetown dump point has been installed and is now operational. Directional street signage has been ordered and awaiting supply.</p> <p>February 2021 Directional signage to dump point, electric vehicle recharge station, caravan parking, etc. installed.</p> <p>March 2021 A Camping Strategy is to be prepared and will address the RV Friendly Towns requirements.</p> <p>April 2021 No progress since last update.</p> <p>May 2021 No progress since last update</p>		
C.02/1216 Acquisition of Dumpling Gully Precinct	That Council request the CEO to investigate the options of the Shire of Bridgetown-Greenbushes taking ownership of the Dumpling Gully Dams (and associated area) commonly called the Dumpling Gully Precinct to incorporate the area into a Shire Reserve which can be developed for both passive and active recreation activities for the community and to manage and protect the Wetlands and associated unique fauna and flora of the region.	T Clynh	<p>Correspondence forwarded to Water Corporation on 23 December 2016. Response received 28 February 2017 indicating in-principle support to the proposal (April 2017).</p> <p>A meeting was held with the Water Corporation and Talison Lithium on 19.6.17 to further discuss the processes for de-proclamation of the drinking water source and the need to engage with DPAW (July 2017).</p> <p>A meeting is scheduled for 3 September with Water Corporation to progress this matter (September 2018).</p> <p>Advice received from Water Corporation that is continuing to work with Department of Water and Environmental Regulation (DWER) about excising the dam from State</p>	June 2021 A meeting was held last week with an officer of the Water Corporation to discuss any issues precluding transfer of the land to the Shire. All matters have been addressed and the issue is currently with DBCA to progress. An update has been requested from DBCA.	

		<p>Forest (requires Cabinet approval) and resolving the water allocation issues. A follow up meeting with DWER is being planned (October 2018).</p> <p>January 2019 Refer item in January agenda.</p> <p>February 2019 Submission lodged with Department of Water and Environmental Regulation recommending that the Greenbushes Catchment Area should be abolished under the Country Areas Water Supply Act 1947.</p> <p>September 2019 DWER is currently conducting stakeholder consultation on the abolition of the Greenbushes Catchment Area under the Country Areas Water Supply Act 1947 on the basis that water quality issues with this source means that it is no longer used by the Water Corporation to supply public drinking water. The DWER recommendation is that the catchment should now be abolished to enable increased recreation, tourism and customary activities.</p> <p>October 2019 The process to transfer the land from State Forest is progressing.</p> <p>March 2020 The Shire President and CEO had a meeting with the Minister for Environment about growth strategy projects and took the opportunity to ask for an update on transfer of the former Water Corporation dams to the Shire. A response was subsequently received from the Minister advising that DBCA is supportive in-principle of the Shire's request to use the dams for recreation but a number of issues need to be addressed with both the Shire and Water Corporation. A</p>		
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			<p>meeting of all parties is to be requested to expedite the matter.</p> <p>May 2020 A meeting of relevant agencies is required but hasn't been able to be arranged due to COVID-19. With the current easing of restrictions a meeting is to be scheduled.</p> <p>July 2020 A meeting with DBCA is being arranged for August.</p> <p>August 2020 A meeting was held with DBCA to discuss a number of matters including the dumping gully precinct. This led to an understanding that a meeting with all parties (Shire, DBCA and Water Corporation) needs to be held and this is currently being arranged.</p> <p>September 2020 A request has been submitted to DBCA for a meeting to be held between Shire, DBCA and Water Corporation to identify issues to enable this proposal to be progressed.</p> <p>January 2021 No further progress.</p> <p>February 2021 No progress since last update</p> <p>April 2021 No progress since last update.</p> <p>May 2021 No progress since last update</p>		
C.08/0917 Preparation of Shire of Bridgetown-Greenbushes Local Planning Strategy and Local Planning Scheme No 6	<p>That Council:</p> <ol style="list-style-type: none"> Notes that the draft Local Planning Strategy adopted by Council in November 2012 has not been endorsed by the Western Australian Planning Commission for the purpose of advertising and will not be further progressed. Notes the appointment of Lush Fire & Planning to prepare a Bushfire Hazard Level 	L Guthridge	<ol style="list-style-type: none"> Noted. Noted. Preliminary investigations completed. Preliminary draft report received February 2018 for staff review. Meeting scheduled with Department of Planning, Lands and Heritage for 8 March 2018 for preliminary advice. Follow up 	June 2021 A meeting was held last week with the Department of Planning to discuss various matters being addressed in the Local Planning Strategy. Note there has been a restructure of the South West Office of the Department of Planning and the main purpose of the meeting was to update the new Manager. The Shire's consultant is	

	<p>Assessment to guide preparation of a new Local Planning Strategy and Local Planning Scheme for the Shire of Bridgetown-Greenbushes.</p> <p>3. Pursuant to regulation 11 of the Planning and Development (Local Planning Schemes) Regulations 2015, directs the Chief Executive Officer to prepare a new Local Planning Strategy for all land within the Shire of Bridgetown-Greenbushes municipality, as per the Scheme Map Area marked in Attachment 9.</p> <p>4. Pursuant to section 72 of the Planning and Development Act 2005 and regulation 19 of the Planning and Development (Local Planning Schemes) Regulations 2015, directs the Chief Executive Officer to prepare a new Local Planning Scheme No. 6, for all land within the Shire of Bridgetown-Greenbushes municipality, as per the Scheme Map Area in Attachment 9, and upon gazettal will revoke Town Planning Scheme No. 3 and Town Planning Scheme No. 4.</p> <p>5. Pursuant to section 72 of the Planning and Development Act 2005 and regulation 20 of the Planning and Development (Local Planning Schemes) Regulations 2015, directs the Chief Executive Officer to forward to the Western Australian Planning Commission:</p> <p>a) A copy of Council's resolution deciding to prepare a new Local Planning Strategy and Local Planning Scheme No. 6 for the Shire of Bridgetown-Greenbushes; and</p> <p>b) A map marked Scheme Map Area signed by the Chief Executive Officer, on which</p>		<p>meeting with DPLH staff on 27 March 2018, working with consultant on modifications. Draft report to be presented to Council in July 2018 (April 2018). Contact has since been made with a planning consultant to assist in completion of the Local Planning Strategy (June 2018). Consultant has been engaged (July 2018). Meeting held with DPLH staff on 4 September 2018 (September 2018).</p> <p>3. Noted.</p> <p>4. Noted.</p> <p>5. Correspondence sent to WAPC on 26 October 2017. Response received.</p> <p>6. Noted. To be actioned.</p> <p>November 2018 Liaison with Shire's planning consultant and DPLH staff continuing.</p> <p>December 2018 Sections of draft LPS prepared by planning consultant currently being reviewed by Shire staff.</p> <p>January 2019 Final draft Bushfire Hazard Level Assessment received for Shire staff review. Further consultation with planning consultant undertaken in December 2018. Shire staff working through detailed zoning and lot analysis for all townsites and investigation areas.</p> <p>February 2019 Zoning and Precinct Analysis completed and forwarded to planning consultant for consideration. See C.14/0310 above in relation to Bushfire</p>	<p>continuing to work on the document.</p>	
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	<p>is delineated the area of land proposed to be included in the Local Planning Strategy and Local Planning Scheme No. 6 for the Shire of Bridgetown-Greenbushes.</p> <p>6. Subject to receiving notification from the Western Australian Planning Commission pursuant to regulation 20 of the Planning and Development (Local Planning Schemes) Regulations 2015, directs the Chief Executive Officer to:</p> <p>a) publish a notice within a newspaper circulating in the Shire district of the passing of the resolution deciding to prepare a Local Planning Strategy and Local Planning Scheme No. 6 for the Shire of Bridgetown-Greenbushes.</p> <p>b) forward a copy of the notice to and seeking a memorandum in writing setting out any recommendations in respect of the resolution to:</p> <p>(i) the local government of each district that adjoins the local government district;</p> <p>(ii) each licensee under the Water Services Act 2012 likely to be affected by the scheme;</p> <p>(iii) the Chief Executive Officer of the Department of Biodiversity, Conservation and Attractions assisting in the administration of the Conservation and Land Management Act 1984; and</p> <p>(iv) each public authority likely to be affected by the scheme, including the Department of Water and</p>	<p>Hazard Level Assessment.</p> <p>March 2019 Meeting scheduled with DPLH staff, SWDC staff and planning consultant. See C.14/0310 above in relation to Bushfire Hazard Level Assessment.</p> <p>April 2019 Meeting held with DPLH and SWDC staff in March 2019. Planning Consultant working on Planning Precinct Analysis. See C.14/0310 above in relation to Bushfire Hazard Level Assessment.</p> <p>May 2019 Liaison with DPLH staff, planning consultant and bushfire consultant continuing.</p> <p>June 2019 Further liaison with planning consultant continuing.</p> <p>July 2019 Further liaison with planning consultant and DPLH continuing.</p> <p>August 2019 Further liaison with planning consultant required.</p> <p>September 2019 Preliminary draft Local Planning Strategy referred to DPLH for feedback.</p> <p>October 2019 Pending DPLH feedback on draft Local Planning Strategy and draft Bushfire Hazard Level Assessment.</p> <p>November 2019 Pending DPLH feedback on draft Local Planning Strategy and draft Bushfire Hazard Level Assessment.</p> <p>December 2019 Pending DPLH feedback on draft Local Planning Strategy and draft Bushfire Hazard Level Assessment.</p> <p>January 2020</p>		
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	<p>Environment Regulation pursuant to section 81 of the Planning and Development Act 2005.</p>	<p>Pending DPLH feedback on draft Local Planning Strategy and draft Bushfire Hazard Level Assessment.</p> <p>February 2020 Pending DPLH feedback on draft Local Planning Strategy and draft Bushfire Hazard Level Assessment.</p> <p>March 2020 Pending DPLH feedback on draft Local Planning Strategy and draft Bushfire Hazard Level Assessment.</p> <p>April 2020 Pending DPLH feedback on draft Local Planning Strategy and draft Bushfire Hazard Level Assessment.</p> <p>May 2020 Contact made with DPLH for pending feedback on draft Local Planning Strategy and draft Bushfire Hazard Level Assessment.. Meeting to be held as soon as possible. Feedback</p> <p>June 2020 Preliminary feedback from DPLH received on draft Local Planning Strategy. Meeting with DPLH scheduled for 26 June 2020 to discuss draft Bushfire Hazard Level Assessment and draft Local Planning Strategy.</p> <p>July 2020 Meeting with DPLH held on 26 June 2020 to discuss draft Bushfire Hazard Level Assessment and draft Local Planning Strategy. Follow up meeting with DPLH scheduled for 27 July 2020 to discuss draft Local Planning Strategy, with further work continuing.</p> <p>August 2020 Councillor Briefing held 23 July 2020 on findings of the BHL and bushfire framework review update. Final BHL to be presented to</p>		
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			<p>Council in August 2020 for adoption. Work on draft Local Planning Strategy continuing.</p> <p>September 2020 Bushfire Hazard Level Assessment adopted by Council 27 August 2020. Local Planning Strategy progressing.</p> <p>January 2021 Geoff Lush from Lush Fire and Planning Consultants have been appointed to assess (and provide an estimate for same) for what work is required to progress and complete the Local Planning Strategy.</p> <p>Once an estimate is received it will be determined if the Shire appoints Lush Fire and Planning in line with budget constraints.</p> <p>February 2021 No progress since last update</p> <p>March 2021 A consultant has been engaged to assist with completion of the Local Planning Strategy.</p> <p>April 2021 No progress to report since last update.</p> <p>May 2021 The consultant engaged to assist with preparation of the draft LPS is continuing to work on this project.</p>	
C.04/0519 Development of Plans for Upgrade of Bridgetown CBD Parking and Geegelup Brook Beautification	<p>That Council:</p> <ol style="list-style-type: none"> 1. Amend its 2018/19 budget to include \$25,000 unbudgeted expenditure for the purpose of funding the preparation of detailed design plans for improvements to the Bridgetown CBD parking behind the shops on the western side of Hampton Street and the beautification of the adjacent Geegelup Brook. 2. Seek the input of its Sustainability Advisory 	T Clynych	<p>June 2019 Consulting engineer still to be engaged.</p> <p>August 2019 The resolution from Council's May 2019 meeting required the CEO to seek the input of the Sustainability Advisory Committee in identifying the key elements in the Geegelup Brook Beautification Project, including channel widening, public access and revegetation. Discussion on this matter is scheduled to occur at the SAC meeting to be</p>	<p>June 2021 No progress since last update</p>

	<p>Committee in identifying the key elements in the Geegelup Brook Beautification Project, including channel widening, public access and revegetation.</p> <p>3. Transfer the sum of \$25,000 from the Strategic Projects Reserve to fund the unbudgeted expenditure.</p>	<p>held on 21.8.19.</p> <p>September 2019 The CEO did discuss the scope of the project with members of the Sustainability Advisory Committee and obtained useful feedback. A project scope is currently being prepared and investigations occurring into suitable landscape architects to progress the design of the creek beautification and car park design.</p> <p>October 2019 A request for quote has been prepared and has been sent to three selected landscape architects.</p> <p>February 2020 A meeting with interested consultants is being scheduled.</p> <p>March 2020 Five consultants were invited to attend a site visit to discuss the project. The aim of the site visit was to invite interested consultants to quote on the preparation of a detailed project brief and tender document to support the Project. One consultant accepted the invitation (the others declined or did not respond). The consultant has provided a quote which will be reviewed by the Executive Leadership Team on 24 March 2020.</p> <p>April 2020 Consultant selected to prepare scope of works.</p> <p>May 2020 Scope of works completed. Next step is to seek quotes/proposals from consultants (landscape designers/engineers) for the project.</p> <p>January 2021 The Development Infrastructure Group (internal) has reviewed the draft</p>		
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			<p>scope/tender documents and they are now waiting review by ELT (expected to occur in February).</p> <p>February 2021 No progress since last update</p> <p>April 2021 No progress to report since last update.</p> <p>May 2021 A proposal for a community design exercise is currently being developed for presentation to Council.</p>		
<p>C.07/1119 Proposal to Remove Two Parking Bays in Steere Street</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Defer any consideration for removal of car parking bays in Steere Street pending investigations into possible redesign of the Civic Centre car park and conversion of Stewart Street into a one way thoroughfare. 2. Request the CEO to investigate and report back on the possibility and practicalities of changing Stewart Street to a one way street, including an assessment of whether the Hampton Street end of the street can be retained as two way access. 3. Request the CEO to investigate and report back on redesigning the Civic Centre car park including the possibility of making each entrance to the car park one-way only. 	T Clynch	<p>March 2020 No progress since last update</p> <p>April 2020 Work has commenced on preparing plans for possible redesign of car park as well as investigations into Stewart Street design and traffic flow.</p> <p>May 2020 Plans completed and will be presented to June Concept Forum.</p> <p>June 2020 Awaiting feedback from MRWA before tabling plans at Concept Forum.</p> <p>July 2020 A report will be presented to the August Concept Forum</p> <p>August 2020 Revised plans were presented to the August Concept Forum for discussion and will shortly be subject to a community consultation exercise.</p> <p>September 2020 Community consultation to commence shortly.</p> <p>January 2021 The consultation period had been extended and submissions will be received until 4pm on Friday 22 January 2021.</p>	<p>June 2021 Refer report in June Council agenda</p>	√

			<p>February 2021 Submissions being assessed.</p> <p>March 2021 A report will be prepared for the April Council Meeting.</p> <p>April 2021 Due to other work priorities the report to Council has been delayed until the May Council Meeting.</p> <p>May 2021 Further assessment of the project is occurring before presentation to Council – expected to be in June. The funds in the 2020/21 budget are proposed to be carried forward to 2021/22.</p>	
C.04/0320 Order to Take Measures to Prevent Straying Stock	<ol style="list-style-type: none"> 1. That Council withdraw the order placed on the owner of the property at RSN 298 Connell Road, Catterick requiring the owner to make necessary arrangements to ensure that stock is contained within that property and to remove any existing cattle grids within the road reserve of Connell Road. 2. That the CEO report back to Council on the need for determining a position or policy on the use of cattle grids on public roads. 	T Clynoch	<p>April 2020 Order has been withdrawn.</p> <p>Work yet to be commenced on cattle grids position/policy.</p> <p>August 2020 An audit of gates and cattle grids within road reserves is currently being undertaken in order to inform preparation of a draft policy</p> <p>January 2021 No further progress</p> <p>February 2021 No progress since last update</p> <p>March 2021 No progress since last update</p> <p>April 2021 No progress to report since last update</p> <p>May 2021 No progress since last update.</p>	<p>June 2021 No progress since last update</p>
C.14/0520 Proposed Reserve Rationalisation	That Council noting that no public submissions were received, and pursuant to Section 51, 56 and 58 of the Land Administration Act 1997, supports the proposed change in purpose from Public Recreation	L Guthridge	<p>June 2020 Written request forwarded to DLPH for Minister's approval.</p> <p>July 2020</p>	<p>June 2021 No progress since last update</p>

	to Public Purpose and rationalisation of Reserve 48886, Lot 1 Balmoral Drive, Bridgetown, facilitated through partial road widening and closure of Balmoral Drive, as shown on Attachment 13, and directs the Chief Executive Officer to seek approval from the Minister for Lands.		<p>DPLH acknowledgement received 7 July 2020. Pending formal response.</p> <p>August 2020 DPLH acknowledgement received 7 July 2020. Pending formal response.</p> <p>September 2020 DPLH acknowledgement received 7 July 2020. Pending formal response.</p> <p>January 2021 No further progress</p> <p>February 2021 No progress since last update</p> <p>March 2021 Survey instructions have been released by DPLH and quotes for survey are currently being obtained.</p> <p>April 2021 Survey has been completed and final documentation is being assessed by the Department of Planning Lands and Heritage.</p> <p>May 2021 No progress since last update.</p>	
C.05/0620 Review of Local Laws	<p>That Council resolves to undertake a review of the following Local Laws in accordance with section 3.16 of the Local Government Act and to give local public notice of its intent to undertake the review:</p> <ul style="list-style-type: none"> • Activities on Thoroughfares and Trading in Thoroughfares & Public Places Local Law; • Bush Fire Brigades Local Law; • Cats; • Cemeteries; • Dogs; • Fencing; • Health; • Local Government Property; • Parking & Parking Facilities; • Pest Plants; and • Standing Orders. 	T Clynych	<p>August 2020 Statutory advertising inviting submissions on review of Council Local Laws was published in Manjimup Bridgetown News on 12 August. Notice was also placed on Shire website and a “news” story uploaded on website and Facebook. Closing date for submissions is 25 September 2020.</p> <p>September 2020 Awaiting conclusion of statutory community consultation period.</p> <p>January 2021 Council received one submission on the review of Council Local Laws. 28 January 2021 council agenda includes a report with recommendations from the Sustainability Advisory Committee in regards to the review.</p>	<p>June 2021 No progress since last update</p>

			<p>February 2021 Submissions being assessed.</p> <p>March 2021 No progress since last update</p> <p>April 2021 Due to workload the report wasn't completed for the April Council meeting and will instead be presented to the May meeting.</p> <p>May 2021 Assessment of submissions has identified some issues requiring further investigation therefore report has been deferred to the June meeting.</p>	
C.05/0720 Trial of Condom Dispensing Machine	<p>That Council:</p> <ol style="list-style-type: none"> Notes the feedback from the trial of having free condom vending machines in the library toilets. Approves the installation of coin operated condom dispensing machines in the male and female change rooms at the Bridgetown Leisure Centre. Funds the purchase and installation of the vending machines at an approximate cost of \$1,800 with these funds to be included in the 2020/21 budget. Acknowledges that Blackwood Youth Action will be responsible for management of the vending machines, including purchase of stock and receipt of income from sale of the products. Notes that signage (posters) will be displayed in the change rooms explaining the importance of having condom dispensing machines in our community and requesting respect for the initiative. 	T Clynych	<p>August 2020 Awaiting adoption of 2020/21 budget before purchasing vending machines.</p> <p>October 2020 Vending machines have been ordered.</p> <p>January 2021 No further progress.</p> <p>February 2021 Communication occurring with machine distributor about sourcing suitable coin mechanism machines.</p> <p>March 2021 No progress since last update</p> <p>April 2021 Supply of suitable machines in Australia is critically low. Discussions are occurring with suppliers about availability of \$2.00 vend machines as an alternative to \$1.00 vend.</p> <p>May 2021 No progress since last update.</p>	<p>June 2021 An order has been placed for delivery of 2 single column vending machines</p>

