

# AGENDA



## SHIRE OF MORAWA **18th December**

Councillors and Senior Staff are reminded that the next Ordinary Meeting of the Morawa Shire Council will be held in the Morawa Shire Chambers, Winfield Street, Morawa on **Thursday 18th December 2014**

Briefing Session

5.30pm

Ordinary Council Meeting

6.30pm



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**John Roberts**  
**Chief Executive Officer**  
**Date: 12th December 2014**



# 18th DECEMBER 2014

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Nil

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Ordinary Meeting 19th February ,2015

# **DISCLAIMER**

## **INFORMATION FOR PUBLIC ATTENDING COUNCIL MEETINGS**

**PLEASE NOTE:**

**THE RECOMMENDATIONS CONTAINED IN THIS AGENDA ARE OFFICERS RECOMMENDATIONS ONLY AND SHOULD NOT BE ACTED UPON UNTIL COUNCIL HAS RESOLVED TO ADOPT THOSE RECOMMENDATIONS.**

**THE RESOLUTIONS OF COUNCIL SHOULD BE CONFIRMED BY PERUSING THE MINUTES OF THE COUNCIL MEETING AT WHICH THESE RECOMMENDATIONS WERE CONSIDERED.**

**MEMBERS OF THE PUBLIC SHOULD ALSO NOTE THAT THEY ACT AT THEIR OWN RISK IF THEY ENACT ANY RESOLUTION PRIOR TO RECEIVING AN OFFICIAL WRITTEN NOTIFICATION OF COUNCILS DECISION.**

**JOHN ROBERTS  
CHIEF EXECUTIVE OFFICER**

## COUNCIL MEETING INFORMATION NOTES

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

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

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

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

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

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

Should an elector wish to have a matter placed on the Agenda the relevant information should be forwarded to the Chief Executive Officer in time to allow the matter to be fully researched by staff. An Agenda item including a recommendation will then be submitted to Council for consideration. The Agenda closes the Monday week prior to the Council Meeting (ie ten (10) days prior to the meeting).

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

7. Agendas for Ordinary Meetings are available in the Morawa Shire offices seventy two (72) hours prior to the meeting and the public are invited to secure a copy.
8. Agenda items submitted to Council will include a recommendation for Council consideration. Electors should not interpret and/or act on the recommendations until after they have been considered by Council. Please note the Disclaimer in the Agenda.
9. Public Question Time – Statutory Provisions – Local Government Act 1995.
  1. Time is to be allocated for questions to be raised by members of the public and responded to at:
    - (a) Every ordinary meeting of a council; and
    - (b) Such other meetings of councils or committees as may be prescribed

Procedures and the minimum time to be allocated for the asking of and responding to questions raised by members of the public at council or committee meetings are to be in accordance with regulations.

9A. Question Time for the Public at Certain Meeting - s5.24 (1) (b)

Local Government (Administration) Regulations 1996

- Reg 5 For the purpose of section 5.24(1)(b), the meetings at which time is to be allocated for questions to be raised by members of the public and responded to are:
- (a) every special meeting of a council; and
  - (b) every meeting of a committee to which the local government has delegated a power or duty.

Minimum Question Time for the Public – s5.24 (2)

- Reg 6 (1) The minimum time to be allocated for the asking of and responding to questions raised by members of the public at ordinary meetings of councils and meetings referred to in regulation 5 is fifteen (15) minutes.
- (2) Once all the questions raised by members of the public have been asked and responded to at a meeting referred to in sub regulation (1), nothing in these regulations prevents the unused part of the minimum question time period from being used for other matters.

Procedures for Question Time for the Public – s5.24 (2)

Local Government (Administration) Regulations 1996

- Reg 7 (1) Procedures for the asking of and responding to questions raised by members of the public at a meeting referred to in regulation 6 (1) are to be determined:
- (a) by the person presiding at the meeting; or
- (b) in the case where the majority of members of the council or committee present at the meeting disagree with the person presiding, by the majority of members,
- having regard to the requirements of sub regulations (2) and (3).
- (2) The time allocated to the asking and responding to questions raised by members of the public at a meeting referred to in regulation 6(1) is to precede the discussion of any matter that requires a decision to be made by the council or the committee, as the case may be.
- (3) Each member of the public who wishes to ask a question at a meeting referred to in regulation 6(1) is to be given an equal and fair opportunity to ask the question and receive a response.
- (4) Nothing in sub regulation (3) requires:
- (a) A council to answer a question that does not relate to a matter affecting the local government;
- (b) A council at a special meeting to answer a question that does not relate to the purpose of the meeting; or
- (c) A committee to answer a question that does not relate to a function of the committee.

10. Public Inspection of Unconfirmed Minutes (Reg 13)

A copy of the unconfirmed Minutes of Ordinary and Special Meetings will be available for public inspection in the Morawa Shire Offices within ten (10) working days after the Meeting.



**DECLARATION OF  
FINANCIAL INTEREST FORM**

TO: THE CHIEF EXECUTIVE OFFICER

AS REQUIRED BY SECTION 5.65 OF THE LOCAL GOVERNMENT ACT 1995,

I HEREBY DISCLOSE MY INTEREST IN THE FOLLOWING MATTERS OF

THE AGENDA PAPERS FOR THE COUNCIL MEETING DATED \_\_\_\_\_

AGENDA ITEM No.	SUBJECT	NATURE OF INTEREST	MINUTE No.

DISCLOSING PERSON'S NAME: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

NOTES:

1. For the purpose of the financial interest provisions you will be treated as having a financial interest in a matter if either you, or a person with whom you are closely associated, have a Direct or indirect financial interest or a proximity interest in the matter.  
**NB: it is important to note that under the Act you are deemed to have a financial interest in a matter if a person with you are closely associated has financial interest or proximity interest. It is not necessary that there be a financial effect on you.**
2. This notice must be given to the Chief Executive Officer prior to the meeting.
3. It is the responsibility of the individual Councillor or Committee Member to disclose a Financial interest. If in doubt, seek appropriate advice.
4. A person who has disclosed an interest must not preside at the part of the meeting relating to The matter, or participate in, be present during any discussion or decision-making procedure relating to the matter unless allowed to do so under Section 5.68 or 5.69 of the Local Government Act 1995.

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OFFICE USE ONLY:

1. PARTICULARS OF DECLARATION GIVEN TO MEETING
2. PARTICULARS RECORDED IN MINUTES
3. PARTICULARS RECORDED IN REGISTER.

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

**SHIRE OF MORAWA**  
**REQUEST FOR WORKS AND SERVICES**

REPORT ON REQUESTS FOR WORKS AND SERVICES REQUIRING  
ATTENTION BY THE CHIEF EXECUTIVE OFFICER OR DELEGATED TO  
OTHER STAFF BY THE CHIEF EXECUTIVE OFFICER FOR ACTION.

To the Chief Executive Officer,  
I submit the following for consideration at the \_\_\_\_\_ meeting held

On \_\_\_\_\_ Council  
Date

\_\_\_\_\_  
Chief Executive Officer

\_\_\_\_\_  
Received Date

**Filed On:** \_\_\_\_\_  
Date

Item No:	Subject Matter	CEO Action
1.		
2.		
3.		
4.		
5.		
6.		

**Councillors Name/Signature** \_\_\_\_\_

**Date:** \_\_\_\_\_

OFFICE USE ONLY	TICK
1. Given to Chief Executive Officer	
2. Placed on Status/Information Report	
3. Action Recorded on Report	

## **1 Declaration of Opening**

The Shire President to declare that the meeting open at 5.30 pm

### **1.1 Recording of Those Present**

Cr K J Chappel	President
Cr D S Carslake	Deputy President
Cr D B Collins	
Cr D J Coaker	
Cr D S Agar	
Cr M J Thornton	
Cr K P Stokes	

Mr J Roberts	Chief Executive Officer
Mr P Buist	Principal Works Manager
Ms W Gledhill	Manager of Accounting and Finance

### **1.2 Recording of Apologies**

### **1.3 Recording Leave of Absence Previously Approved**

### **1.4 Welcoming of Visitors to the Meeting**

### **1.5 Announcements by the Presiding Member without Discussion**

## **2 Public Question Time**

2.1 Response to previous public questions taken on notice

2.2 Public question time

## **3 Declaration of Interest**

Members are to declare financial, proximity and indirect interests.

**4 Confirmation of Minutes of Previous Meeting**

**4.1 Confirmation of Minutes**

20th November 2014 – Ordinary Council Meeting

**5 Public Statements, Petitions, Presentations and Approved Deputations**

**6 Method of Dealing with Agenda Business**

**7 Reports**

**7.1 Reports from Committees**

Nil

**7.2 Reports from the Chief Executive Officer**

Date of Meeting:	<b>18 December 2014</b>
Item No:	<b>7.1.1</b>
Subject:	<b>Morawa Community Aged Care Committee Report</b>
Date & Author:	<b>16 November 2014 Sean Fletcher, Consultant</b>
Responsible Officer:	<b>Chief Executive Officer</b>
Applicant/Proponent:	<b>Sean Fletcher</b>
File Number:	<b>ADM: 0608</b>
Previous minute/s & Reference:	<b>15 May 2014</b>

## **SUMMARY**

The purpose of this report is to provide both an update and a request to Council regarding the work that Morawa Community Aged Committee (the Committee) it has completed to date.

In particular, the Committee is seeking from Council the adoption of the policies and the service delivery plan it has developed and subsequently endorsed regarding the future management of the Aged Units.

## **DECLARATION OF INTEREST**

Nil

## **ATTACHMENTS**

### **Service Delivery Plan**

Morawa Aged Units Service Delivery Plan 2014.

### **Draft Policies**

- 12.1 Eligibility Criteria - Joint Venture Units
- 12.2 Eligibility Criteria – Non Asset Based Aged units
- 12.3 Rental Fees – Joint Venture Aged Units
- 12.4 Fees and Charges – Non Asset Based Units
- 12.5 Morawa Aged Units Carers and Visitors

### **Further Update**

December Update

## **BACKGROUND INFORMATION**

The Committee has steadily worked towards the development of the service delivery plan and the policies that the Shire will use to help guide it in the management of the Morawa Aged Units (Consisting of the Morawa Villas and the recently constructed Shire Built Units).

In summary the overview of the work of the Committee regarding the future management of the Aged Units and its progress towards the required outcomes can be seen as follows:

Component	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Establish Committee • Appointment • 1 <sup>st</sup> Meeting	Completed								
Compliance Framework: • Support materials • Develop policies		Completed	Completed	Completed	Projected	Completed	Extension	Extension	
Develop Service Delivery Plan (Fees & charges, risk management, LTFFP)		Completed	Completed						
Handover of units: • Joint Venture • Other		Completed	Completed	Completed	Completed	Completed	Projected	Extension	Extension
Implement property management		Completed	Completed	Completed	Completed	Completed	Projected	Projected	
Resolve other matters e.g. stakeholder access							Projected	Projected	Extension
Implement engagement process: • Community, Unit users			Completed	Completed	Completed	Completed	Projected	Projected	Extension

**Legend**

Completed	Projected	Extension
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**Table One: Timeline of Key Steps to Undertake The Management of the Aged Units 2014**

The timeline shows that this project has had to extend its completion date from the start of October to the end of November. The key impact or roadblock contributing to the need for an extension of time is the review of all Joint Venture Unit Agreements in WA by the Department of Housing. This has led to the creation of a new agreement template, which the Department has yet to receive from the solicitors. However, the Department has given the undertaking that the Shire of Morawa will be the first local government/organisation signed up to the new agreement.

Similarly, the delay in the roll out of the new agreement has caused a flow on affect regarding those matters requiring resolution with other stakeholders as these matters cannot be resolved until the Shire has responsibility for the Joint Venture units and hence the management order regarding the land on which all the units sit. Likewise the engagement process with the community and the residents is also impacted by the delays regarding the new agreement.

However, the implementation of appropriate property management for the Aged units has been resolved with existing staff scheduled to complete the relevant level of training in the near future and to also conduct a handover with the Morawa Community Care Inc;

The Committee did not meet in June and July 2014 and so the consideration of the Draft Service Delivery Plan and Draft Policies has taken longer than expected. However, these were endorsed at the August Committee meeting with the request for the development of an additional policy regarding live-in carers and visitors at its September meeting.

Further to this, the drafts were to go to the November Council meeting, but the author missed the deadline for submissions for agenda reports.

Despite the above delays, the respective service delivery plan and policies are now attached for adoption by the Council.

## **OFFICER'S COMMENT**

### **Service Delivery Plan**

A service delivery plan provides the key information that a local government needs regarding the delivery of a proposed service. In terms of the Aged units, the Committee developed the Morawa Community Aged Units Service Delivery Plan 2014 based on the anticipated handover to occur from October 2014. However, the take up of this service has been delayed, as explained previously due to the Department of Housing waiting on the drafting of a new Joint Venture Unit Agreement between it and the Shire of Morawa. A further update has been received, this has been circulated to committee members and a copy is attached.

However, the modelling in the Service Delivery Plan allowed Shire staff to include relevant sections in the Shire's 2014/15 Budget. As such the reporting on the levels of income and expenditure will occur once the take up of the units by the Shire occurs.

### **Overview of the Service Delivery Plan**

The key elements of the Service Delivery Plan (the Plan) include:

#### **General Elements**

The general elements within the Plan include information regarding:

- The background regarding of aged accommodation in the Shire of Morawa;
- How the plan aligns with the community's needs including the need for additional aged accommodation in Morawa and Perenjori;
- The current ownership of the units at the Morawa Villas;
- What the management arrangements of the units will be:
  - Oversight by the Morawa Community Aged Care Committee;
  - Management by the Property Manager;
- Who the key partners are (Council, Committee, CEO, Morawa/Perenjori Health Service, Local Doctor, Shire of Perenjori, Maintenance Contractors and the Department of Housing);

#### **Risk Management Plan.**

The risks regarding managing the Aged Units (pages 16-17) highlight that the provision of this service will impact on the capacity of the Shire to deliver other services. However, the Committee recognised that through the implementation of a dedicated resource such as the property manager (existing staff member) and through the Committee providing oversight this should reduce this to a low risk.

The other high risks included in the list include:

- The costs to provide the service is above the Shire's current capacity. However, the mitigation here is to work towards making the service as closely possible to cost neutral as possible;
- Lack of engagement of the local residents. This can be reduced to a very low risk through the implementation of key communication strategies. For example, the

Committee at its August meeting had a look at draft newsletter template that will be used to engage the community and residents.

### Financial Considerations

The financial analysis based on 100% occupancy (page 13) shows that there is possible income of \$113,426 per annum with possible levels of expenditure in the order of \$118,577 per annum resulting in a potential loss of \$5,151 per annum.

However, the Cost Benefit Analysis (page 18) shows that the service could be provided at nil cost. A key consideration would be an annual contribution from the Shire of Perenjori in lieu of constructing further aged units in Perenjori and seeking to have aged persons reside at the Morawa units.

The Reserve Projections (Page 19) shows that it may be possible to establish an Aged Units reserve that is capable of providing funds to meet substantial maintenance costs or serve as a contribution to the construction of new units in future. The start up funds for the Reserve includes the handover of funds from Morawa Community Care of approximately \$88,000. The Reserve will then have other contributions made to it over the next five years including the balance of fees paid, entry fees and offsets regarding depreciation (Shire contribution of \$21,010) amounting to a potential balance by 2019/20 of \$468,352.

### **Draft Policies**

Five policies were developed by the Committee and as such are presented for Council's adoption. An overview for each policy is presented as follows:

<b>Policy No</b>	<b>Policy Title</b>	<b>Key Points</b>
12.1	Eligibility Criteria – Joint Venture Aged Units	<p>Defines who is eligible to access units 1, 2, 3 &amp; 4:</p> <ul style="list-style-type: none"> <li>• Meets the income eligibility limits test (Social Housing Band A):               <ul style="list-style-type: none"> <li>○ Single \$430 per week;</li> <li>○ Couple \$670 per week;</li> </ul> </li> <li>• Meets the asset eligibility limits test (Social Housing Band A);               <ul style="list-style-type: none"> <li>○ Single \$38,400</li> <li>○ Couple \$63,800</li> <li>○ Singles or couples over 60: \$80,000.</li> </ul> </li> </ul> <p>These units must be managed as per the <i>National Affordable Housing Agreement</i>, the <i>State Community Housing Income and Assets Limits Policy 2013</i>, and the <i>State Community Housing Provider requirements</i> (The Shire will be an unregistered provider).</p>
12.2	Eligibility Criteria – Non Asset Based Aged Units	<p>Defines who is eligible to access units 5, 6, 7, 8 &amp; 9:</p> <ul style="list-style-type: none"> <li>• Someone over 55 years of age;</li> <li>• Can pay an entry fee of \$30,000 (lump sum or as per a payment schedule);</li> <li>• Can afford the recurrent charge of \$250 per week;</li> <li>• Can enter into a licence or lease.</li> </ul> <p>These units must be managed as per the <i>Retirement Villages Act 1992</i> and its regulations, the <i>Fair Trading</i></p>



		<i>Act 2010 and the Interim Code of Fair Practice for Retirement Villages 2014.</i>
12.3	Rental Fees – Joint Venture Units	<p>Confirms that for units 1, 2, 3 &amp; 4, the Department of Housing's Public Housing Policy is applied as follows regarding rental fees:</p> <ul style="list-style-type: none"> <li>• Must be charged at 25% of the gross income (i.e. before tax of an eligible person: <ul style="list-style-type: none"> <li>○ Initially for a single \$105 per week;</li> <li>○ Initially for a couple \$159 per week.</li> </ul> </li> <li>• This applied whether it is for a single person or a couple;</li> <li>• A single person using accommodation for a couple is still charged as a single person;</li> <li>• A higher level of rent may be charged if the occupant receives Commonwealth Rental Assistance.</li> </ul>
12.4	Fees & Charges – Non Asset Based Units	<p>Sets out the fees and charges for units 5, 6, 7, 8 &amp; 9:</p> <ul style="list-style-type: none"> <li>• The entry fee of \$30,000 can be paid off as follows: <ul style="list-style-type: none"> <li>○ Non refundable payment of \$6,000 (i.e. 20%);</li> <li>○ \$4,800 per annum thereafter;</li> <li>○ In the case of the lump sum payment where a refund is required (person has passed away or relocated), a refund of up to 80% will be made</li> </ul> </li> <li>• The recurrent charge is \$250 per week and paid monthly. It covers: the following operating costs and services: <ul style="list-style-type: none"> <li>○ Rent;</li> <li>○ Administration of the units;</li> <li>○ Maintenance of the property and grounds;</li> <li>○ Communal consumption of electricity, gas and water.</li> </ul> </li> <li>• Unit 5 was built by the Morawa Community Care Inc at the same time as the Joint Venture Units and so can either be charged at the Joint Venture Unit rates or as per the requirements for Non Asset Based Units;</li> </ul>
12.5	Morawa Aged Units Carers and Visitors	<p>This policy recognises the importance of carers and visitors and the criteria regarding their access to the Aged Units:</p> <ul style="list-style-type: none"> <li>• Live-in carers (Partner, family member, friend): <ul style="list-style-type: none"> <li>○ Partner in this instance can be in a single unit that has the capacity to allow this;</li> <li>○ Only Units 1 &amp; 2 have the capacity to accommodate a live-in carer who is not a partner.</li> </ul> </li> <li>• Temporary visit or stay i.e. for a short time;</li> <li>• Visitor (Not a live in carer, relative or other) is subject to the criteria regarding visit length and overnight stay: <ul style="list-style-type: none"> <li>○ Carer – each day or as required. Requires to seek permission to stay overnight;</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Family member up to one week four times a year – non consecutive;</li> <li>○ Friend/other - daily.</li> </ul>
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**Table Two: Overview of Policies For The Management of The Aged Units**

**Other Comments**

The Service Delivery Plan and the Policies shows that the Shire can through the adoption of key strategies manage the Aged Units to the required level to make the service cost neutral.

**COMMUNITY CONSULTATION**

Nil

**COMMITTEE MEMBER CONSULTATION**

The Committee workshopped and reviewed the Service Delivery Plan and the Aged units Policies at the following meetings:

- 16 April 2014
- 13 May 2014
- 19 August 2014
- 16 September 2014

**STATUTORY ENVIRONMENT**

Nil

**POLICY IMPLICATIONS**

Nil

**FINANCIAL IMPLICATIONS**

Nil

**STRATEGIC IMPLICATIONS**

Nil

**RISK MANAGEMENT**

Nil

**VOTING REQUIREMENT:**

Simple Majority

**OFFICER’S RECOMMENDATION**

Council:

1. Adopts the Morawa Aged Units Service Delivery Plan 2014.
2. Adopts the following policies:
  - a. 12.1 Eligibility Criteria - Joint Venture Units
  - b. 12.2 Eligibility Criteria – Non Asset Based Aged units
  - c. 12.3 Rental Fees – Joint Venture Aged Units
  - d. 12.4 Fees and Charges – Non Asset Based Units
  - e. 12.5 Morawa Aged Units Carers and Visitors

<i>Policy Type:</i>	Welfare
<i>Date Adopted:</i>	TBD

<b>Policy No:</b>	12.1
<i>Date Last Reviewed:</i>	N/A

<b>Legal (Parent):</b> 1. <i>Housing Act 1980</i>
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<b>Legal (Subsidiary):</b> 1. <i>The National Affordable Housing Agreement (Is an agreement by the council of Australian Governments (COAG) that commenced on 1 January 2009, replacing the Commonwealth State Housing Agreement).</i>
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<b>Delegation of Authority Applicable</b>
N/A

<b>Delegation No.</b>
N/A

ADOPTED POLICY	
<b>Title:</b>	ELIGIBILITY CRITERIA – JOINT VENTURE AGED UNITS
<b>Objective:</b>	The Shire of Morawa is committed to ensuring that the Joint Venture Agreement Aged Units within the Morawa Villas Complex are allocated to eligible persons in accordance with its obligations as a Community Housing Organisation – Unregistered Provider.

## Definitions

### Available Units

There are four units available for Eligible Persons in the following configurations:

Two single room units (Units 3 & 4)

Two double room units (Units 1 & 2)

### Community Housing Organisation

As per the Community Housing Income and Asset Limits Policy 2013 (Department of Housing): means a Local Government whose primary objective in this instance is to provide Social Housing (i.e. public housing) to Eligible Persons in Western Australia.

### Eligible Persons

In the context of this policy means a person(s) who:

- Receives the aged pension; and
- Under the Community Housing Income and Asset Limits Policy 2013 (Department of Housing):
  - Meets the income eligibility limits test (Social Housing Band A), and
  - Meets the asset eligibility limits test (Social Housing Band A).

As of June 2013, the level of gross income acceptable for:

- A single person is \$430 per week (the single aged pension is \$421.40 per week);
- A couple is \$670 per week (the aged pension for couples is \$635.30 per week).

As of June 2013, the level of assets acceptable for:

- A single person is \$38,400;
- A couple is \$63,800;
- For seniors 60 years or more (singles or couples) is \$80,000.

### Joint Venture Agreement

Is an agreement between the Department of Housing (or its previous incarnations e.g. Homeswest) and an organisation to undertake a joint venture to design, erect, construct, maintain and manage housing units for use as rental accommodation for Eligible Persons.

### Unregistered Provider

Under the Community Housing provider requirements an unregistered provider is a community housing organisation that has not achieved Registration status.

In Western Australia, there are three tiers of registered provider:



- **Growth Providers** are typically large housing providers with the capacity and strategic intent to grow and develop social and affordable housing (They must have a portfolio of 500 or more properties).
- **Preferred Providers** typically house people from a specific target group or geographical location and have the potential for growth and development of social and affordable housing (They must have a portfolio of 100 or more properties)..
- **Registered Providers** are typically smaller organisations with a limited capacity for growth and development of social and affordable housing, but a strong commitment to quality service provision (They must have a portfolio of less than 100 but must meet a strict compliance regime).

The Shire of Morawa is an unregistered provider. However, it must comply with public rent setting rules.

### Principles – Framework - Process

The Shire of Morawa is committed to the requirements regarding those on aged pensions who require public housing. This includes complying with the:

- Public Housing Policy;
- Community Housing Income and Asset Limits Policy 2013;
- Community Housing Rent Setting Policy 2009; and
- Community Housing Allocation Policy.