	<p>6. Advises Blackwood Youth Action that in the event of damage occurring to the vending machines it shouldn't be assumed that the Shire will fund replacement machines.</p> <p>7. Reviews the suitability of the leisure centre as the location for condom vending machines at such time as the proposed Blackwood Youth Action youth facility is developed and operational.</p>				
C.03/1120 South West Regional Councils Designated Area Migration Agreement (DAMA) Memorandum of Understanding	<p>That Council:</p> <ol style="list-style-type: none"> 1. Instructs the Chief Executive Officer to execute the South West Regional Councils Designated Area Migration Agreement (DAMA) Memorandum of Understanding as per Attachment A. 2. Approves in-principle the allocation of a maximum \$5,000 in the 2021/22 budget as its contribution towards the DAMA initiative. 3. Requests that further consideration be given to a scale of contributions by South West Councils based on population, current ABS job statistics or other appropriate comparative tool. 	T Clynch	<p>December 2020 Memorandum of Understanding yet to be circulated for endorsement.</p> <p>January 2021 No further progress.</p> <p>February 2021 No progress since last update</p> <p>March 2021 No progress since last update</p> <p>April 2021 The CEO has met with the consultant engaged to investigate possible establishment of a South West DAMA and arranged for that consultant to meet with relevant business leaders within the Shire.</p> <p>May 2021 No progress since last update.</p>	June 2021 Refer report in June Council agenda	√
C.04/1220 Speed Limit Greenbushes Grimwade Road	That Main Roads Western Australia be requested to review the current open speed limit on Greenbushes Grimwade Road between the timber mill and intersection with Forest View Court with specific consideration to be given to making this section of road a 60km/h speed limit.	G Arlandoo	<p>January 2021 Correct signage has been installed by Main Roads WA to formalise the official speed zoning on this road. However, there is a case to be made that it could be 60-80kph given that the section is a partially built-up area on a local distributor road. The necessary forms will be submitted to Main Roads WA for a reduced speed limit once more traffic data is obtained.</p> <p>February 2021 No progress since last update</p>	June 2021 Main Roads have reviewed the requested speed zoning and willing to make the following changes: <ul style="list-style-type: none"> • Replace the current 60kmh speed zoning with 70kmh speed zoning, and commence this at the highway; • Extend the 70kmh speed zoning from where the current 60kmh speed zoning ends (near the mill) to Forest View Court. 	√

			<p>March 2021 Application has been submitted to MRWA.</p> <p>April 2021 No progress to report since last update.</p> <p>May 2021 Reminder sent to MRWA on 17th May.</p>	The proposed speed zoning will therefore be 70kmh from the South Western Highway to Forest View Court.	
C.06/0321 Consideration of Recommendation from Annual General Meeting of Electors – Peninsula Road Speed Limit	That Council direct the CEO to submit a request Main Roads Western Australia to consider a reduction of the speed limit on Peninsula Road between Hampton Street and Maslin Reserve.	G Arlandoo	<p>April 2021 The request to Main Roads Western Australia is currently being actioned with the first action to be the obtaining of up to date traffic count information in order to inform the request.</p> <p>May 2021 No progress since last update.</p>	June 2021 Traffic data currently being processed.	
C.09/0321 Greenbushes CBD Parking & Safety Enhancement Project	<p>That Council:</p> <ol style="list-style-type: none"> 1. Endorses the final concept (layout) plan for the Greenbushes CBD Parking & Safety Enhancement Project as per Attachment 6. 2. Notes and acknowledges the contribution by Talison Lithium Pty Ltd to fund the land acquisition component of the Greenbushes CBD Parking & Safety Enhancement Project 3. Amends the 2020/21 budget to reflect the financial contribution by Talison Lithium Pty Ltd, being unbudgeted revenue and matching unbudgeted expenditure of \$80,000 noting that in the event of expenditure being less than this amount a reduced financial contribution will be received. 4. Authorise the CEO to lodge an application for subdivision to excise the land required for the Greenbushes CBD Parking & Safety Enhancement Project from Lots 35, 36 and 37 Blackwood Road, Greenbushes. 5. Authorise the CEO to complete the land acquisition processes for excising the land 		<p>April 2021 Work has been done in reformatting the final concept (layout) plan into a plan suitable for lodging with an application for subdivision to excise the land for the car park from existing lots. The subdivision application form is being prepared and is awaiting signing by the land owners prior to submittal to the Western Australian Planning Commission.</p> <p>May 2021 Awaiting endorsement of the subdivision application by land owners.</p>	June 2021 No progress since last update	

	required for the Greenbushes CBD Parking & Safety Enhancement Project from Lots 35, 36 and 37 Blackwood Road, Greenbushes.			
C.14/0321 CSRFF Grant Application – Tennis Club Changerooms Upgrade	That Council note that the Community Sport and Recreation Facilities Fund (CSRFF) grant application, submitted by the Shire of Bridgetown-Greenbushes for the upgrade of the male and female change-rooms at the Bridgetown Lawn Tennis Club and advise the Department of Local Government, Sport and Cultural Industries that it ranks this application as Priority 1 of 1 for the current funding round for this Shire.	M Richards	April 2021 Announcement of grant outcomes is anticipated to occur no later than June 2021. May 2021 No update since April.	June 2021 Awaiting announcement of grant recipients.
C.16/0321a & b Swimming Pool Season Dates and Opening Hours	That Council extend the hours to a maximum of 4 hours a day until the end of school holiday period, 18 April 2021 with the expenditure being as unbudgeted expenditure. That Council directs the CEO prepare a report for council on the actual patronage and effectiveness on opening the pool over the extended period	E Denniss	April 2021 A report will be prepared for consideration in May. May 2021 ELT reviewed the Manager Recreation & Culture report and will prepare a briefing to Councillors at the June Concept Forum.	June Report was tabled at June Concept Forum. A formal report will be presented to Council in July or August discussing options to extend the season into April at no additional cost.
C.08/0421 Visitor Information Services & Brierley Jigsaw Gallery Outsourcing Business Case	That Council: 1. Receive the Business Case for the outsourcing of the Shire of Bridgetown-Greenbushes Visitor Centre, including the Brierley Jigsaw Gallery. 2. Endorse the recommendation contained in the Business Case to outsource the management of the Visitor Centre and the Brierley Jigsaw Gallery to the Bridgetown Community Resource Centre (CRC). 3. Direct the CEO to a. Develop an implementation plan and a communications plan to facilitate the transfer of responsibility for management of the Visitor Centre from the Shire of Bridgetown-Greenbushes to the CRC including the relocation of the CRC to the current Visitor Centre building.	E Denniss	May 2021 A preliminary implementation approach has been prepared and will be implemented in late May.	June 2021 Implementation plan completed; letters issued to all stakeholders advising of Council decision and inviting them to meet with CEO and EMCS.

	<p>b. Develop a draft 5 year contract with the CRC to formalize the terms of agreement, outlining service delivery key performance indicators, annual operating subsidy and funding contributions of both parties with regard to the required building refurbishments with a final draft to be presented to Council for endorsement.</p> <p>c. Commence engagement with the Bridgetown Historical Society regarding the removal of the existing museum items in the Visitor Centre building</p> <p>d. Commence engagement with the Blues at Bridgetown and Bridgetown Landcare regarding their proposed relocation from the current Visitor Centre building to the current Community Resource Centre building.</p>				
<p>C.02/0421 Code of Conduct for Council Members, Committee Members and Candidates</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Revokes Policy M.12 – Code of Conduct (Members and Staff). 2. Adopts as a new Policy M.12 the Shire of Bridgetown-Greenbushes Code of Conduct to be observed by Council Members, Committee Members and Candidates as shown at Attachment 1. 3. Requests the Chief Executive Officer to publish the adopted Code of Conduct on the Shire of Bridgetown-Greenbushes website. 4. Notes that the Chief Executive Officer has a responsibility to develop a Code of Conduct for Employees. 	<p>T Clynych</p>	<p>May 2021 New Code of Conduct has been published on Shire website.</p>		<p>√</p>

<p>C.09/0521 Access and Inclusion Advisory Committee Membership & Visitor Centre Access</p>	<p>1. That Council direct the CEO to investigate options to increase the accessibility of the current Visitor Centre building.</p> <p>2. That Council endorse the appointment of community member Roberta Waterman to the Access and Inclusion Advisory Committee.</p>	<p>T Clynch</p>		<p>June 2021 This action is linked to Resolution C.08/0421 Visitor Information Services & Brierley Jigsaw Gallery Outsourcing Business Case with the consultations associated with that resolution informing this issue.</p>	
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<p>C.11/0521a Speed Limit – Stanifer St & Maranup Ford Rd</p>	<p>That Council direct the Chief Executive Officer to submit a request to Main Roads Western Australia seeking:</p> <ol style="list-style-type: none"> 1. A reduction in the existing 80 kph speed zone on Stanifer St to 60 kph. 2. Removal of the existing 80 kph zone on Maranup Ford Rd extending 1.6 km from Stanifer St and the creation of a two new speed zones as follows: <ul style="list-style-type: none"> A. 60 kph speed zone on Maranup ford Rd extending 1.90 km from Stanifer St. B. 80 kph speed zone on Maranup Ford Rd from the end of the above 60 kph zone to the intersection of Huitson Rd. 	<p>G Arlandoo</p>		<p>June 2021 Shire Officers yet to obtain up-to-date traffic count information in order to inform the request to MRWA in determining the speed zones applicable to the areas under consideration.</p>	

The Shire of Bridgetown-Greenbushes vision is

'A beautiful place to live'

Working together with the community to achieve our shared objectives

In our dealings with customers we will demonstrate the following values

● **Integrity** ● **Respect** ● **Diversity** ● **Transparency** ● **Equity** ●



Our commitment: To be a dynamic organisation that delivers effective services and maintains a strong customer focus.

When contacting us in person, by phone, email or letter we will ensure:

- Our service is delivered by professional, courteous and skilled employees who introduce themselves or are easily identifiable by their name badge.
- All of our interactions with you are handled in a personalised manner reflecting the importance we place on your enquiry.

Throughout all of our interactions with you we will ensure:

- We maintain a polite, competent and helpful approach and endeavour to provide the correct information and assistance.
- If we are unable to resolve your enquiry at the first point of contact, it will be forwarded to the

We value and appreciate your feedback

- Your feedback is important and assists in the continual improvement of our services.
- We will ensure feedback is recorded, acknowledged and forwarded to the relevant Department.
- If you wish to lodge a formal complaint (or compliment) we request you complete a Complaints or Compliments form. Informal feedback on service delivery can be received by email, letter or via the Contact Us link on our website.

The Shire of Bridgetown-Greenbushes vision is
Bridgetown Greenbushes
The heart and soul of the South West

In our dealings with customers we will demonstrate the following values

- Welcoming • Community minded • Creative • Sustainable • Cost effective •



Our commitment: To be a dynamic organisation that delivers effective services and maintains a strong customer focus.

When contacting us in person, by phone, email or letter we will ensure:

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SHIRE OF BRIDGETOWN-GREENBUSHES

MONTHLY FINANCIAL REPORT

For the Period Ended 31 May 2021

LOCAL GOVERNMENT ACT 1995

LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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Detailed account schedules will be provided with financial reports to be presented at the following Council meetings:

October 2020

February 2021 (Budget Review)

April 2021

July 2021

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting by Program)
For the Period Ended 31 May 2021

Note	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)
	\$	\$	\$	\$	%
Operating Revenues					
Governance	16,409	16,330	16,474	144	0.88%
General Purpose Funding - Rates	4,751,480	4,745,677	4,763,567	17,890	0.38%
General Purpose Funding - Other	938,139	928,635	927,077	(1,558)	(0.17%)
Law, Order and Public Safety	1,248,646	425,627	429,059	3,432	0.81%
Health	1,600	1,118	100	(1,018)	(91.04%)
Education and Welfare	5,859	645	484	(161)	(25.02%)
Housing	19,891	18,706	19,660	954	5.10%
Community Amenities	1,046,750	1,025,900	1,057,671	31,771	3.10%
Recreation and Culture	3,353,041	310,304	312,825	2,521	0.81%
Transport	1,627,389	1,513,717	1,333,976	(179,741)	(11.87%)
Economic Services	171,574	164,545	161,204	(3,341)	(2.03%)
Other Property and Services	245,528	229,731	269,586	39,855	17.35%
Total Operating Revenue	13,426,306	9,380,935	9,291,683	(89,252)	
Operating Expenses					
Governance	(1,156,733)	(983,407)	(957,827)	25,580	2.60%
General Purpose Funding	(121,507)	(105,511)	(104,086)	1,425	1.35%
Law, Order and Public Safety	(1,140,867)	(1,018,813)	(959,804)	59,009	5.79%
Health	(145,086)	(125,630)	(81,204)	44,426	35.36%
Education and Welfare	(189,940)	(171,860)	(163,050)	8,810	5.13%
Housing	(23,329)	(29,890)	(37,159)	(7,269)	(24.32%)
Community Amenities	(1,861,399)	(1,546,718)	(1,507,457)	39,261	2.54%
Recreation and Culture	(3,135,039)	(2,422,221)	(2,296,016)	126,205	5.21%
Transport	(4,016,862)	(3,631,847)	(3,280,175)	351,672	9.68%
Economic Services	(785,163)	(695,982)	(648,517)	47,465	6.82%
Other Property and Services	(182,841)	(137,679)	(229,227)	(91,548)	(66.49%)
Total Operating Expenditure	(12,758,766)	(10,869,558)	(10,264,523)	605,035	
Funding Balance Adjustments					
Add back Depreciation	3,704,104	3,444,555	3,402,397	(42,158)	
Adjust (Profit)/Loss on Asset Disposal	8,813	(6,295)	(5,855)	440	
Less Grants Recognised in Prior Year	(994,393)	(901,343)	(901,343)	0	
Adjust Provisions and Accruals	865	0	728	728	
Net Cash from Operations	3,369,303	1,048,294	1,523,087	474,793	
Capital Revenues					
Proceeds from Disposal of Assets	357,226	229,029	228,725	(304)	
Total Capital Revenues	357,226	229,029	228,725	(304)	
Capital Expenses					
Land and Buildings	(2,515,347)	(196,935)	(159,405)	37,530	19.06%
Infrastructure - Roads	(847,041)	(777,038)	(671,372)	105,666	13.60%
Infrastructure - Footpaths	(5,000)	0	0	0	
Infrastructure - Drainage	(40,374)	(29,008)	(22,345)	6,663	22.97%
Infrastructure - Parks and Ovals	(13,103)	(13,103)	0	13,103	100.00%
Infrastructure - Bridges	(673,220)	(673,220)	(673,220)	1	0.00%
Infrastructure - Other	(1,976,812)	(364,575)	(336,602)	27,973	7.67%
Plant and Equipment	(1,423,428)	(872,778)	(867,152)	5,626	0.64%

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting by Program)
For the Period Ended 31 May 2021

	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)
Note	\$	\$	\$	\$	%
Capital Expenses (Continued)					
Furniture and Equipment	(37,864)	(12,617)	(12,617)	0	0.00%
Total Capital Expenditure	(7,532,189)	(2,939,274)	(2,742,713)	196,561	
Net Cash from Capital Activities	(7,174,963)	(2,710,245)	(2,513,989)	196,256	
Financing					
Proceeds from New Debentures	312,500	0	0	0	
Self-Supporting Loan Principal	8,976	4,447	4,447	0	0.00%
Transfer from Reserves	2,181,026	1,443,225	1,443,225	0	0.00%
Repayment of Debentures	(260,734)	(129,412)	(129,412)	0	0.00%
Principal of Lease payments	(37,933)	(38,135)	(38,135)	0	0.00%
Transfer to Reserves	(641,596)	(11,237)	(11,237)	0	0.00%
Net Cash from Financing Activities	1,562,239	1,268,888	1,268,888	0	
Net Operations, Capital and Financing	(2,243,421)	(393,063)	277,986	671,049	
Opening Funding Surplus(Deficit)	2,238,421	2,238,421	2,238,421	0	
Closing Funding Surplus(Deficit)	(5,000)	1,845,358	2,516,407	671,049	

In accordance with Council's variance policy explanation of material variances are reported at sub program level.

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

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(By Nature or Type)
For the Period Ended 31 May 2021

	Note	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)
		\$	\$	\$	\$	%
Operating Revenues						
Rates	11	4,674,497	4,671,420	4,676,825	5,405	0.12%
Operating Grants, Subsidies and Contributions		2,116,263	1,540,653	1,534,192	(6,461)	(0.42%)
Grants, Subsidies and Contributions for the Development of Assets		4,699,086	1,330,542	1,151,888	(178,654)	(13.43%)
Fees and Charges		1,575,598	1,522,167	1,579,634	57,467	3.78%
Interest Earnings		67,235	57,538	60,930	3,392	5.89%
Other Revenue		270,553	238,590	267,193	28,603	11.99%
Profit on Disposal of Assets	8	23,074	20,025	21,022	997	4.98%
Total Operating Revenue		13,426,306	9,380,935	9,291,683	(89,252)	
Operating Expenses						
Employee Costs		(4,767,047)	(4,216,665)	(4,021,902)	194,763	4.62%
Materials and Contracts		(3,226,291)	(2,325,308)	(1,964,474)	360,834	15.52%
Utility Charges		(291,918)	(257,222)	(253,440)	3,782	1.47%
Depreciation on Non-Current Assets		(3,743,775)	(3,444,555)	(3,402,397)	42,158	1.22%
Interest Expenses		(68,819)	(36,067)	(36,854)	(787)	(2.18%)
Insurance Expenses		(264,573)	(264,535)	(272,548)	(8,013)	(3.03%)
Other Expenditure		(382,082)	(311,476)	(297,741)	13,735	4.41%
Loss on Disposal of Assets	8	(14,261)	(13,730)	(15,167)	(1,437)	(10.47%)
Total Operating Expenditure		(12,758,766)	(10,869,558)	(10,264,523)	605,035	
Funding Balance Adjustments						
Add back Depreciation		3,704,104	3,444,555	3,402,397	(42,158)	
Adjust (Profit)/Loss on Asset Disposal	8	(8,813)	(6,295)	(5,855)	440	
Less Grants Recognised in Prior Year		(994,393)	(901,343)	(901,343)	0	
Adjust Provisions and Accruals		865	0	728	728	
Net Cash from Operations		3,369,303	1,048,294	1,523,087	474,793	
Capital Revenues						
Proceeds from Disposal of Assets	8	357,226	229,029	228,725	(304)	
Total Capital Revenues		357,226	229,029	228,725	(304)	
Capital Expenses						
Land and Buildings		(2,515,347)	(196,935)	(159,405)	37,530	19.06%
Infrastructure - Roads		(847,041)	(777,038)	(671,372)	105,666	13.60%
Infrastructure - Footpaths		(5,000)	0	0	0	
Infrastructure - Drainage		(40,374)	(29,008)	(22,345)	6,663	22.97%
Infrastructure - Parks and Ovals		(13,103)	(13,103)	0	13,103	100.00%
Infrastructure - Bridges		(673,220)	(673,220)	(673,220)	1	0.00%
Infrastructure - Other		(1,976,812)	(364,575)	(336,602)	27,973	7.67%
Plant and Equipment		(1,423,428)	(872,778)	(867,152)	5,626	0.64%
Furniture and Equipment		(37,864)	(12,617)	(12,617)	0	0.00%
Total Capital Expenditure	9	(7,532,189)	(2,939,274)	(2,742,713)	196,561	
Net Cash from Capital Activities		(7,174,963)	(2,710,245)	(2,513,989)	196,256	

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(By Nature or Type)
For the Period Ended 31 May 2021

	Note	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)
		\$	\$	\$	\$	%
Financing						
Proceeds from New Debentures	10	312,500	0	0	0	
Self-Supporting Loan Principal	10	8,976	4,447	4,447	0	0.00%
Transfer from Reserves	7	2,181,026	1,443,225	1,443,225	0	0.00%
Repayment of Debentures	10	(260,734)	(129,412)	(129,412)	0	0.00%
Principal of Lease payments	10	(37,933)	(38,135)	(38,135)	0	0.00%
Transfer to Reserves	7	(641,596)	(11,237)	(11,237)	0	0.00%
Net Cash from Financing Activities		1,562,239	1,268,888	1,268,888	0	
Net Operations, Capital and Financing		(2,243,421)	(393,063)	277,986	671,049	
Opening Funding Surplus(Deficit)	2	2,238,421	2,238,421	2,238,421	0	
Closing Funding Surplus(Deficit)	2	(5,000)	1,845,358	2,516,407	671,049	

In accordance with Council's variance policy explanation of material variances are reported at sub program level.