### Responsibilities

The following is the list of responsibilities regarding key areas within the Joint Venture Aged Housing eligibility process:

- The Property Manager is responsible for ensuring that applicants for the Joint Venture Aged Units meet the eligibility criteria.
- The Morawa Community Aged Care Committee in conjunction with the Council will ensure that the Joint Venture Aged Units policy is reviewed and maintained on a regular basis.

## **Monitor and Review**

The Joint Venture Eligibility Criteria policy is reviewed annually through the following process:

1. The Property Manager (in conjunction with the CEO) reviews the policy.
2. The reviewed policy is then presented to the Morawa Community Aged Care Committee for its consideration.
3. The reviewed policy is then presented to Council for consideration and adoption.

<i>Policy Type:</i>	Welfare
<i>Date Adopted:</i>	TBD

<b>Policy No:</b>	12.2
<i>Date Last Reviewed:</i>	N/A

<b>Legal (Parent):</b>
1. <i>Retirement Villages Act 1992</i>
2. <i>Fair Trading Act 2010</i>

<b>Legal (Subsidiary):</b>
1. <i>The Retirement Villages 1992 (Regulations)</i>
2. <i>Fair Trading (Retirement Villages Interim Code) Regulations 2014</i>

<b>Delegation of Authority Applicable</b>
N/A

<b>Delegation No.</b>
N/A

ADOPTED POLICY	
<b>Title:</b>	ELIGIBILITY CRITERIA – NON ASSET BASED AGED UNITS
<b>Objective:</b>	The Shire of Morawa is committed to ensuring that the Non Asset Based Aged Units within the Morawa Villas Complex are allocated to eligible persons in accordance with this policy and in accordance with its obligations under the <i>Retirement Villages Act 1972</i> and its regulations and the <i>Fair Trading Act 2010</i> and its regulations (including codes of practice).

## Definitions

### Available Units

There are five single bedroom units available for Eligible Persons. These are:

- The Aged Units currently listed as Units 6, 7, 8 & 9 Yewers Avenue, Morawa. These units are suitable for either a single person or a couple;
- Unit 5 Yewers Avenue, this is for a single person only, but may also have the same criteria applied to it as listed within this policy.

### Checklist For Prospective Residents

The Checklist for Prospective Residents is a list of questions from Appendix 1 – Checklist For Prospective Resident of the *Fair Trading (Retirement Villages Interim Code) Regulations 2014* that must be provided to any eligible person.

### Eligible Persons

In the context of this policy means a person(s) who:

- Is over 55 years of age;
- Can pay a “premium” or an entry fee of \$30,000 either:
  - As a lump sum fee on application; or
  - As part of a payment schedule consisting of a one off non-refundable fee of \$6,000 on application, with the balance of the entry fee paid off at \$4,800 per year thereafter;
- Can afford to pay the “recurrent charge” of up to \$250 per week; and
- Is prepared to enter into a legal contract or “licence” or “lease” (i.e. resident contract) subject to the requirements of the *The Interim Code of Fair Practice For Retirement Villages 2014*. This includes:

- I. Appropriate cooling off periods, the owner's information statement, the licence to be in legible form, occupancy type, form of payment, amenities and services;
- II. Any other information required by this code to be in the licence or lease; and
- III. The Checklist for Prospective Residents.

### **Non Asset Based Aged Units**

A Non Asset Based Unit Aged Unit is an aged unit that is available to an eligible person as defined within the section of this policy regarding Eligible Persons.

### **Retirement Village**

*Your Home: A Guide to Housing Options for People Over 55* defines a retirement village as a community of seniors living in individual premises sharing common facilities and amenities. The Guide also states that retirement villages provide housing for people 55 and over and their spouse or partner. The majority of residents tend to be retired or no longer working full time. Retirement villages are managed and administered by a village operator (In this case the Shire of Morawa).

### **Principles – Framework - Process**

The Shire of Morawa is committed to ensuring that it meets the requirements of the:

- *Retirement Villages Act 1992;*
- *The Retirement Villages Act 1992 (Regulations);*
- *The Fair Trading Act 2010; and*
- *Fair Trading (Retirement Villages Interim Code) Regulations 2014 (set out as Schedule 1 - The Interim Code of Fair Practice For Retirement Villages 2014).*

#### **Retirement Villages Act 1992**

This legislation sets out the broad requirements regarding the regulation of retirement villages and the rights of residents in such villages and for related purposes e.g. how premiums or entry fees are paid.

#### **Retirement Villages Regulations 1992**

The regulations sets out key requirements regarding a retirement village including:

- The need to provide an information statement to prospective residents and what form this must take;
- The exemptions from paying certain fees and charges to the administering body;
- The disposal of former goods.

#### **Fair Trading Act 2010**

This Act promotes and encourages fair trading practices and a competitive and fair market, and protect the interests of consumers, by applying the Australian Consumer Law as a law of Western Australia and providing for codes of practice.

#### **Fair Trading (Retirement Villages Code) Regulations 2009 - 2014**

These regulations set out how the retirement village is to be managed including the need to provide information to prospective residents (eligible persons), and the budget, the quarterly financial reports and the reserve fund in the prescribed format.

### **Responsibilities**

The following is the list of responsibilities regarding the application of the Non-Assets Based Aged Units eligibility process:



- The Property Manager is responsible for ensuring that applicants for the Non Asset Based Aged Units meet the eligibility criteria.
- The Morawa Community Aged Care Committee in conjunction with the Council will ensure that the Non-Assets Based Aged Units policy is reviewed and maintained on a regular basis.

### **Monitor and Review**

The Non-Assets Based Aged Unit Eligibility Criteria policy is reviewed annually through the following process:

1. The Property Manager (in conjunction with the CEO) reviews the policy.
2. The reviewed policy is then presented to the Morawa Community Aged Care Committee for its consideration.
3. The reviewed policy is then presented to Council for consideration and adoption.

<i>Policy Type:</i>	Welfare
<i>Date Adopted:</i>	TBD

<b>Policy No:</b>	12.3
<i>Date Last Reviewed:</i>	N/A

Legal (Parent):
1. <i>Housing Act 1980</i>
2. <i>Residential Tenancies Act 1987</i>

Legal (Subsidiary):
1. <i>The National Affordable Housing Agreement (Is an agreement by the council of Australian Governments (COAG) that commenced on 1 January 2009, replacing the Commonwealth State Housing Agreement).</i>
2. <i>Residential Tenancies Regulations 1989</i>

<b>Delegation of Authority Applicable</b>
N/A

<b>Delegation No.</b>
N/A

ADOPTED POLICY	
<b>Title:</b>	ELIGIBILITY CRITERIA – JOINT VENTURE AGED UNITS
<b>Objective:</b>	The Shire of Morawa is committed to ensuring that the rental fees payable by eligible persons for use of the Joint Venture Agreement Aged Units within the Morawa Villas Complex are clearly explained in the appropriate rental tenancy agreement and charged in accordance with the requirements for a joint venture agreement and Public Housing Policy.

## Definitions

### Available Units

There are four units available for Eligible Persons at the Yewers Avenue Complex (known as the Morawa Villas) in the following configurations:

Two single room units (3 & 4)

Two double room units (1 & 2)

### Eligible Persons

In the context of this policy means a person(s) who:

- Receives the aged pension; and
- Under the Community Housing Income and Asset Limits Policy 2013 (Department of Housing):
  - Meets the income eligibility limits test (Social Housing Band A), and
  - Meets the asset eligibility limits test (Social Housing Band A).

As of June 2013, the level of gross income acceptable for:

- A single person is \$430 per week (the single aged pension is \$421.40 per week);
- A couple is \$670 per week (the aged pension for couples is \$635.30 per week).

As of June 2013, the level of assets acceptable for:

- A single person is \$38,400;

- A couple is \$63,800;
- For seniors 60 years or more (singles or couples) is \$80,000.

### **Joint Venture Agreement**

Is an agreement between the Department of Housing (or its previous incarnations e.g. Homeswest) and an organisation to undertake a joint venture to design, erect, construct, maintain and manage housing units for use as rental accommodation for Eligible Persons.

### **Residential Tenancy Agreement**

Under the *Residential Tenancies Act 1987*, in accordance with the amendments introduced in 2011, the Shire must use the social tenancy housing tenancy agreement prescribed in the Act and its regulations i.e. Form 1AB.

## **Principles – Framework - Process**

### **Commitment to Requirements**

Is an agreement between the Department of Housing (or its previous incarnations e.g. The Shire of Morawa) is committed to the requirements regarding those on aged pensions who require public housing. This includes complying with the:

- Public Housing Policy - Department of Housing;
- Community Housing Income and Asset Limits Policy 2013;
- Community Housing Rent Setting Policy 2009;
- Community Housing Allocation Policy; and
- Form 1AB Social Housing Tenancy Agreement (Residential Tenancies Act and its Regulations).

### **Public Housing Policy Rent**

Under the Public Housing Policy criteria, the rent for Joint Venture Units is charged at 25% of the *gross income* (i.e. before tax income) of an eligible person.

#### Single Room Units

For example, if a single resident using a single room unit receives the aged pension of \$421.40 per week, then the rent paid will be \$105 per week. This is whether the single person is in a single room unit or a double room unit.

#### Double Room Units

For example, if a couple using a double room unit receives the aged pension of \$635.30 per week, then the rent paid will be \$159 per week.

If a single resident is using a double room unit, then the rent payable is still 25% of their gross income. For example, if the resident receives the aged pension of \$421.40 per week, then the rent paid will be \$105 per week.

This means that the Shire will charge a minimum and maximum rent for the double room units subject to their use i.e. the minimum rent will be for a rent that will be charged to a single person and the maximum rent charged will be for the rent that can be charged to a couple.

#### Community Housing Policy Criteria

In some cases, it may be possible for the Shire to charge a higher rental for eligible persons using Joint Venture Units providing they receive the Commonwealth Rental Assistance. In this instance, the rent charged will be:

- 25% of the resident's *net income*; and

- Commonwealth Rental Assistance (which is paid to the Shire).

### **Responsibilities**

The following is the list of responsibilities regarding key areas of the Joint Venture Aged Units rental process:

- The Property Manager is responsible for ensuring that the residents using the Joint Venture Units pay the appropriate level of rental fees.
- The Morawa Community Aged Care Committee in conjunction with the Council will ensure that the Rental Fees – Joint Venture Aged Units policy is reviewed and maintained on a regular basis.

### **Monitor and Review**

The Rental Fees Joint Venture Aged Units policy is reviewed annually through the following process:

1. The Property Manager (in conjunction with the CEO) reviews the policy.
2. The reviewed policy is then presented to the Morawa Community Aged Care Committee for its consideration.
3. The reviewed policy is then presented to Council for consideration and adoption.

<b>Policy Type:</b>	Welfare
<b>Date Adopted:</b>	TBD

<b>Policy No:</b>	12.4
<b>Date Last Reviewed:</b>	N/A

<b>Legal (Parent):</b>
1. <i>Retirement Villages Act 1992</i>
2. <i>Fair Trading Act 2010</i>

<b>Legal (Subsidiary):</b>
1. <i>The Retirement Villages 1992 (Regulations)</i>
2. <i>Fair Trading (Retirement Villages Interim Code) Regulations 2014</i>

<b>Delegation of Authority Applicable</b>
N/A

<b>Delegation No.</b>
N/A

ADOPTED POLICY	
<b>Title:</b>	FEES AND CHARGES – NON ASSET BASED AGED UNITS
<b>Objective:</b>	The Shire of Morawa is committed to ensuring that a “premium” or entry fee and a weekly recurrent charge or “rent” are paid by residents (eligible persons) who reside in the Non Asset Based Aged Units within the Morawa Villas Complex. The premium and recurrent charge are imposed in accordance with this policy and in accordance with the Shire’s obligations under the <i>Retirement Villages Act 1972</i> and its regulations and the <i>Fair Trading Act 2010</i> and its regulations (and codes of practice).

## Definitions

### Available Units

There are five single bedroom units available for Eligible Persons. These are:

- The Aged Units currently listed as Units 6, 7, 8 & 9 Yewers Avenue, Morawa. These units are suitable for either a single person or a couple;
- Unit 5 Yewers Avenue, this is for a single person only, but may also have the same criteria applied to it as listed within this policy.

### Eligible Persons

In the context of this policy means a person(s) who:

- Is over 55 years of age;
- Can pay a “premium” or an entry fee of \$30,000 either as a lump sum or as per the payment schedule in the section on premiums;
- Can afford to pay the “recurrent charge” of up to \$250 per week; and
- Is prepared to enter into a legal contract or “licence” or “lease” (as per Policy 12.2);
- In the case of Unit 5, is someone on the aged pension (who must be charged at 25% of gross income – in this case the recurrent charge is for rent only and is currently \$105 per week charged monthly and has signed a rental agreement) or someone who meets the criteria listed in a, b, c and d above.

### Non Asset Based Aged Units

A Non Asset Based Unit Aged Unit is an aged unit that is available to an eligible person as defined within the section regarding Eligible Persons.

## Premium

A premium is the entry fee required to be paid by a person who is eligible to use one of the Non-Asset Based Units.

The premium is a one off, up front entry fee currently set at \$30,000. The premium may be paid either:

1. As a one off lump sum payment. Or
2. As per a payment schedule consisting of:
  - a. A one off non-refundable payment of \$6,000 (i.e. 20% of the premium);
  - b. The balance paid off at \$4,800 per year commencing in the second year of occupation i.e. 20% of \$24,000.
3. In the case of the lump sum payment in point 2.a, where the applicant/occupant has passed away (deceased) or relocated to another facility within 12 months from approval of occupancy, a refund of up to 80% of the entry fee will be made.

## Exit Entitlement

A portion (20%) of the entry fee (premium) may be refunded once the resident leaves the unit.

## Departure Fees

An additional fee consisting of a departure fee or a deferred management fee is required and is paid on a pro rata basis.

This fee accumulates at 3% of the entry fee (premium) per year of occupancy and is capped at a maximum of 20% of the entry fee.

The departure fee is not applicable regarding the conditions outlined in point 3.

## Recurrent Charge

A recurrent charge in this instance is a charge paid on a regular basis by a resident that covers the following operating costs and services:

- Rent;
- The administration of the Aged Units;
- Maintenance of the property and grounds;
- Communal (common areas) consumption of electricity, gas and water.

Individual unit consumption of electricity, gas and water is excluded from the recurrent charge. However, these costs are paid by the Shire in the first instance and then recouped from each occupant.

The recurrent charge is currently set at \$250 per week. The recurrent charge is paid monthly.

For a person on the age pension residing in Unit 5 Yewers Avenue, the recurrent charge is currently at a rent of \$105 per week, paid monthly.

## Retirement Village

*Your Home: A Guide to Housing Options for People Over 55* defines a retirement village as a community of seniors living in individual premises sharing common facilities and amenities. The Guide also states that retirement villages provide housing for people 55 and over and their spouse or partner. The majority of residents tend to be retired or no longer working full

time. Retirement villages are managed and administered by a village operator (In this case the Shire of Morawa).

## Principles – Framework - Process

The Shire of Morawa is committed to ensuring that it meets the requirements of the:

- *Retirement Villages Act 1992*;
- *The Retirement Villages Act 1992 (Regulations)*; and
- *The Fair Trading Act 2010*; and
- *Fair Trading (Retirement Villages Interim Code) Regulations 2014 (set out as Schedule 1 - The Interim Code of Fair Practice For Retirement Villages 2014)*.

### **Retirement Villages Act 1992**

This legislation sets out the broad requirements regarding the regulation of retirement villages and the rights of residents in such villages and for related purposes e.g. how premiums or entry fees are paid.

### **Retirement Villages Regulations 1992**

The regulations sets out key requirements regarding a retirement village including:

- The need to provide an information statement to prospective residents and what form this must take;
- The exemptions from paying certain fees and charges to the administering body;
- The disposal of former goods.

### **Fair Trading Act 2010**

This Act promotes and encourages fair trading practices and a competitive and fair market, and protect the interests of consumers, by applying the Australian Consumer Law as a law of Western Australia and providing for codes of practice.

### **Fair Trading (Retirement Villages Code) Regulations 2009 - 2014**

These regulations sets out how the retirement village is to be managed including the need to provide quarterly financial reports in the prescribed format.

## Responsibilities

The following is the list of responsibilities regarding the payment of fees and charges by eligible residents under the Non Asset Based Aged Units policy:

- The Property Manager is responsible for ensuring that eligible persons or residents for the Non Asset Based Aged Units pay the premium and the recurrent charges in accordance with this policy.
- The Morawa Community Aged Care Committee in conjunction with the Council will ensure that the Fees and Charges Non-Assets Based Aged Units policy is reviewed and maintained on a regular basis.

## Monitor and Review

The Non Assets Based Aged Unit Eligibility Criteria policy is reviewed annually through the following process:

1. The Property Manager (in conjunction with the CEO) reviews the policy.
2. The reviewed policy is then presented to the Morawa Community Aged Care Committee for its consideration.
3. The reviewed policy is then presented to Council for consideration and adoption.

<i>Policy Type:</i>	Welfare
<i>Date Adopted:</i>	TBD

<b>Policy No:</b>	12.5
<i>Date Last Reviewed:</i>	N/A

<b>Legal (Parent):</b>
1. <i>Carers Recognition Act 2010 (Commonwealth)</i>
2. <i>Carers Recognition Act 2004 (State)</i>

<b>Legal (Subsidiary):</b>
1. Nil

<b>Delegation of Authority Applicable</b>
N/A

<b>Delegation No.</b>
N/A

ADOPTED POLICY	
<b>Title:</b>	MORAWA AGED UNITS - CARERS AND VISITORS
<b>Objective:</b>	<p>The Shire of Morawa recognises the importance of carers and visitors regarding the residents of the Morawa Aged Units:</p> <ol style="list-style-type: none"> <li><b>Carers may be live-in subject to the capacity of the accommodation the resident resides in.</b></li> <li><b>Visitors may be external carers, or someone who is visiting a resident temporarily.</b></li> </ol>

## Definitions

### Carer

A carer is someone who provides unpaid care and support to family members and friends who have a disability, mental illness, chronic condition, terminal illness, an alcohol or other drug use, or who are frail aged.

### Live-in Carer

A live-in carer is someone who meets the definition of carer: and

- Is the partner of the resident; or
- Is a family member of the resident; or
- A friend.

The criteria for a carer other than a partner to live-in with a resident is subject to a unit's capacity to allow this arrangement to work. As such, only the double units have the capacity to allow a carer who is not a partner i.e. Units 1 and 2.

### Resident as a Carer (Other Than A Partner)

In the case where the resident is responsible for someone other than their partner, their capacity to look after this person (in this case another family member) is subject to three key issues:

1. The capacity of the resident to look after this person;
2. The capacity of the resident's unit to house this other person;
3. The capacity of the aged units in general regarding this other person.



### Temporary Visit or Stay

As such, the status of a visitor can be given its ordinary meaning in the context of a “visit” i.e. to go and stay with a person, family, or to stay at a place for a short time, or to stay with someone or place as a guest.

The length of a visit or stay is defined in the section regarding Visitor.

### Visitor

A visitor is someone who is:

- A carer who does not live-in with the resident;
- A relative, friend, acquaintance, service provider, or other who visits a resident temporarily.

A visitor’s access to a resident’s unit is subject to the following:

Visitor Status	Visit Length	Overnight Stay
Carer	Each day or as required	Requires approval regarding each instance
Family Member (Other than someone under a resident’s care)	<ul style="list-style-type: none"><li>• Up to one week – four times a year;</li><li>• Cannot occur consecutively;</li><li>• A longer stay may be permissible:<ul style="list-style-type: none"><li>○ Subject to the discretion of the Property Manager; and</li><li>○ Must not take unfair advantage of the intent of the Property Manager’s permission.</li></ul></li></ul>	Yes
Friend	Daily (includes evenings)	No
Acquaintance	Daily (includes evenings)	No
Service Provider	As required	No
Other	Daily (includes evenings)	No

**Table One: Visitor’s Access to a Resident’s Unit**

### Principles – Framework - Process

The Shire of Morawa is committed to ensuring that it meets the requirements of the:

- *The Carer’s Recognition Act 2004;*
- *The Carer’s Recognition Act 2010.*

### ***Carer's Recognition Act 2004***

This legislation sets out at the State level the definition of a carer and the requirements binding on an organisation that provides formal formal carers.

### ***Carer's Recognition Act 2010***

This legislation sets out the Commonwealth position regarding carers and is similar in construct to the Western Australian legislation.

## **Responsibilities**

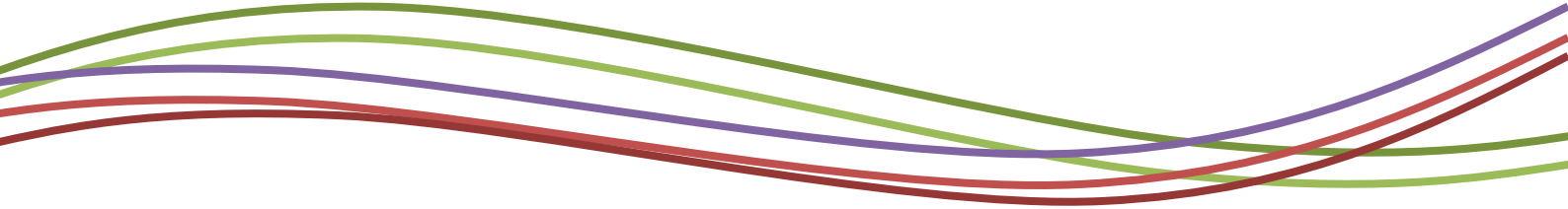
The following is the list of responsibilities regarding the acceptance of carers and visitors

- The Property Manager is responsible for ensuring that carers or visitors meet the requirements of this policy.
- The Morawa Community Aged Care Committee in conjunction with the Council will ensure that the Morawa Aged Units Carers and Visitors policy is reviewed and maintained on a regular basis.

## **Monitor and Review**

The Non Assets Based Aged Unit Eligibility Criteria policy is reviewed annually through the following process:

1. The Property Manager (in conjunction with the CEO) reviews the policy.
2. The reviewed policy is then presented to the Morawa Community Aged Care Committee for its consideration.
3. The reviewed policy is then presented to Council for consideration and adoption.



Shire of Morawa  
Morawa Community Aged Units  
**Service Delivery Plan**  
2014



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Draft

## **Our Vision**

*A proud and inclusive community with committed partnerships and a strong economy.*

## Background

Under the strategic community planning process during 2011 it was identified by the community that there was insufficient aged care accommodation in Morawa to meet current needs let alone the future needs of the aged members of the community.

At the time there were two housing options for elderly residents requiring independent living arrangements or care 24/7:

1. The Morawa Villas consisting of 2 x 2 bedroom units and 3 x1 bedroom units for the well aged population in Morawa. This means that the total number of independently living aged persons that this facility can cater for is seven. Four of these units are joint venture between Morawa Community Care Inc. and the Department of Housing and as such residents must be eligible under the “assets test” as per the Community Housing Income and Asset Limits policy.
2. The Morawa Lodge which offers six beds for low care hostel residents, four beds for high care residents and four beds for acute patients (although the latter is not permanent accommodation). As such the Lodge is part of the Morawa Perenjori multi-purpose Health Centre and is managed and staffed by the hospital.

The total number of aged persons, independent in nature or requiring care at that time that could be housed in these two facilities was 17.

It was also recognized by Morawa Community Care Inc. at the same time that it had a waiting list of eight people with another half a dozen people or so who had expressed interest in aged care accommodation. Also, the Morawa Villas could only cater for those who are able to meet the “assets test” i.e. those with minimal assets. Many elderly residents were precluded from entering the Morawa Villas as they were considered asset rich, but generally this is in name only due to the structure adopted by many farming businesses listed the “retired” parents as still partners in the business.

As a result of this situation, the Shire of Morawa was successful in securing funding under the Royalties for Regions program to build, during 2013, four new independent living units (Morawa Aged Care Units) in partnership with Morawa Community Care Inc. to cater for those who are not precluded by the assets “test”. Although single bedroom, they have the capacity to house a double bed and thus a couple. This has increased the aged care accommodation capacity to 25. In turn this has meant that the problem of inadequate housing facilities for the aged population in the Morawa district and the neighbouring areas has been addressed in part.