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

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting by Sub Program)
For the Period Ended 31 May 2021

	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
Note	\$	\$	\$	\$	%	
Operating Revenues						
Governance						
Members of Council	50	0	269	269		
Other Governance	16,359	16,330	16,205	(125)	(0.77%)	
General Purpose Funding - Rates						
Rates	4,751,480	4,745,677	4,763,567	17,890	0.38%	
Other General Purpose Funding	938,139	928,635	927,077	(1,558)	(0.17%)	
Law, Order and Public Safety						
Fire Prevention	1,102,589	374,152	373,686	(466)	(0.12%)	
Animal Control	22,750	22,383	25,845	3,462	15.47%	▲
Other Law, Order and Public Safety	123,307	29,092	29,528	436	1.50%	
Health						
Prev Services - Inspection and Admin	1,600	1,118	100	(1,018)	(91.04%)	▼
Education and Welfare						
Other Education	859	645	484	(161)	(25.02%)	
Aged and Disabled - Other	5,000	0	0	0		
Housing						
Staff Housing	19,891	18,706	19,660	954	5.10%	
Community Amenities						
Sanitation - General Refuse	966,786	962,142	988,363	26,221	2.73%	
Sanitation - Other	200	0	0	0		
Sewerage	17,500	15,451	12,984	(2,467)	(15.96%)	▼
Urban Stormwater Drainage	11,364	0	0	0		
Town Planning and Regional Develop	36,000	34,834	38,400	3,566	10.24%	▲
Other Community Amenities	14,900	13,473	17,924	4,451	33.04%	▲
Recreation and Culture						
Public Halls and Civic Centres	439,972	4,150	4,964	814	19.62%	
Other Recreation and Sport	1,897,874	279,288	284,077	4,789	1.71%	
Libraries	23,523	17,589	14,069	(3,520)	(20.01%)	▼
Heritage	983,109	714	929	215	30.12%	
Other Culture	8,563	8,563	8,786	223	2.60%	
Transport						
Streets and Road Construction	1,341,185	1,312,620	1,131,822	(180,798)	(13.77%)	▼
Streets and Road Maintenance	206,054	200,997	202,089	1,092	0.54%	
Parking Facilities	80,050	0	65	65		
Traffic Control	100	100	0	(100)	(100.00%)	
Economic Services						
Tourism and Area Promotion	40,653	36,087	35,798	(289)	(0.80%)	
Building Control	54,521	52,455	62,842	10,387	19.80%	▲
Economic Development	40,400	40,363	36,630	(3,733)	(9.25%)	
Other Economic Services	36,000	35,640	25,933	(9,707)	(27.24%)	▼
Other Property and Services						
Private Works	67,400	59,340	59,412	72	0.12%	
Plant Operation Costs	29,000	26,576	28,330	1,754	6.60%	
Salaries and Wages	95,000	95,000	132,339	37,339	39.30%	▲
Works Activity Department	0	0	937	937		
Corporate Services Department	8,038	8,038	9,362	1,324	16.47%	▲
Admin and Finance Activity Units	100	88	310	222	252.83%	
Planning and Environment Department	0	0	0	0		

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting by Sub Program)
For the Period Ended 31 May 2021

	Note	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
Operating Revenues (Continued)							
Chief Executive Office Department		0	0	155	155		
Community Services Department		1,169	1,169	2,231	1,062	90.87%	▲
Unclassified		44,821	39,520	36,510	(3,010)	(7.62%)	
Total Operating Revenue		13,426,306	9,380,935	9,291,683	(89,252)		
Operating Expenses							
Governance							
Members of Council		(366,723)	(316,945)	(319,904)	(2,959)	(0.93%)	
Other Governance		(790,010)	(666,462)	(637,923)	28,539	4.28%	
General Purpose Funding							
Rates		(120,571)	(105,223)	(103,783)	1,440	1.37%	
Other General Purpose Funding		(936)	(288)	(304)	(16)	(5.49%)	
Law, Order and Public Safety							
Fire Prevention		(1,034,294)	(921,106)	(894,379)	26,727	2.90%	
Animal Control		(57,566)	(52,675)	(35,015)	17,660	33.53%	▲
Other Law, Order and Public Safety		(49,007)	(45,032)	(30,410)	14,622	32.47%	▲
Health							
Maternal and Infant Health		(6,000)	(6,000)	(6,000)	0	0.00%	
Prev Services - Inspection and Admin		(133,134)	(115,757)	(74,603)	41,154	35.55%	▲
Preventative Services - Pest Control		(608)	(346)	0	346	100.00%	
Preventative Services - Other		(5,344)	(3,527)	(601)	2,926	82.95%	▲
Education and Welfare							
Other Education		(23,795)	(22,078)	(22,704)	(626)	(2.83%)	
Care of Families and Children		(57,118)	(52,592)	(50,523)	2,069	3.93%	
Aged and Disabled - Other		(75,983)	(66,821)	(61,139)	5,682	8.50%	▲
Other Welfare		(33,044)	(30,369)	(28,685)	1,684	5.55%	
Housing							
Staff Housing		(23,329)	(29,890)	(37,159)	(7,269)	(24.32%)	▼
Community Amenities							
Sanitation - General Refuse		(882,038)	(755,384)	(762,945)	(7,561)	(1.00%)	
Sanitation - Other		(44,753)	(31,349)	(29,768)	1,581	5.04%	
Sewerage		(52,362)	(36,434)	(32,580)	3,854	10.58%	▲
Urban Stormwater Drainage		(300,936)	(254,216)	(243,526)	10,690	4.21%	
Protection of Environment		(73,743)	(40,202)	(40,616)	(414)	(1.03%)	
Town Planning and Regional Develop		(283,376)	(235,041)	(208,643)	26,398	11.23%	▲
Other Community Amenities		(224,191)	(194,092)	(189,379)	4,713	2.43%	
Recreation and Culture							
Public Halls and Civic Centres		(132,140)	(119,950)	(109,834)	10,116	8.43%	▲
Swimming Areas and Beaches		(12,503)	(11,235)	(11,061)	174	1.55%	
Other Recreation and Sport		(2,140,916)	(1,837,693)	(1,739,785)	97,908	5.33%	▲
Television and Radio Re-Broadcasting		(4,617)	(4,184)	(4,160)	24	0.57%	
Libraries		(391,785)	(350,615)	(338,622)	11,993	3.42%	
Heritage		(408,340)	(57,690)	(56,589)	1,101	1.91%	
Other Culture		(44,738)	(40,854)	(35,965)	4,889	11.97%	▲
Transport							
Streets and Road Maintenance		(3,952,607)	(3,621,891)	(3,273,313)	348,578	9.62%	▲
Parking Facilities		(59,007)	(5,977)	(2,946)	3,031	50.71%	▲

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting by Sub Program)
For the Period Ended 31 May 2021

	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
Note	\$	\$	\$	\$	%	
Operating Expenses (Continued)						
Traffic Control	(4,248)	(2,979)	(2,916)	63	2.12%	
Aerodromes	(1,000)	(1,000)	(1,000)	0	0.00%	
Economic Services						
Tourism and Area Promotion	(385,706)	(338,182)	(315,028)	23,154	6.85%	▲
Building Control	(197,285)	(173,524)	(161,102)	12,422	7.16%	▲
Economic Development	(167,434)	(150,852)	(150,599)	253	0.17%	
Other Economic Services	(34,738)	(33,424)	(21,789)	11,635	34.81%	▲
Other Property and Services						
Private Works	(61,818)	(55,007)	(53,077)	1,930	3.51%	
Develop & Infrastructure Management	0	17,716	17,176	(540)	(3.05%)	
Waste Activity Unit	0	6,867	7,325	458	6.67%	
Works Activity Unit	0	6,887	(56,396)	(63,283)	(918.88%)	▼
Fleet Activity Unit	0	(13,847)	(16,650)	(2,803)	(20.24%)	▼
Plant Operation Costs	0	(3,662)	38,186	41,848	1142.75%	▲
Salaries and Wages	(95,000)	(95,000)	(150,285)	(55,285)	(58.19%)	▼
Corporate Services Department	(8,038)	(20,519)	(14,043)	6,476	31.56%	▲
Chief Executive Office Department	0	25,122	13,152	(11,970)	(47.65%)	▼
Building Assets Department	0	10,051	3,642	(6,409)	(63.77%)	
Administration Activity Units	0	(930)	(930)	0		
Development Services Department	0	(13,104)	(7,948)	5,156	39.35%	▲
Community Services Department	0	10,402	838	(9,564)	(91.94%)	▼
Unclassified	(17,985)	(12,655)	(10,216)	2,439	19.27%	▲
Total Operating Expenditure	(12,758,766)	(10,869,558)	(10,264,523)	605,035		
Funding Balance Adjustments						
Add back Depreciation	3,704,104	3,444,555	3,402,397	(42,158)		
Adjust (Profit)/Loss on Asset Disposal	(8,813)	(6,295)	(5,855)	440		
Movement in Contract Liability	(994,393)	(901,343)	(901,343)	0		
Adjust Provisions and Accruals	865	0	728	728		
Net Cash from Operations	3,369,303	1,048,294	1,523,087	474,793		
Capital Revenues						
Proceeds from Disposal of Assets						
Governance						
Other Governance	15,455	15,455	15,455	(0)	(0.00%)	
Law, Order & Public Safety						
Fire Prevention	7,273	7,273	7,273	(0)	(0.00%)	
Other Law, Order & Public Safety	30,000	0	0	0		
Community Amenities						
Sanitation - General Refuse	3,396	3,396	3,396	0	0.01%	
Recreation & Culture						
Plant Purchases	2,500	2,500	999	(1,501)	(60.04%)	▼
Transport						
Road Plant Purchases	281,024	182,827	184,024	1,197	0.65%	
Economic Services						
Building Control	17,578	17,578	17,578	0	0.00%	
Total Capital Revenues	357,226	229,029	228,725	(304)		

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting by Sub Program)
For the Period Ended 31 May 2021

	Note	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
Capital Expenses							
Governance							
Other Governance		(253,200)	(59,766)	(60,656)	(890)	(1.49%)	
Law, Order and Public Safety							
Fire Prevention		(615,382)	(52,772)	(47,802)	4,970	9.42%	▲
Other Law, Order and Public Safety		(125,244)	(17,922)	(17,922)	0	0.00%	
Housing							
Staff Housing		(23,500)	(23,500)	(21,436)	2,064	8.78%	
Community Amenities							
Sanitation - General Refuse		(50,000)	0	0	0		
Urban Stormwater Drainage		(40,374)	(29,008)	(22,345)	6,663	22.97%	▲
Other Community Amenities		(16,500)	(16,500)	(3,284)	13,216	80.10%	▲
Recreation and Culture							
Public Halls and Civic Centres		(687,226)	(30,388)	(15,438)	14,950	49.20%	▲
Swimming Areas and Beaches		(10,000)	(10,000)	(7,262)	2,738	27.38%	▲
Other Recreation and Sport		(2,053,726)	(361,576)	(317,100)	44,476	12.30%	▲
Libraries		(6,000)	(6,000)	(6,340)	(340)	(5.67%)	
Heritage		(722,000)	(4,055)	(4,055)	0	0.00%	
Transport							
Streets and Road Construction		(1,553,978)	(1,457,619)	(1,349,629)	107,990	7.41%	▲
Road Plant Purchases		(1,160,423)	(769,423)	(770,963)	(1,540)	(0.20%)	
Parking Facilities		(80,000)	0	0	0		
Economic Services							
Tourism and Area Promotion		(46,845)	(46,845)	(43,739)	3,106	6.63%	
Other Property and Services							
Unclassified		(87,791)	(53,900)	(54,742)	(842)	(1.56%)	
Total Capital Expenditure	9	(7,532,189)	(2,939,274)	(2,742,713)	196,561		
Net Cash from Capital Activities		(7,174,963)	(2,710,245)	(2,513,989)	196,256		
Financing							
Proceeds from New Debentures	10	312,500	0	0	0		
Self-Supporting Loan Principal	10	8,976	4,447	4,447	0	0.00%	
Transfer from Reserves	7	2,181,026	1,443,225	1,443,225	0	0.00%	
Repayment of Debentures	10	(260,734)	(129,412)	(129,412)	0	0.00%	
Principal of Lease payments	10	(37,933)	(38,135)	(38,135)	0	0.00%	
Transfer to Reserves	7	(641,596)	(11,237)	(11,237)	0	0.00%	
Net Cash from Financing Activities		1,562,239	1,268,888	1,268,888	0		
Net Operations, Capital and Financing		(2,243,421)	(393,063)	277,986	671,049		
Opening Funding Surplus(Deficit)	2	2,238,421	2,238,421	2,238,421	0		
Closing Funding Surplus(Deficit)	2	(5,000)	1,845,358	2,516,407	671,049		

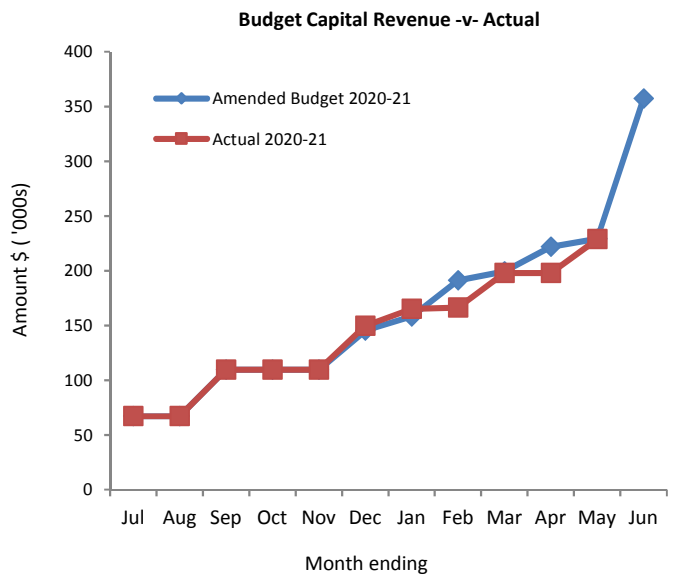
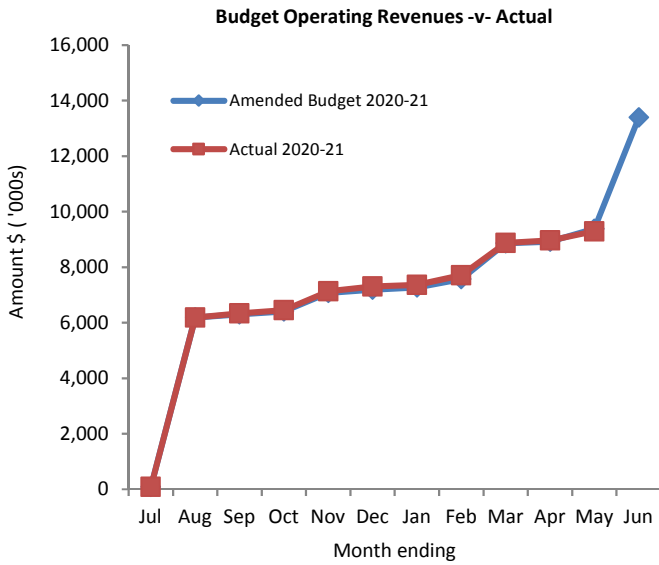
▼Deficit ▲Surplus - Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold. Refer to Note 3 for an explanation of the reasons for the variance.

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

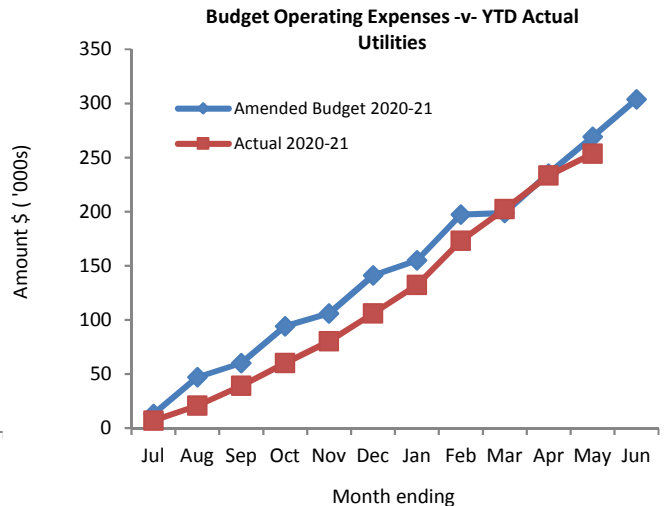
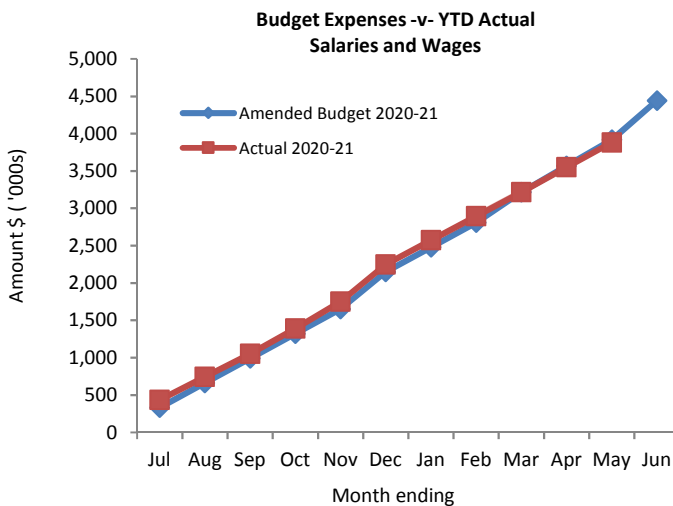
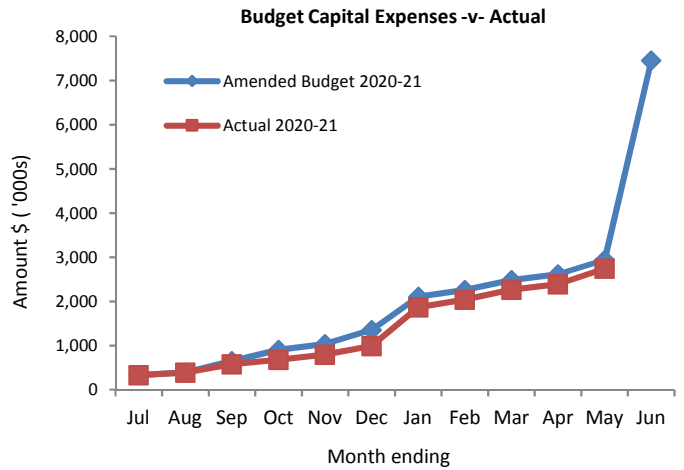
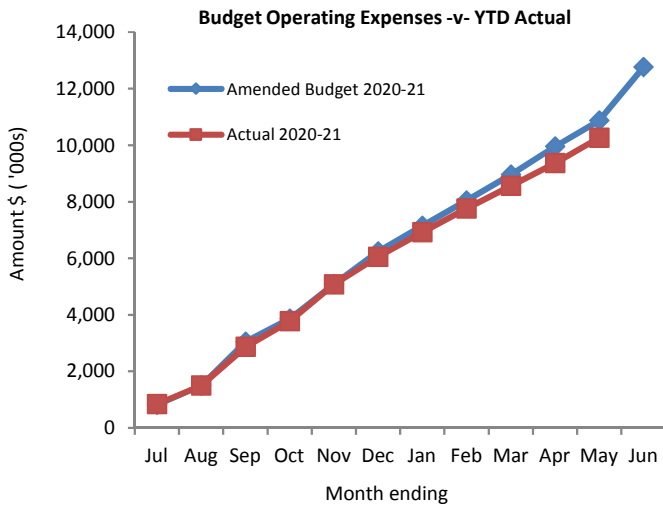
SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 1: GRAPHICAL REPRESENTATION - Source Statement of Financial Activity

Revenues



Expenditure

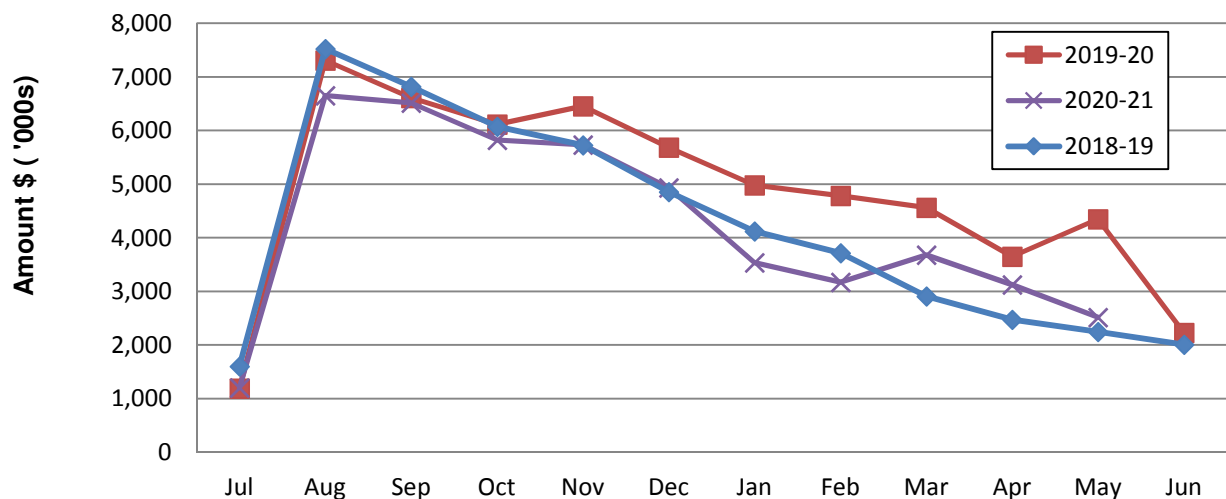


SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 2: NET CURRENT FUNDING POSITION

				Positive=Surplus (Negative=Deficit)		
				YTD 31 May 2021	Last Period	Est Actual 30 June 2020
				\$	\$	\$
Current Assets						
Cash Unrestricted	5	4,789,553	5,006,271	3,053,827		
Cash Restricted	5	2,858,388	2,858,388	4,290,376		
Receivables - Rates	6	202,593	335,261	166,687		
Receivables - Sundry Debtors	6	87,610	137,281	171,978		
Receivables - Other		185,334	221,216	167,037		
Inventories		27,343	37,974	12,406		
		8,150,820	8,596,390	7,862,312		
Less: Current Liabilities						
Payables		(2,469,523)	(2,307,783)	(2,082,486)		
Provisions		(798,201)	(798,201)	(806,443)		
		(3,267,723)	(3,105,984)	(2,888,929)		
Less: Cash Reserves	7	(2,858,388)	(2,858,388)	(4,290,376)		
Less: Loans - Clubs/Institutions		(4,530)	(4,530)	(8,976)		
Add: Current Leave Provision Cash Backed		185,808	185,808	185,080		
Add: Current Contract Liabilities Cash Backed		179,305	179,305	1,080,648		
Add: Current Loan Liability		131,115	131,496	298,662		
Net Current Funding Position		2,516,407	3,124,097	2,238,421		

Note 3 - Net Current Asset Position



SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 3: EXPLANATION OF MATERIAL VARIANCES BY SUB PROGRAM

Reporting Program	Variance \$	Variance %	Var.	Reason	Explanation of Variance
Operating Revenues					
Law, Order and Public Safety					
Animal Control	3,462	15.47%	▲	Permanent	Dog registrations and fines greater than estimated.
Health					
Prev Services - Inspection and Admin	(1,018)	(91.04%)	▼	Permanent	Health licence fees less than estimated
Community Amenities					
Sewerage	(2,467)	(15.96%)	▼	Permanent	Income received for waste disposal fees less than estimated.
Town Planning and Regional Develop	3,566	10.24%	▲	Permanent	Income for planning applications greater than estimated.
Other Community Amenities	4,451	33.04%	▲	Permanent	Income for Community bus \$959 and Cemetery fees \$3,490 greater than estimated.
Recreation and Culture					
Libraries	(3,520)	(20.01%)	▼	Permanent	Income for Library programs less than estimated.
Transport					
Streets and Road Construction	(180,798)	(13.77%)	▼	Timing	Roads to Recovery funding not yet claimed.
Economic Services					
Building Control	10,387	19.80%	▲	Permanent	Income received for building licence approvals greater than estimated.
Other Economic Services	(9,707)	(27.24%)	▼	Permanent	Sale of water from standpipe less than estimated, offset by reduced expenditure.
Other Property and Services					
Salaries and Wages	37,339	39.30%	▲	Permanent	Reimbursement for workers compensation claims greater than estimated, offset by increased expenditure.
Corporate Services Department	1,324	16.47%	▲	Permanent	Extra traineeship incentive received.
Community Services Department	1,062	90.87%	▲	Permanent	Extra traineeship incentive received.
Operating Expenses					
Law, Order and Public Safety					
Animal Control	17,660	33.53%	▲	Permanent	Wage allocation to this program less than estimated due to staff leave.
Other Law, Order and Public Safety	14,622	32.47%	▲	Timing/ Permanent	SES expenditure \$9,145 less than estimated at this time. Balance relates to wages allocations less than estimated due to staff leave.
Health					
Prev Services - Inspection and Admin	41,154	35.55%	▲	Permanent	Wage allocations to this program less than estimated due to staff vacancy.
Preventative Services - Other	2,926	82.95%	▲	Permanent	Wage allocations to this program less than estimated due to staff vacancy.

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 3: EXPLANATION OF MATERIAL VARIANCES BY SUB PROGRAM

Reporting Program	Variance \$	Variance %	Var.	Reason	Explanation of Variance
Education and Welfare Aged and Disabled - Other	5,682	8.50%	▲	Permanent	Seniors program expenditure less than estimated offset by reduced grant income.
Housing Staff Housing	(7,269)	(24.32%)	▼	Timing	Expenditure on staff housing greater than estimated at this time.
Community Amenities Sewerage	3,854	10.58%	▲	Permanent	Wage allocations to this program less than estimated due to staff vacancy.
Town Planning and Regional Develop	26,398	11.23%	▲	Timing	Expenditure on Local Planning Scheme \$21,588 less than estimated. Balance relates to road rationalisation and land transfers.
Recreation and Culture Public Halls and Civic Centres	10,116	8.43%	▲	Timing	Expenditure on public halls building operations and maintenance less than estimated at this time.
Other Recreation and Sport	97,908	5.33%	▲	Timing	Parks and gardens grounds maintenance \$56,260 and Leisure Centre \$30,571 expenditure less than estimated at this time. Balance relates to other non-recurrent projects expenditure.
Other Culture	4,889	11.97%	▲	Timing/ Permanent	Summer film festival expenditure \$3,539 less than estimated. Balance relates to various other culture expenditure.
Transport Streets and Road Maintenance	348,578	9.62%	▲	Timing/ Permanent	Roads and verge maintenance expenditure \$308,660 less than estimated. Bridge maintenance \$38,942 and crossover contributions less than estimated at this time.
Parking Facilities	3,031	50.71%	▲	Timing/ Permanent	Expenditure on signs \$913 less than estimated. Balance relates to wage allocation to this program less than estimated due to staff leave.
Economic Services Tourism and Area Promotion	23,154	6.85%	▲	Timing	Reduced Visitor Centre expenditure \$13,846, non-recurrent projects \$6,941 and service agreements \$2,367 less than estimated at this time.
Building Control	12,422	7.16%	▲	Timing/ Permanent	Building Control expenditure \$10,197 less than estimated due to wage allocations at this time. Balance relates to SAI standards subscription not purchased.
Other Economic Services	11,635	34.81%	▲	Permanent	Water consumption for stand pipes less than estimated.
Other Property and Services Works Activity Unit	(63,283)	(918.88%)	▼	Timing	Overhead recovery less than estimated at this time due to timing of leave and staff vacancies.

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 3: EXPLANATION OF MATERIAL VARIANCES BY SUB PROGRAM

Reporting Program	Variance \$	Variance %	Var.	Reason	Explanation of Variance
Fleet Activity Unit	(2,803)	(20.24%)	▼	Timing	Overhead recovery less than estimated at this time.
Plant Operation Costs	41,848	1142.75%	▲	Timing	Plant depreciation and fuels expenditure less than estimated at this time.
Salaries and Wages	(55,285)	(58.19%)	▼	Permanent	Workers compensation greater than estimated, offset by increased income.
Corporate Services Department	6,476	31.56%	▲	Timing	Variance due to timing of leave being taken.
Chief Executive Office Department	(11,970)	(47.65%)	▼	Timing	Variance due to timing of leave being taken and staff vacancy.
Development Services Department	5,156	39.35%	▲	Timing	Overhead recovery greater than estimated at this time due to reduced wages and administration allocations to this area.
Community Services Department	(9,564)	(91.94%)	▼	Timing	Variance due to timing of leave being taken.
Unclassified	2,439	19.27%	▲	Timing	CEO donations less than estimated at this time.
Capital Revenues					
Recreation & Culture					
Plant Purchases	(1,501)	(60.04%)	▼	Permanent	Sale of mower less than estimated.
Capital Expenses					
Law, Order and Public Safety					
Fire Prevention	4,970	9.42%	▲	Timing	Fittings for DFES funded vehicle to be purchased.
Community Amenities					
Urban Stormwater Drainage	6,663	22.97%	▲	Timing	Drainage jobs less than estimated at this time.
Other Community Amenities	13,216	80.10%	▲	Timing	Expenditure on Blackwood River Park \$10,000 and public notice boards \$3,216 less than estimated at this time.
Recreation and Culture					
Public Halls and Civic Centres	14,950	49.20%	▲	Timing	Bridgetown Civic Centre hall expenditure less than estimated at this time.
Swimming Areas and Beaches	2,738	27.38%	▲	Permanent	Greenbushes Pool toilet expenditure less than estimated at this time.
Other Recreation and Sport	44,476	12.30%	▲	Timing/ Permanent	Somme Park Fitness equipment \$13,103 not yet purchased. Bridgetown Leisure centre \$29,550 expenditure less than estimated. Balance relate to some savings made.
Transport					
Streets and Road Construction	107,990	7.41%	▲	Timing	Shire depot renewal works \$2,324 and road construction program \$105,666 less than estimated at this time.

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 4: BUDGET AMENDMENTS

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Account Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	(Decrease) in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
	Budget Adoption		Opening Surplus				0
	Permanent Changes						
03BN	Hester brook Satellite Station	C.04/0920	Capital Expenses			(20,000)	(20,000)
06017	Fire prevention Non-recurrent grants	C.04/0920	Operating Revenue		20,000		0
20IN	Bridgetown Tennis Club water bore	C.04/1020	Capital Expenses			(30,053)	(30,053)
34423	Other Rec & Culture grants	C.04/1020	Operating Revenue		30,053		0
PL18	Articulated boom machine	C.04/1020	Capital Expenses			(145,000)	(145,000)
40045	Disposal Crendon squirrel machine	C.04/1020	Capital Revenue		15,000		(130,000)
07BU	Shire Administration Building	C.04/1020	Capital Expenses		40,000		(90,000)
Reserve 102	Plant Reserve	C.04/1020	Reserve Transfer		90,000		0
16BU	Bridgetown Leisure Centre new primary door access	C.06/1020	Reserve Transfer			(9,750)	(9,750)
Reserve 131	Bridgetown Leisure Centre Reserve	C.06/1020	Reserve Transfer		9,750		0
11BN	Hester Brook Fire Station water tank	C.03/0121	Capital Expenses			(9,291)	(9,291)
12BN	Kangaroo Gully Fire Station water tank	C.03/0121	Capital Expenses			(9,291)	(18,582)
06017	Fire prevention Non-recurrent grants	C.03/0121	Operating Revenue		18,582		0
14MA	Greenbushes Sportsground light pole removal	C.07/0121	Operating Expenses			(14,000)	(14,000)
	Budget Review Changes						
Various	Budget Review Changes to Operating Revenue	C.13/03/21	Operating Revenue			(248,412)	(262,412)
Various	Budget Review Changes to Operating Expenses	C.13/03/21	Operating Expenses		66,185		(196,227)
Various	Budget Review Changes to Capital Revenue	C.13/03/21	Capital Revenue		27,466		(168,761)
Various	Budget Review Changes to Capital Expenses	C.13/03/21	Capital Expenses		392,153		223,392
Various	Budget Review Changes to Reserve Transfers	C.13/03/21	Reserve Transfer			(187,746)	35,646
Various	Increase in Opening Funds as at 1 July 2020	C.13/03/21	Opening Surplus(Deficit)		51,056		86,702
Various	Adjustment to loss and profit on sale of assets and depreciation	C.13/03/21	Non Cash Item	(64,313)			22,389
Various	Movement in employee liabilities associated with restricted cash	C.13/03/21	Non Cash Item	(577)			21,812

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 4: BUDGET AMENDMENTS

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Account Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	(Decrease) in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
	Budget Review Changes (Continued)						
Various	Movement in contract liabilities associated with restricted cash	C.13/03/21	Non Cash Item	86,255			108,067
Various	Transfer of Budget review surplus	C.13/03/21	Reserve Transfer			(108,067)	0
	Permanent Changes After Budget Review						
CP05	Greenbushes CBD parking	C.09/0321	Capital Expenses			(80,000)	(80,000)
41413	Car parking contribution	C.09/0321	Operating Revenue		80,000		0
11IN	Southern Information Bay	C.04/0321	Capital Expenses			(5,000)	(5,000)
05BU	Greenbushes Pool New Septics	SpC.01/0321	Capital Expenses			(10,000)	(15,000)
Reserve 125	Building Maintenance	SpC.01/0321	Reserve Transfer		10,000	0	(5,000)
35363	Heritage Building grants	C.07/0421	Operating Revenue			(49,500)	(54,500)
Reserve 102	Land & Building	C.07/0421	Reserve Transfer		49,500		(5,000)
58BU	Bridgetown Trotting Club change rooms	C.05/0521	Capital Expenses			(30,000)	(35,000)
34453	Bridgetown Harness Racing Club contribution	C.05/0521	Operating Revenue		30,000		(5,000)
				21,365	929,745	(956,110)	

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 5: CASH AND INVESTMENTS

	Interest Rate	Unrestricted	Restricted	Trust	Investments	Total Amount	Institution	Maturity Date
		\$	\$	\$	\$	\$		
(a) Cash Deposits								
Municipal Bank Account	Nil	680,389				680,389	Westpac	At Call
Municipal Funds On Call	0.05%	150,259				150,259	WATC	At Call
Trust Bank Account	Nil			955		955	Westpac	At Call
Visitor Centre Trust Account	Nil			12,911		12,911	Westpac	At Call
Cash On Hand	Nil	1,950				1,950	N/A	On Hand
Term Deposits								
(b) Municipal Funds								
Municipal Funds	0.23%	500,900				500,900	Westpac	11-Jun-21
Municipal Funds	0.30%	500,986				500,986	NAB	14-Jun-21
Municipal Funds	0.30%	401,076				401,076	NAB	15-Jun-21
Municipal Funds	0.23%	501,366				501,366	Westpac	30-Jun-21
Municipal Funds	0.30%	500,000				500,000	NAB	07-Jul-21
Municipal Funds	0.30%	500,000				500,000	NAB	13-Jul-21
Municipal Funds	0.20%	400,000				400,000	NAB	23-Jul-21
Municipal Funds	0.30%	401,435				401,435	NAB	23-Aug-21
Municipal Funds	0.30%	251,192				251,192	NAB	30-Aug-21
Reserve Funds	0.41%		2,858,388			2,858,388	Westpac	30-Jun-21
Total		4,789,553	2,858,388	13,866	0	7,661,807		

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 6: RECEIVABLES

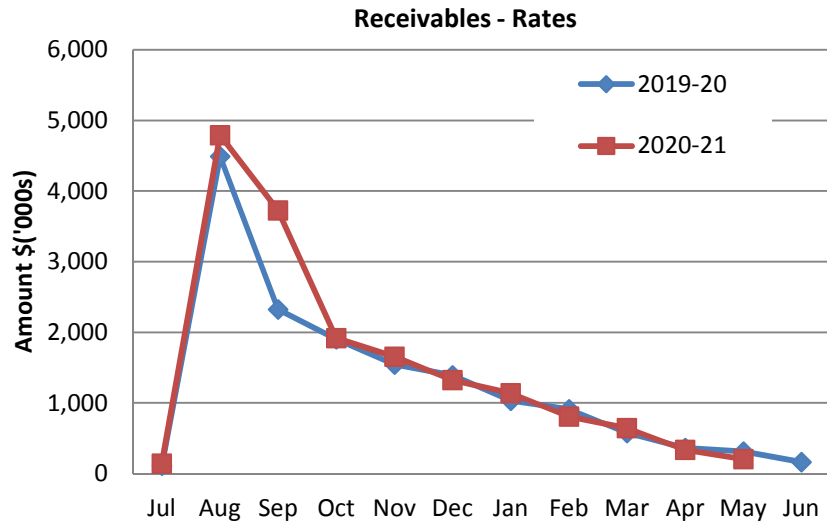
Receivables - Rates

Opening Arrears Previous Years
 Levied this year
 Less Collections to date
 Equals Current Outstanding

	YTD 31 May 2021	30 June 2019
	\$	\$
Opening Arrears Previous Years	166,687	126,308
Levied this year	4,686,259	4,538,968
Less Collections to date	(4,650,353)	(4,523,923)
Equals Current Outstanding	202,593	141,352
Net Rates Collectable	202,593	141,352
% Collected	95.83%	96.97%

Net Rates Collectable

% Collected



Receivables - Sundry Debtors

Receivables - Sundry Debtors

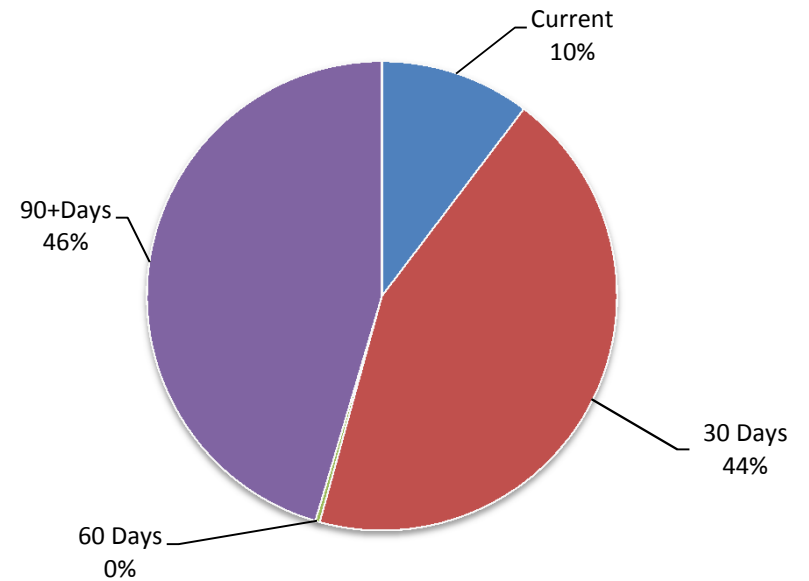
	Current	30 Days	60 Days	90+Days
	\$	\$	\$	\$
Receivables - Sundry Debtors	9,042	38,499	269	39,801