From there, in line with previous agreements with the Morawa Community Care Inc., Council resolved on 23 November 2011 for the Shire of Morawa to proceed with taking over the management of the Aged Units (i.e. Morawa Villas and the Morawa Aged Care Units).

## Purpose of the Morawa Community Aged Units Service

The Morawa Community Aged Units service will provide continuity to the Morawa Community (and those in the sub-region, including Perenjori) regarding the following:

- Low cost accommodation for those seniors on low incomes;
- An accommodation option for aged members of the respective communities that due to their assets would not have access to joint venture housing or community housing provided by the Department of Housing or the Shire under the Departments criteria.

## **Strategic Alignment**

The Morawa Community Aged Units – Service Delivery Plan is an informing strategy under the Shire of Morawa Integrated Planning and Reporting (IPR) requirements. How this service delivery plan integrates with the IPR process is set out in the sections below.

## **Strategic Community Plan**

The Morawa Community Aged Units service will contribute to the strategic priority of the strategic priorities of the Shire of Morawa under its Strategic Community Plan in the following manner:

- Aged services are recognised as very important (page 8);
- A key requirement under Outcome 1.9 is Strategy 1.9.1. - Secure funding and build aged accommodation (page 17).

## **Corporate Business Plan**

The Morawa Community Aged Units – Service Delivery Plan will serve to inform the:

- Workforce Plan;
- The Long Term Financial Plan; and
- The Corporate Business Plan 2012.

Under the Corporate Business Plan 2012, Project 4 – Morawa Community Care (page 19) is a high priority project. Although this relates to the construction of suitable accommodation for the elderly, the Shire has commenced to put an appropriate management structure in place.

## **Alignment with the Community's Needs**

### **Morawa**

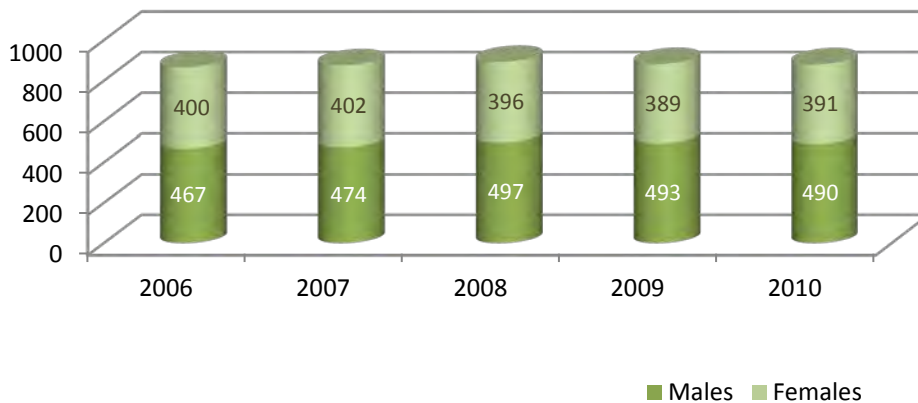
Morawa is a proud and inclusive community with a traditional farming economic backbone. Located in the Mid West Wheatbelt (also referred to as the North Midlands) and home to approximately 881 residents, Morawa is positioning itself to become a multi-faceted sub-regional centre with 2,500 residents. In addition to the town of Morawa the District also includes the localities of Canna, Gutha, Koolanooka, Merkanooka and Pintharuka.

The current estimated resident population has not changed significantly over the past five years in contrast to the population decline occurring of many other Mid West Shires. The Australian Bureau of Statistics (ABS) data for 2010 showed of the 881 residents 56% are male and 44% female representing a significant variation when compared to the State



proportion of 51:49.

### Estimated Resident Population

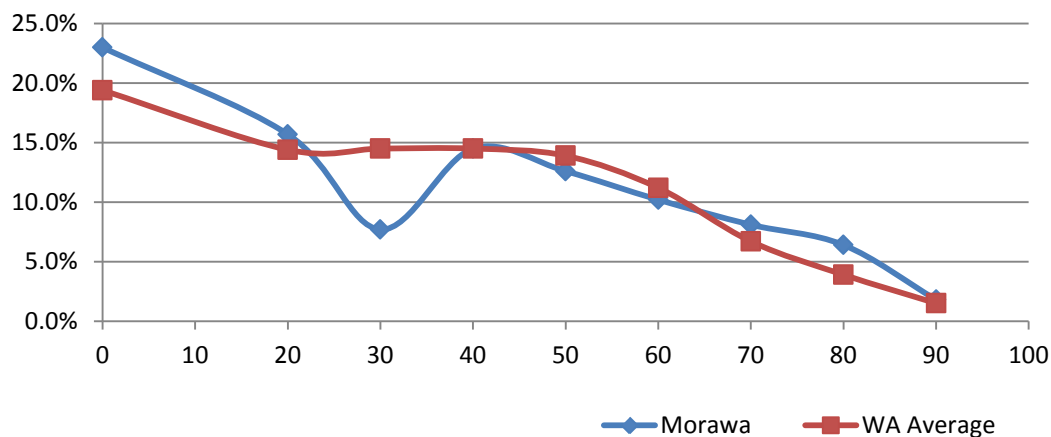


Data Source: Australian Bureau of Statistics

**Diagram 1: Estimated Resident Population - Morawa**

The ABS population estimate at 30<sup>th</sup> June 2011 is lower than the Shire’s current population estimate of 950 people as the Shire’s estimate takes into consideration the additional accommodation available in the Morawa townsite. However, for the purposes of this service delivery plan the population estimates of the ABS has been used.

### Estimated Resident Population by Age Group



Data Source: Australian Bureau of Statistics

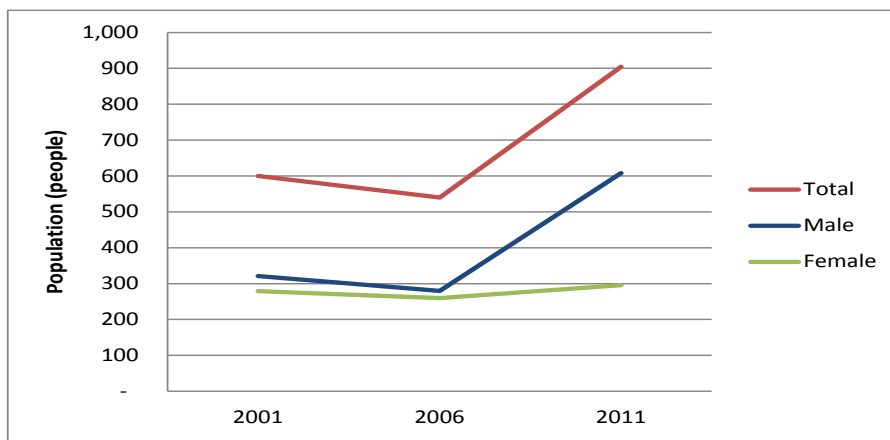
**Diagram 2: Estimated Resident Population by Age Group - Morawa**

The age demographic of the resident population compared to the State is shown in the above graph. The number of residents aged 65 to 84 years is above the state average.

These statistics suggest there is a need for an emphasis on a continued investment in facilities and services for the aged.

### Perenjori

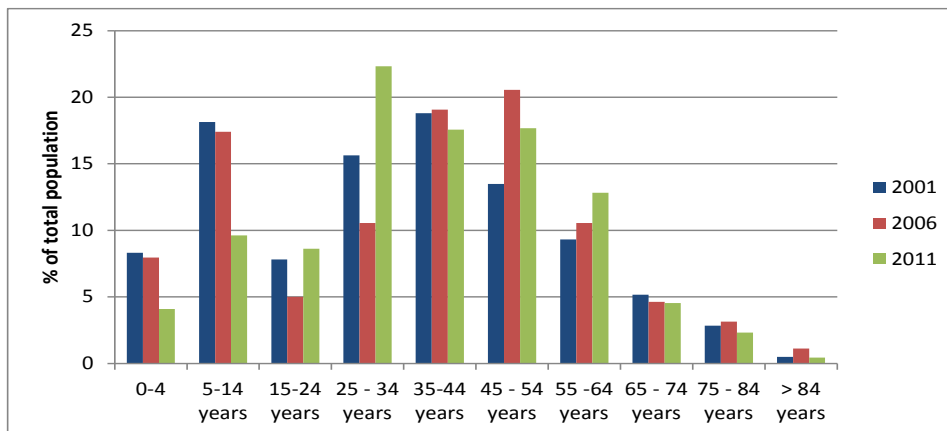
The Shire of Perenjori Strategic Community Plan notes that the population recorded as living in Perenjori on census night 2011 was 903 people, including 607 males and 296 females (Diagram 3). This was a 67% increase on five years earlier during the 2006 census, and is a reversal in the population decline experience between the 2001 and 2006 censuses. Most of the population growth is in the male population, with modest growth in the female population.



Data Source: ABS Census 2001 - 2011

Diagram 3: Population of Perenjori (2001 – 2011)

It should be noted that this boost in population is due to the increase in mining activity in the region. Despite the significant increase in the population living in Perenjori, almost all of this population is transient. Overall, the population permanently living in Perenjori households continues to be in decline, especially the population in the township itself. The Change in population growth is seen in Diagram 4:



Data Source: ABS Census 2001 - 2011

Diagram 3: Population of Perenjori (2001 – 2011)

In 2010, there were approximately 39 people in Perenjori aged 70 years and over. None of these people were in residential or community care. It was recognised at the time that the closest aged-care facilities were in Morawa, where 6 people were in low-level care, 5 in high-level care, and 3 were in community care places.

The Shire of Perenjori currently has management and control of two Joint Venture units in the town of Perenjori. Both units are occupied. The Shire has indicated that it may consider building two additional aged units in future to accommodate future need.

The Morawa Community Aged Units (Aged Units) service aims to address the needs of the aged residents and the community as a whole through the following:

### **Short Term (6 – 12 months)**

- Establishment of the Morawa Community Aged Care Committee;
- Development of resident policies, long term financial plan and financial reports;
- Transfer of management of Morawa Community Care units to the Shire of Morawa
- Employment of Property Manager;
- Engage community on the progress of the service.

### **Medium Term (1 – 3 years)**

- Bed down the Aged Unit service;
- Develop a long term plan.

### **Long Term (Over 3 years)**

- Review the needs of the service:
  - Who should operate the service;
  - Are additional units required (also additional land)?



## Ownership

The Aged Units consist of two key categories which, determines ownership:

- Four Joint Venture Units. The predominant equity in these units is held by the Department of Housing (87.26%) and so must comply with this organisation's requirements. The Department of Housing's equity is worth \$205,546 and the Shire's equity at 12.74% is worth \$30,000;
- One unit built by the Morawa Community Care Inc. and to be handed to the Shire of Morawa. This was built at a cost of \$55,000;
- Four units built by the Shire of Morawa at a cost of \$760,000.

The units are located on Reserve 37512, which is under the management and control of Morawa Community Care Inc. Once Reserve 37512 is transferred to the Shire, this will mean that the Aged Units will have the capacity to be considered a retirement village for management, administration and financial purposes.

## Customer Segments

The different groups of aged people that the service aims to reach and serve are:

- a. Those on low income who meet the Department of Housing assets test;
- b. Self-funded Retirees;
- c. Others of need that may not meet the criteria in points a, or b.

## Customer Relationships

The type of relationship that the Shire of Morawa will have with the customers listed in the customer segments is a personal one. Ideally, this is through interaction with the property manager in the first instance.

## Channels of Communication

The Shire of Morawa will communicate and engage with the residents of the Aged Units in the following way:

- The Shire Office is a key customer touch point. The Shire Office is the main administration centre and supports the property manager;
- Through the use of a newsletter and similar mechanisms to distribute information and keep the residents informed;
- The provision of an annual survey to establish the view of the residents and their families of the level of the service provided;
- The Shire will also engage with the community in general from time to time through articles in the Morawa Scene and updates on the Shire Website.

## Value Propositions

The primary service or value that the Shire provides to the community and the aged sector in particular consists of the following:

## Operating Location

The Aged Units are located at Yewers Avenue (Reserve 37512 Caulfield Road), Morawa.

The location of the administration for this service is at the Shire of Morawa Office located at 65 Winfield Street Morawa.

### **Property Management and Administration**

The Aged Units and the property they are on will be managed by a dedicated property manager – part time. There is also a Standing Committee of Council known as the Morawa Community Aged Care Committee which is responsible for providing oversight regarding the management of the units, developing key policies regarding the management of the units and advising the Council on key resources required to support the service.

### **Facilities Used**

The facility used consists of an amalgam of units based at Yewers Avenue (note: the frontage for land ownership purposes is shown as Reserve 37512 Caulfield Road), Morawa as follows:

#### **Morawa Villas**

##### Joint Venture

Consists of 2 x 2 bedroom units (Units 1 & 2) and 2 x1 (Units 3 & 4) bedroom units. These units are joint venture with the Department of Housing and as such residents must be eligible under the “assets test”. This means only those with a low income can access these units.

##### Non Assets Based

Consists of 1 x 1 bedroom unit (Unit 5). This unit is available to those who are of sufficient means or other criteria.

#### **Morawa Aged Care Units**

Consists of 4 x 1 bedroom units (Units 6-9). These units are available to those who are of sufficient means or other criteria.

### **Key Activities**

The key activities of the service are to:

- Provide accommodation to the aged residents within the joint venture units and the non-assets based units; and
- Manage the units as a whole from a property management point of view to meet the requirements of the:
  - *The Housing Act 1980* and the Department of Housing regarding the Joint Venture Units;
  - *Retirement Villages Act 1992*;
  - Shire of Morawa regarding the Non-asset Based Units; and
  - To also ensure that this key asset for the Shire is managed in a way that is of best value.

## Key Resources

In order for the service to operate effectively, the following key resources will need to be provided:

- A dedicated property manager at 0.4 – 0.5 FTE. This person may be an additional employee or an existing employee. However, if it is an existing employee then the Shire will need to engage extra staff resources to cover the work no longer undertaken by the existing employee;
- Office costs including office space, office furniture and stationery;
- Information Communications Technology consisting of access to a suitable computer and or tablet and mobile phone. This also includes the setting up and keeping of key records in the Shire's record management system;
- Training and development of the property manager and other Shire staff that may need to support the service from time to time;
- A vehicle for the property manager on the basis of a shared arrangement with the Community Youth Development Officer. The Shire currently has a vehicle for this purpose.

## Personnel

### Delivery of Service in Place

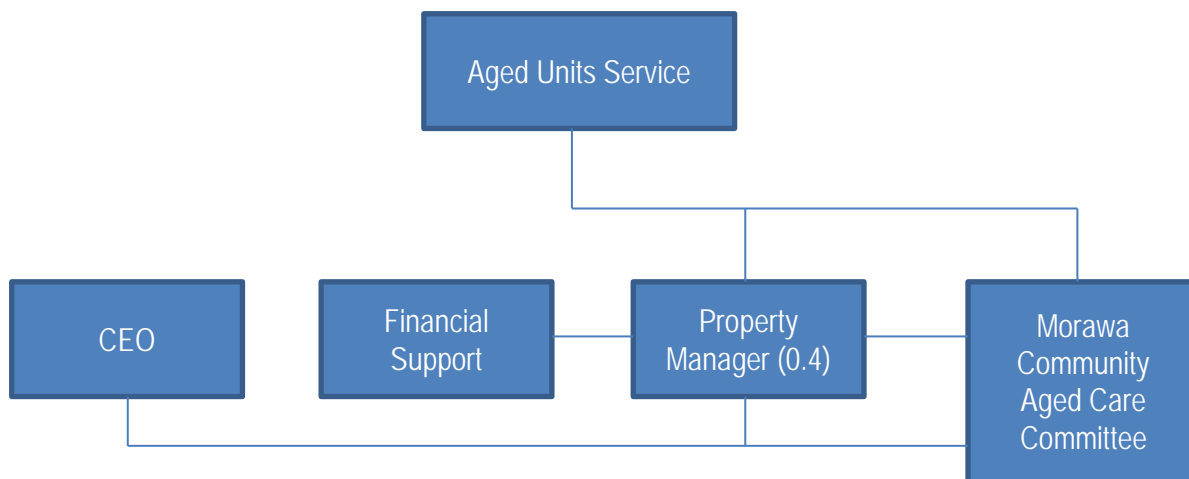
To provide the level of service required under the service delivery plan, there is a need for a part time property manager regarding the running of the Aged Units and support from existing Shire staff regarding support services for the financial management and reporting required to administer the service.

### Anticipated Future Demand for This Service

The demand to provide the service is expected to increase as the population of Morawa grows and also ages at the same time. There is capacity to increase the level of resourcing to support the growing service as the property manager can increase the hours required to provide administrative support. However, this will come at an increasing financial cost which will need to be met through existing revenue streams.

### Organisational Chart

The organisational chart regarding the provision of this service can be seen as follows:



**Diagram 3: Organisational Chart Aged Units Service**

### Position Titles

Position	Function
<b>Property Manager</b>	To administer the Aged Units. Includes resident services, preparation of reports to the CEO and the Committee, ensuring all repairs and maintenance are carried out and the appropriate level of publicity
<b>Financial Support</b>	To provide financial services to the Aged Units and Committee. This includes financial reports to the Property Manager and the Committee
<b>Morawa CA Committee</b>	To provide oversight, develop policies and make recommendations to Council
<b>CEO</b>	Is responsible for ensuring the service is being achieved according to appropriate resources and according to the Shire's strategic direction.

**Table 1: Roles and Responsibilities**



## Informations Communications Technology

A key resource for any organisation, employee or service in this day and age is access to information and communication through electronic means. It is expected that the property manager will need to undertake their role using:

- An appropriate computer. This may be a laptop or desktop device so that they can access key records and have access to Office software (for creating reports and contacting others by email) and Synergy Software (to access the financial system to track costs and generate requests);
- An appropriate mobile device including a mobile phone and a tablet:
  - In the case of a mobile phone, this is an important communication device as it will allow the property manager to address issues promptly when on site;
  - The tablet has access to app technology that will allow the property manager to record property management issues or other matters when on site.

## Key Partnerships

The suppliers and partners that will make the service delivery model work include:

- The MCAC and Council. The Committee has oversight of the management of the units and is responsible for the development of suitable policies and making recommendations to the Council regarding key resourcing;
- Shire CEO. The Shire CEO is responsible for the day to day operations of the Shire, is the primary advisor to the Council and is responsible for the employment and management of all staff;
- Morawa/Perenjori Health Service (WA Country Health Service). The Aged Units are located adjacent to the hospital. Access to this key service by the aged residents is paramount;
- The Home and Community Care (HACC) Perenjori-Morawa. HACC generally provides localised support services to elderly residents in the home and at other facilities;
- The Doctor. The local doctor has a key interest in the aged members of the community and provides support to the aged residents and so is critical in ensuring that they have access to appropriate care. The doctor may also make referrals regarding a person's need for aged housing;
- Shire of Perenjori. The Shire of Perenjori has aged residents and identified that the Aged Units service would meet its needs regarding these residents. To this extent the Shire of Perenjori is prepared to make an annual contribution to support this service;
- Maintenance Contractors. The maintenance and repairs to the Aged Units is outsourced. This is because the Shire of Morawa does not have the capacity to undertake the works required. However, it would be expected that from time to time there may be very minor issues that the property manager could assist with for example the changing of a light globe.

In terms of repairs or issues regarding electronic devices such as a TV, the residents will have access to the service used by the Shire;

- The Department of Housing. The Department of Housing is responsible for ensuring that housing provided through a joint venture initiative has an appropriate management structure, access policy and maintenance program in place. For the Shire of Morawa this means applying these criteria to the four joint venture units.

### **Marketing and Promotion**

The service will be marketed and promoted through local distribution networks. This will include:

- Making available a waiting list to the community so that applicants can be assessed and allocated an aged unit according to their needs and requirements;
- Advertising in the Morawa Scene and Perenjori local newsletters from time to time (quarterly) to keep these communities informed on the progress of the Aged Units service; and
- Other such mechanisms that the Morawa Community Aged Care Community considers appropriate.

## Financial Analysis

The revenue and expenditure for the Aged Units (based on 100% occupancy) is set out as follows:

Description	\$	Assumptions
<b>Revenue</b>		
Fees Joint Venture Units	27,456	2 single units @ \$105 pw, 2 double units @ \$159 pw
Fees Other Units	57,460	4 units @ \$250 pw and 1 unit @ \$105 pw
Charges	7,500	Reimbursement of utility costs (electricity and water)
Contributions	20,000	Shire of Perenjori contribution
Entry Fees	0	
Reserve	0	Funding from Morawa Community Care Inc Reserve/ Other Reserve
Miscellaneous	1,010	Interest earned on reserves, other
<b>Total</b>	<b>113,426</b>	
<b>Expenditure</b>		
Salaries	27,000	Part time Property Manager
Overheads (Admin Allocated)	27,000	Annual leave, personal leave, superannuation, car, insurance, office
Reserve	20,967	Balance of Joint Venture Rent not used to maintain units
Materials	500	Minor sundries
Maintenance and Contracts	14,600	Repairs, fire extinguishers, pest control, a/c servicing, gardening
Utilities	7,500	Electricity & water
Depreciation	21,010	Cost of depreciating 9 units. This is paid into the reserve
<b>Total</b>	<b>118,577</b>	
<b>Funding Required Y/(N)</b>	<b>5,151</b>	Funding from Community Care Inc. Reserve or other sources

**Table 2: Revenue and Expenditure**

### Considerations

The assumption to manage the nine units is based on existing running costs for the Morawa Villas and the expected costs associated with the more recent Aged Units.

### Revenue

#### *Fees Joint Venture Units*

The rent for the Joint Venture Units is based on the “assets test” as per the Community Housing Income and Asset Limits Policy.

Also the rents charged must be in accordance with the Public Housing Rent Setting policy which states providers must charge an affordable rent of no more than 25% of gross income.

### *Fees Other Units*

The rent from the Non-asset Based Units is charged at the appropriate level for the Morawa district i.e. \$250 per week (According to the REIWA Rental Data base regarding a 1 – 2 bedroom residence).

Charges are the reimbursed costs from the tenants regarding the payment of electricity and water costs.

### *Contributions*

The Shire of Perenjori has indicated it is willing to contribute to the service in exchange for the additional aged housing capacity it offers to its aged residents. However, this amount has yet to be agreed, although notionally this is set at \$20,000 per annum with a built in annual increase at 5.6% for business modelling requirements.

### *Entry Fees*

At this stage the Shire is considering charging an entry fee for those approved to enter the Non-Asset Based Units using the “resident funded units” model. Under this model, the resident:

1. Is in effect part of a retirement village which must comply with the Retirement Villages Act, Regulations and Code;
2. Pays a negotiated entry fee which consists of two parts:
  - a. A non-refundable component. In this instance, it is proposed that 80% of the entry fee is retained by the Shire;
  - b. A fully refundable component without interest. In this case it would be the remaining 20% payable to the resident on departure from the unit;
3. Alternatively, the applicant has the option of paying off the entry fee as follows:
  - a. Payment of a non-refundable component on application, set at 20% of the entry fee, subject to the cooling off periods required by the Retirement Villages Act and its regulations; and
  - b. With the balance paid off over five years set at 20% of the balance per year.

The starting entry fee proposed is \$30,000 per applicant. This means that based on the “resident funded units” model, the Shire would retain \$24,000 and return \$6,000 to the resident once they leave the unit. The entry fee would operate as follows:

- The full amount of \$30,000 paid on application subject to the cooling off periods required by the Retirement Villages Act and its regulations;
- In the event of the applicant passing away (deceased) or relocating to another facility within 12 months from approval of occupancy, up to 80% of the entry fee will be refunded to the applicant. This means the Shire will retain at least \$6,000;
- Alternatively, the applicant may pay off the entry fee in accordance with section 3 above as follows:
  - \$6,000 on application; and
  - \$4,800 per year thereafter for the following five years (i.e. years 2,3,4,5 and 6).

In essence, the funds retained by the Shire would be kept in a reserve for the purpose of either maintaining the Aged Units complex or as a contribution towards the building of additional units.

The model in Table 2 shows a negative disposition, it would be prudent to cover any shortfall experienced from the reserve that holds both the:

- Resident entry fees; and
- The appropriate component from the funding handed over by the Morawa Community Care Inc.