Total Sundry Debtor Receivables Outstanding

87,610

Amounts shown above include GST (where applicable)

Receivables - Sundry Debtors



SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 7: CASH BACKED RESERVE

2020-21										
Res No.	Name	Opening Balance	Amended Budget Interest Earned	Actual Interest Earned	Amended Budget Transfers In (+)	Actual Transfers In (+)	Amended Budget Transfers Out (-)	Actual Transfers Out (-)	Amended Budget Closing Balance	Actual YTD Closing Balance
		\$	\$	\$	\$	\$		\$	\$	\$
101	Leave Reserve	185,080	923	728	0		0		186,003	185,808
102	Plant Reserve	681,975	2,152	1,590	283,159		(774,204)	(474,704)	193,082	208,861
103	Land and Building Reserve	574,343	3,632	2,209	108,067		(49,500)		636,542	576,551
104	Bush Fire Reserve	18,284	54	72	10,000		(7,500)		20,838	18,356
105	Maranup Ford Road Maintenance Reserve	5,341	27	21	0		0		5,368	5,362
106	Subdivision Reserve	250,238	1,978	984	10,000		(24,286)		237,930	251,222
107	Sanitation Reserve	100,131	333	394	0		(82,523)		17,941	100,525
109	Recreation Centre Floor and Solar Reserve	203,391	965	800	10,000		0		214,356	204,191
112	Refuse Site Post Closure Reserve	227,558	1,110	810	5,000		(43,000)	(30,000)	190,668	198,368
113	Drainage Reserve	61,023	107	240	10,000		(8,850)		62,280	61,263
114	Community Bus Reserve	56,189	255	221	5,000		0		61,444	56,410
115	SBS Tower and Infrastructure Reserve	32,100	160	126	0		0		32,260	32,226
118	Playground Equipment Reserve	34,126	155	134	5,850		0		40,131	34,260
119	Swimming Pool Reserve	4,500	22	18	0		0		4,522	4,518
121	Car Park Reserve	963	5	4	0		0		968	967
125	Building Maintenance Reserve	225,833	739	888	0		(10,000)		216,572	226,721
126	Strategic Projects Reserve	135,970	501	378	10,000		0		146,471	136,347
127	Matched Grants Reserve	51,697	194	203	10,000		(12,000)	(2,000)	49,891	49,900
128	Aged Care Infrastructure Reserve	56,928	284	224	0		0		57,212	57,152
129	Equipment Reserve	6,107	30	24	0		0		6,137	6,131
130	Assets and GRV Valuation Reserve	99,253	292	390	32,000		(58,056)		73,489	99,643
131	Bridgetown Leisure Centre Reserve	60,724	598	239	0		(29,750)		31,572	60,963
132	Trails Reserve	26,630	108	105	5,000		0		31,738	26,734
133	Light Fleet Vehicle Reserve	91,150	325	358	112,520		(86,964)	(35,178)	117,031	56,331
135	Blackspot Reserve	20,194	51	79	10,000		0		30,245	20,274
201	Unspent Grans Reserve	1,080,648	0	0	0		(994,393)	(901,343)	86,255	179,305
		4,290,376	15,000	11,237	626,596	0	(2,181,026)	(1,443,225)	2,750,946	2,858,388

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 8: CAPITAL DISPOSALS

YTD Actual Replacement			Disposals	Amended Current Budget			
Net Book Value	Proceeds	Profit (Loss)		Net Book Value	Proceeds	Profit (Loss)	Profit (Loss) Variance
\$	\$	\$		\$	\$	\$	\$
			Plant and Equipment				
17,000	15,455	(1,545)	P3085 2014 Holden Colorado (EMCS)	17,000	15,455	(1,545)	(0)
			P4010 2009 Toyota landcruiser (SES)	27,000	30,000	3,000	(3,000)
7,709	7,273	(436)	P4145 2010 Ford Ranger (Mitigation)	7,804	7,273	(531)	95
2,415	3,396	982	P2225 2007 Ford Ranger (Landfill site)	2,414	3,396	982	(0)
2,000	999	(1,001)	P2101 2015 John Deere ride on mower	2,000	2,500	500	(1,501)
32,455	30,000	(2,455)	P2126 2009 Ammann Multi Tyre Roller	32,455	30,000	(2,455)	0
44,341	36,500	(7,841)	P2133 2008 Caterpillar Multi Tyre Roller	44,341	36,500	(7,841)	(0)
7,273	8,353	1,080	P2280 2008 Ford Ranger (General Hand)	7,273	8,353	1,080	(0)
8,000	7,273	(727)	P2165 2009 Ford Ranger (BMO)	8,000	7,273	(727)	(0)
44,162	43,000	(1,162)	P2026 2007 Hino Tip Truck with crane	44,162	43,000	(1,162)	0
			P2006 2008 Caterpillar grader	87,000	87,000	0	0
			P2111 2013 Tennant footpath sweeper	8,000	10,000	2,000	(2,000)
16,538	23,182	6,644	P3075 2015 Holden Colorado (MBA)	18,103	23,182	5,079	1,565
16,479	23,716	7,237	P2060 2015 Holden Colorado (Works co-ord)	16,479	23,716	7,237	0
12,702	17,578	4,876	P3090 2014 Holden Colorado (PBS)	14,382	17,578	3,196	1,680
11,797	12,000	203	P2230 2005 Crendon Squirrel	12,000	12,000	0	203
222,870	228,725	5,855		348,413	357,226	8,813	(2,959)

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 9: CAPITAL ACQUISITIONS

Assets	General Ledger/Job No.	Amended Annual Budget	YTD 31 May 2021			Comment
			Amended YTD Budget	YTD Actual	Variance (Under)/Over	
		\$	\$	\$	\$	
Land and Buildings						
Other Governance						
Shire Administration Building	07BU	146,953	22,316	23,399	1,083	Jobs continuing
		146,953	22,316	23,399	1,083	
Fire Prevention						
Hester Brook Satellite Station	03BN	20,000	0	110	110	
Greenbushes Bushfire Brigade	09BN	251,300	5,636	5,636	0	
Wandillup Bushfire Brigade	10BN	278,600	5,236	5,236	0	
Hester Brook Bushfire Station	11BN	9,291	0	0	0	
Kangaroo Gully Bushfire Station	12BN	9,291	0	0	0	
		568,482	10,872	10,982	0	
Other Law, Order and Public Safety						
SES Building	1080140	5,222	0	0	0	
		5,222	0	0	0	
Staff Housing						
31 Gifford Road	28BU	16,000	16,000	15,989	(11)	Job completed, some savings made
144 Hampton Street	38BU	7,500	7,500	5,446	(2,054)	Job continuing
		23,500	23,500	21,436	(2,064)	
Public Halls and Civic Centres						
Bridgetown Civic Centre Growth Strategy Project	02BU	679,338	22,500	8,490	(14,010)	Job continuing
Greenbushes Hall	20BU	7,888	7,888	6,948	(940)	Job completed, some savings made
		687,226	30,388	15,438	(14,950)	
Swimming Areas & Beaches						
Greenbushes Pool Toilet	05BU	10,000	10,000	7,262		Job continuing
		10,000	10,000	7,262	0	
Other Recreation and Sport						
Bridgetown Tennis Club	06BU	36,000	0	0	0	
Bridgetown Leisure Centre Renewals	16BU	19,250	19,250	1,420	(17,830)	Jobs continuing
Greenbushes Golf Club	39BU	133,000	3,065	3,065	0	

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 9: CAPITAL ACQUISITIONS

Assets	General Ledger/Job No.	Amended Annual Budget	YTD 31 May 2021			Comment
			Amended YTD Budget	YTD Actual	Variance (Under)/Over	
		\$	\$	\$	\$	
Land and Buildings (Continued)						
Bridgetown Sports Ground Horse Stalls	56BU	11,206	6,228	6,228	0	
Bridgetown Trotting Club Change Rooms	58BU	30,000	0	0	0	
		229,456	28,543	10,714	(17,829)	
Libraries						
Bridgetown Regional Library	36554	6,000	6,000	6,340	340	Job completed
		6,000	6,000	6,340	340	
Heritage						
Bridgetown Railway Station restoration	57BU	722,000	4,055	4,055	0	
		722,000	4,055	4,055	0	
Streets and Road Construction						
Shire Depot	08BU	28,717	7,361	5,037	(2,324)	Job continuing
		28,717	7,361	5,037	(2,324)	
Unclassified						
Geegelup Brook Land	1790040	87,791	53,900	54,742	842	
		87,791	53,900	54,742	842	
Land and Buildings Total		2,515,347	196,935	159,405	(34,902)	
Roads						
Streets and Road Construction						
Winnejup Road Regional Road Group 20/21	RR25	357,000	356,997	353,360	(3,637)	Works continuing
Winnejup Road Regional Road Group 19/20	RR22	18,000	18,000	1,896	(16,104)	Works continuing
Kerbing	KB01	8,000	8,000	0	(8,000)	Works not yet identified
Peninsula Road Roads to Recovery	RT26	205,000	205,000	199,502	(5,498)	Works continuing
Glentulloch Road 2nd coat Roads to Recovery	RT82	20,000	20,000	0	(20,000)	Works not yet commenced
Tweed Road Roads to Recovery	RT52	94,261	94,261	94,260	(1)	Works completed
Verge treatments Roads to Recovery	RT86	50,000	0	0	0	
Hester Cascades Road Roads to Recovery	RT87	30,000	30,000	0	(30,000)	Works not yet commenced
Ethel Street Roads to Recovery	RT88	44,780	44,780	22,354	(22,426)	Works continuing

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 9: CAPITAL ACQUISITIONS

Assets	General Ledger/Job No.	Amended Annual Budget	YTD 31 May 2021			Comment
			Amended YTD Budget	YTD Actual	Variance (Under)/Over	
		\$	\$	\$	\$	
Roads (Continued)						
Steere Street & Stewart Street	RC52	20,000	0	0	0	
		847,041	777,038	671,372	(105,666)	
Roads Total		847,041	777,038	671,372	(105,666)	
Footpaths						
Streets and Road Construction						
Footpaths accessibility access	FP28	5,000	0	0	0	
Spring Gully Road	FP44	0	0	0	0	
		5,000	0	0	0	
Footpaths Total		5,000	0	0	0	
Drainage						
Urban Stormwater Drainage						
Lockley Avenue (Memorial Park Drainage)	DR25	8,850	8,850	3,550	(5,300)	Works continuing
Peninsula Road (Showgrounds drainage)	DR37	5,160	5,158	3,860	(1,298)	Works continuing
Claret Ash Rise	DR31	15,000	15,000	14,935	(65)	Works completed
Four Season Estate	DR24	11,364	0	0	0	
		40,374	29,008	22,345	(6,663)	
Drainage Total		40,374	29,008	22,345	(6,663)	
Parks and Ovals						
Other Recreation and Sport						
Somme Park (Fitness Trail Equipment)	05IU	13,103	13,103	0	(13,103)	Job not yet commenced
		13,103	13,103	0	(13,103)	
Parks and Ovals Total		13,103	13,103	0	(13,103)	
Bridges						
Streets and Road Construction						
Winnejup Road Bridge 3315	BR03	230,000	230,000	230,000	0	Job completed
Donnelly Mill Road Bridge 3337	BR19	366,758	366,758	366,758	0	Job completed
Brockman Highway Bridge 0266A	BR20	5,500	5,500	5,500	0	Job completed
Winnejup Road Bridge 3315	BR21	6,360	6,360	6,360	0	Job completed

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 9: CAPITAL ACQUISITIONS

Assets	General Ledger/Job No.	YTD 31 May 2021				Comment
		Amended Annual Budget	Amended YTD Budget	YTD Actual	Variance (Under)/Over	
		\$	\$	\$	\$	
Bridges (Continued)						
Winnejup Road Bridge 3316	BR22	28,940	28,940	28,940	0	Job completed
Slades Road Bridge 3331A	BR23	35,662	35,662	35,662	(1)	Job completed
		673,220	673,220	673,220	(1)	
Bridges Total		673,220	673,220	673,220	(1)	
Infrastructure Other						
Sanitation - General Refuse						
Bridgetown Landfill - Reticulation	WA01	50,000	0	0	0	
		50,000	0	0	0	
Other Community Amenities						
Blackwood River Park Leach Drains	04BU	10,000	10,000	0	(10,000)	Purchase order raised
Hampton Street Community Notice Board	13IU	6,500	6,500	3,284	(3,216)	Job continuing
		16,500	16,500	3,284	(13,216)	
Other Recreation and Sport						
Lighting improvements to facility parking area	19IN	48,000	0	0	0	
Four Seasons Estate - POS Reserve	03IN	45,454	0	0	0	
Four Seasons Estate - Stream Protection	04IN	18,182	0	0	0	
Greenbushes Recreation Centre Growth Strategy	15IN	35,000	0	68	68	
Bridgetown Youth Precinct Growth Strategy	16IN	650,021	0	0	0	
Blackwood River Park Foreshore Development	17IN	941,947	286,420	286,420	0	
Bridgetown Tennis Club Growth Strategy	20IN	30,053	0	0	0	
Bridgetown Leisure Centre	18IN	14,810	14,810	3,090	(11,720)	Job continuing
		1,783,467	301,230	289,579	(11,651)	
Parking Facilities						
Greenbushes CBD Parking	CP05	80,000	0	0	0	
		80,000	0	0	0	

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 9: CAPITAL ACQUISITIONS

Assets	General Ledger/Job No.	Amended Annual Budget	YTD 31 May 2021			Comment
			Amended YTD Budget	YTD Actual	Variance (Under)/Over	
		\$	\$	\$	\$	
Infrastructure Other (Continued)						
Tourism and Area Promotion						
Bridgetown Information Bays	11IN	30,000	30,000	26,894	(3,106)	Job continuing
Septage dump point	13IN	16,845	16,845	16,845	(0)	Job completed, some savings made
		46,845	46,845	43,739	(3,106)	
Infrastructure Other Total		1,976,812	364,575	336,602	(27,973)	
Plant and Equipment						
Other Governance						
Generator - Shire Admin	07EQ	45,000	1,450	1,450	0	
Light Fleet Vehicles	1055440	36,000	36,000	35,807	(193)	Purchase completed
		81,000	37,450	37,257	(193)	
Fire Prevention						
Fire Fighting Equipment - Brigades Funded	1065540	5,000	0	0	0	
Vehicles for Brigades	1065940	41,900	41,900	36,820	(5,080)	Fittings for vehicle still to be purchased
		46,900	41,900	36,820	(5,080)	
Other Law, Order and Public Safety						
SES Equipment	1080340	5,305	5,305	5,305	0	Purchase completed
SES Vehicle	1080240	102,100	0	0	0	
		107,405	5,305	5,305	0	
Other Recreation and Sport						
Air conditioning unit & PLC program	06EQ	9,000	0	0	0	
Ride on mower	PL17	8,000	8,000	5,999	(2,001)	Purchase completed, some savings made
Automated pool cleaner	08EQ	10,700	10,700	10,809	109	Purchase completed
		27,700	18,700	16,808	(1,892)	
Road Plant Purchases						
Multi tyre road roller	PL15	164,782	164,782	164,782	(0)	Purchase completed
Tip truck	PL04	182,330	182,330	182,330	0	Purchase completed
Multi tyre road roller	PL16	164,782	164,782	164,782	(0)	Purchase completed
Road grader	PL09	326,000	0	0	0	

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 9: CAPITAL ACQUISITIONS

Assets	General Ledger/Job No.	Amended Annual Budget	YTD 31 May 2021			Comment
			Amended YTD Budget	YTD Actual	Variance (Under)/Over	
		\$	\$	\$	\$	
Plant and Equipment (Continued)						
Footpath sweeper	PL06	65,000	0	0	0	
Articulated boom machine	PL18	139,900	139,900	139,926	26	Purchase completed, some savings made
Works and Services Fleet	1405040	117,629	117,629	119,143	1,514	
Sundry Equipment	1403740	0	0	0	0	
		1,160,423	769,423	770,963	1,540	
Plant and Equipment Total		1,423,428	872,778	867,152	(5,626)	
Furniture and Equipment						
Other Governance						
IT Communications Equipment and Software	1055140	25,247	0	0	0	
		25,247	0	0	0	
Other Law, Order and Public Safety						
SES Furniture & Equipment	1080040	12,617	12,617	12,617	(0)	Purchases completed
		12,617	12,617	12,617	(0)	
Furniture and Equipment Total		37,864	12,617	12,617	(0)	
Capital Expenditure Total		7,532,189	2,939,274	2,742,713	(193,933)	

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 10: INFORMATION ON BORROWINGS

(a) Debenture Repayments

Particulars	Principal 1/07/2020	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	
		\$	\$	\$	\$	\$	\$	\$	\$
Community Amenities									
Loan 108 Landfill Plant	50,302		12,193	24,637	38,109	25,665	1,039	1,826	
Loan 113 Landfill Site New Cell	104,585		51,996	104,585	52,589	0	1,192	1,792	
Loan 114 Liquid & Inert Waste Sites	73,943		11,910	23,982	62,033	49,961	1,009	1,856	
Loan 115 Landfill Cell Extension	80,636		9,799	19,677	70,837	60,959	649	1,219	
Loan 116 Liquid Waste Facility	90,855		4,640	9,325	86,215	81,530	890	1,735	
Recreation and Culture									
Loan 110 Bridgetown Bowling Club - SSL	8,976		4,447	8,976	4,530	0	167	252	
Loan 112 Bridgetown Swimming Pool	1,401,069		34,428	69,552	1,366,641	1,331,517	28,302	55,908	
Loan 117 Youth Precinct Redevelopment	0		0			189,500			
Loan 118 Bridgetown Civic Centre revitalisation	0		0			123,000			
	1,810,366	0	129,412	260,734	1,680,953	1,862,132	33,249	64,588	

(b) New Debentures

Particulars	Amount to be Borrowed Budget	Institution	Loan Type	Term Years	Amount Borrowed Actual
	\$				\$
Other Recreation and Culture					
Loan 117 Youth Precinct Redevelopment	189,500	WATC	Debenture	10	0
Loan 118 Bridgetown Civic Centre revitalisation	123,000	WATC	Debenture	10	0
	312,500				0

No new debentures were raised during the reporting period.

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 10: INFORMATION ON BORROWINGS

(c) Lease Liabilities

Particulars	Principal 1/07/2020	New Loans	Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Actual	Budget	Actual	Budget	Actual	Budget
		\$	\$	\$	\$	29	\$	\$
Recreation and Culture								
003 Gym Equipment	95,161		24,611	24,211	70,550	70,950	2,583	2,780
Other Property and Services								
001 CESM Vehicle	5,327		4,177	4,564	1,150	763	35	36
002 Photocopies and printers	35,168		9,346	9,158	25,822	26,010	1,222	1,315
	135,656	0	38,135	37,933	97,521	97,723	3,840	4,131

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 11: RATING INFORMATION

RATE TYPE	Rate in Dollar	Number of Properties	Rateable Value	Rate Revenue	Interim Rates	Back Rates	Total Revenue	Amended Budget Rate Revenue	Amended Budget Interim Rate	Amended Budget Back Rate	Amended Budget Total Revenue
	\$		\$	\$	\$	\$	\$	\$	\$	\$	\$
Differential General Rate											
GRV Shire	0.087045	1,760	28,233,720	2,457,605	12,171	1,037	2,470,812	2,457,604	12,109	1,000	2,470,713
UV Shire Rural	0.006220	480	186,915,000	1,162,611	(2,635)		1,159,976	1,162,611			1,162,611
UV Bridgetown Urban Farmland	0.000000	0	0	0			0	0			0
UV Mining	0.071478	12	994,855	71,110	2,427		73,537	71,110			71,110
Sub-Totals		2,252	216,143,575	3,691,326	11,962	1,037	3,704,325	3,691,325	12,109	1,000	3,704,434
Minimum Payment	Minimum \$										
GRV Shire	942.00	720	3,914,589	678,240	1,832		680,072	678,240			678,240
UV Shire Rural	1,168.00	253	33,962,000	295,504			295,504	295,504			295,504
UV Bridgetown Urban Farmland	0.00	0	0	0			0	0			0
UV Mining	523.00	11	31,574	5,753	605		6,358	5,753			5,753
Sub-Totals		984	37,908,163	979,497	2,437	0	981,934	979,497	0	0	979,497
Rates Paid in Advance							4,686,259				4,683,931
Amount from General Rates							0				0
Discounts/concessions							4,686,259				4,683,931
Totals							(9,434)				(9,434)
							4,676,825				4,674,497

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2021

Note 12: TRUST FUND

Funds held at balance date over which the Shire has no control and which are not included in this statement are as follows:

Description	Opening Balance 1-Jul-20	Amount Received	Amount Paid	Closing Balance 31-May-21
	\$	\$	\$	\$
Accommodation - Visitor Centre	24,724	99,990	(112,630)	12,084
South West Coach Lines	102	1,230	(1,217)	115
Other Visitor Centre	76	1,928	(1,880)	125
TransWA	149	6,655	(6,218)	587
Unclaimed Monies				
R Witlen Overpayment	21			21
Visitor Centre Accommodation Payment	231			231
Frank Draper Cemetery Fees	703			703
	26,007	109,803	(121,944)	13,866

SHIRE OF BRIDGETOWN-GREENBUSHES

LIST OF ACCOUNTS PAID IN MAY TO BE RECEIVED

Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
<u>MUNICIPAL FUND</u>				
<u>DIRECT DEBITS</u>				
DD15317.1	02/05/2021	GO GO MEDIA	MONTHLY ON HOLD MESSAGE SERVICE	75.90
DD15317.4	02/05/2021	WATERLOGIC AUSTRALIA PTY LTD	MONTHLY HIRE/SERVICE OF WATER COOLERS FOR MAY	136.88
DD15301.1	05/05/2021	AWARE SUPER	PAYROLL DEDUCTIONS	15,900.19
DD15301.2	05/05/2021	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	447.31
DD15301.3	05/05/2021	ONEPATH CUSTODIANS PTY LTD	SUPERANNUATION CONTRIBUTIONS	60.38
DD15301.4	05/05/2021	LUCRF SUPER	SUPERANNUATION CONTRIBUTIONS	197.26
DD15301.5	05/05/2021	ANZ CHOICE SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	105.34
DD15301.6	05/05/2021	SUNSUPER	SUPERANNUATION CONTRIBUTIONS	47.42
DD15301.7	05/05/2021	WAIKAWA DREAMING SUPER FUND	PAYROLL DEDUCTIONS	689.30
DD15301.8	05/05/2021	MLC SUPER FUND	SUPERANNUATION CONTRIBUTIONS	224.69
DD15301.9	05/05/2021	WEALTH PERSONAL SUPER & PENSION FUND	SUPERANNUATION CONTRIBUTIONS	240.24
DD15317.5	05/05/2021	SHERIFFS OFFICE	FER UNPAID INFRINGEMENTS	154.00
DD15301.10	05/05/2021	GUILD SUPER	SUPERANNUATION CONTRIBUTIONS	444.08
DD15301.11	05/05/2021	AMP SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	270.02
DD15301.12	05/05/2021	REST INDUSTRY SUPER	SUPERANNUATION CONTRIBUTIONS	315.18
DD15301.13	05/05/2021	HESTA SUPER	SUPERANNUATION CONTRIBUTIONS	168.86
DD15301.14	05/05/2021	R & P SUMNER SUPERFUND	SUPERANNUATION CONTRIBUTIONS	87.02
DD15301.15	05/05/2021	TAL SUPER	SUPERANNUATION CONTRIBUTIONS	180.48
DD15301.16	05/05/2021	HOST PLUS SUPERANNUATION FUND	SUPERANNUATION CONTRIBUTIONS	349.77
DD15301.17	05/05/2021	ASGARD SUPER	SUPERANNUATION CONTRIBUTIONS	463.87
DD15300.1	07/05/2021	AWARE SUPER	CONTRACTOR SUPERANNUATION PAYMENT FOR JANUARY TO MARCH QUARTER	710.60
DD15317.3	07/05/2021	AMPOL AUSTRALIA PETROLEUM PTY LTD	FUEL FOR THE MONTH OF APRIL	3,172.35
DD15340.1	19/05/2021	AWARE SUPER	PAYROLL DEDUCTIONS	15,445.92
DD15340.2	19/05/2021	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	439.21
DD15340.3	19/05/2021	ONEPATH CUSTODIANS PTY LTD	SUPERANNUATION CONTRIBUTIONS	52.00
DD15340.4	19/05/2021	LUCRF SUPER	SUPERANNUATION CONTRIBUTIONS	153.33
DD15340.5	19/05/2021	ANZ CHOICE SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	96.87
DD15340.6	19/05/2021	SUNSUPER	SUPERANNUATION CONTRIBUTIONS	213.37
DD15340.7	19/05/2021	WAIKAWA DREAMING SUPER FUND	PAYROLL DEDUCTIONS	689.30
DD15340.8	19/05/2021	MLC SUPER FUND	SUPERANNUATION CONTRIBUTIONS	224.69
DD15340.9	19/05/2021	WEALTH PERSONAL SUPER & PENSION FUND	SUPERANNUATION CONTRIBUTIONS	240.24
DD15340.10	19/05/2021	GUILD SUPER	SUPERANNUATION CONTRIBUTIONS	444.08
DD15340.11	19/05/2021	AMP SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	270.02
DD15340.12	19/05/2021	REST INDUSTRY SUPER	SUPERANNUATION CONTRIBUTIONS	315.18
DD15340.13	19/05/2021	HESTA SUPER	SUPERANNUATION CONTRIBUTIONS	168.86
DD15340.14	19/05/2021	R & P SUMNER SUPERFUND	SUPERANNUATION CONTRIBUTIONS	87.02
DD15340.15	19/05/2021	TAL SUPER	SUPERANNUATION CONTRIBUTIONS	135.70
DD15340.16	19/05/2021	HOST PLUS SUPERANNUATION FUND	SUPERANNUATION CONTRIBUTIONS	392.86
DD15340.17	19/05/2021	ASGARD SUPER	SUPERANNUATION CONTRIBUTIONS	463.87
DD15353.1	25/05/2021	SHERIFFS OFFICE	FER UNPAID INFRINGEMENTS	154.00
B/S	03/05/2021	WESTPAC BANK	MERCHANT FEES	793.12
B/S	03/05/2021	WESTPAC BANK	MONTHLY BANK ACCOUNT FEES	508.66
B/S	05/05/2021	WESTPAC BANK	TOTAL WAGES FOR 22/04/2021 - 05/05/2021	118,712.96
B/S	19/05/2021	WESTPAC BANK	TOTAL WAGES FOR 06/05/2021 - 19/05/2021	116,838.91
B/S	13/04/2021	WESTPAC - CORPORATE CREDIT CARD CEO	REFRESHMENTS FOR COUNCIL BAR	22.29

SHIRE OF BRIDGETOWN-GREENBUSHES

LIST OF ACCOUNTS PAID IN MAY TO BE RECEIVED

Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
B/S	14/04/2021	WESTPAC - CORPORATE CREDIT CARD CEO	GOVERNMENT GAZETTE - DISCONTINUANCE OF WARDS	226.20
B/S	21/04/2021	WESTPAC - CORPORATE CREDIT CARD CEO	BREAKFAST MEETING WITH STAKEHOLDERS FOR FORESHORE PROJECT	124.50
B/S	22/04/2021	WESTPAC - CORPORATE CREDIT CARD CEO	BREAKFAST MEETING WITH STAKEHOLDERS FOR FORESHORE PROJECT	70.50
B/S	23/04/2021	WESTPAC - CORPORATE CREDIT CARD CEO	ADVERTISING FOR COMMUNICATION OFFICER POSITION	324.50
B/S	28/04/2021	WESTPAC - CORPORATE CREDIT CARD CEO	ADVERTISING FOR ENVIRONMENTAL HEALTH OFFICER POSITION	313.50
B/S	28/04/2021	WESTPAC - CORPORATE CREDIT CARD CEO	ADVERTISING FOR COMMUNITY SERVICES ADMINISTRATION OFFICER POSITION	220.00
B/S	28/04/2021	WESTPAC - CORPORATE CREDIT CARD CEO	ADVERTISING FOR LIBRARY COORDINATOR POSITION	324.50
B/S	29/04/2021	WESTPAC - CORPORATE CREDIT CARD CEO	CHLORINE PERMIT	127.00
B/S	30/04/2021	WESTPAC - CORPORATE CREDIT CARD CEO	MEETING WITH ARCHITECTS - BRIDGETOWN RAILWAY STATION PROJECT	20.00
B/S	03/05/2021	WESTPAC - CORPORATE CREDIT CARD CEO	CREDIT CARD FEE	10.00
B/S	05/04/2021	WESTPAC - CORPORATE CREDIT CARD	ANNUAL ZOOM LICENCE	216.19
B/S	16/04/2021	WESTPAC - CORPORATE CREDIT CARD	REFUND OF MEAL CHARGES INCORRECTLY CHARGED TO CREDIT CARD	198.35
B/S	03/05/2021	WESTPAC - CORPORATE CREDIT CARD	CREDIT CARD FEE	10.00
BPAY				
180520211	18/05/2021	MAGSHOP	12 MONTH SUBSCRIPTION TO AUSTRALIAN HOUSE AND GARDEN	74.99
180520212	18/05/2021	PIVOTEL SATELLITE PTY LTD	MONTHLY TRACKING OF SPOT TRACKERS FOR MAY	155.00
180520213	18/05/2021	TELSTRA	TELEPHONE & INTERNET CHARGES	3,811.17
280520211	28/05/2021	FAIRTEL PTY LTD	TELEPHONE & NBN CHARGES FOR APRIL	165.35
280520212	28/05/2021	TELSTRA	TELEPHONE & INTERNET CHARGES	1,019.47
ELECTRONIC PAYMENTS				
EFT32559	05/05/2021	BCITF	BCITF LEVIES COLLECTED FOR APRIL	1,392.79
EFT32560	05/05/2021	SALARY PACKAGING AUSTRALIA PTY LTD	EMPLOYEE SALARY PACKAGING	837.41
EFT32567	17/05/2021	2R ELECTRICAL	ELECTRICAL WORKS TO RELOCATE 4 X HANGING POWER POINTS IN FIRE STATION GARAGE	572.00
EFT32568	17/05/2021	A & L PRINTERS	500 X BUSINESS CARDS	188.00
EFT32569	17/05/2021	ABCO PRODUCTS PTY LTD	1 X CARTON OF BIN LINERS, 5 X BOTTLES OF BLEACH AND 3 X AIR FRESHENERS	281.52
EFT32570	17/05/2021	ADVANCED CLEANING SOUTHWEST	MONTHLY COURT CLEANING FOR BRIDGETOWN LEISURE CENTRE IN APRIL	692.24
EFT32571	17/05/2021	AFGRI EQUIPMENT AUSTRALIA PTY LTD	1 X REPLACEMENT HINGE FOR JOHN DEERE TRACTOR	53.19
EFT32572	17/05/2021	AQUATIC SERVICES WA PTY LTD	NEW BATTERY BACK UP CHARGE CARD, REPAIRS TO HEATING COILS & OTHER ITEMS FOR BLC AQUATIC	2,696.10
EFT32573	17/05/2021	GILBERT ARLANDOO	REIMBURSEMENT FOR REFUELLING OF WORK VEHICLE	252.38
EFT32574	17/05/2021	ARROW BRONZE	CEMETERY PLAQUE	268.68
EFT32575	17/05/2021	AUSTRALIA POST	POSTAGE FOR THE MONTH OF APRIL	97.61
EFT32576	17/05/2021	B & B STREET SWEEPING PTY LTD	MONTHLY STREET SWEEPING FOR APRIL	1,716.00
EFT32577	17/05/2021	BLACKWOOD FRESH	COUNCIL WORKSHOP CATERING AND COUNCIL MEETING SNACKS	135.37
EFT32578	17/05/2021	BLACKWOOD PLUMBING AND GAS	RE-SECURE BASIN TO WALL AND RENEW THE DRAINPIPE AT SOMME PARK	352.00
EFT32579	17/05/2021	BLACKWOOD HORSE AND PONY CLUB INC	REFUND OF STALL HIRE BOND	50.00
EFT32580	17/05/2021	BLISS FOR DESIGN	2 X TRANSMISSION BELTS FOR RIDE ON MOWER & 2 X REPLACEMENT SPRINKLERS	237.23
EFT32581	17/05/2021	BRIDGETOWN MEAT SUPPLY	25 x SAUSAGES FOR EMPLOYEE FAREWELL LUNCH	24.65
EFT32582	17/05/2021	BRIDGETOWN TIMBER SALES	VARIOUS MINOR ITEMS FOR BUILDING MAINTENANCE	70.76
EFT32583	17/05/2021	BTN BOARDING KENNELS & CATTERY	ANIMAL IMPOUND FEES FOR APRIL	269.50
EFT32584	17/05/2021	BRIDGETOWN RESIDENTIAL CONTRACTORS	8 X HOURS ESTIMATION OF WORKS FOR CIVIC CENTRE LESSER HALL REFURBISHMENT	704.00
EFT32585	17/05/2021	BRIDGETOWN MITRE 10 & RETRAVISION	INSECTICIDE, ANTI-THEFT DIGITAL SAFE & OTHER MINOR ITEMS	272.43
EFT32586	17/05/2021	BRIDGETOWN NEWSAGENCY	11 X BOXES OF PHOTOCOPY PAPER, 2 X IPHONE CHARGES, 4 X CABLES AND MARCH NEWSPAPERS	498.05
EFT32587	17/05/2021	BRIDGETOWN CLEANING SERVICE	CLEAN CARPETS OF CONFERENCE ROOM AND TWO OFFICES AT BUSHFIRE HEADQUARTERS BUILDING	264.00
EFT32588	17/05/2021	BRIDGETOWN VIETNAMESE CAFE	CATERING FOR REGIONAL MEETING & COUNCIL WORKSHOP	299.00
EFT32589	17/05/2021	BUNBURY TRUCKS	1 X OUTLINE MARKER LAMP FOR TIP TRUCK	95.71
EFT32590	17/05/2021	CAMPBELLS	SNACKS AND CONFECTIONERY FOR THE BLC CAFE	434.52
EFT32591	17/05/2021	CANNINGS PURPLE	GOVERNMENT RELATIONS CONTRACT FOR APRIL	4,400.00

SHIRE OF BRIDGETOWN-GREENBUSHES

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Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
EFT32592	17/05/2021	CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	228.83
EFT32593	17/05/2021	CITY AND REGIONAL FUELS	BULK DIESEL FOR SHIRE DEPOT	9,110.05
EFT32594	17/05/2021	CLEANAWAY PTY LTD	MONTHLY WASTE COLLECTION CHARGES FOR APRIL	29,840.94
EFT32595	17/05/2021	MICHAEL FRANCIS COALES	RATES REFUND	300.00
EFT32596	17/05/2021	CUSTOM SERVICE LEASING LTD	VEHICLE LEASING FOR MAY	420.65
EFT32597	17/05/2021	ELIZABETH DENNISS	REIMBURSEMENT FOR REFRESHMENTS PURCHASED WHILST ATTENDING TRAINING IN PERTH	21.00
EFT32598	17/05/2021	GREENBUSHES RSL	1 X WREATH FOR ANZAC DAY SERVICE	90.00
EFT32599	17/05/2021	DEAN GUJA	ENVIRONMENTAL HEALTH OFFICER CONSULTING HOURS FOR APRIL 2021	2,380.00
EFT32600	17/05/2021	LEIGH GUTHRIDGE	REIMBURSEMENT FOR REFUELLING OF WORK VEHICLE	61.92
EFT32601	17/05/2021	HARMONIC ENTERPRISES PTY LTD	MONTHLY MANAGED IT SERVICES FOR APRIL	2,222.00
EFT32602	17/05/2021	H C JONES & CO	1 X AMBULANT TOILET SEAT FOR LEISURE CENTRE	350.00
EFT32603	17/05/2021	HEATLEY SALES PTY LTD	10 X DISPOSABLE COVERALLS & 10 X RUBIFLEX CHEMICAL GLOVES	581.13
EFT32604	17/05/2021	HILLVIEW ELECTRICAL SERVICE	REPAIR POWER FAULT AND TEST SWITCHBOARD AT MEMORIAL PARK	165.00
EFT32605	17/05/2021	BETTY REID HODGE	REFUND OF 3 MONTH GYM MEMBERSHIP	79.55
EFT32606	17/05/2021	ILLION TENDERLINK	TENDER ADVERTISING FOR RAILWAY STATION PROJECT - ARCHITECTURAL SERVICES QUOTES	60.50
EFT32607	17/05/2021	IPWEA LIMITED	NAMS PLUS (ASSET MANAGEMENT PLANNING SOFTWARE) SUBSCRIPTION FOR 2021/22	841.50
EFT32608	17/05/2021	INTERPHONE	MONTHLY INTERNET CHARGE FOR ADMIN OFFICE	130.90
EFT32609	17/05/2021	IRIS CONSULTING GROUP PTY LTD	3 X ONLINE RECORDS TRAINING COURSES FOR SHIRE OFFICER	580.00
EFT32610	17/05/2021	LANDGATE	LAND VALUATION ENQUIRY CHARGES	73.36
EFT32611	17/05/2021	LUSH FIRE AND PLANNING	PART PAYMENT FOR FINALISATION OF LOCAL PLANNING STRATEGY	1,573.00
EFT32612	17/05/2021	MALATESTA ROAD PAVING & HOTMIX	SUPPLY, SPRAY & SPREAD AGGREGATE & PRIME SEAL FOR PENINSULA ROAD WORKS	32,432.40
EFT32613	17/05/2021	MARGARET RIVER STRUCTURAL	STRUCTURAL ASSESSMENT FOR ABLUTION BLOCK AT BRIDGETOWN TROTTERING CLUB	440.00
EFT32614	17/05/2021	MCG FIRE SERVICES	ANNUAL SERVICE OF ALL SHIRE FIRE PROTECTION EQUIPMENT	3,966.79
EFT32615	17/05/2021	MOORE STEPHENS	REGISTRATION TO FINANCIAL MANAGEMENT, GOVERNANCE AND REPORTING ONLINE WORKSHOPS	3,124.00
EFT32616	17/05/2021	MUIRS MANJIMUP	SUPPLY AND REPLACE REAR LIGHT COVER ON FORD EVEREST AMBIENTE	242.79
EFT32617	17/05/2021	MONIQUE ALEXANDRA MULLIGAN	PURCHASE OF 10 X BOOKS FOR VISITOR CENTRE STOCK	180.00
EFT32618	17/05/2021	RAC	ANNUAL FEE FOR RAC ROADSIDE ASSISTANCE FOR SHIRE POOL CAR & COMMUNITY BUS	392.00
EFT32619	17/05/2021	RAECO	REPLACEMENT SHELVING FOR BRIDGETOWN LIBRARY & FREIGHT	858.32
EFT32620	17/05/2021	REPCO	1 X CAST IRON COUPLING/HITCH FOR BOXTOP TRAILER & FREIGHT	70.05
EFT32621	17/05/2021	SCHWEPPE AUSTRALIA PTY LTD	VARIOUS DRINKS FOR THE BLC CAFE	426.16
EFT32622	17/05/2021	SCOPE BUSINESS IMAGING	MONTHLY PHOTOCOPYING AND PRINTING CHARGES FOR APRIL	522.06
EFT32623	17/05/2021	SHIRE STAFF CLUB	STAFF DEBTOR DEDUCTIONS FOR APRIL	208.00
EFT32624	17/05/2021	SOUTHERN LOCK & SECURITY	VARIOUS PADLOCKS, BARRELS AND KEYS FOR GR COURTHOUSE, BTN RAILWAY BUILDING AND BLC	695.10
EFT32625	17/05/2021	SOUTH WEST FIRE UNITS	SERVICING AND ADDITIONAL WORKS FOR KANGAROO GULLY 2.4 FIRE VEHICLE	9,707.50
EFT32626	17/05/2021	SOUTH WEST ISUZU	2 X REPLACEMENT BELTS FOR TIP TRUCK	58.75
EFT32627	17/05/2021	SOUTH WEST OIL SUPPLIES	REPLACEMENT OIL, BRAKE FLUID, & GREASE FOR TRACK LOADER AND BACKHOE LOADER SERVICING	843.48
EFT32628	17/05/2021	SOUWEST GLASS SERVICE	SUPPLY & INSTALL SCREEN DOOR AT BTN CO-LOCATION FIRE CONTROL CENTRE	1,094.50
EFT32629	17/05/2021	SPRINT EXPRESS	FREIGHT	102.30
EFT32630	17/05/2021	SYNERGY	ELECTRICITY	7,881.22
EFT32631	17/05/2021	THE STABLES IGA	MONTHLY ADMIN GROCERIES & REFRESHMENTS FOR COUNCIL STRATEGIC WORKSHOP	206.70
EFT32632	17/05/2021	TOLL TRANSPORT PTY LTD	FREIGHT	182.05
EFT32633	17/05/2021	HUGH ROBERT WHEATLEY	REIMBURSEMENT FOR FUEL PURCHASED FOR YORNUP 2.4 FIRE VEHICLE	110.64
EFT32634	17/05/2021	WINC AUSTRALIA PTY LTD	BULK CLEANING SUPPLIES, OFFICE STATIONERY & LOCKABLE TOWEL/PAPER DISPENSERS	3,479.12
EFT32635	17/05/2021	WORKWEAR GROUP	STAFF UNIFORM ORDERS	2,115.20
EFT32636	19/05/2021	SALARY PACKAGING AUSTRALIA PTY LTD	EMPLOYEE SALARY PACKAGING	837.41
EFT32637	19/05/2021	WARREN EQUESTRIAN CENTRE INC	PLUMBING, FENCING, TREE WORKS AND ELECTRICITY REPAIRS AT MUIR AND MOTTRAM CAMPSITES	12,500.00
EFT32638	19/05/2021	WESTRAC PTY LTD	REPLACEMENT PARTS FOR STABILISER LEGS ON BACKHOE LOADER	1,571.72