### Expenditure

The property manager at 0.4 or 0.5 FTE is expected to have a wage cost of \$27,000. The Shire's overhead recovery rate is 100% and so covers all leave costs, superannuation, office expenses, vehicle running costs and so on.

In terms of the Joint Venture Units, those funds not spent on the units during the year they are raised must go into reserve for future spending on these units.

In terms of maintenance contracts, it is expected that there will be a contract for maintenance and repair works, service of the air conditioning units, gardening maintenance and fire extinguisher and pest maintenance.

The Shire will pay the residents' utility costs in the first instance and then recoup these accordingly.

The expected level of depreciation on the total value of the buildings of \$1,050,546 over 50 years (Shire Accounting Requirements) on a straight line basis is \$21,010 per annum. This must be paid into a reserve to go towards the replacement costs of the units.

### Fee Structure

The recommended fees and charges to be made for the utilisation of the services are set out in the table below:

<b>Service Type</b>	<b>Fee</b>
<b>Rent for single Joint Venture Unit per week (Units 3-4)</b>	\$105
<b>Rent for double Joint Venture Unit per week (Units 1-2)</b>	\$105 - \$159
<b>Rent for Non-Asset Based Unit per week (Unit 5)</b>	\$105 - \$250
<b>Rent for Non-Asset Based Unit per week (Units 6-9)</b>	\$250

**Table 3: Service Based Indicators**

Table 3 confirms that the rent for units 3-4 based on the public housing criteria would be \$105 (single person). For units 1-2 the minimum rent would be \$105 (single) and the maximum rent \$159 (couple) based on the public housing criteria. Unit 5 is a single unit suitable for a single person only, so the minimum rent would be \$105 for a single person on the aged pension. However, Unit 5 may have other criteria applied, for example the Community Housing Criteria or the Non-Assets Based criteria meaning a maximum "recurrent charge" or rent of \$250 can be applied. Units 6 – 9 are purely based on the Non-Assets based criteria.

### Transitional Arrangements

The implementation of the service will see the existing services for aged housing in the Morawa district transition to the Shire of Morawa over the next six to 12 months. This will include:

- Transferring responsibility from the Morawa Community Care Inc. to the Shire of Morawa including:
  - Transferring the management order for the land that the units sit on from Morawa Community Care Inc. to the Shire of Morawa;
  - Transferring of funds from Morawa Community Care Inc. bank accounts to Shire accounts and reserves;
  - Transferring the ownership of Unit 5 from the Morawa Community Care Inc. to the Shire of Morawa;
- Entering into an agreement with the Department of Housing regarding the Morawa Joint Venture Units;
- The Department of Housing handing over the Joint Venture Units in an appropriate condition and to undertake works accordingly;
- Finalising appropriate criteria including the service delivery plan, fees and charges, policies, and other governance practices;
- Setting up of the service entity through the employment of a property manager.

### Issues – Risk Analysis

It should be noted that the Shire of Morawa does not have a Risk Management Plan as such, so the risk matrix used to assist plot the risks is based on reasoned expectations in accordance with the Integrated Planning Master Class Workbook 2011:

The major risks (weaknesses and threats) are rated and mitigated (or treated) as follows:

Risk	Consequence	Likelihood	Treatment
1. The service will affect the other services provided by the Shire	Major	Almost Certain	The consequence of failing to address this issue is very high (Extreme) as existing staff will need to perform this function. However, the engagement of a property manager will reduce the risk to low.  Also, the Management Committee will provide the level of oversight needed to assist develop appropriate policies and plans
2. The costs to provide the service are over and above the Shire's existing capacity	Major	Likely	This is a high risk outcome. However, by ensuring that the service is cost neutral or as closely possible to cost neutral will reduce the risk from high to low.
3. Lack of engagement of the residents, the community and key stakeholders	Major	Possible	Failure to engage the residents, the community and key stakeholders will lead to criticism of the service and lead to medium levels of dissatisfaction leading to the potential non-use of the facility.  By putting in place an appropriate communication strategy will reduce the risk from high to very low.

4. Failing to set appropriate level of fees and charges	Major	Likely	<p>The Shire must provide this service according to statutory guidelines and also so that it does not have an impact on the Shire's bottom line.</p> <p>The ongoing scrutiny of fees and charges on a cost neutral basis in accordance with the requirements of the Local Government Act and its regulations will reduce the risk from high to low</p>
5. Failure to have a planned transition process will impact on the start up of the service	Major	Unlikely	<p>This is a medium risk, as staff and the Committee will generally expect and develop a transition process.</p> <p>By implementing a project timeline will reduce this risk to low.</p>

**Table 4: Risk Analysis**

**How the Risks Are Managed:**

	Risk Rating	Action Required
L	Low Risk	Managed by Routine Procedures including policies and procedures
M	Medium Risk	Planned Action Required which may include a submission for resources in the next budget
H	High Risk	Prioritised action required by Senior Employees or through a budget adjustment (then altered at the Budget Review or separate submission to Council), or inclusion in next budget
E	Extreme Risk	Immediate corrective action required by CEO, Committee or Council

## Cost Benefit Analysis

The Long Terms Financial Plan for the Aged Units service is:

Description	\$	14/15	15/16	16/17	17/18	18/19	19/20
<b>Revenue</b>							
Fees Joint Venture Units	27,456	20,592	28,994	30,617	32,332	34,142	36,054
Fees Other Units	57,460	43,095	60,678	64,076	67,664	71,453	75,455
Charges	7,500	5,625	7,920	8,364	8,832	9,326	9,849
Contributions	20,000	15,000	21,120	22,303	23,552	24,871	26,263
Entry Fees	0	0	0	0	0	0	0
Reserve	0	3,836	4,263	3,325	2,335	1,289	185
Miscellaneous	1,010	758	1,067	1,126	1,189	1,256	1,326
<b>Total</b>	<b>113,426</b>	<b>88,933</b>	<b>124,041</b>	<b>129,811</b>	<b>135,904</b>	<b>142,337</b>	<b>149,132</b>
<b>Expenditure</b>							
Salaries	27,000	20,250	28,512	30,109	31,795	33,575	35,455
Overheads (Admin Allocated)	27,000	20,250	28,512	30,109	31,795	33,575	35,455
Reserve	20,967	15,725	22,141	23,381	24,691	26,073	27,533
Materials	500	375	528	558	589	622	657
Maintenance and Contracts	14,600	10,950	15,418	16,281	17,193	18,156	19,172
Utilities	7,500	5,625	7,920	8,364	8,832	9,326	9,849
Depreciation	21,010	15,758	21,010	21,010	21,010	21,010	21,010
<b>Total</b>	<b>118,577</b>	<b>88,933</b>	<b>124,041</b>	<b>129,811</b>	<b>135,903</b>	<b>142,337</b>	<b>149,132</b>
<b>Funding Required Y/(N)</b>	<b>5,151</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table 5: Long Term Financial Plan**

### Costs

The costs of delivering the Aged units service will cost the Shire at least \$118,577. This will increase on an indexed basis of 5.6% per annum which is the Local Government Cost Index as opposed to CPI for most revenue and expenditure item.

### Revenue

The reserve line item is subject to the expected shortfall between revenue and expenditure for each given year. This decreases over time as other revenue sources increase.

### Expenditure

The fixed cost for the above is depreciation as this occurs at a straight line rate as per the Shire's Accounting requirements.



### Reserve Accounts

The Shire will need to create two new reserves regarding the ongoing management of revenue sources:

- Joint Venture Units Reserve. This reserve will be used to receive the funds that the Morawa Community Care Inc. currently has set aside for the maintenance on the Joint Venture Units (Units 1-4) i.e. \$38,000.
- Non-Assets Based Units Reserve. This reserve will be used for the ongoing maintenance and upgrade or construction of additional aged units (also includes the Aged Unit complex as a whole).

The reserve will commence with a cash contribution of \$50,000 from the Morawa Community Care Inc. remaining bank accounts and term deposit.

The combined Reserve projections are as follows:

Description	14/15	15/16	16/17	17/18	18/19	19/20
<b>Revenue</b>						
Balance of Fees Joint Venture Units	15,725	22,141	23,381	24,691	26,073	27,533
Balance of Fees Other Units	0	0	0	0	0	0
Contributions Morawa Community Care 1	38,000	0	0	0	0	0
Contributions Morawa Community Care 2	50,000	0	0	0	0	0
Entry Fees	48,000	14,400	14,400	14,400	14,400	14,400
Depreciation	15,758	21,010	21,010	21,010	21,010	21,010
<b>Total</b>	<b>167,483</b>	<b>225,034</b>	<b>283,825</b>	<b>343,926</b>	<b>405,409</b>	<b>468,352</b>
<b>Expenditure</b>						
Recoup From Reserve to Units	3,863	4,263	3,325	2,335	1,289	185
Refund Portion of Entry Fees	0	0	0	0	0	6,000
<b>Total</b>	<b>3,863</b>	<b>4,263</b>	<b>3,325</b>	<b>2,335</b>	<b>1,289</b>	<b>6,185</b>
<b>Balance in Reserve (Surplus)/Deficit</b>	<b>(163,620)</b>	<b>(220,771)</b>	<b>(280,500)</b>	<b>(341,591)</b>	<b>(404,120)</b>	<b>(462,167)</b>

**Table 6: Reserve Projections**

#### **Notes to Table 6:**

1. The total set aside in the Joint Venture Reserve by 2019/20 would be \$193,236 (includes portion allocated for depreciation for the joint venture units).
2. The total set aside in the Non-Assets Based Reserve by 2019/20 would be \$268,931.

**Benefits**

The service will provide an important stepping stone in securing a long term solution to the inadequate housing facilities for the aged population in the Morawa district.

It ensures that the service once provided by Morawa Community Care Inc. has passed on into safe hands with the Shire which is in a better position to not only manage the property but look to the future of aged housing as well.

## Performance Measures

### Customer Satisfaction

Annual internal and external customer satisfaction surveys will be conducted to measure customer satisfaction in relation to service delivery in future years.

### Service Based Indicators

The following service based indicators are proposed:

<b>Service Based Indicators</b>	<b>Target Year 1</b>
Appropriate staff resources are engaged and implemented	To occur by September 2014
The service meets the need of the residents	80%
The service meets the Department of Housing annual reporting requirements for the Joint Venture Units including completion of the report by the required timeline	100%

**Table 5: Service Based Indicators**

### Assessment

The service plan reveals that in the main the Aged Units service will meet the majority of its costs through its revenue streams. However, there may be a requirement to top up the revenue stream from the appropriate reserve.

The overall effective management of the service will mean that it becomes a key plank in meeting the aged members of the community for now and into the future.

The success of the service will be measured as per the performance measures.

## **Dear Committee Members**

Provided for your information is an update regarding the status of the Aged Units Project.

### **Background**

As per previous advice to the Committee, the Department of Housing is in the process of creating a new Joint Venture Agreement Template for use by all Joint Venture partners across Western Australia. This new template is being developed as many current Joint Venture Agreements (including the one held between the Department of Housing and Morawa Community Care Inc.) are invalid as these agreements were not signed off by the Minister for Housing and the Treasurer at the time of approval.

Unfortunately, the Department of Housing is still not able to provide an end date regarding the preparation of the new Joint Venture Agreements in favour of the Shire.

In addition to the above, and on a more positive note, the subdivision of the hospital reserve (37512) has progressed with the subsequent surveying of the reserve and drafting of a deposited plan that covers the Old Hospital, the New Hospital and the Aged Units. A copy of the draft deposited plan is attached for further information. The Department is also in the process of completing Management Orders in favour of the respective parties that use Reserve 37512 including the Shire.

Other key elements are falling into place with the staff member allocated as the property manager completing the REIWA property management course and the draft policies and the service delivery plan scheduled to go to next week's Council meeting.

### **Joint Venture Agreement**

On Monday 27 October 2014, the author spoke to Ken See at the Department of Housing regarding the status of the drafting of the new Joint Venture Units Agreement in favour of the Shire. Mr See advised that he had met with the Department's documents people the previous Thursday who confirmed that the new Agreement template had come back from the State Solicitor's Office and was now with the Department's solicitors (Solomons Lawyers) for final drafting. However, he said that this part of the process may take some time. The author then advised the CEO, Brian and Betty Ross and Henty Farrar at the Department of Lands regarding the new Agreement's status.

The author spoke further to Ken See at the Department of Housing yesterday who advised that every avenue has been explored to push through the creation of a new Joint Venture Agreement template. However, the template is still in the final drafting stage and will appear to be so for quite some time.

Mr See did advise that he has asked the General Manager at the Department of Housing to look at the possibility of signing over the existing Joint Venture Agreement with Morawa Community Care Inc. (MCCI) to the Shire. However, Mr See has been advised that such an action cannot occur as the MCCI Agreement is one of the many that were issued previously without following the required statutory process regarding approval by both the Minister for Housing and the State Treasurer.

Mr See did confirm further that the Shire of Morawa is one of ten priority cases and that he will revisit whether there is some possibility of signing over the Joint Venture Agreement to the Shire despite the previous advice he has received.

### **Review of Reserve 37512 (Hospital Reserve)**

The author also contacted Henty Farrar (Manager Mid West and Gascoyne) at the Department of Lands yesterday to follow up on a previous email sent to him on 27 October 2014 regarding the possibility of the Shire at least managing the Shire units on Reserve 37512.

Mr Farrar responded that the Department has just completed the new deposited plan and that he would send through the drawings. The author then received an email from Mr Farrar with the following confirmed:

- The Department has completed its survey of Reserve 37512 and prepared a new plan for the lot layout as advised previously. This has resulted in a new Deposited Plan 403492.
- This means that the Department is now in the process of redefining reserves and issuing management orders (MO) accordingly.
- As per previous advice, the Department intends to re-describe the Hospital Reserve to only comprise the new hospital (Lot 560) and issue a MO to the Minister for Health or WA Country Health.
- The Department is now cancelling the Management Order to the MCCI and will re-describe that reserve to only comprise Lot 559 – (when the Department has completed a native title future act process it will add Lot 558 to that Reserve. This is the parcel of land that the Shire can use in future to build more aged units).
- Further to the above, the Department then intends to create a new Reserve over the old hospital lot 559 - for “Use and requirements of the Shire of Morawa” – and to issue a MO to the Shire. At a later date the Department may partition that reserve (subdivide that lot) to create a “parklands” reserve over the area of bush in the NW corner.

The author and Mr Farrar also discussed whether it was possible to split Lot 559 further into two further lots with one lot managed by the MCCI and the other lot managed by the Shire. However, this would most likely be physically impossible to achieve, and the time line on the new Joint Venture Agreement was unknown i.e. if possible, the further sub-division may take effect at the same time that the new Joint Venture Agreement was approved.

### **Mid West Development Commission**

The author also spoke to Trevor Price at the MWDC yesterday to apprise him on the status of this project and the roadblocks that have occurred to stop the Shire from leasing the new Shire units funded through Royalties for Regions.

Mr Price was also of the view, that on balance, the most effective way for this matter to proceed would be once the new Joint Venture Agreement was in place.

Mr Price subsequently advised the author that he will contact Mr See at the Department of Housing and discuss issues in common.

## Other Matters

The staff member appointed to take up the property management function has completed the REIWA property management training.

It is expected that an update will go to the December Council meeting including the draft policies and the service delivery plan.

## Implications

The upside is that the Department of Lands is in the process of completing the Deposited Plan process (which must be to the Shire's satisfaction) and drafting appropriate management orders including one that is in favour of the Shire regarding new lot 559.

As such, the Shire needs the new Management Order to provide the necessary "security" for the new Joint Venture Agreements.

However, the Catch 22 is that until the Department of Housing is satisfied the new Joint Venture Agreement can proceed in favour of the Shire, the MCCI needs the existing Management Order to continue in its current form so that it can manage the Joint Venture units.

Further to the above, the author did discuss with the Department of Lands splitting Lot 559 into two so that the MCCI can continue to manage the Joint Venture units and the Shire manage the newly constructed units. However:

- This would be physically difficult to achieve due to the current configuration of the units on the site; and
- The new Joint Venture Agreement could become available at the same time that the split sub-division comes into effect.

Accordingly, it is recommended that the Shire proceeds with waiting for the drafting of the new Joint Venture agreements but continues the current process of engaging all stakeholders on an ongoing basis.

For your information

**Sean Fletcher**  
Principal Consultant  
Strategic Teams

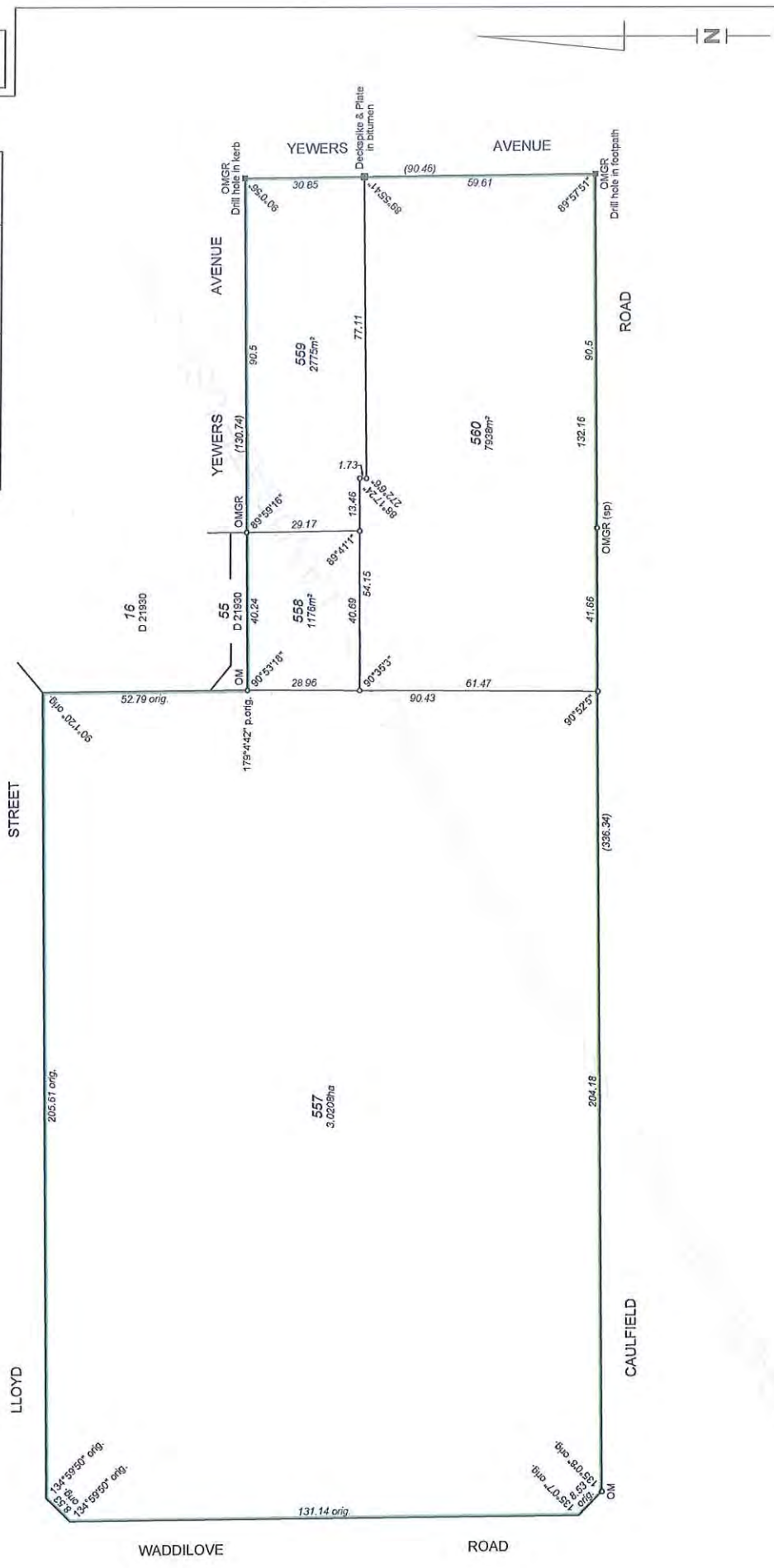
9 December 2014

HELD BY LANDGATE  
IN DIGITAL FORM ONLY.

LOT	FORMER E/INTEREST	ON PLANDIAGRAM	TITLE
557	PT LOT 440	DP 152065	LR3104-421
558	PT LOT 440	DP 152065	LR3104-421
559	PT LOT 441	DP 152065	LR3104-422
560	PT LOT 440	DP 152065	LR3104-421
	PT LOT 441	DP 152065	LR3104-422

SUBJECT	PURPOSE	STATUTORY REFERENCE	ORIGIN	LAND BURDENED	BENEFIT TO	COMMENTS

INTERESTS AND NOTIFICATIONS



TYPE	CROWN	SCALE: 1:750 @ A2	7.5	0	7.5	15	22.5	30	37.5		
PURPOSE	SUBDIVISION	ALL DISTANCES ARE IN METRES									
PLAN OF	LOTS 557 - 560	CERTIFICATE	I hereby certify that this plan is accurate and is a correct representation of the land shown thereon as surveyed and measured in accordance with the provisions of the Survey Act 1958 (Vic) and the Survey Regulations 1959 (Vic) and that the same have been approved by me as a Licensed Surveyor.								
DISTRICT	VICTORIA	INDEX: SEE SMARTPLAN	CUR REF: 14651 CSO FILE: DP403492.csd								
District	VICTORIA	ES/MS/TENURE	SEE TABLE								
Dol FILE	01028-1927	INDEX: SEE SMARTPLAN	SEE TABLE								
LOCAL AUTHORITY	SHIRE OF MORAWA	FIELD BOOKS	124423								
		SSA	NONE								
		TOWNSITE	MORAWA								
		LOCALITY	MORAWA								
		SHIRE OF MORAWA	MORAWA								
DEPOSITED PLAN <b>403492</b>		SUBJECT TO - Reserve Action - Borehole of 75mm dia. - Borehole of 75mm dia. - Borehole of 75mm dia.		TYPE OF VALIDATION LOCAL GOVERNMENT B. Francis TRIM 21-Sept-2014		LOADED DATE 19-Sep-14 FILE NO \$0.00 ADDRESS 15695134		APPROVED BY WESTERN AUSTRALIAN PLANNING COMMISSION FILE EXEMPT FROM MAPS ACT APPROVAL 21-Sept-2014		FOR INSPECTOR OF PLANS & SURVEYS AUTHORIZED LAND OFFICER APPROVED 21-Sept-2014	
		INSPECTOR OF PLANS & SURVEYS / AUTHORIZED LAND OFFICER		DATE		SHEET 1 OF 1 VERSION 1		DATE			



# Update to Morawa Community Aged Care Committee – Aged Units Project

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## **Dear Committee Members**

Provided for your information is an update regarding the status of the Aged Units Project.

## **Background**

As per previous advice to the Committee, the Department of Housing is in the process of creating a new Joint Venture Agreement Template for use by all Joint Venture partners across Western Australia. This new template is being developed as many current Joint Venture Agreements (including the one held between the Department of Housing and Morawa Community Care Inc.) are invalid as these agreements were not signed off by the Minister for Housing and the Treasurer at the time of approval.

Unfortunately, the Department of Housing is still not able to provide an end date regarding the preparation of the new Joint Venture Agreements in favour of the Shire.

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# Update to Morawa Community Aged Care Committee – Aged Units Project

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# Update to Morawa Community Aged Care Committee – Aged Units Project

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It is expected that an update will go to the December Council meeting including the draft policies and the service delivery plan.

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For your information

**Sean Fletcher**  
Principal Consultant  
Strategic Teams

9 December 2014

<i>Date of Meeting:</i>	<b>18 December 2014</b>
<i>Item No:</i>	<b>7.2.1</b>
<i>Subject:</i>	<b>Status Report – August 2014</b>
<i>Date &amp; Author:</i>	<b>10 December 2014 John Roberts</b>
<i>Responsible Officer:</i>	<b>Chief Executive Officer</b>
<i>Applicant/Proponent:</i>	<b>Chief Executive Officer John Roberts</b>
<i>File Number:</i>	<b>Various</b>
<i>Previous minute/s &amp;</i>	
<i>Reference:</i>	<b>20 November 2014 (Last Update to Council)</b>

### **SUMMARY**

The Status Report provides an update on the progress of matters that have come before Council where a decision was made.

### **DECLARATION OF INTEREST**

The author has no interest to declare in this report.

### **ATTACHMENTS**

Shire of Morawa November 2014 Status Report.

### **BACKGROUND INFORMATION**

The Status Report provides an update on the progress of matters that have come before Council where a decision was made.

### **OFFICER'S COMMENT**

As per the Status Report

### **COMMUNITY CONSULTATION**

As per the Status Report

**COUNCILLOR CONSULTATION**

As per the Status Report

**STATUTORY ENVIRONMENT**

*Shire of Morawa Meeting Procedures Local Law 2012 (Standing Orders).*

**POLICY IMPLICATIONS**

Not Applicable

**FINANCIAL IMPLICATIONS**

Not Applicable

**STRATEGIC IMPLICATIONS**

Not Applicable

**RISK MANAGEMENT**

Not Applicable

**VOTING REQUIREMENT:**

Simple Majority

**OFFICER'S RECOMMENDATION**

Council accepts the Shire of Morawa Status Report for November 2014.

MEETING	ITEM	ACTION REQUIRED	RESPONSE	OFFICER	TIME FRAME
Mar-08	8.1.2	Sinosteel Midwest Corporation Ltd – Entry Statement Project (Gateway Project)	<ul style="list-style-type: none"> <li>• DPI has offered assistance to ensure that Ministerial Directions in relation to the Rail Siding development are met. Council has agreed to undertake an internal design review to establish suitable on ground structures going forward. CYDO has been commissioned to manage this project with initial community meeting held. Review process will incorporate the main town entry statements and a new northern entry statement along the realigned Mingenew – Morawa Road. Preliminary designs were rejected by Council at September 2010 Meeting. Public tender process initiated to seek alternate design proposals has been suspended. Shire is seeking preliminary design proposals on an array of various concepts for further Council consideration. Visiting artists from Geraldton toured site on 15<sup>th</sup> March 2011. Preliminary concept designs rejected by Council. Council Working Group established and met to identify a way forward to further the concept design process. Landscape adviser identified and visitation to site occurred on 29<sup>th</sup> November 2011 with a following submission. TPG have provided a proposal to provide a scoping design role under the Morawa Super Town Project.</li> <li>• Council sub-committee and SMC representative met with principal consultants in Perth on 27<sup>th</sup> February 2012. Initial design proposal received and on site meeting held on 7<sup>th</sup> May 2012. Further design received for Council consideration.</li> <li>• Informal discussion held between ACEO and Scott Whitehead (SMC) – June 2013? Topics included: <ul style="list-style-type: none"> <li>○ Gateway project;</li> <li>○ Future fund;</li> <li>○ Radio tower</li> </ul> </li> <li>• Options now required to address status of this project: <ul style="list-style-type: none"> <li>○ CEO (Sean Fletcher) met with Scott Whitehead on 20 December 2013 and had a further meeting with SMC Legal Advisor Stuart Griffiths on 22 January 2014;</li> <li>○ Discussions highlighted that SMC is willing to allocate \$100,000 to the project or this level of funding to another town based project;</li> <li>○ Council informed of status at the Briefing Forum on 11 February 2014.</li> </ul> </li> <li>• The former CEO suggested to Council at the February Council meeting that perhaps it was time to revisit the Gateway Project. Council suggested that this should be done at the Briefing</li> </ul>	CEO / CYDO	Dec-13

			<p>Forum regarding the Old Morawa Hospital. Some preliminary discussion was had on 20 March 2014.</p> <ul style="list-style-type: none"> <li>• SP, CEO &amp; Stuart Griffiths (SMC) met on 17 July 2014 to discuss the Gateway Project and the Future Fund.. SMC stated that the \$100,000 allocation was not tied to the Gateway Project. It was suggested it could be used for community benefit infrastructure such as a childrens' playground.</li> <li>• CEO has had discussions with Paul Bremen of UHY Haines Norton regarding the most appropriate method of protecting the funds, particularly in the event of a future amalgamation. Paul is obtaining legal advice from McLeods Lawyers. Sinosteel are funding all costs associated with setting up the Trust Deed.</li> <li>• McLeods are in the process of drafting the Funds organisation structure and governing deed.</li> </ul>		
Oct-09	8.1.2	Morawa Sports Ground Amenities Upgrade	<p>Hand basin in Ladies Changeroom is affected by distance from the hot water system – pressure issue. A quote has been received to improve the pressure. The quote of \$44k is prohibitive. This not a problem during the winter months as watering of the grounds not required (watering reduces water pressure).</p>	CEO	Oct-13
Feb-10	8.2.2	Morawa Perenjori Trail Master Plan	<ul style="list-style-type: none"> <li>• Initiate action to source grant funds to assist with development of Morawa Perenjori Trail Master Plan. R4R grant application lodged with the MWDC has been unsuccessful. Further grant funding options are being pursued. Approval for part funding for the Bush trial project has been received (\$65,000). Further funding for other projects is being sought from Lotteries West. A report was prepared for the August 2013 meeting for Council's consideration. Outcome was to defer project until Council's contribution could be budgeted.</li> <li>• Second application seeking \$65,000 was submitted in February 2013. There has been a delay due to State Elections in assessment of the application. Notification on the outcome of this application is expected January 2014;</li> <li>• Notified 5 March 2014 that the above application was unsuccessful;</li> <li>• The DCEO suggested on 20 March 2014 that perhaps there was an opportunity to combine the approved funding to the Gateway project. See Gateway Project comments.</li> <li>• No further action at this time.</li> </ul>	CEO	Dec-12
Jul-10	8.1.3	Heavy Industrial Land 10781 Stage 2	<ul style="list-style-type: none"> <li>• Commence with heavy industrial land subdivision stage 2 at Lot 10781 Morawa – Yalgoo Road in accordance with Council resolution. Awaiting resolution of future access to 'Club Road' which will impact on the final lots to be made available.</li> </ul>	DCEO	Dec-12

			<p>LandCorp has confirmed its interest and intent to develop the site into a new Industrial Estate for Morawa. Joint stakeholder meeting scheduled for 7<sup>th</sup> February 2011. One landholder has indicated a preference to returning the block to the Shire and another landholder has expressed an interest in developing the site. The latter has received Council approval to a proposed land development plan, but has not met timeframe requirements as required under contractual agreement. LandCorp land development application also received and adopted as a preferred plan by Council. WAPC currently considering subdivision application.</p> <ul style="list-style-type: none"> <li>• Stage 1 – Clearing: <ul style="list-style-type: none"> <li>◦ Landcorp Board met in October 2013 regarding the high cost of this project and has approved Stage 1 of a three stage program. (This will include Club Rd, clearing of the access roads and land to the subdivision). Work started 3 March 2014 and is completed;</li> </ul> </li> <li>• Stage 2 – Headworks: <ul style="list-style-type: none"> <li>◦ Will be funded by Landcorp. Approval to finalise funding will not occur until November 2014</li> </ul> </li> <li>• Stage 3 – Installation of Roadways: <ul style="list-style-type: none"> <li>◦ Funded by Landcorp with work to be done by Shire. Discussions have been held to explore the possibility of utilising surplus funds from the Town Centre projects when projects are complete in January 2015.</li> </ul> </li> </ul>		
Jul-10	Urgent Business	Club Road Access	<ul style="list-style-type: none"> <li>• A cost estimate has been received to construct a new thoroughfare to the east of 'Club Road'. WNR has also issued advice offering a 5 year lease to the Shire of Morawa for continued access to 'Club Road'. During the lease term, it is proposed that both parties agree to work together as a means of jointly resolving future access or otherwise to Club Road at the completion of the 5 year term. Club road has now been included as part of the Industrial subdivision process.</li> <li>• Department of Environment and Regulation permits approved end of December 2013.</li> <li>• Landcorp has recommended local contractor to assist with the clearing. This work ties in with Stage 1 of Heavy Industrial Land</li> </ul> <p><u>Note:</u> The progress on this project is now subject to the Industrial Sub-division outcomes. See previous item.</p>	CEO	Dec-13
Dec-10	8.3.4	Karara Mining Ltd Regional Community Trust	<ul style="list-style-type: none"> <li>• Enter into discussions and negotiate a Regional Community Trust for Morawa, Perenjori, Three Springs and Mingenew with Karara Mining Ltd.</li> </ul>	CEO	Feb-13

Jun-11	8.2.1	Climate Change Risk Assessment & Adaptation Action Plan	<ul style="list-style-type: none"> <li>Implement adaptation action plan strategies rated 'extreme' and 'high' as budgetary and human resources permit.</li> <li>Consideration required to start funding actions in 2014/15</li> </ul>	CEO	Jun-13
Apr-13	8.2.2	Regional Mobile Tower Coverage	<ul style="list-style-type: none"> <li>DRD confirmed on 26 February 2014 that the \$1M from the CLGF-R component was approved by Cabinet and issued the FAA at the same time. Minister Redman made this announcement on 7 March 2014.</li> <li>In the interim, the CEO advised DRD (Meegan Babe – Project Officer) on 6 March 2014 that the project commencement date and access to funding is subject to endorsement by the MWDC Board re MWIP funding, which in turn is still subject to final approval by Cabinet.</li> <li>The MWDC Board met on 28 February 2014 to discuss the project. CEO asked for feedback on 6 March 2014 regarding the outcome of the meeting.</li> <li>The CEO and Project Officer also made a submission to the Commonwealth Government's \$100M Mobile Coverage Programme and have listed Merkanooka and Morawa East High as areas requiring a base station. The President based on comments made by some councillors at the Council meeting on 20 February 2014 suggested they contact the CEO on other potential locations. The CEO also asked for this information in the Councillor update issued on 28 February 2014 including whether Merkanooka North and Canna/Gutha North East was suitable;</li> <li>In an email to councillors on 19 March 2014, the author advised that the MWDC Board did not support the project. In short, the letter from the MWDC stated that funding from the Mid West Investment Plan to the seven sites is not supported (worth about \$2.2M) as: <ul style="list-style-type: none"> <li>The MWDC is continuing to work with the State Government regarding the implementation of RMCP Round 2 and that three of the seven sites have been included on the initial draft list of priority sites for the Mid West (Arrino, Latham and Yandanooka);</li> <li>Suggests the shires fund the other four towers themselves (for Morawa this means funding both towers – Merkanooka and Morawa East).</li> </ul> </li> <li>The letter was also sent to the participating member shire presidents.</li> <li>As discussed at a session with councillors on 20 March 2014: <ul style="list-style-type: none"> <li>In Morawa's case, there is not the capacity to fund the two towers (the expected cost is in the order of \$2M). As a result, it is highly doubtful that this project will now proceed</li> </ul> </li> </ul>	CEO	Jun-30



			<p>and leaves the recently awarded \$1M from the County Local Government Fund (CLGF) Regional component to this project at a loose end;</p> <ul style="list-style-type: none"> <li>o Reallocate the \$1M CLGF – Regional component funding to another Morawa project that is regional in nature. In essence, the Shire of Morawa is entitled to the total allocation of this funding to a regional project due to the other shires already benefitting from earlier allocations out of the CLGF – Regional component;</li> <li>o The Shire President advised that she has spoken to Shane Love MLA on 19 March 2014 to advocate further on this matter re the MWDC and funding from the MWIP. The author also then provided supporting information to Mr Love;</li> <li>o In response, councillors suggested that the \$1M CLGF – R was allocated to the Morawa Airport project. The Shire President indicated that the other shires will need to agree.</li> </ul> <ul style="list-style-type: none"> <li>• On 1 April 2014 Megan from DRD contacted the author regarding whether the funds will be spent this financial year or next financial year. The author commented that the funds will be spent next financial year. Accordingly, Megan advised that the funds will be available from 1 July 2014 once the Shire needs this funding.</li> <li>• The CEO has advised the other CEOs that they need to meet to discuss the possibility of reallocating the \$1M CLGF – R funds to a Morawa project that is of regional benefit. He has also had the opportunity to have preliminary discussions with the CEOs of Three Springs and Mingenew and mention that the upgrade of the Morawa Airport meets the funding requirements.</li> <li>• Letter of Support received from the Shire of Mingenew 29 April 2014.</li> <li>• <b>Business Plan completed and will be presented to December Council meeting.</b></li> </ul> <p><b>Note:</b> The 2013/14 Budget contained an additional \$250,000 for electrical works</p>		
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**Council Resolutions for Actioning or Attention Completed**

Chief Executive Officer					
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Feb 2014	7.2.6.1	Strategic Plan Update and Progress Report	Put forward for 2014/15 Budget consideration the requirements of Regulation 17 regarding risk management: <ul style="list-style-type: none"> <li>CEO attended LGMA briefing session on 28 February 2014 regarding the requirements of Regulation 17;</li> <li>Quote received from LGIS to undertake this project on a group basis: Mingenew, Carnamah, Coorow, Morawa and Perenjori.</li> <li>Cost will be \$5,856.</li> <li><b>Project has been completed. Report to Council in October 2014.</b></li> </ul>	CEO	Completed
Feb 2014	7.2.6.2	Management of Morawa Community Care Units	This matter is now handled by the Morawa Community Aged Care Committee.	CEO	Completed
Mar 2014	12.1.1	Proposal to Reallocate Solar Thermal Feasibility Funding (\$500,000)	<ul style="list-style-type: none"> <li>Letter requesting transfer of \$500,000 to the upgrade of the Morawa Airport issued 2 April 2014;</li> <li>This matter replaces the previous item on this matter (Western Power – September 2007)</li> <li><b>Business Plan completed and will be presented to December Council meeting.</b></li> </ul>	CEO	In Progress
	<b>Deputy Chief Executive Officer</b>				
Apr 2014	7.2.5.1	Agreement to Perform Works Level Crossing Upgrade Brookfield Rail – Shire of Morawa	<ul style="list-style-type: none"> <li>Document executed 17 April 2014.</li> <li>Document re-executed 30 April 2014 and sent registered post 5 May 2014</li> </ul>	DCEO	Completed
	<b>Manager Accounting &amp; Finance</b>				
	Nil			MAF	
	<b>Project Officer</b>				
	7.2.4.2	Morawa Freight Heavy haulage Road main Road Acquisition of Portion of Lot 454 Winfield Street Morawa	Also refer Status Update 8.2.1 April 13.	PO	In Progress
Apr 2014	7.2.4.1	Proposed Amendment No. 3 to Local Planning Scheme No. 2 (Omnibus Scheme Amendment)	<ul style="list-style-type: none"> <li>Matter was deferred at the April 2014 meeting pending further information;</li> <li>To be presented to the 19 June 2014 OCM</li> <li><b>Period of advertising seeking submissions closed 7 July 2014. No submissions received.</b></li> </ul>	PO	In Progress

	<b>Community Youth Development Officer</b>			CYDO	
	Nil				

**Legend**

1. Text in red indicates current action.
2. Table items shaded in yellow refer to long outstanding items (generally six months or more).
3. Table items in green refer to matters within the last six months.

*Date of Meeting:*

*Item No:* 7.2.3.1

*Subject:* Establishment of a new BMX Track in Morawa

*Date & Author:* 9<sup>th</sup> December; Sally Hoad, CYDO

*Responsible Officer:* Sally Hoad CYDO

*Applicant/Proponent:*

*File Number:*

*Previous minute/s Reference:*

### **SUMMARY**

8 young people from Morawa have shown interest in designing and constructing a BMX track to be located next to the Skate Park in Morawa. The young people are in the final stages of design and would like to submit this design and budget to Council for approval.

### **DECLARATION OF INTEREST**

Nil

### **ATTACHMENTS**

BMX Track Draft Design

### **BACKGROUND INFORMATION**

The Morawa Youth Centre staff have been running a 'Boys Only' program every Tuesday after school hours for the past 9 weeks. Each week, 8 young males aged 11-17 years have been participating in the program. The boys have reported that they were interested to be involved in designing and constructing a BMX track, which would be located next to the Skate Park. The boys have shown up every week and researched designs, mapped out and measured the site, and sketched designs for their own track. The young people have now decided on a final design, and would like to request permission from Council to construct the track. If successful, the young people would be involved in as much of the construction as possible, with the assistance of the Shire works crew. The boys have also planned two fundraisers, at which they aim to raise some money to go towards the project.

The original design has been altered slightly to allow for a single row of parking along Croot St, so that those visiting the pool will still have some access to the block for parking space. The design also allows for access to the side gate at the Pool, for emergency Services and the like.

The BMX track location is positioned so that it will tie in well with the existing Skate Park, Youth Centre and Swimming Pool, creating a great youth space for our local young people.

### **OFFICER'S COMMENT**

The CYDO feels that this is an important project for Morawa's youth. The initiative shown by the young people in the planning of a new youth facility has been very encouraging. Also, the program has managed to engage the young people in a constructive and educational activity. The young people engaging in the project are somewhat 'at risk' and the CYDO feels that a project such as this is the best way to engage with the group. Giving the young people a project like this to work on has been greatly enjoyed by all who participate.

### **COMMUNITY CONSULTATION**

The CYDO has consulted at length with the young people involved who feel that the construction of a BMX track next to the Skate Park is a good idea. The only existing track is at the Sportsground which is located on the opposite side of town. The youth feel that by building a track in this location, it will tie in nicely with the Skate Park, and the Swimming Pool and Youth Centre.

### **COUNCILLOR CONSULTATION**

The BMX Track project idea and plans were raised at the November Briefing Session.

### **STATUTORY ENVIRONMENT**

### **POLICY IMPLICATIONS**

Nil

### **FINANCIAL IMPLICATIONS**

The project has a very limited impact on budget. The CYDO has costed the project as the following:

Materials: \$3,000.00

Staff time (Works crew): \$1,000.00

The young people themselves have expressed an interest in raising some money to go towards a gazebo to be located at the track (see design), and the purchase wooden pillars to make steps at the start of their track.

The current 14/15 Shire budget does already have an allocation of \$2,500.00 for a 'Boys Program' at the Youth Centre. These funds can be used towards the cost of the project.

## **STRATEGIC IMPLICATIONS**

Nil

## **RISK MANAGEMENT**

Young people would be fully supervised throughout their involvement in the construction of the track, and all appropriate measures will take place to ensure the safety of the young people participating. The existing signage at the Skate Park could be modified to include the BMX track rules and risk awareness message.

## **VOTING REQUIREMENT:**

Simple Majority

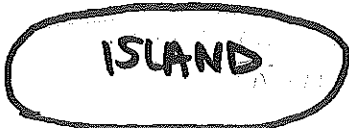
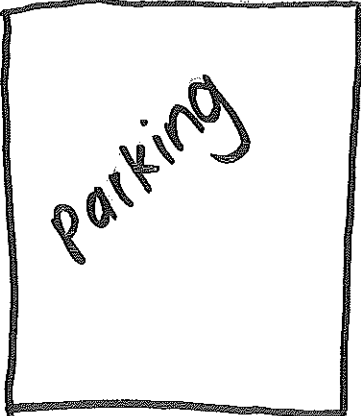
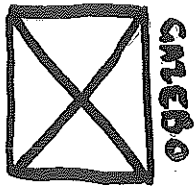
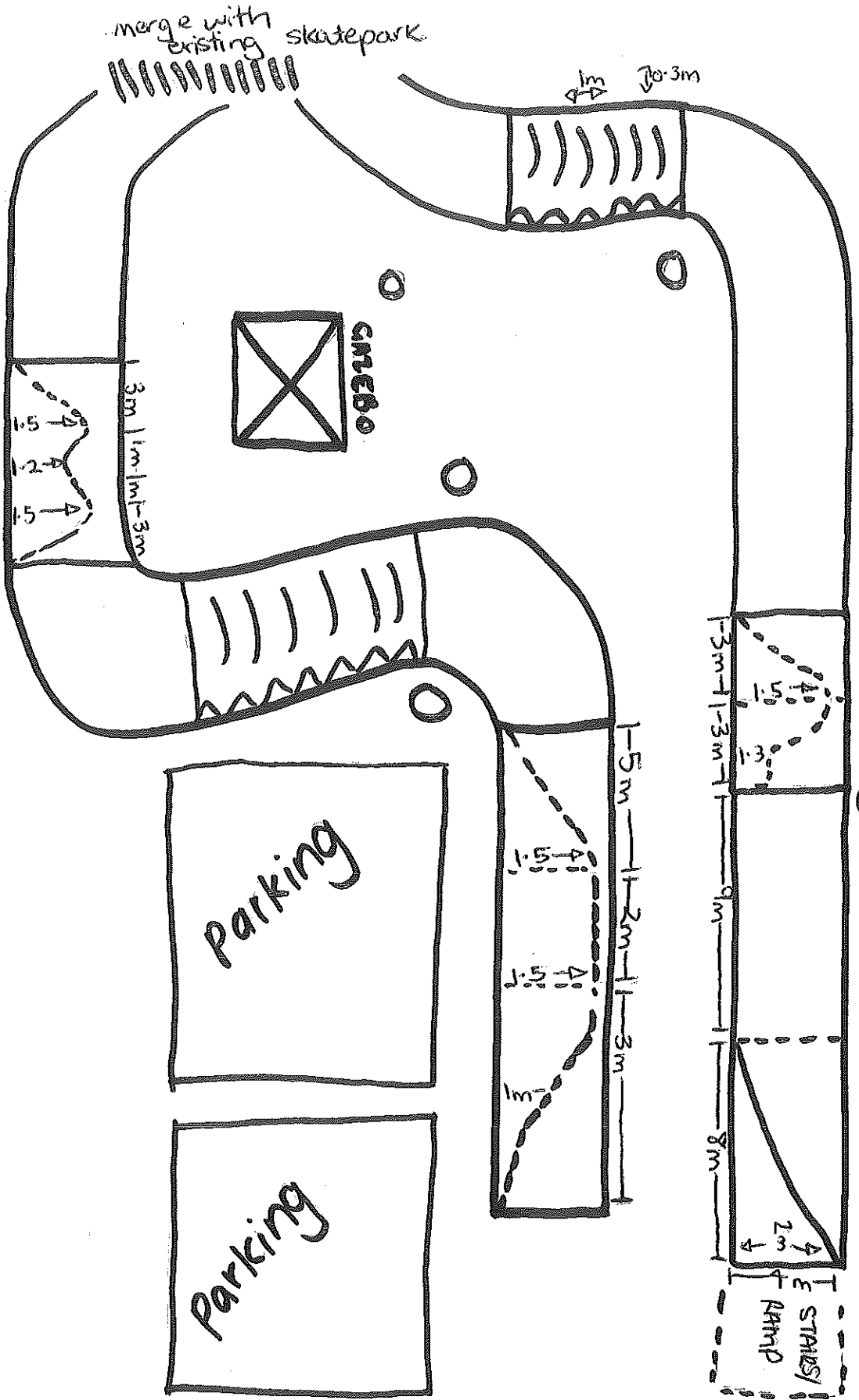
## **OFFICER'S RECOMMENDATION**

It is recommended:-

**Council approve the draft design for the BMX track, so that construction can take place.**

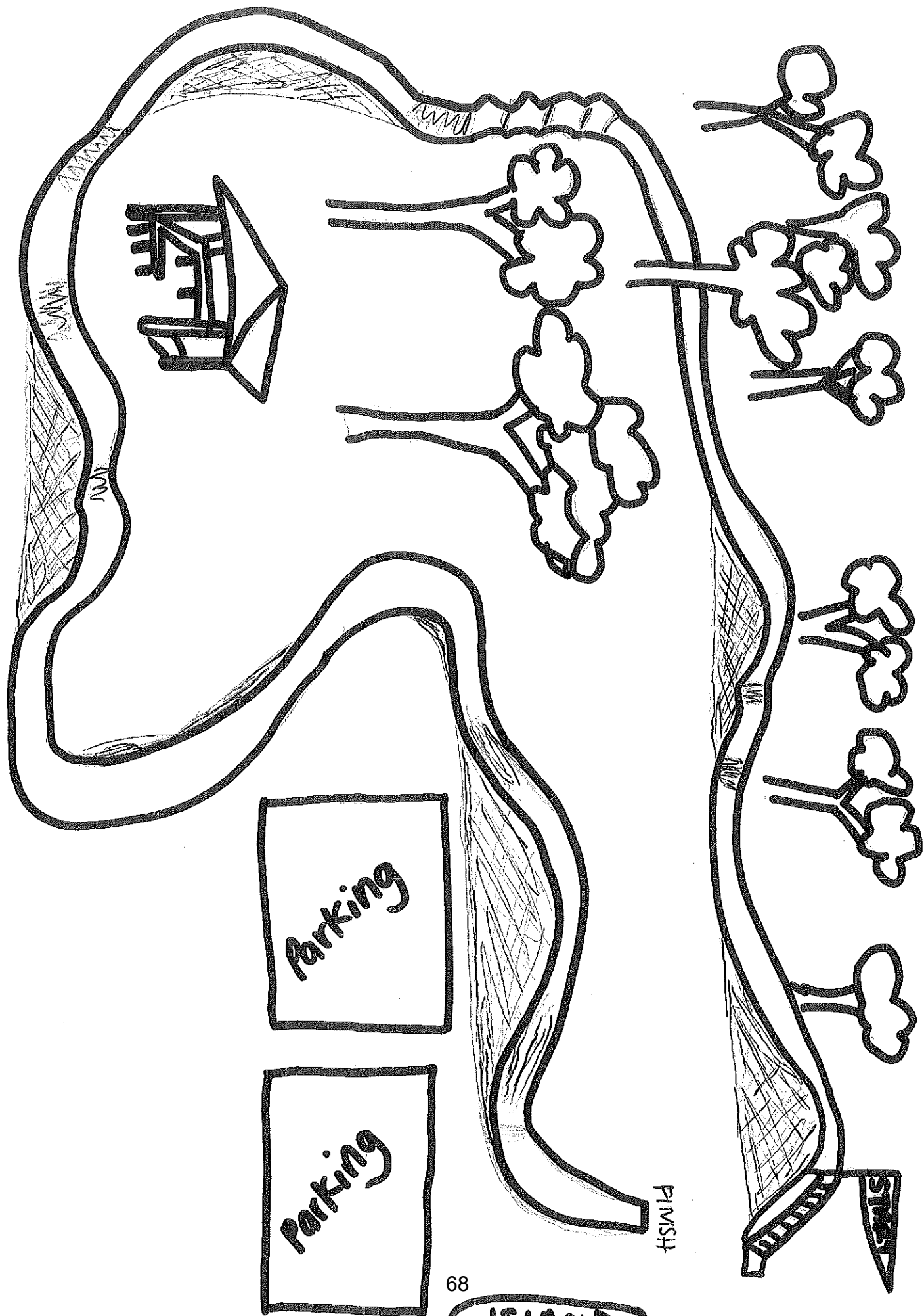
4-YOUTH CENTRE / KINDY ->

Existing Trees



ROAD

EMERGENCY ACCESS TO POOL



Page 1

Area 1



<i>Date of Meeting:</i>	<b>18 December 2014</b>
<i>Item No:</i>	<b>7.2.4.1</b>
<i>Subject:</i>	<b>Town Centre Redevelopment Signs – Mullewa Wubin Road, Morawa</b>
<i>Date &amp; Author:</i>	<b>10 December 2014, John Elliot (Project Officer)</b>
<i>Applicant/ Proponent:</i>	<b>Shire of Morawa</b>
<i>File Number:</i>	<b>ADM 059</b>
<i>Previous Minute/s and Reference:</i>	<b>Shire of Morawa Council Meeting Minutes May 2013 and June 2014</b>

### **SUMMARY**

The purpose of this report is for Council to consider an application to erect two signs 2.4 metres wide and 1.8 metres high.