SHIRE OF BRIDGETOWN-GREENBUSHES

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EFT32639	21/05/2021	AUSTRALIAN TAXATION OFFICE	BAS FOR APRIL 2021	47,236.00
EFT32640	27/05/2021	2R ELECTRICAL	REPLACE FLUORESCENT LIGHTS IN TRAINING ROOM AT ICC	1,000.00
EFT32641	27/05/2021	ADVANCED TRAFFIC MANAGEMENT	4 X HOURS TRAFFIC CONTROL TO COLLECT AFTER CARE SIGNS AND CONES ON PENINSULA ROAD	220.00
EFT32642	27/05/2021	ALLWEST ANTENNA	INSPECT & REPAIR FAULTY TV RECEPTION AT 146 HAMPTON STREET (STAFF HOUSING)	264.00
EFT32643	27/05/2021	AMITY SIGNS	SUPPLY 10 X TERMITE INSPECTION PLATES	262.35
EFT32644	27/05/2021	ARROW BRONZE	CEMETERY PLAQUE	341.28
EFT32645	27/05/2021	BCE SURVEYING PTY LTD	BOUNDARY SURVEY OF NAIRNUP RD RESERVE	1,980.00
EFT32646	27/05/2021	BELIA ENGINEERING	TRANSPORT OF 93 USED MATTRESSES FROM WASTE FACILITY	1,227.60
EFT32647	27/05/2021	BLACKWOOD RURAL SERVICES	8 X SEALS FOR JACK BOOM REPAIRS	17.60
EFT32648	27/05/2021	BLACKWOOD VALLEY PROPERTY MAINT.	INVESTIGATE AND REPAIR ROOF LEAKS ON BLC ROOF ABOVE BASKETBALL COURTS	460.00
EFT32649	27/05/2021	BLACKWOOD PLUMBING AND GAS	REPAIR LEAK AT FEMALE TOILET AT GREENBUSHES GOLF CLUB	110.00
EFT32650	27/05/2021	BLISS FOR DESIGN	2 X DAYS HIRE OF CONCRETE SAW	329.90
EFT32651	27/05/2021	BOOKEASY AUSTRALIA PTY LTD	BOOKING RETURNS COMMISSION & MONTHLY FEES - APRIL	220.00
EFT32652	27/05/2021	JOHN CARTER BOOKLESS	MONTHLY COUNCILLOR ALLOWANCE	802.33
EFT32653	27/05/2021	JULIA ANN BOYLE	MONTHLY COUNCILLOR ALLOWANCE	802.33
EFT32654	27/05/2021	BRAD GOODE AND ASSOCIATES PTY LTD	ABORIGINAL CONSULTATION & MONITORING FOR 3 DAYS AT BLACKWOOD RIVER FORESHORE PROJECT	8,232.68
EFT32655	27/05/2021	BRIDGETOWN MUFFLER & TOWBAR CENTRE	23,000KM VEHICLE SERVICE ON SES TROOP CARRIER & NEW UTE TAIL LIGHT FOR MITIGATION VEHICLE	534.00
EFT32656	27/05/2021	BRIDGETOWN BULLDOZING PTY LTD	FIRE SUPPRESSION REQUIRED FOR FIRE AT TURNER ROAD BRIDGETOWN	770.00
EFT32657	27/05/2021	BRIDGETOWN CARPETS & FLOORCOVERINGS	SUPPLY & INSTALL CARPET AT 144 HAMPTON STREET	4,764.00
EFT32658	27/05/2021	BRIDGETOWN VOLUNTEER BFB	CONTRIBUTION TOWARDS WASH DOWN BAY FOR MITIGATION VEHICLES & PRESCRIBED BURN	3,200.00
EFT32659	27/05/2021	BRIDGETOWN MITRE 10 & RETRAVISION	REPLACEMENT GAS BOTTLE, PLANTS & VARIOUS MINOR ITEMS	981.51
EFT32660	27/05/2021	BRIDGETOWN PAINT SALES	PAINTING SUPPLIES FOR VARIOUS SHIRE BUILDINGS AND FACILITIES	3,215.10
EFT32661	27/05/2021	BRIDGETOWN NEWSAGENCY	MONTHLY NEWSPAPER CHARGES FOR APRIL	93.40
EFT32662	27/05/2021	BRIDGETOWN VIETNAMESE CAFE	CATERING FOR COUNCIL MEETING	200.00
EFT32663	27/05/2021	BCITF	BCITF LEVIES COLLECTED FOR MAY	3,406.61
EFT32664	27/05/2021	BUNBURY TOYOTA	TOWING FEE TO BUNBURY TOYOTA FOR FLEET VEHICLE	720.01
EFT32665	27/05/2021	CASTLEDEX	3 X ROLLS OF RECORD LABELS INCLUDING POSTAGE	69.29
EFT32666	27/05/2021	CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	228.83
EFT32667	27/05/2021	CITY OF BUSSELTON	ANNUAL CONTRIBUTIONS TO BUSSELTON AIRPORT MARKETING FUND & REGIONAL WASTE PROJECT OFFICER	3,991.90
EFT32668	27/05/2021	CLOVERS GENERAL STORE	MONTHLY GROCERIES FOR LIBRARY, BLC & REFRESHMENTS FOR VOLUNTEER RECOGNITION EVENT	663.89
EFT32669	27/05/2021	TIMOTHY PATRICK CLYNCH	REFUND FOR BREAKFAST MEETING CHARGED TO PERSONAL CREDIT CARD INSTEAD OF SHIRE CARD	54.00
EFT32670	27/05/2021	CTS PLASTICS MACHINERY PTY LTD	2 X BOXES OF STRAPPING FOR REFUSE SITE BALER/COMPACTER	1,328.80
EFT32671	27/05/2021	DEPARTMENT OF TRANSPORT	VEHICLE SEARCH COSTS FOR APRIL	3.40
EFT32672	27/05/2021	DMIRS	BSL LEVIES COLLECTED FOR APRIL	4,184.62
EFT32673	27/05/2021	DOMESTIC MAINTENANCE SW	CONSTRUCTION OF ROOF SHELTER TO E-CHARGING STATION	3,486.09
EFT32674	27/05/2021	ECONOMIC TRANSITIONS	FINAL PAYMENT FOR BUSINESS CASE FOR OUTSOURCING BTN VC AND JIGSAW GALLERY	8,668.00
EFT32675	27/05/2021	GABRIEL EVANS	REIMBURSEMENT OF PRE-EMPLOYMENT MEDICAL	130.00
EFT32676	27/05/2021	MARY MYFANWY EVANS	ENTERTAINMENT FOR VOLUNTEER RECOGNITION EVENT	200.00
EFT32677	27/05/2021	LGRCEU	PAYROLL DEDUCTIONS	123.00
EFT32678	27/05/2021	FULTON HOGAN INDUSTRIES PTY LTD	BULK EMULSION & ASPHALT FOR ROAD MAINTENANCE	3,245.84
EFT32679	27/05/2021	SEYDA PASIC GROCHOWSKI	RATES REFUND	743.59
EFT32680	27/05/2021	HILLVIEW ELECTRICAL SERVICE	ELECTRICAL WORKS AT BTN CRC & SHIRE HOUSE	605.00
EFT32681	27/05/2021	HOSTAWAY PTY LTD	ANNUAL DNS HOSTING FEE FOR BRIDGETOWN SES WEBSITE	46.50
EFT32682	27/05/2021	INDEPENDENT WINDSCREENS	GLASS REPAIRS ON GRADER, LOADER & TIP TRUCK	1,720.00
EFT32683	27/05/2021	INTERFIRE AGENCIES PTY LTD	10 X PPE HELMETS COMPLETE WITH BRIDGETOWN FIRE BRIGADE LOGO	2,251.59
EFT32684	27/05/2021	IXOM OPERATIONS PTY LTD	MONTHLY RENTAL/SERVICE FEE FOR CHLORINE GAS CYLINDER - APRIL	168.63
EFT32685	27/05/2021	BARBARA JEAN JOHNSON	MONTHLY COUNCILLOR ALLOWANCE	963.83

SHIRE OF BRIDGETOWN-GREENBUSHES

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EFT32686	27/05/2021	LANDGATE	RURAL UV GENERAL REVALUATION 2020/21 & ENQUIRY FEES	12,425.50
EFT32687	27/05/2021	LD TOTAL	CONTRACT WORKS COMPLETED FOR BLACKWOOD RIVER FORESHORE PROJECT	38,165.97
EFT32688	27/05/2021	JOANNE MARIE LOTON	PARTIAL REFUND OF UNSTERILISED DOG REGISTRATION FEE	150.00
EFT32689	27/05/2021	MANJIMUP TOYOTA & MITSUBISHI	PURCHASE OF MITSUBISHI TRITON EXTRA CAB UTILITY MINUS TRADE-IN	29,797.50
EFT32690	27/05/2021	MCG FIRE SERVICES	4 X FIRE DETECTORS FOR BLC GYM & MONTHLY PANEL TESTING	2,195.01
EFT32691	27/05/2021	BEVAN REECE MCKAY	RATES REFUND	1,064.62
EFT32692	27/05/2021	METAL ARTWORK CREATIONS	STAFF NAME BADGES	53.90
EFT32693	27/05/2021	JOANN ROBERTA MOORE	MONTHLY COUNCILLOR ALLOWANCE	802.33
EFT32694	27/05/2021	JENNIFER MARY MOUNTFORD	MONTHLY COUNCILLOR ALLOWANCE	802.33
EFT32695	27/05/2021	JOHN DIGBY NICHOLAS	MONTHLY COUNCILLOR ALLOWANCE	1,577.33
EFT32696	27/05/2021	IVAN WILSON NIMMO	RATES REFUND	596.48
EFT32697	27/05/2021	NJ MECHANICAL	1 X EMERGENCY LIGHT BAR FOR NEW SHIRE LIGHT TANKER & REPAIRS TO MITIGATION UTE	2,165.82
EFT32698	27/05/2021	OFFICEWORKS LTD	1 X PROFESSIONAL ERGONOMIC HEAVY DUTY CHAIR & FREIGHT	328.95
EFT32699	27/05/2021	ANTONINO PRATICO	MONTHLY COUNCILLOR ALLOWANCE	802.33
EFT32700	27/05/2021	PRIME MEDIA GROUP	AIRTIME COSTS FOR OCTOBER, NOVEMBER, DECEMBER & JANUARY	2,167.00
EFT32701	27/05/2021	QUALITY SHOP	20 X 100 PAGE PRESTART CHECKLIST BOOKS	300.00
EFT32702	27/05/2021	PETER SIMON QUINBY	MONTHLY COUNCILLOR ALLOWANCE	802.33
EFT32703	27/05/2021	REPCO	1 X SERVICE KIT FOR WORKS SUPERVISOR VEHICLE & REPLACEMENT WIPER BLADES	266.75
EFT32704	27/05/2021	RYNAT INDUSTRIES AUSTRALIA PTY LTD	2 X SURFACE MOUNTED SOAP DISPENSERS & FREIGHT	283.01
EFT32705	27/05/2021	SHADEWEST SAILS	ANNUAL REFIT AND TAKEDOWN OF SUMMER SHADE SAILS IN SHIRE PARKS & BLC	3,278.08
EFT32706	27/05/2021	SHIRE STAFF CLUB	STAFF SOCIAL CLUB DEDUCTIONS	208.00
EFT32707	27/05/2021	SLATER-GARTRELL SPORTS	5 X FUTSAL BALLS & 2 X FLOORBALL GOAL CAGES WITH MATS FOR BLC	1,047.75
EFT32708	27/05/2021	SNAPPER DISPLAY SYSTEMS	4 X A1 SLIMLOCK PIN NOTICE BOARDS FOR BRIDGETOWN INFORMATION BAYS & FREIGHT	1,343.44
EFT32709	27/05/2021	SOUTHERN LOCK & SECURITY	RECTIFY FAULTY ALARM AT LIBRARY & SUPPLY PADLOCKS, BARRELS AND KEYS FOR GR SPORTSGROUND	868.96
EFT32710	27/05/2021	SOUTH WEST FIRE UNITS	VEHICLE SERVICING & ADDITIONAL REPAIRS FOR 3 FIRE VEHICLES	29,960.37
EFT32711	27/05/2021	SOUTH REGIONAL TAFE	COURSE FEES FOR CERT III IN BUSINESS ADMINISTRATION FOR SHIRE TRAINEESHIP	1,348.75
EFT32712	27/05/2021	SPRINT EXPRESS	FREIGHT	86.90
EFT32713	27/05/2021	SUPACHOOK CARVERY	CATERING FOR TWO CONCEPT FORUMS & MEALS FOR VOLUNTEERS ATTENDING MAF BURN	595.00
EFT32714	27/05/2021	SYNERGY	ELECTRICITY	10,480.99
EFT32715	27/05/2021	THE STABLES IGA	MONTHLY GROCERIES FOR VISITOR CENTRE - APRIL	14.53
EFT32716	27/05/2021	TOLL TRANSPORT PTY LTD	FREIGHT CHARGES	155.88
EFT32717	27/05/2021	TPG NETWORK PTY LTD	MONTHLY INTERNET CHARGE FOR LIBRARY	159.50
EFT32718	27/05/2021	VICTORIA BAKER PHOTOGRAPHY	PURCHASE OF PHOTOGRAPH FOR STRATEGIC COMMUNITY PLAN	150.00
EFT32719	27/05/2021	ALAN JOSEPH WILSON	MONTHLY COUNCILLOR ALLOWANCE	802.33
EFT32720	27/05/2021	WINC AUSTRALIA PTY LTD	BULK CLEANING SUPPLIES & LOCKABLE TOWEL/PAPER DISPENSERS	1,440.93
DIRECT DEBITS - LICENSING				
23164	03/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 03/05/2021	3,268.90
23165	04/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 04/05/2021	3,561.45
23166	05/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 05/05/2021	7,593.25
23167	06/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 06/05/2021	4,530.10
23168	07/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 07/05/2021	7,089.85
23169	10/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 10/05/2021	9,758.15
23170	11/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 11/05/2021	3,311.00
23171	12/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 12/05/2021	4,023.10
23172	13/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 13/05/2021	1,060.15
23173	14/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 14/05/2021	5,364.15
23174	17/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 17/05/2021	6,246.55

SHIRE OF BRIDGETOWN-GREENBUSHES

LIST OF ACCOUNTS PAID IN MAY TO BE RECEIVED

Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
23175	18/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 18/05/2021	2,413.85
23176	19/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 19/05/2021	2,613.70
23177	20/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 20/05/2021	3,603.65
23178	21/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 21/05/2021	4,340.35
23179	24/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 24/05/2021	3,344.15
23180	25/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 25/05/2021	8,270.15
23181	26/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 26/05/2021	4,401.05
23182	27/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 27/05/2021	3,402.50
23183	28/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 28/05/2021	3,438.75
23184	31/05/2021	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 31/05/2021	5,623.40
CHEQUES				
300106	05/05/2021	SHIRE OF BRIDGETOWN-GREENBUSHES	SHIRES COMMISSION ON BCITF LEVIES COLLECTED FOR APRIL	24.75
300107	17/05/2021	DWER	ANNUAL LICENSE FEE FOR BRIDGETOWN WASTE FACILITY	1,624.00
300108	17/05/2021	SHIRE OF BRIDGETOWN-GREENBUSHES	STAFF DEBTORS FOR APRIL	1,629.76
300109	27/05/2021	BUNNINGS BUILDING SUPPLIES	VARIOUS TOOLS FOR MITIGATION WORKS PROGRAM	1,431.71
300110	27/05/2021	SHIRE OF BRIDGETOWN-GREENBUSHES	STAFF DEBTORS FOR MAY, BSL & BCITF COMMISSIONS FOR MAY	1,670.76
				803,427.10
CHEQUES - VISITOR CENTRE TRUST				
200019	10/05/2021	SHIRE OF BRIDGETOWN-GREENBUSHES	SHIRES COMMISSION ON ACCOMMODATION, BUS TICKETS AND CONSIGNMENT STOCK FOR APRIL	1,362.90
ELECTRONIC PAYMENTS - VISITOR CENTRE TRUST				
EFT32561	10/05/2021	BRIDGETOWN HISTORICAL SOCIETY INC	CONSIGNMENT STOCK SOLD FOR APRIL	26.25
EFT32562	10/05/2021	BGBTA ASSOCIATION INC	CONSIGNMENT STOCK SOLD FOR APRIL	45.00
EFT32563	10/05/2021	PTA WESTERN AUSTRALIA	BUS TICKETS SOLD FOR APRIL	571.94
EFT32564	10/05/2021	SOUTH WEST COACH LINES	BUS TICKETS SOLD FOR APRIL	77.37
EFT32565	10/05/2021	WA HOLIDAY GUIDE PTY LTD	COMMISSION ON ACCOMMODATION BOOKINGS FOR APRIL	20.25
EFT32566	10/05/2021	LUCY ZIEMIANSKI	ACCOMMODATION REFUND	400.00
V300200	06/05/2021	WESTPAC BANK	TOTAL ACCOMMODATION BOOKINGS FOR APRIL	8,607.19
				11,110.90

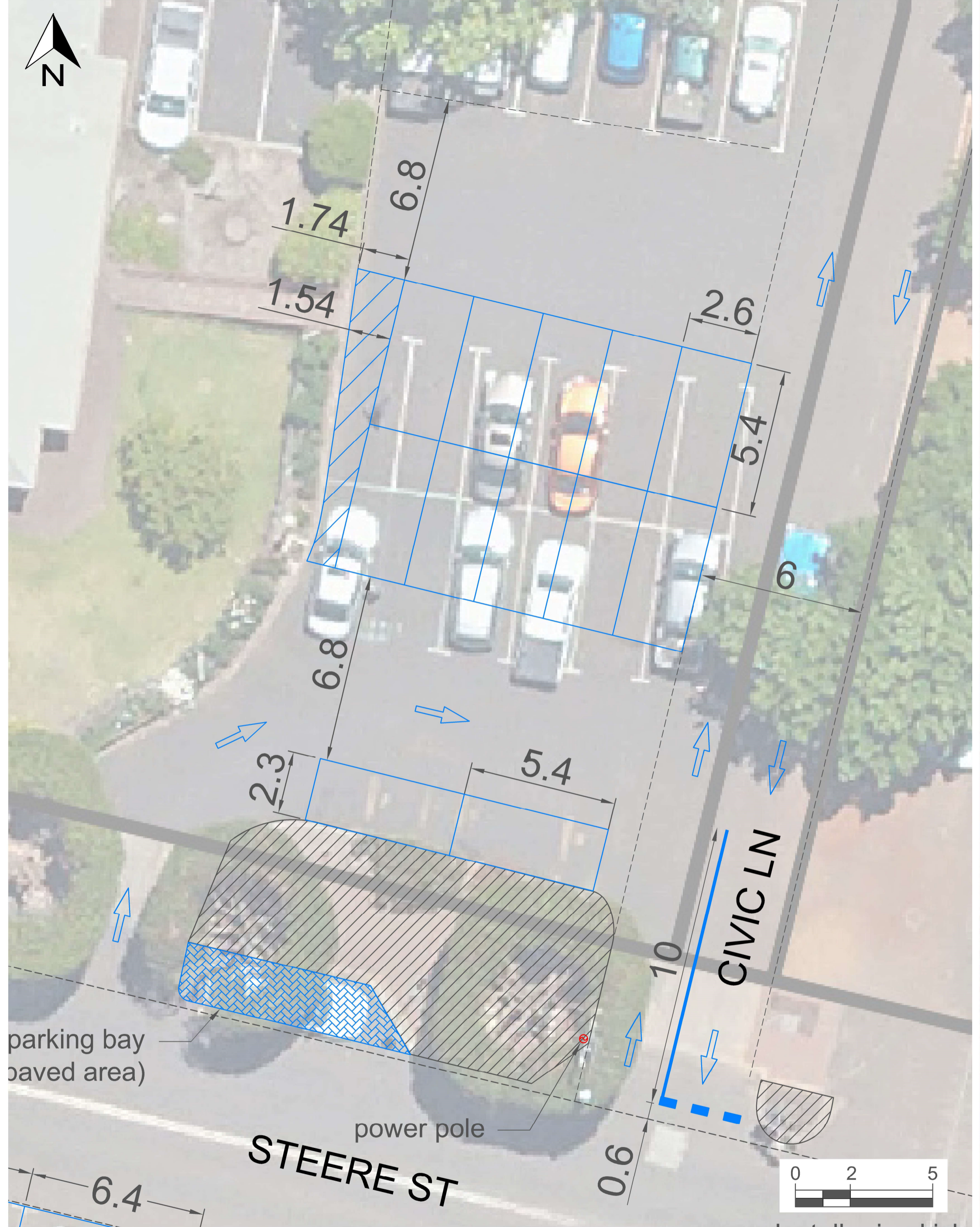
This schedule of accounts paid for the Municipal Fund totalling **\$803,427.10** and for the Trust Fund totalling **\$11,110.90** which was submitted to each member of the Council on 24th June 2021 has been checked and is fully supported by vouchers and invoices which are submitted herewith and which have been duly certified as to the receipt of goods and the rendition of services and as to prices, computations and castings.

Total creditor accounts outstanding as at 31/05/2021 is \$413,663.56



CHIEF EXECUTIVE OFFICER

24 June 2021



Shire Car Park
Layout Change

Drawn by:
S. Alexander

DATE:
May 2020

Drawing No.
CP-SHIRE-SA-V1

Checked by:
G. Arlandoo

DATE:
May 2020



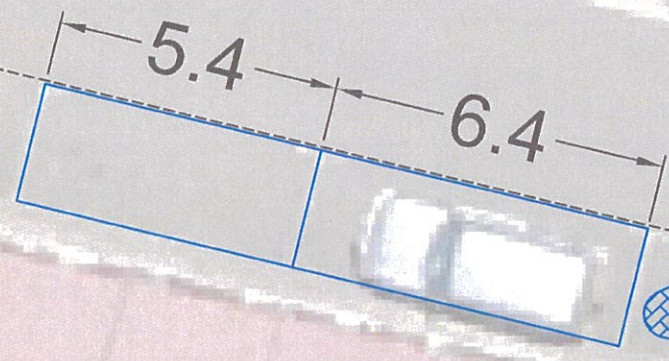
DESIGN OF TRAFFIC SIGNS AND
PAVEMENT MARKING
APPROVED
NOM. *Alon Delo*
Date: 25/6/2020
MRWA File: 14/2772
Main Roads Western Australia



Remove parking bay
(extend existing paved area)

power pole

Install R1-2



Install raised island
(300mm from traffic lane to avoid services &
300mm from footpath for drainage channel)

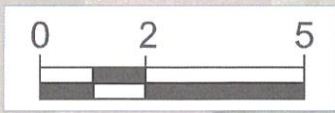
Install raised island
(300mm from traffic lane to align with
adjacent island)

- Notes:
1. Install holding lines and barrier lines on Stewart St and Civic Ln as shown and according to MRWA drawing 9931-0198.
 2. Install islands as shown - paved with semi-mountable kerbing.
 3. Redundant islands to be removed as shown and pavement reinstated.

Retain existing
Give Way sign

Remove old
holding line

Remove
redundant islands
impeding footpath





STEWART ST

Extend concrete kerbing to join existing kerbing to the south.

Install 5 x 7m parking bays.

Extend kerbing



Stewart St Parking Bays

Drawn by:
S. Alexander

DATE:
June 2020

Drawing No.
RD-STEWART-SA-V1

Checked by:
G. Arlandoo

DATE:
June 2020

Our Ref:

Name
Organisation
Street
SUBURB STATE POSTCODE

Dear Shopkeeper

Possible Removal of Two Parking Bays in Steere Street

In March 2019 the Shire wrote to businesses in Steere Street (between Hampton Street and Stewart Street) advising that a safety assessment of Steere Street near the railway crossing had been carried out, with particular attention paid to addressing the poor sight distances for vehicles exiting the civic centre car park (Civic Lane) and for vehicles trying to turn right from Stewart Street (railway station road) onto Steere Street.

The safety assessment confirmed that the sight distances at both intersections are well below the minimum standards. Steere Street is a road under the control of Main Roads Western Australia (MRWA) and discussions in 2019 with that agency determined that sight line improvements could be made by removing one parking bay on each side of the street. These bays were:

- On the north side - the single parking bay located between the two entrances to the civic centre car park; and
- On the south side - the easternmost parking bay in front of the newsagency – being the parking bay closest to the intersection with Stewart Street.

At the conclusion of the consultation period Council resolved to defer consideration of the proposal pending *investigations into possible redesign of the Civic Centre car park and conversion of Stewart Street into a one way thoroughfare*. At the time it was hoped that investigation of the design of the Civic Centre car park and traffic direction of Stewart Street may in itself result in improvements to sight distances in Steere Street without needing to remove any parking bays.

A redesign of the Civic Centre car park has been completed. An assessment of traffic movements on Stewart Street indicates that this road has relatively similar volumes of traffic movements in both directions therefore making it a one-way road will trigger significant inconvenience to road users and place pressure on other roads. Council therefore has indicated it no longer wishes to pursue this proposal.

Please refer to the design drawings for full details of the planned changes. In summary these changes are:

Civic Centre Car Park

- Re-configure the carpark layout with new line marking

Civic Lane / Steere St Intersection

- Widen Civic Lane entrance
- Install a holding line
- Install give way sign
- Install lane line

Stewart St / Steere St Intersection

- Move the holding line to the correct location according to Australian Standard
- Install a larger pedestrian island on the east side of the intersection

Steere St

- Remove the parking bay on the north side by infill with paving
- Remove the parking bay on the south side by installation of new Pedestrian Island
- Remove the redundant island in the middle of the footpath along the south side

Stewart St

- Install 5 new parallel parking bays

The safety assessment still recommends the removal of the two parking bays in Steere Street. MRWA's approval is conditional to this and is not negotiable. If removed the parking bays would be replaced by brick paving to form a widened footpath and a raised island. Removal of the parking bays will allow vehicles exiting the two intersections to ease out with improved visibility and without entering the lanes of traffic.

The Shire of Bridgetown recognises that parking in the Bridgetown town centre is limited and the removal of two on-street parking bays will further reduce parking opportunities. Although the additional parking bays on Stewart Street aren't immediately outside businesses the Shire is hopeful that creating these bays will in some way offset the removal of the two bays in Steere Street.

There is no intention to remove the existing power pole and any of the Queensland box trees on the footpath adjacent to the civic centre car park. This was a consideration at one point in time but with the proposed removal of the parking bay on the northern side of Steere Street visibility can be improved without the need to remove any trees.

Council is seeking feedback from businesses on Steere Street (between Hampton Street and Stewart Street) on the revised proposals. Written comments can be provided to the Shire by the closing date of 4pm on the 11th of December 2020.

Kind regards

Gilbert Arlandoo

Executive Manager Development & Infrastructure

November 2020

April 15 2019

Mr T Clynch

CEO

Shire of Bridgetown-Greenbushes

Via email

RE: PROPOSAL TO REMOVE TWO PARKING BAYS IN STEERE STREET.

Dear Sir,

I write in regards to the proposal to remove two parking bays in Steere Street.

I object to the removal of the two parking bays and would like the Shire to consider an option of changing Stewart Street to a one way street (southbound direction) which would alleviate some of the issues and possibly allow for the creation of additional parking spaces rather than the removal of parking spaces.

One way southbound on Stewart Street would

- a) eliminate issues of sightlines for vehicles exiting Stewart Street turning right into Steere Street, currently restricted by the parking on the South side of Steers Street, as no vehicles would exit Stewart Street onto Steere Street,
- b) Improve egress from the Shire car park at Civic Lane, as there would no longer be any traffic coming along Stewart Street, with drivers only giving way to traffic on Steere Street,
- c) Improve egress from the Shire Car park at the western exit, as they would no longer be affected by vehicles turning left from Stewart Street,
- d) Improve pedestrian safety due to the removal of vehicles exiting Stewart Street, particularly those pedestrians crossing from the Shire Car Park to and from the shops on the southern side of Steere Street.
- e) Provide an opportunity to create additional parking on the western side of Stewart Street as there would only be one lane needed for traffic.
- f) Provide an opportunity to provide kerbing and/or visual improvement to the western side of Stewart Street.

The one way portion may be returned to both directional flow at or near the right hand bend on Stewart Street towards Hampton Street to allow for access to the two businesses and the community garden. This would reduce the need for trucks servicing the businesses at the southern end to enter Stewart Street at Steere Street.

I acknowledge that my proposal will not improve sightlines for those exiting the shire car park and Civic Lane, to the west, but it would eliminate some of the issues. However the addition of “no right turn” from Civic Lane, would also eliminate the issue of sightline for vehicles turning right into Steere Street, and such traffic would then be directed either left into Steere Street or directly across to the now one way Stewart Street, which involves less risk than turning right.

If the parking bay on the northern side of Steere Street still posed a significant issue, I would suggest that consideration of motorcycle parking for this bay, as they have a lower vertical impact, in lieu of the current motorcycle parking in Hampton Street near the corner of Steere Street, which would in turn allow for additional parking in Hampton Street, and would allow for the potential to construct the same type of paving into Hampton Street that is proposed for Steere Street, to improve pedestrian access across Hampton Street. I would propose that such paving in Hampton Street to improve pedestrian access, would be placed a short distance south of the intersection so that it does not impact on turning vehicles.

This itself would not only improve pedestrian access but may also allow for improved sightlines on Hampton Street from Steere Street.

Yours sincerely

Tim Clynh

From:
Sent: Wednesday, 27 March 2019 7:27 PM
To: BTNSHIRE
Subject: I-EML201952553 - Removal of two parking bays in Steere Street

I fully support the removal of the parking bay on the east side as vehicles parked there, particularly the larger four wheel drives, make it difficult to see vehicles travelling eastwards when exiting the council car park area.

A further enhancement would be to put lane lines or cat's eyes in the centre of the eastern entry/exit from the council car park. When turning in, I sometimes find a car waiting to exit, in the middle of the exit, making it difficult or impossible to enter. This is also a safety issue. Please consider.

The parking bay on the south side does not inhibit safe exiting of the railway loop (Stewart Street) to the same extent, and there is clear vision of oncoming traffic in the adjacent lane, and traffic approaching from the left is visible when starting to exit before crossing to that lane if turning eastwards. If it is still considered a safety concern, I have no objection to the removal of this parking bay as there are other parking areas in the vicinity.



PO Box 369
Bridgetown WA 6255
ABN 27 897 686 939
6255tourismassociation@gmail.com

14th April 2019

Dear Tim,

I am writing on behalf of the _____ in response to your letter re the possible removal of two parking bays in Steere Street.

While we understand the difficulties in turning at the junctions mentioned, an alternative option was suggested by a local business and we felt it deserved consideration. Could these two carparks in question be used for ACROD parking only? This would reduce the usage, and perhaps the parking of larger vehicles, making exit easier most of the time. It was also suggested that this would need to be monitored and regulated until people adjusted to the change.

One other suggestion was for one of the parking spots to be turned into motorbike parking.

No other suggestions or objections were raised by the committee members.

Kind regards,

—

—

Bridgetown Greenbushes Business and Tourism Association Inc (BGBTA)



23rd November 2020

Shire of Bridgetown-Greenbushes
PO Box 271
BRIDGETOWN WA 6255

ATTN: Gilbert Arlandoo

Dear Sir,

Possible Removal of Two Parking Bays in Steere Street

I refer to your correspondence of 19 November 2020 regarding the abovementioned subject.

I understand the reasoning for the loss of parking areas however we believe the shire should be more active with increasing parking bays, not decreasing them.

A large number of our residents are seniors who require easy access to businesses. More parking areas are needed, not less.

The shire should look at the examples they have created in the past:

- We have a taxi stand in Hampton Street which hasn't been used in three years. This could suffice for two more parking bays.
- Most shire employees park in the Civic Centre car park area opposite the newsagency. Why are they not encouraged to park in the Railway parking area? The distance is only a short walk to their office.
- The loading bay in the front of the shire office is rarely used and could be utilised for more parking.
- A majority of the parking areas have a 2-hour parking limit which hasn't been policed for the last two years.

Furthermore, Stewart Street could be converted to an access via one-way only; North to South bound which means it is not necessary to remove the parking bays on Steere Street. Currently most vehicles using this route to park on Stewart Street.

Thank you for the opportunity to present our feedback. I look forward to your response on these matters of concern.

Yours faithfully

STEERE STREET, STEWART STREET AND CIVIC LANE

Firstly I would like to raise that the community consultation item on the Shire's website contained incorrect information where it refers to the addition of 5 parking bays on Steere Street whereas the 5 additional bays are proposed for Stewart Street.

It would be hoped that this has not impacted the responses, if business owners and residents only referred to the website and relied on the statement that five additional bays would be created in Steere Street.

- Widening vehicle access into the Shire car park
- Removal of 2 parking bays on Steere Street (to make it easier to view oncoming traffic when leaving Shire carpark and when entering or exiting from Steere Street into Stewart Street)
- Addition of 5 parking bays and semi-mountable kerbs on Steere Street
- Signage improvements

<https://www.bridgetown.wa.gov.au/your-council/news-information/community-consultation.aspx>

I have been a previous submitter on this matter and whilst my preference remains turning Stewart Street into a one way thoroughfare, which would allow even greater parking on both sides of Stewart Street and improved safety through the removal of vehicles turning from Stewart Street into Steere Street.

I support the proposed changes but would like to raise that for the Shire car park, the diagram shows an area to the west of the realigned parking bays that is not being used. Could this unused area be utilised by the creation of disabled parking for the two bays closest to the rose gardens?

The on-street parking within Hampton and Steere Steets has prevented the creation of disabled parking, however the additional width presented by the realignment may provide parking for disabled that would otherwise not exist within the town.

The unused area is also adjacent to and would give direct access to the ramp that leads to the lesser hall, Town Hall and shire offices.

On Steere street it appears that the two parking bays in front of the newsagents that are to remain will not be adjusted. With the relocation of the give way line on Stewart Street, is the island length necessary to meet the standard, particularly with the decline?

If the length of the island is not necessary, could the bays be moved towards Stewart Street, even by 50cm, so that the bay closest to the driveway adjacent to the newsagents be taken to the east, to improve the visibility and safety for vehicles egressing the driveway.

If vehicles egressing the driveway can move on quicker with improved visibility, this would mean less interaction with pedestrians and vehicles.

I support the installation of the five new bays on Stewart Street, but would like to see if they could be located on the western side, to reduce the need for pedestrians to cross the street. This would require some management devices, and realignment of the lanes, but this would also highlight the parking area and assist with slower vehicle speeds.

January 22 2021

NEW COMMUNITY GRANT APPLICATIONS 2020 - 2021

Applicant Group	Project or Purpose of Grant	Link to Outcomes or Strategies in Council's Strategic Community Plan	Total Project Budget	Applicant (or other Grant) Contribution	Amount Requested from Shire	Funding Purpose	Officer Comment	Amount Recommended by Working Group	Reason for Recommendation & Purpose of Funds	Previous Grants Acquitted
Bridgetown Masonic Lodge	Extraordinary building costs/repairs	4.1.2 Deliver programs that encourage community interaction and participation	\$8,350	Lodge members' contribution \$2,300 Other grant (TBA) \$1,500	\$4,550	\$1,500 towards costs of restumping Lodge building (total cost \$6,000) \$1,050 towards cost of plumbing repairs (total cost \$2,350)		\$4,550	normally would not support core building maintenance; consideration given due to COVID19 impacts in 2020 on fund raising endeavours by groups.	
Blues	Community /Non Ticketed Venue	1.1.9 Support tourism activities that focus on events, adventure, agriculture, food, heritage and the natural environment 4.1.1 Deliver and support a wide range of community activities, events and associated infrastructure			\$25,500	Venue Hire \$4,191.60; Stage and audio hire; performer fees and rubbish collection		\$ 7,755	new committee has advised no street party this year; less funding required than requested by outgoing committee; this funding will cover venue hire of Geegelup Park and Civic Centre (\$4,191.60) and rubbish collection at community venue; stage hire, sound equipment, performer fees for community venue	
Blackwood River Art Trail Working Group	Blackwood River Art Trail	1.1.9 Support tourism activities that focus on events, adventure, agriculture, food, heritage and the natural environment 4.1.1 Deliver and support a wide range of community activities, events and associated infrastructure	\$25,000	\$2,000 Applicant (cash) \$10,000 Regional Arts WA \$3,000 Lotterywest \$1,000 Nannup Shire \$1,000 Donnybrook Shire \$3,500 participant fees \$3,500 other sponsorships	\$1,000	Seed funding towards promotion and administration of the trail		\$1,000	This is a well organized, sustainable and growing event with a lot of buy in from a strong range of stakeholders.	
TOTAL					\$31,050			\$13,305		