The signs will be located at the northern entry to Morawa, 150 metres north of Solomon Terrace on the Mullewa Wubin Road reserve and lot 454 Winfield Street, adjacent to the Mullewa Wubin Road reserve (new Freight Road section).

The signs will display project funding information associated with the Morawa SuperTown Town Centre Redevelopment.

The signs will be placed on site for a maximum 24 month period during the construction and initial completion phase of the freight realignment and civic square Town Centre project.

### **DECLARATION OF INTEREST**

Author of report has no declaration of interest.

### **ATTACHMENTS**

- Attachment 1 – Location plan of the proposed sign 1
- Attachment 2 – Location plan of the proposed sign 2
- Attachment 3 – Sign dimension and design plan

### **BACKGROUND INFORMATION**

Under the Shire of Morawa Town Planning Scheme the two sign locations are zoned:

- Sign 1 - “No Zone” for northern entry Mullewa Wubin Road reserve
- Sign 2 - ‘Railway Reserve’ for lot 454 Winfield Street, Morawa

The sign dimensions and materials incorporating the following components:

- Aluminium signs with rounded corners

- Full colour digital print (UV and Scuff resistant sandtex laminate)
- 50mm x 50mm x 1.6m galvanised steel leg 2 metre above ground and 0.5 below ground
- Powder coated colour matching bolts through face for fixing

The signs do not include any moving parts and will not utilise any form of lighting.

### **OFFICER'S COMMENT**

Under the Shire of Morawa Town Planning Scheme No 2 the subject land is zoned:

- “No Zone” for sign 1; and
- “Railway Reserve” for sign 2.

The Town Planning Scheme states:

#### ***“2.1 SCHEME RESERVES***

*The land shown as Scheme Reserves on the Scheme Map, hereinafter called 'Local Reserves' are lands reserved under the Scheme for the purposes shown on the Scheme Map and are listed hereunder –*

1. *Public Purposes*
2. *Public Open Space*
3. *Railway*

#### ***2.2 MATTERS TO BE CONSIDERED***

*Where an application for planning consent is made with respect to land within a reserve, the Council shall have regard to the ultimate purpose intended for the reserve and the Council shall, in the case of land reserved for the purposes of a public authority, confer with that authority before granting its consent.”*

The land associated with sign 2 is vested with the Shire of Morawa and the project information depicted on the sign will comply with the ultimate purpose of the reserve.

The information and size of the signs is not considered to create a negative visual impact to the subject land or surrounding area.

The proposed signs would be located along the Mullewa Wubin Road, a Main Roads Western Australia road reserve and approval would be required by that agency. As part of the assessment process Council’s officers communicated with Main Roads Western Australia with regard to this application and have been advised that the sign meets Main Roads Western Australia requirements.

### **COMMUNITY CONSULTATION**

The Shire of Morawa in collaboration with the project consultants has completed a range of public consultation including public meetings and workshops to gain community and business input on the Freight Realignment and Civic Square Town Centre project.

## **COUNCILLOR CONSULTATION**

No Councillor consultation has been completed.

## **STATUTORY ENVIRONMENT**

Planning and Development Act 2005  
Shire of Morawa Local Planning Scheme No 2  
Main Roads Western Australia "Guide to the Management of Road Side Advertising

## **POLICY IMPLICATIONS**

Morawa Town Planning Scheme Policies *Section 12 Public Information Signage* and *Section 13 Advertising Signage*. The proposed signage relates directly to current and future development of the subject land and road reserve so no contravention of Morawa Town Planning Scheme Policies is evident.

The *Conditions for Advertising Signs* (Main Roads Western Australia) provides detailed design guidelines and the proposed locations and dimensions of the sign accords with these requirements.

## **FINANCIAL IMPLICATIONS**

Production and design of the sign is included under the Morawa SuperTown Town Centre Redevelopment funding.

## **STRATEGIC IMPLICATIONS**

Nil.

## **RISK MANAGEMENT**

Council's planning approval relating to the proposed sign is contingent on assessment and approval also being obtained from Main Roads Western Australia.

## **VOTING REQUIREMENT:**

Simple majority.

## **OFFICER'S RECOMMENDATION**

**It is Recommended:-**

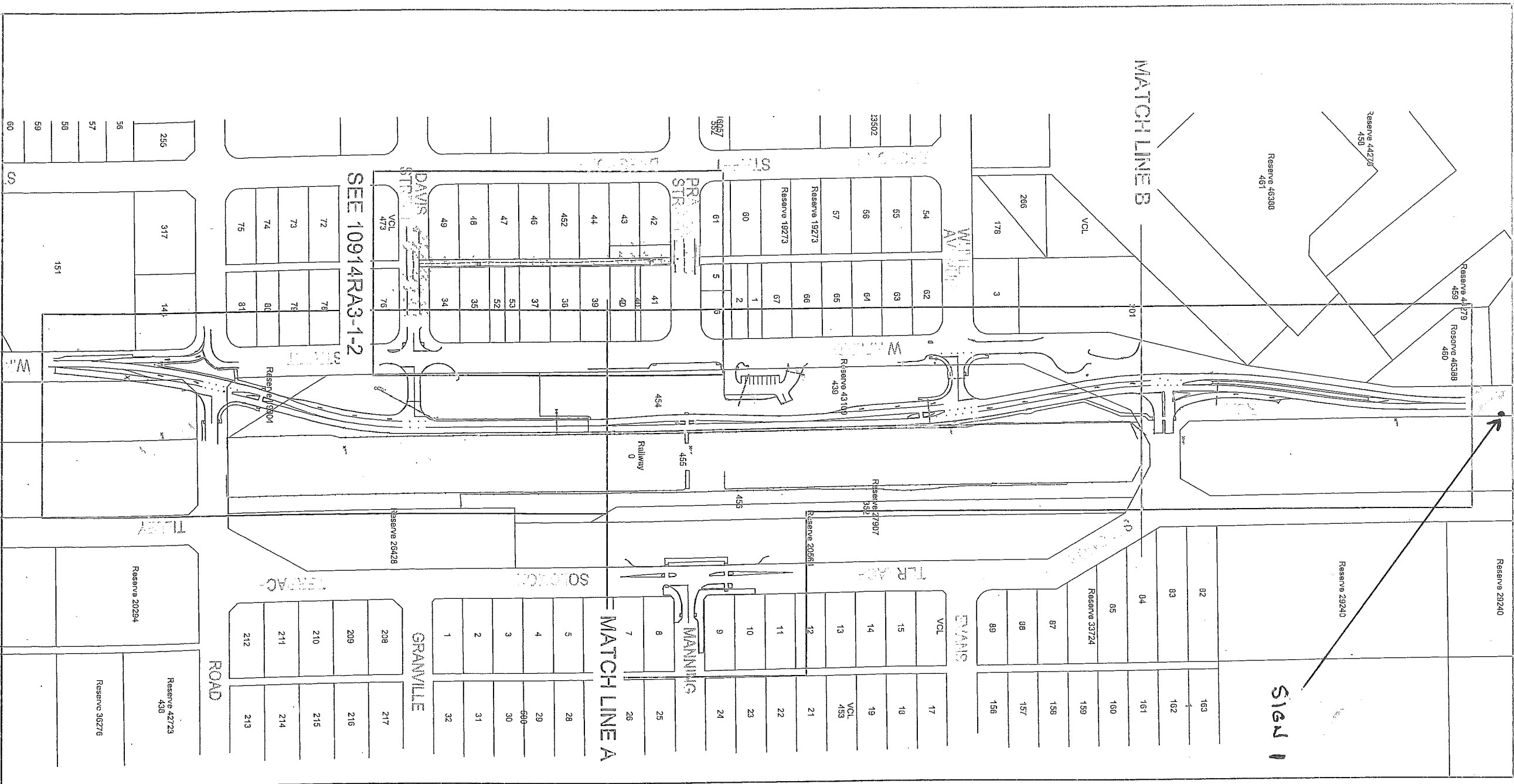
**That Council:**

**Approve the application for a 1.8 metre high and 2.4 metre wide sign on Lot 454 Winfield Street, Morawa subject to the sign being displayed on the subject land for a maximum period of 24 months.**

**And**

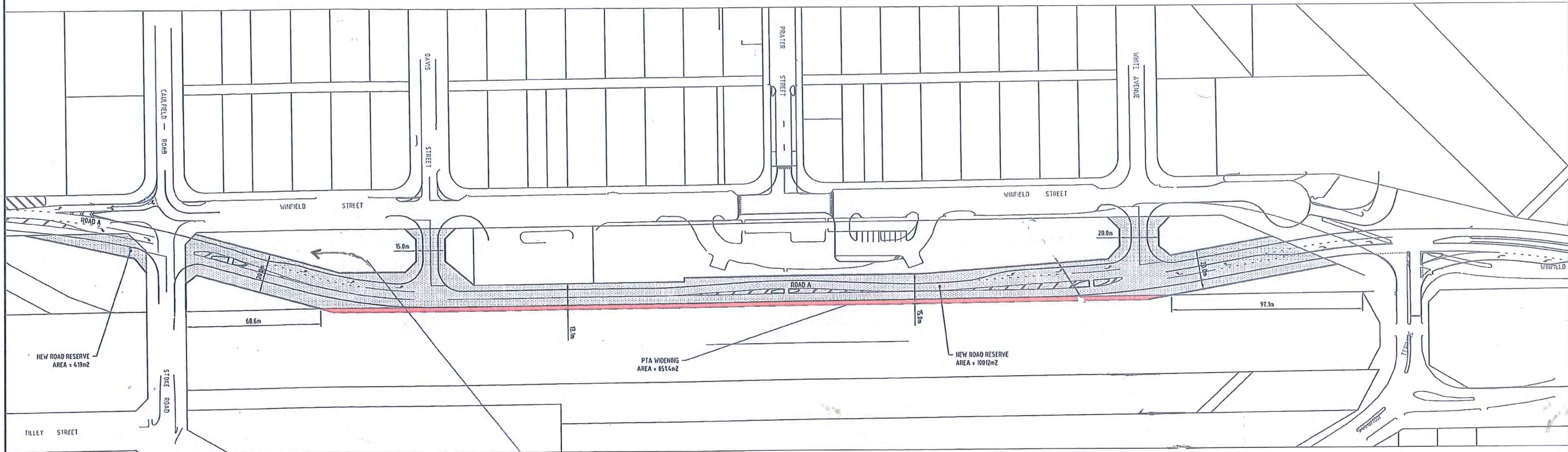
**Advise Main Roads Western Australia of the Shire of Morawa support for a 1.8 metre high and 2.4 metre wide sign on at the northern entry to Morawa, 150 metres north of Solomon Terrace on the Mullewa Wubin Road Reserve for a maximum period of 24 months.**

ATTACHMENT 1  
 TOWN CENTRE REDEVELOPMENT FUNDING SIGN  
 LOCATION PLAN



LOCATION PLAN SCALE 1:2000

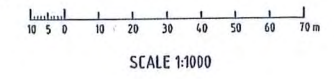
# ATTACHMENT 1 TOWN CENTRE REDEVELOPMENT FUNDING SIGNS LOCATION PLAN



**LEGEND**

	NEW ROAD RESERVE
	PTA WIDENING

SIGN 2



**PROJECT:**  
**MORAWA TOWN CENTRE REVITALISATION  
MORAWA**

H	7-9-2013	WHITE AVE INCREASED TO 20m. NEW AREA REVISED. TRUNCATIONS ADDED.	MJV
G	24-5-2013	DIMENSIONS CORRECTED. AREAS REVISED.	MJV
F	10-2-2013	PTA AREA HOOPED	MJV
E	13-2-2013	ALIGNMENT MODIFIED TO SHOW EXTENSION OF DAVIS AND PRATER ROADS	MJV
D	8-2-2013	NEW ALIGNMENT NORTHERN END	MJV
C	7-2-2013	ROAD A SHIFTED TO ACHIEVE 32.5m CLEARANCE TO RAIL XING	MJV
B	24-1-2013	ROAD RESERVE WIDTH ALTERED	MJV
A	10-1-2013	PRELIMINARY PLOT FOR APPROVAL	MJV
REV	DATE	REVISION	BY

**COPYRIGHT**  
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DATE PLANS WITH MINORAL REVISION MAY BE USED FOR CONSTRUCTION AND AS APPROVED SHALL BE USED FOR CONSTRUCTION.

**Porter**  
Consulting Engineers

Level 2, Esplanade Court  
38 Belmont Road  
PO Box 403 WA  
PO Box 936  
Canning Bridge 6103 WA  
Tel: 08 945 9555  
Fax: 08 945 9557  
Email: info@porter-engineers.com.au  
www.porter-engineers.com.au

**CLIENT:**  
**SHIRE OF MORAWA**

**DRAWING:**  
**ROAD RESERVE LAYOUT**

**STATUS:** FOR APPROVAL

SCALE	1:1000	DATE	AUG 2013	STATUS	FOR APPROVAL
DESIGNER	BIH	DRAWN	MJV	DATE	12-7-88/101
FILE NAME	SMACTIVE PROJECTS\12-07-12\12-101-101.dwg				
REV	NO	DATE	BY	DESCRIPTION	





GOVERNMENT OF  
WESTERN AUSTRALIA

A State Government project  
**PART OF THE BIGGER PICTURE**

# MORAWA TOWNSITE REVITALISATION

- Stages 1 and 2
- This project is funded by Royalties for Regions, Mid West Investment Plan and the Shire of Morawa



Department of  
Regional Development



ROYALTIES  
FOR REGIONS

PART OF THE  
**BIGGER  
PICTURE**

<i>Date of Meeting:</i>	<b>18 December 2014</b>
<i>Item No:</i>	<b>7.2.4.2</b>
<i>Subject:</i>	<b>Road Dedication Mingenew Morawa Road</b>
<i>Date &amp; Author:</i>	<b>12 December 2014, John Elliot (Project Officer)</b>
<i>Applicant/ Proponent:</i>	<b>Shire of Morawa</b>
<i>File Number:</i>	<b>ADM 0287</b>
<i>Previous Minute/s and Reference:</i>	<b>Shire of Morawa Council Meeting August and November 2014</b>

### **SUMMARY**

The purpose of this report is for Council to consider the proposed dedication of land by Main Roads Western Australia as detailed on drawings 1360-155 to 1360-160. This report seeks the consent of the Council to dedicate portions of land as road under Section 56 of *Land Administration Act 1997*.

### **DECLARATION OF INTEREST**

Author of report has no declaration of interest.

### **ATTACHMENTS**

Attachment 1– Letter from Main Roads Western Australia  
Attachment 2– Drawing 1360-155 to 1360-160  
Attachment 3– Main Roads Consultation Report  
Attachment 4- Shire of Mingenew Letter

### **BACKGROUND INFORMATION**

Main Roads Western Australia (MRWA) has advised the Shire of Morawa of their plans for future improvements to a section of Morawa Mingenew Road located within the Shire of Morawa Local Government boundary.

Proposed improvements include:

1. Construction of two off road parking bays, west of Franco Road to address fatigue management issues;
2. Extend culverts to increase headwall distance from edge of seal to improve safety and to provide for future road widening. (This initiative is the key recommendation from a 2008 Road Safety Audit)
3. Realignment of the Mingenew Morawa Road at Franco Road, to improve the safety of the sub-standard curve; and



4. Realignment of the Mingenew Morawa Road near Agar Road, to improve poor road geometry.

To accommodate these future works it is necessary to acquire land. The land will then be dedicated as road to form part of the Mingenew Morawa road reserve. As part of the process MRWA require Shire of Morawa approval to dedicate the portions of land as detailed in attachment 2 (MRWA Drawing 1360-155 to 1360-160).

The Shire of Morawa approved the dedication of the portions of land at the August 2014 Council meeting and rescinded the decision at the November 2014 meeting on the following grounds:

#### **COUNCIL RESOLUTION**

**Moved: Cr D S Carslake**

**Seconded: Cr D B Collins**

***That Council rescind the motion resolved at the August 2014 meeting of Council to approve the dedication of the land, the subject of Main Roads Drawings 1360-155 to 1360-160, as road under Section 56 of the Land Administration Act 1997, until land owners have had opportunity to consult fully with Council on the matter.***

**CARRIED**

**5/0**

#### **OFFICER'S COMMENT**

While MRWA has care, control and management responsibility of the Mingenew Morawa Road, the *Land Administration Act 1997* requires that the local government provides consent be given to the dedication action.

MRWA has consulted with landowners directly impacted from the proposed road works and now seeks to formalise the dedication process. MRWA has formally written to the Shire of Morawa requesting that the dedication of land is completed under section 56 of the *Land Administration Act 1997*.

MRWA indemnifies Council against all costs and charges in pursuant of section 56 *Land Administration Act 1997*. Land will be acquired by MRWA in accordance with the *Land Administration Act 1997*.

Community members have provided feedback directly to the Shire of Morawa at the November Council meeting and through correspondence highlighting the following concerns with the proposed MRWA project:

- Protesting the forfeiting of land to Main Roads Western Australia for the proposed “Truck Parking/Rest Area” and extensive drainage. Truck Parking/Rest Area” and area for drainage are deemed as prime farming land being used for ‘nothing’, encouraging weed infestation, and the remnants of overnight campers. Previous road works done on the Mingenew stretch did not have farming land reclaimed and as the distance between Mingenew and Morawa is 60 kilometres (within Main Roads policy to have Truck Parking/Rest Areas) the money would be better spent on the road at Mt Budd and Merkanooka Hills.
- Stating that there is an agreement amongst the majority of landowners and the community that Franco Road and Agar Road require upgrades.

MRWA provided the following clarification on the project elements:

*“Required 50m Road Reserve -*

*As a result of meetings and other various correspondence with the owners, Main Roads has sought to accommodate the requirements of the owners by reducing the original proposal of a 60m wide road reserve as per the recommended minimum road reserve (Main Roads guidelines width in rural regions) to the currently proposed 50m width. A review of the realignment at Franco Road was also undertaken to minimise the proposed land acquisition. However, Main Roads deems it cannot reduce the land acquisition further without compromising safety, drainage, clear zones and roadside vegetation protection and enhancement requirements.*

*Further to this, the owners believe the works should be undertaken either within the existing road reserve or establish the drainage outside the reserve in the freehold land. A recently completed section of Mingenew Morawa Road that was widened at the western end of the road between 2.1 and 13 SLK in 2012 did not include widening of the road reserve. This work has resulted in seasonal flooding of the road due to insufficient and ineffective drainage works being able to be undertaken within the narrow 20 metre road reserve. Main Roads is determined to avoid this problem for the current project as it is detrimental to the long term pavement condition and results in increased maintenance costs as well as reduces the overall pavement life. Drainage infrastructure outside the road reserve is also undesirable as it can lead to access restrictions for maintenance and ownership uncertainty.*

*The provision of a 50 metre road corridor is proposed for this upgrade to allow for:*

- *Widening of road to an 8 metre seal on a 10 metre wide gravel formation, culvert widening to ensure headwalls are well clear of the road edge, associated roadside drainage construction, drainage maintenance and a greater clear zone adjacent to the seal edge;*
- *Any public utility services requiring the use of the reserve, such as power and telephone lines; and*
- *Replanting of roadside vegetation to assist with erosion, dust, weeds and reducing spray drift from weed management as well as re-establishing vegetation that is endemic to the region.”*

### **Clearing within Road Reserve -**

*The proposed projects will require clearing of native vegetation, which is protected and requires a clearing permit to clear. To 'offset' this clearing a financial contribution to the approved conservation fund is proposed for this project. The approved conservation fund is managed by DER, with funds used by DPaW (or others) for the acquisition of vegetated land in the region which is then added to the conservation estate.*

*Where possible and practical native vegetation will be retained in accordance with the Main Roads Policy of 'avoid, minimise and reduce'. Within the new corridor a strip of vegetation will be planted at least 5 metres from the new fence and 8 metres from the existing seal. This will address the following:*

- *Replace the current vegetation being impacted;*
- *Reduce the erosion of soil and presence of weeds;*
- *Adhere to Main Roads Policy of protecting and enhancing road reserves including the visual amenity;*
- *Limit potential spray drift from the maintenance area;*
- *Ensure a greater sight distance, with a larger clear zone; and*
- *Allow for greater ability to conduct maintenance of our drains."*

### **Parking Bays –**

The proposed MRWA design incorporates two parking bays and at the November 2014 Council meeting Mr Mark Salt and Mr Kim Ingle from Main Roads Western Australia explained to the meeting that as part of responsible planning the site for the Parking Rest Areas is a safe place for vehicles to pull off the road. The extent of the Parking Rest Area is the standard design for parking bays to provide a safe angle for vehicles to pull into and leave the rest area. The Parking Rest Area is designed for just that not as a camp site.

It is considered due to the 60 km distance between Mingenew and Morawa, MRWA should redesign the parking bay locations to be relocated to Mingenew and Morawa to allow for parking in closer proximity to town site services and reduce the impact on farming land and traffic travelling along the 110km per hour section of the road.

The Shire of Mingenew has written to the Minister for Transport (Attachment 4) advising :

*"In order to avoid the need for resumption of land the Shire is willing to have our truck parking bay expanded. This bay is located on the Mingenew Morawa Road turnoff on the out-skirts of Mingenew."*

It is considered appropriate to prepare a letter of support for the proposed parking bays to be relocated to areas in close proximity to the Morawa and Mingenew Town sites.

### **COMMUNITY CONSULTATION**

No Community Consultation is required under the Section 56 process.

MRWA have completed individual consultation, as detailed in Attachment 3, with all private landowners directly affected by the dedication.

Landowners within the Shire of Morawa have submitted verbal and written feedback on the proposal to the Shire of Morawa.

### **COUNCILLOR CONSULTATION**

Project assessed by Council at the August 2014 and November 2014 Council Meetings.

### **STATUTORY ENVIRONMENT**

Land Administration Act 1997  
The Planning and Development Act 2005  
Shire of Morawa Local Planning Scheme No .2  
Local Government Act 1995

### **POLICY IMPLICATIONS**

Nil.

### **FINANCIAL IMPLICATIONS**

MRWA has advised that the dedication of all sections of land associated with the future improvements to the sections of Mingenew-Morawa Road will be at the cost and completed by Main Roads Western Australia. The Shire of Morawa will also be indemnified against all costs and charges that relate to the dedication action.

### **STRATEGIC IMPLICATIONS**

The development and maintenance of the two off road parking bays, extended culverts, realignment of the Mingenew Morawa Road at Franco Road and realignment of the Mingenew Morawa Road near Agar Road will be required to comply with Main Roads Western Australia policy and procedures.

### **RISK MANAGEMENT**

The procedure follows the formal Section 56 process under the Land Administration Act 1997.

### **VOTING REQUIREMENT:**

Simple majority.

### **OFFICER'S RECOMMENDATION**

**It is recommended:-**

**Recommendation 1**

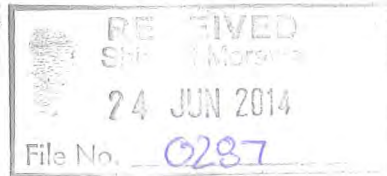
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**Council at its meeting of the 18 December 2014 concur to the dedication of the land, the subject to Main Roads Drawings 1360-155 to 1360-160, as road under Section 56 of the Land Administration Act 1997 subject to:**

- **Road reserve width being reduced from 60 metres to 50 metres.**
- **Proposed parking bays being deleted from the proposed Main Roads Western Australia design for the Morawa Mingenew Road.**

**Recommendation 2**

**The Shire of Morawa provide a letter of support to the Minister for Transport advising that the proposed parking bays are relocated to areas in close proximity to the Morawa and Mingenew town sites.**



ABN: 50 860 676 021

Enquiries: Louise Adamson on 08 9956 1213  
Our Ref: File No 13/5707  
Your Ref:

19 June 2014

Mr J Roberts  
Chief Executive Officer  
Shire of Morawa  
PO Box 156  
MORAWA WA 6623

PO  
EMO/DCEO

Dear John

### MINGENEW MORAWA ROAD UPGRADE AND IMPROVEMENTS

Attached for consideration by Council are plans of improvement works to be carried out on the Mingenew Morawa Road, 29 SLK to 43 SLK in the locality of Merkanooka. In order for the project to proceed, the land shown shaded on plans 1360-155 to 1360-160 is required to be Taken and included in the road reserve.

To enable the additional land to be dedicated as road reserve it is a requirement of the Land Administration Act that Local Authority concurrence be given to the dedication action.

It would be appreciated if Council could consider the matter at its next meeting and provide the following statement in its letter of concurrence to satisfy State Land Services requirements:

"Council at its meeting of Day Month Year concurred to the dedication of the land, the subject of Main Roads' Drawings/s 1360-155 to 1360-160, as road under Section 56 of the Land Administration Act."

In addition, State Land Services require a copy of the Council meeting minutes relating to the concurrence.

Main Roads will indemnify Council against all costs and charges that relate to this dedication action.

Please forward both the letter of concurrence and a copy of the relevant minutes to Louise Adamson at the above address and if you have any queries please do not hesitate to contact me.

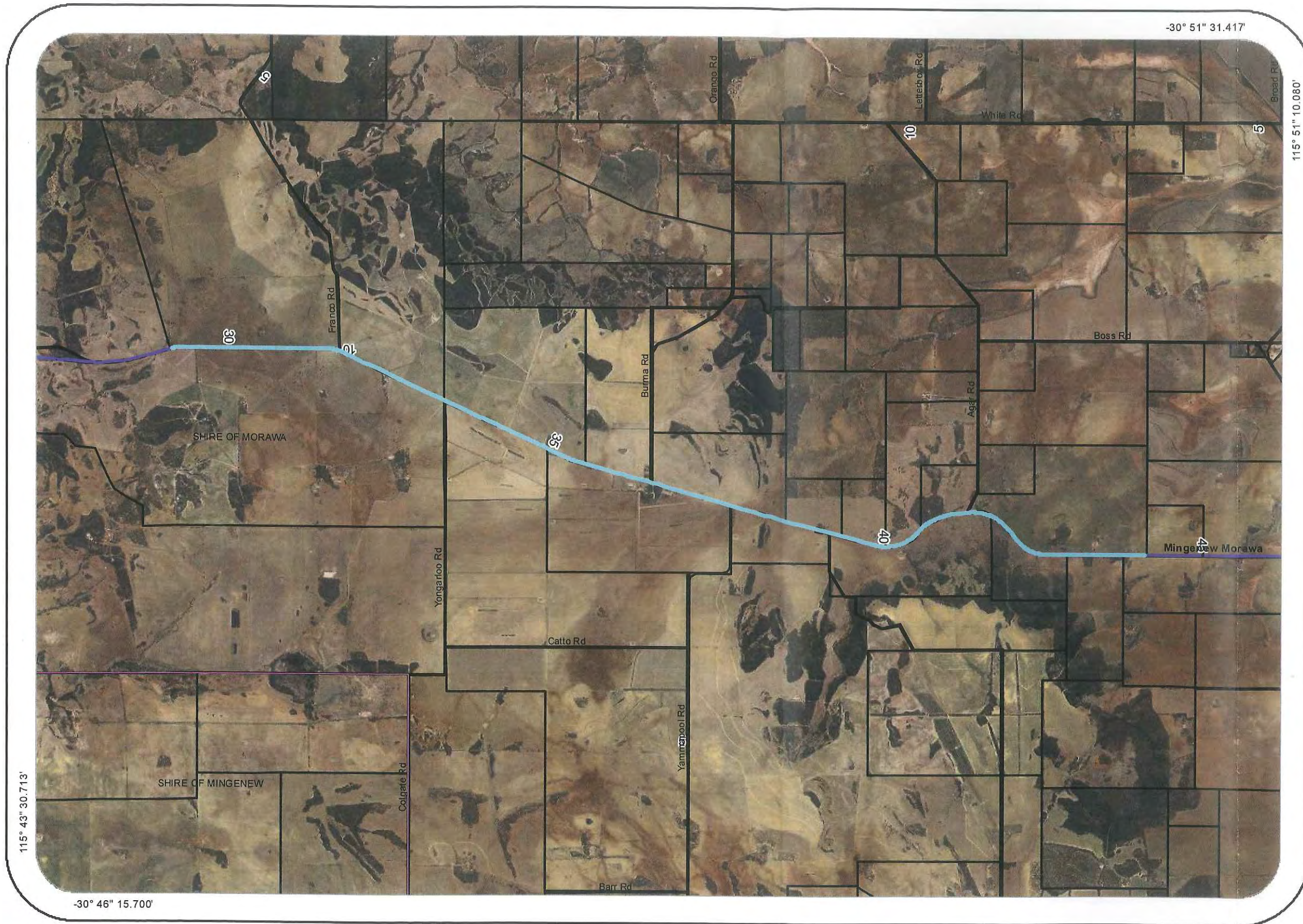
Yours sincerely

  
Kim Ingle  
A/REGIONAL MANAGER  
Mid West Region



# Mingenew Morawa Road Proposed Improvements

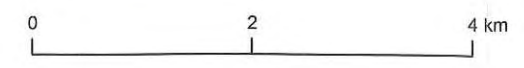
DESCRIPTION:  
Mingenew Morawa Road 29 - 42.2 SLK



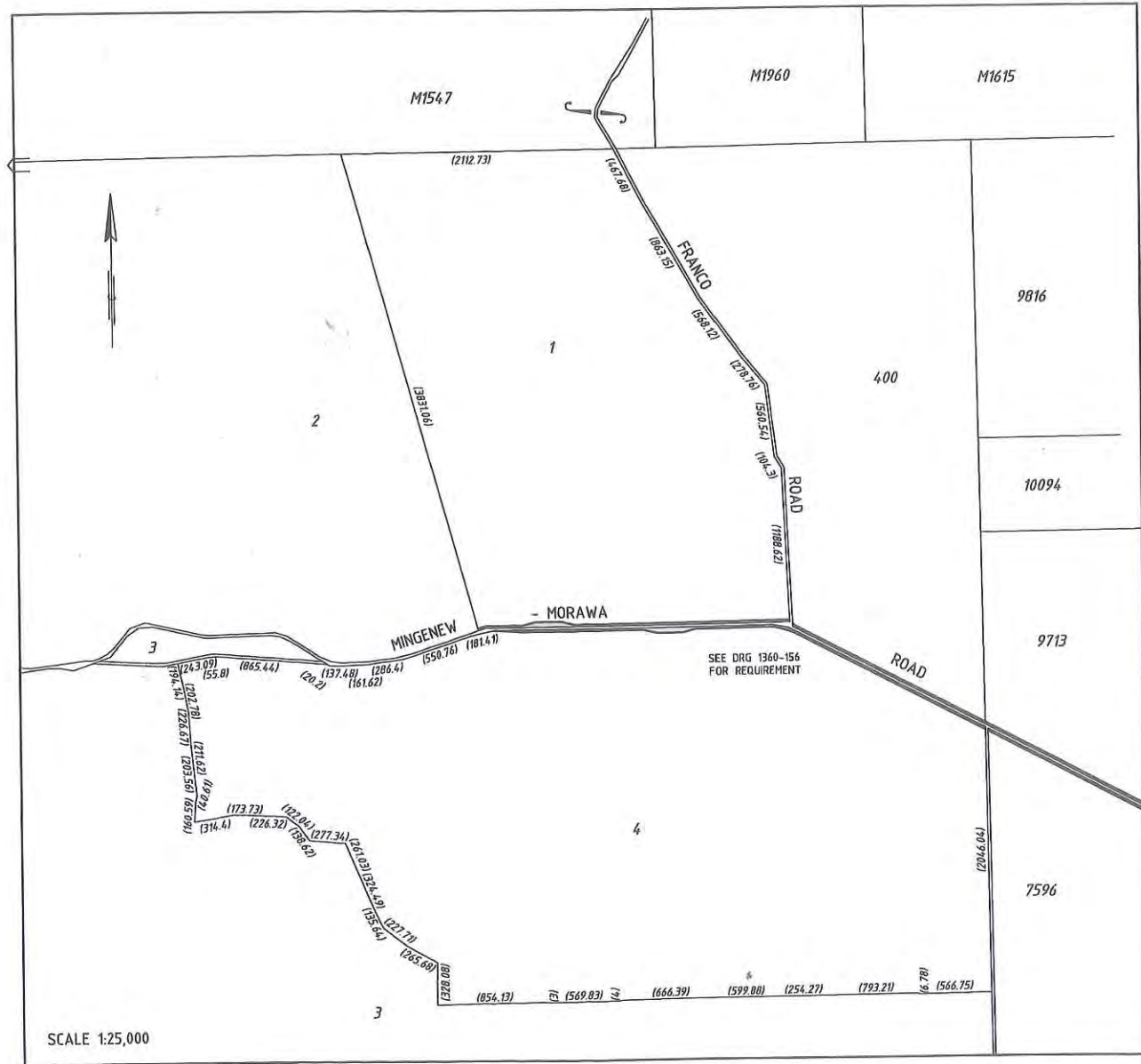
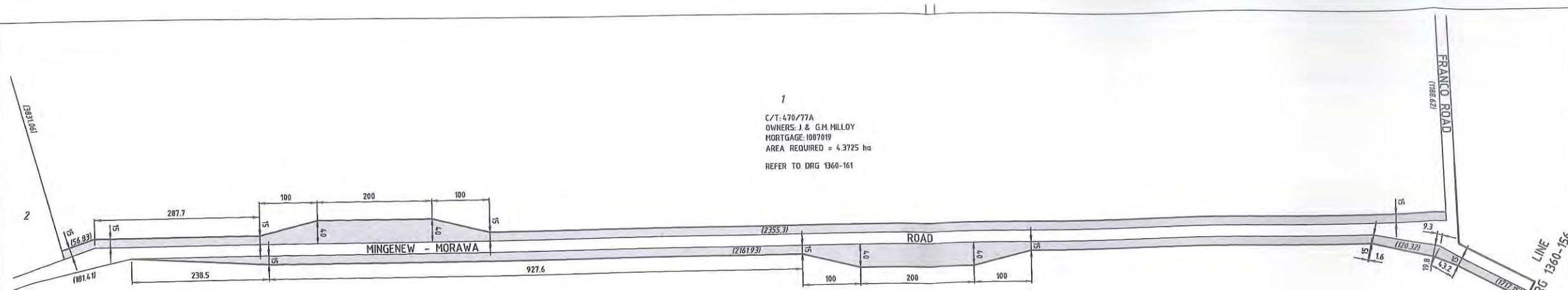
## LEGEND

- IRIS Road Network Hatching (SLK)
- Main Roads Controlled Path
- Local Government Areas
- Proposed State Road
- Miscellaneous Road
- Local Road
- Crossover
- State Road
- Cadastre

## KEY MAP







AMENDMENTS	NO.	DESCRIPTION	DATE	AUTHORISED

**LEGEND**

■ LAND REQUIRED FOR ROAD PURPOSES

— BOUNDARY TO BE SURVEYED.

**NOTES**

- DIMENSIONS AND AREAS ARE APPROXIMATE ONLY AND ARE SUBJECT TO SURVEY.
- S.L.K. IS A M.R.W.A. STRAIGHT LINE KILOMETRE AND IS APPROXIMATE ONLY.
- CADASTRAL MODEL : CAD1101A
- HORIZONTAL DATUM IS GDA94.

**MID WEST REGION**

Telephone (08) 9958 1200 Fax (08) 9958 1240

**APPROVED FOR IMPLEMENTATION**

FILE NUMBER	DATE	APPROVAL NUMBER

AUTHORISED: *[Signature]* 8/05/10

APPROVED: *[Signature]* 9/15/12

**mainroads WESTERN AUSTRALIA**

FINANCE AND SERVICES  
PROPERTY MANAGEMENT

Telephone 9323 4580 Fax 9323 4800

Prepared By: *[Signature]*

**FUGRO**  
FUGRO SPATIAL SOLUTIONS Pty. Ltd.  
18 PROWSE STREET  
WEST PERTH, W.A. 6005  
TEL (08) 9322 4100  
FAX (08) 9322 1775  
Ref: 82400701

GRAPHIC PRESENTATION (ONLY) AUDITED IN ACCORDANCE WITH STANDARD 67-08-48 IN THE ROAD AND TRAFFIC ENGINEERING MANUAL.

**MINGENEW-MORAWA ROAD M25**  
LAND DEALINGS  
29.2 - 31.6 SLK  
SHEET 1 OF 6

LOCAL AUTHORITY (511) SHIRE OF MORAWA

DRAWING TYPE 7200 DRAWING NUMBER AMEND

FILE NUMBER 13/8810 **1360-155**

**CERTIFICATE**

I HEREBY CERTIFY THAT THE INFORMATION SHOWN ON THIS PLAN IS CORRECT AT THE TIME OF DRAFTING, HAS BEEN VERIFIED BY A LANDGATE SEARCH OF THE RELEVANT C/T'S AND SURVEY DOCUMENTS AND THE CADASTRE IS SPATIALLY CORRECT AS PER THE M.R.W.A. STANDARD 67-08-48.

PROJECT MANAGER: ROB RHODES DATE: 7/11/2013

SCALE 0 0.05 0.1 0.15 0.2 0.25 0.3 0.35 0.4 0.45 0.5 0.55 0.6 0.65 0.7 0.75 0.8 0.85 0.9 0.95 1.0

SCALE 0 0.05 0.1 0.15 0.2 0.25 0.3 0.35 0.4 0.45 0.5 0.55 0.6 0.65 0.7 0.75 0.8 0.85 0.9 0.95 1.0

SCALE 0 0.05 0.1 0.15 0.2 0.25 0.3 0.35 0.4 0.45 0.5 0.55 0.6 0.65 0.7 0.75 0.8 0.85 0.9 0.95 1.0

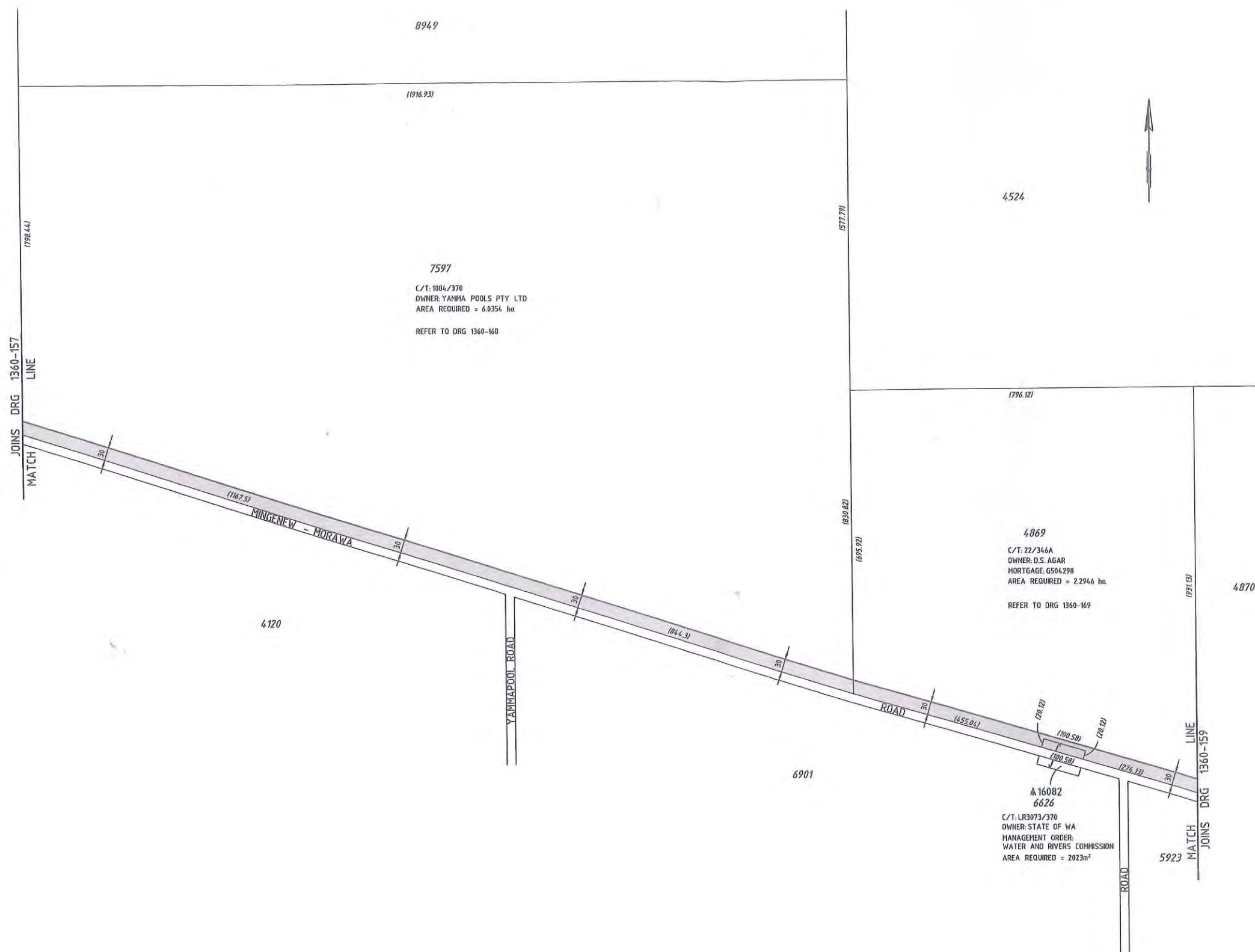












**CERTIFICATE**  
 I HEREBY CERTIFY THAT THE INFORMATION SHOWN ON THIS PLAN IS CORRECT AT THE TIME OF DRAFTING HAS BEEN VERIFIED BY A LANDSAT SEARCH OF THE RELEVANT C/T'S AND SURVEY DOCUMENTS AND THE CADASTRE IS SPATIALLY CORRECT AS PER THE MIMA STANDARD 67-08-08.  
 PROJECT MANAGER: ROB RHODES DATE: 7/11/2013

NO.	DESCRIPTION	AUTHORISED	DATE	MEMO DATE

**LEGEND**

- LAND REQUIRED FOR ROAD PURPOSES
- BOUNDARY TO BE SURVEYED.

**NOTES**

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- S.L.K. IS A M.R.W.A. STRAIGHT LINE KILOMETRE AND IS APPROXIMATE ONLY.
- CADASTRAL MODEL: CAD1101A
- HORIZONTAL DATUM IS GDA94.

**MID WEST REGION**

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**APPROVED FOR IMPLEMENTATION**

FILE NUMBER	DATE	APPROVAL NUMBER

AUTHORISED: *[Signature]* 5/5/14  
 APPROVED: *[Signature]* 9/5/14

**mainroads**  
WESTERN AUSTRALIA

FINANCE AND SERVICES  
PROPERTY MANAGEMENT

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Ref: 62490701

GRAPHIC PRESENTATION (ONLY) AUTHORIZED IN ACCORDANCE WITH STANDARD 67-08-08 IN THE ROAD AND TRAFFIC ENGINEERING MANUAL.

**MINGENEV-MORAWA ROAD M25**  
 LAND DEALINGS  
 36.6 - 39.4 SLK  
 SHEET 4 OF 6

LOCAL AUTHORITY (511) SHIRE OF MORAWA	DRAWING NUMBER AMEND.
DRAWING TYPE 7200	1360-158
FILE NUMBER 13/8810	

SCALE 1:5000  
 SCAN DATE A 1









**Attachment 3**

MRWA CONSULTATION WITH LANDOWNERS

<b>Name</b>	<b>Land dealings</b>	<b>Contact Type</b>	<b>Date</b>	<b>Detail of visit/call etc</b>
<b>Peter and Anne Mitchell Bush Valley Pty Ltd</b>	Landowners were agreeable to proposed works.	Property visit	11/06/3013	Existing property access roads to be cleared to improve sight distances/visibility so that landowners can safely pull out onto highway
		Follow up phone call	19/11/2013	Advised Anne Mitchell that works on the section of Mingenew Morawa Road abutting their land had been delayed due to design considerations.
<b>Jim and Glenda Milloy</b>	Landowners were agreeable to proposed works.	Property visit	11/06/3013	Fence line behind parking bay to be as per owner height requirement to discourage access to property by users of the rest area
		Phone call	2/12/2013	Spoke to owner re Consent for land acquisition. Mr Milloy will call back with details of proposed meeting time with himself and property lessee.
		Phone call	9/12/2013	Arranged to meet Mr Milloy and property lessee on Thursday December 12th 2013 to discuss land acquisition
		Property visit	12/12/2013	Met with Mr Milloy and property lessee. Gave Mr Milloy the land dealing drawings and a copy of the typical consent letter. Discussed the land acquisition process.
		Phone call	15/01/2014	Informed Mr Milloy that the formal land acquisition process would be commencing shortly

		Meeting	10/02/2014	Meeting with Shire President and land owners - Morawa Shire Office
		Meeting	9/04/2014	Meeting with Shire President and land owners - Morawa Shire Office- Following meeting discussion agreed to assess works and reduce land take from a proposed 60 metre wide road reserve (which is as per Main Roads Policy) to a 50 metre wide road reserve (variation to current policy and therefore required assessment and specific project approval).
		Phone call	4/06/2014	Arranged to meet on Monday 9th June to discuss land acquisition
		Email	5/06/2014	Changed meeting to Monday 16th June to discuss land acquisition
		Email	6/06/2014	Mr Milloy accepted
		Meeting	16/06/2014	Met with Mr Milloy, introduced him to Hayley Graham and Gavin Ellery who will be continuing the land acquisition process. Presented him with final Land Dealings Plans
<b>Darren and Jayme Yewers James and Mary Yewers Geoffrey and Carole Yewers</b>	Landowners were non comittal as to the proposed works	Property visit	1/07 2013	Requested outline images of proposed road corridor.

		Sent letter (D13#339103)	2/07/2013	Sent images of the proposed road corridor with an estimate of the land required for achieving a 60 m wide road corridor along the Mingenew Morawa Road, with particular reference to the Yewers family land holdings
		Follow up phone call	24/07/2013	Mr Geoff Yewers and Mrs Jayme Yewers contacted by telephone to see if they required further information or wished to discuss the project further. Both parties stated they were happy with the information supplied to date.
		Phone call	2/12/2013	Contacted Carol Yewers re Consent for land acquisition. Will call on the 5/12/2013 to arrange time to meet with the Yewers family.
		Phone call	5/12/2013	Contacted Jayme Yewers re Consent for land acquisition. Jayme will arrange time to meet with the entire Yewers family.
		Property visit	12/12/2013	Met with Darren and Geoff Yewers. Gave both parties the land dealing drawings and a copy of the typical consent letter. Discussed the land acquisition process.
		Phone call and sent letter	15/01/2014	Spoke to Jayme Yewers re land acquisition and the need to commence the formal land acquisition process.
		Received Letter	8/01/2014	Received letter from Mr Yewers D14#83712



		Meeting	10/02/2014	Meeting with Shire President and land owners - Morawa Shire Office
		Meeting	9/04/2014	Meeting with Shire President and land owners - Morawa Shire Office- Following meeting discussion agreed to assess works and reduce land take from a proposed 60 metre wide road reserve (which is as per Main Roads Policy) to a 50 metre wide road reserve (variation to current policy and therefore required assessment and specific project approval).
		Phone call	4/06/2014	Spoke with landowners about meeting to present Land Dealings Plans and handover to Land Acquisition team. Neither party interested in meeting further and are seeking advice from lawyers.
<b>Yamma Pools Pty Ltd K&amp; BJ HEITMAN</b>	Landowners were non comittal as to the proposed works,	Property visit	29/07/2013	Mr Heitman agreed that works were required to ensure improved safety but did not want vegetation along road corridor due to increased fauna crash risk
Coventry Enterprises		Phone call	2/12/2013	Contacted Betty Heitman re Consent for land acquisition. Meeting arranged for 3/12/2013.
		Property visit	3/12/2013	Visited Heitmans to discuss consent letter for land acquisition. Owners agreeable to land acquisition. I have arranged to call after 6/1/2014 to arrange for signing and documentation of required reinstatement works.

		Sent Letter D13#681949 D13#681921	4/12/2013	Sent letter and Arc map image to Heitmans re visit 3/12/2014
		Property visit	12/12/2013	Met with Mr and Mrs Heitman. Gave them the land dealing drawings and a copy of the typical consent letter. Discussed the land acquisition process.
		Received Letter	8/01/2014	Received letter from Mr Heitman D14#7613
		Phone call and sent letter	15/01/2014	Spoke to Mr Heitman re his correspondence. Sent detail of proposed works at Franco Road, Agar Road, culvert extensions and parking bays. D14#19099 and 13/5430#1
		Meeting	10/02/2014	Meeting with Shire President and land owners - Morawa Shire Office
		Meeting	9/04/2014	Meeting with Shire President and land owners - Morawa Shire Office- Following meeting discussion agreed to assess works and reduce land take from a proposed 60 metre wide road reserve (which is as per Main Roads Policy) to a 50 metre wide road reserve (variation to current policy and therefore required assessment and specific project approval).
		Email	7/05/2014	Email from Mr Heitman objecting to vegetation planting

		Phone call	5/06/2014	Arranged to meet on Monday 16th June to present LDP's and handover to Land Acquisition team
		Email	5/06/2014	Confirmed meeting on Monday 16th June
		Email	5/06/2014	Email from Mr Heitman confirming meeting on Monday 23rd June
		Meeting	23/06/2014	Met with Mr and Mrs Heitman, introduced him to Hayley Graham and Anna Sutherland. Hayley will be continuing the land acquisition process. Anna spoke with them about the possibility of some of their land being acquired for environmental offset. Presented them with signed Land Dealings Plans. Visited the land in question and a gravel source they would like MRWA to develop.
Darren Agar	Landowner was agreeable to proposed works.	Property visit	1/07 2013	Discussed the use of a gravel source on property for use as basecouse
		Phone call	10/12/2013	Received a call back from Mr Agar. Explained that the land acquisition drawings had been finalised. Agreed to email the information to Mr Agar at his request.
		Email	10/12/2013	Emailed Mr Agar the land dealing plans and consent letter, see Trim File D13#701280
		Phone call	15/01/2014	Left message on answering machine.

		Meeting	10/02/2014	Meeting with Shire President and land owners - Morawa Shire Office
		Phone call	4/06/2014	Arranged to meet on Monday 9th June to discuss land acquisition
		Email	5/06/2014	Confirmed meeting changed to Monday 16th June
		Meeting	16/06/2014	Met with Mr Agar, introduced him to Hayley Graham and Gavin Ellery who will be continuing the land acquisition process. Presented him with final Land Dealings Plans.
A.C Valentine	Landowners were non comittal as to the proposed works	Meeting	23/06/2014	Met son onsite introduced to project and given Land Dealings Plans. Introduced to Hayley Graham and described the process. No issue as only small land take required.



# SHIRE OF MINGENEW

Victoria Street  
PO Box 120  
MINGENEW WA 6522  
Telephone: (08) 9928 1102  
Facsimile: (08) 9928 1128  
Email: [ceo@mingenew.wa.gov.au](mailto:ceo@mingenew.wa.gov.au)

Your ref:  
Our ref:

3 December 2014

Honourable Dean C Nalder  
Minister for Transport  
7<sup>th</sup> Floor  
Dumas House  
2 Havelock Street  
West Perth WA 6005

Dear Minister Nalder,

Re Resumption of Land on the Mingenew Morawa Road

I write on behalf of Shire President Michelle Bagley who wishes to convey the Shire's support for the efforts of Jeff Yewers, Jim Molloy, Kevin and Betty Heitmen and Darren and Jaime Yewers in their argument against the resumption of valuable farming land in what seems to be an unnecessary project.

In order to avoid the need for resumption of land the Shire is willing to have our truck parking bay expanded. This bay is located on the Mingenew Morawa Road turnoff on the out-skirts of Mingenew.

The Shire feels strongly that there are many problems on the Mingenew Morawa Road worthy of attention. The funding set aside for this project would be better spent on widening the road through the hills on the boundary of the Mingenew and Morawa Shires. This part of the road is very dangerous.

The Shire is happy to assist in this way if it avoids the unnecessary imposition on these landowners and the loss of valuable land. I am happy to facilitate this solution with the appropriate officials.

President Bagley looks forward to your response.

Yours faithfully,

Mark Dacombe  
Chief Executive Officer

### **7.2.6 Chief Executive Officer - Other**

<i>Date of Meeting:</i>	<b>18 December 2014</b>
<i>Item No:</i>	<b>7.2.6.1</b>
<i>Subject:</i>	<b>Strategic Plan Update and Progress Report August 2014</b>
<i>Date &amp; Author:</i>	<b>10 December 2014 John Roberts</b>
<i>Responsible Officer:</i>	<b>Chief Executive Officer</b>
<i>Applicant/Proponent:</i>	<b>Chief Executive Officer John Roberts</b>
<i>File Number:</i>	<b>Various</b>
<i>Previous minute/s &amp;</i>	
<i>Reference:</i>	<b>20 November 2014 Council Meeting</b>

#### **SUMMARY**

The Strategic Plan Update and Progress Report provides an update on the progress of matters under the Integrated Planning and Reporting Process including the:

- Shire of Morawa Strategic Community Plan 2012, and
- Corporate Business Plan.

Other updates are also provided regarding the informing strategies including:

- The Long Term Financial Plan;
- The Asset Management Plan; and
- The Workforce Plan.

#### **DECLARATION OF INTEREST**

The author has no interest to declare in this report.

#### **ATTACHMENTS**

- 2014/15 Project Summary Report;
- Shire of Morawa November 2014 *Strategic Plan Update and Progress Report*.

#### **BACKGROUND INFORMATION**

The Strategic Plan Update and Progress Report is provided to Council each month for information. The Strategic Community Plan was adopted 21 June 2012 and a desktop review was undertaken on 12 September 2014 and adopted by Council on 18 September 2014.

Currently, the Strategic Community Plan has 106 actions listed:

Objective	Actions	Projects 2014/15	Programs 2014/15	Comment
1. A diverse, resilient and innovative economy	44	9	3	This objective is divided into 2 sub-objectives with 9 key projects and 3 programs covering 27 of the 44 actions which are due for completion in 2014/15
2. Protect and enhance the natural environment	13	5	0	5 key projects covering 13 strategic actions are required to be completed for 2014/15
3. A community that is friendly, healthy and inclusive	26	5	0	5 key projects covering 17 of the 26 actions are due for completion for 2014/15
4. A connected community with strong leadership	23	3	1	3 key projects and one program area covering 18 actions are due for completion for 2014/15

**Table One: Summary of Strategic Actions**

Accordingly, the progress of the projects and program areas covering the strategic actions for 2014/15 are tracked within the Corporate Business Plan. This is because:

- This plan has the projects or actions the Shire is required to achieve over a four year period to meet the objectives listed in the Strategic Community Plan;
- This approach will also ensure there is a cross link with the Status Report where Council has made a decision regarding the projects listed in the Corporate Business Plan from time to time; and
- The Corporate Business Plan also acknowledges the key operating costs for each program area and the external stakeholders.

### **Informing Strategies**

Other reports that need consideration in terms of their impact on the Strategic Community Plan include the following informing strategies:

#### Long Term Financial Plan

The long term financial plan is due for review this year. A budget allocation has been included in the 2014/15 budget.

#### *Status*

No change - The Long Term Financial Plan requires updating. UHY Haines Norton have provided a quote which has been included in the 2014/15 Budget.

#### Asset Management Plan

To date the review of the Asset Management Plan (AMP) has seen three of the four key areas completed. The final area for completion is that regarding plant and equipment for inclusion.

### *Status*

No change - The fair value report regarding plant and equipment needs to go to Morrison Low so that the AMP can be updated.

A meeting with Greenfields took place on 9 September 2014 discussing road infrastructure fair values for 2013/14.

Roman II has been updated with local road data.

### Workforce Plan

The Workforce Plan is monitored by the Department of Local Government and Communities. This required assessment by staff by the end of March 2014.

### *Status*

The Acting CEO, DCEO and MFA commenced this review on 4 April 2014. A final review is now required. This has not yet been completed.

### Information Communication and Technology (ICT) Plan

Although the ICT is not a formal requirement, the Department of Local Government and Communities highly recommends that such a plan is developed and implemented and provides the appropriate framework for such a plan on its website.

It should be noted that the Shire of Morawa does not have such a plan.

### *Status*

Development of such a plan is required in line with the Local Government Audit Regulations - Regulation 17. The CEO will discuss with the Shire's IT contractor.

### Other Key Informing Strategies

Other key plans that impact on the Strategic Community Plan and the Corporate Business Plan include the Local Planning Scheme and Strategy, the Growth Plan, the Mid West Investment Plan and the North Midlands Economic Plan (proposed Mid West Blue Print). Generally, links are made back from the Corporate Business Plan to the applicable project within this plan.

### **Risk Management Framework and Compliance Plan**

. The Shire CEO by 31 December 2014 will need to have in place:

- A risk management policy;
- A risk management framework including processes, procedures and reporting;  
and
- A compliance plan



*Status*

The project commenced on 26 August 2014 with a regional meeting to receive and discuss an LGIS prepared Risk Management Governance Framework which will be the subject of a report to Council at the October OCM. The following day a workshop took place, facilitated by LGIS, involving Shire staff. At this workshop risk profiles for 16 themes were developed. This project will enable the CEO to prepare a report to the audit committee on the appropriateness and effectiveness of the Shire’s Risk Management systems and procedures.

**OFFICER’S COMMENT**

**Strategic Community Plan**

Further to the above, the success of the Strategic Community Plan (SCP) is based on the outcomes of the Corporate Business Plan and the key performance measures (KPIs) that will form part of the SCP from March 2014. The key performance measures show the desired trend to be achieved for each objective (Economic, Environment, Social and Governance. The key performance measures were inserted into the SCP at the Council meeting on 20 March 2014.

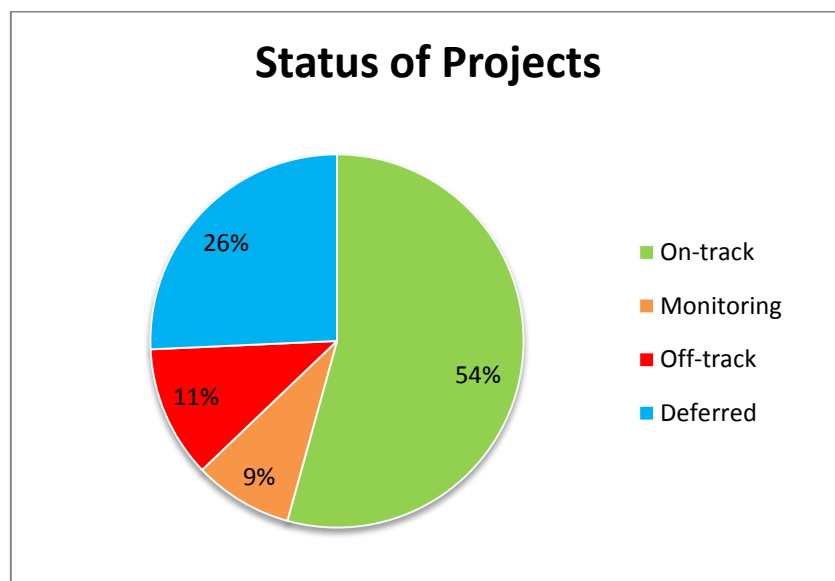
**Corporate Business Plan**

The Corporate Business Plan Report is provided to Council each month. Accordingly, a summary report and full copy of the Corporate Business Plan report for October 2014 is attached.

In short, the progress of the Corporate Business Plan is summarised as follows:

Projects

Under the Corporate Business Plan, there are 35 projects that are monitored:



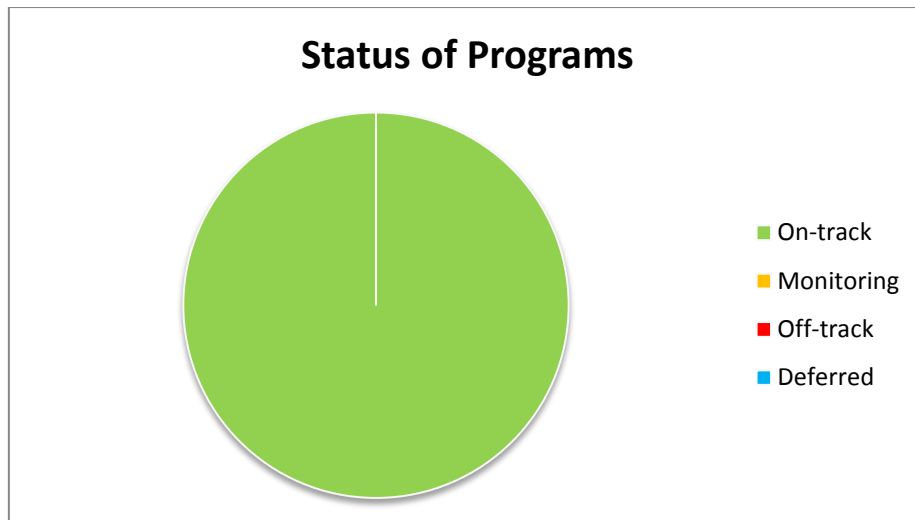
**Chart 1: Breakdown on Status of Projects for 2014/15**

The key things to note regarding Chart 1 - Breakdown on Status of Projects are:

Status Type	Status	Comment
Overall Completion	In terms of overall completion (i.e. the percentage of each project completed divided by the number of projects underway), this is 60.08%.	
On-track	There are 19 (54%) projects on track (1, 2, 3, 4, 10, 12, 13, 14, 18, 19, 20, 21, 26, 27, 29, 31, 32, 33, 34, & 35).	Although The Industry Attraction & Retention project is now on track, the intent of this project will require reassessment (Project 18)
Monitoring	Three (%) projects are at the monitoring level (7, 8, 17, )	The three projects in monitoring mode are subject to initial delays and subsequent changes in circumstance.
Off-track	In total there are four projects off track (5, 9, 15, and 30).	<p>The impacts on these projects include:</p> <ul style="list-style-type: none"> <li>• Staff resourcing in terms of key roles has been a constant issue regarding consistency and progressing of goals i.e. the long term vacancy of the CEO position (Project 9 lacked a project owner and Project 30 – Gateway Project is subject to further discussions with the key funding stakeholder) Discussions took place with Sinosteel on 17 July 2014.</li> <li>• The second key issue has been waiting on the approval of funding or resources for key projects: <ul style="list-style-type: none"> <li>○ Scrapping of Commonwealth funding programs e.g. RADF5 (Project 5 - Town Hall project). The tender specification has been developed.</li> <li>○ MWDC requirement to continually review business cases (Project 15) ;</li> </ul> </li> <li>• Thirdly competing re-allocation of resources undermining the strategic focus e.g. ongoing maintenance of key assets not provided for. However, the Asset Management Plan should improve this over time.</li> </ul>
Deferred	There are nine projects deferred due to fiscal constraints and other resourcing issues or because the priority has changed (6, 11, 16, 17, 22, 23, 24, 25 & 28);	There is no change to the status of these projects following the desktop review of the Strategic Community Plan in August 2014.

### Programs

Under the Corporate Business Plan, there are four key program areas that are monitored:



**Chart 2: Breakdown on Status of Programs for 2014/15**

Chart 2 indicates that all four program areas on track i.e. the Sports Facilities and Programs (5%), Roads Program (1%), Ongoing Health Care Provision (3%) and Governance (2%). The programs on track are subject to key operational or day to day activities and are impacted by seasonal issues. The latter programs generally take time for the costs to come through.

**COMMUNITY CONSULTATION**

As per the Strategic Plan Update and Progress Report

**COUNCILLOR CONSULTATION**

As per previous reports to Council and the Information and CEO Briefing Sessions (Forums).

**STATUTORY ENVIRONMENT**

*Local Government (Administration) Regulations 1996 Part 5 Annual Reports and Planning for the Future - Division 3 – Planning for the Future*

**POLICY IMPLICATIONS**

Not Applicable

**FINANCIAL IMPLICATIONS**

Nil

### **STRATEGIC IMPLICATIONS**

As per the reporting requirements regarding the Strategic Community Plan and the Corporate Business Plan.

### **RISK MANAGEMENT**

Under the Integrated Planning and Reporting Framework, the Shire of Morawa is required to meet the compliance requirements. By meeting each of the key requirements regarding Integrated Planning and Reporting, the Shire will avoid further scrutiny and action by the Department of Local Government and Communities.

### **VOTING REQUIREMENT:**

Simple Majority

### **OFFICER'S RECOMMENDATION**

Council accepts the Shire of Morawa Strategic Plan Update and Progress Report for November 2014.

## Overview

The Shire of Morawa Corporate Business Plan Report sets out the key objectives to be achieved for the reporting year in question based on the Shire's Strategic Community Plan. In this case it is 2014/15. The report is presented to Council each month with an update on the status of each project and relevant program area and an assessment of the Corporate Business Plan (CBP) overall.

**Objective:** A friendly community that is healthy, passionate, caring and inclusive

**Program Area:** Recreation & Leisure

**Goal:** Provide and promote sport, recreation and leisure facilities and programs

Project	Priority	SCP Link	Who	12/13 \$	13/14 \$	14/15 \$	15/16 \$	Stakeholders	Progress (Including Performance Indicators)
<b>1. Greater Sports Ground Project</b>  Project management 0.0 FTE 2014/15  Percentage Completed: 100%	High	3.5.2	CEO	0	2,800,000	0	0	Department of Sport and Recreation	<ul style="list-style-type: none"> <li>Remaining paths to be done. Difficulties arranging quotes at this time.</li> </ul> <hr/> <b>Increased Sporting Participation</b> <ul style="list-style-type: none"> <li>Club membership numbers reported by clubs</li> </ul> <b>Increased Usage</b> <ul style="list-style-type: none"> <li>Additional events reported by Sporting Committee. To date: two events held</li> </ul>
<b>2. Sports Club Development Officer – Regional Project</b>  Project management 0 FTE  Percentage Completed: 100%	Medium	3.1.7	CEO, Shire of Three Springs	0	12,500	12,500	12,500	<ul style="list-style-type: none"> <li>Department of Sport and Recreation</li> <li>Shire of Three Springs</li> <li>Shire of Perenjori</li> <li>Shire of Mingenew</li> </ul>	<ul style="list-style-type: none"> <li>Advised 26/02/14 Perenjori/Morawa/Three Springs submission successful (\$30,000 PA for two years from 2014/15.);</li> <li>Next steps:                             <ul style="list-style-type: none"> <li>\$10,000 share allocated in 14/15 Budget to an existing function</li> <li>Lara Stanley has commenced employment in the role.</li> </ul> </li> </ul> <hr/> <b>Increased Support for Members &amp; Volunteers</b> <ul style="list-style-type: none"> <li>Membership numbers</li> </ul> <b>Club Officials trained in financial and corporate governance</b> <ul style="list-style-type: none"> <li>Clubs report improvement</li> </ul>
<b>3. Recreational Facility Development:</b> 3.1 Swimming Pool Upgrade 3.2 Construction of the Skate Park	Medium	3.5.3	CEO	0	800,000 300,000	400,000	0 0	Department of Sport and Recreation	<b>Swimming Pool (Works 2014/15 - \$757,578)</b> <ul style="list-style-type: none"> <li>CLGF funding of \$358,000 for 12/13 withheld as Shire had not acquitted a previous project within required timelines. Request for reconsideration was declined;</li> <li>DSR contribution \$229,000 parked.</li> </ul>

<p>Project management 0.1 FTE</p> <p><b>Percentage Completed: 70%</b>  3.1: 47%  3.2 95%</p>									<p>(Submission seeking deferral made 29/04/14);</p> <ul style="list-style-type: none"> <li>Minister Redman agreed as a result of WALGA lobbying to re-include for 2014/15 Budget consideration;</li> <li>Council resolved at Feb 2014 Budget Review to fund gap by way of a loan. Currently on hold for now;</li> <li>CEO has provided further information to Shane Love for Minister Redman's information;</li> <li>DCEO met with consultants 6/03/14 to initiate program of works;</li> <li>CEO met with Eastman Poletti Sherwood on 2 September 2014.</li> </ul> <p>Steps:</p> <ul style="list-style-type: none"> <li>Filtration System and Shed included in 14/15 budget.</li> <li>Requests for Tenders are being developed. EPS undertook a site visit 11 September 2014.</li> <li>Works to be completed following the pool season ending in April 2015.</li> </ul> <p><b>Skate Park.</b></p> <ul style="list-style-type: none"> <li>Shade sails to be installed in 14/15 subject to obtaining grant funding.</li> <li>Lighting to be installed in 14/15 subject to obtaining grant funding.</li> </ul> <hr/> <p><b>Reduction of Vandalism</b></p> <ul style="list-style-type: none"> <li>Maintenance costs (reduced)</li> </ul> <p><b>Improved School Attendance</b></p> <ul style="list-style-type: none"> <li>School attendance records</li> </ul>
<p><b>Program Area Operating Cost:</b></p> <ul style="list-style-type: none"> <li>Undertake ongoing maintenance and management of the Sports facilities and programs</li> </ul> <p><b>Percentage Completed: 33%</b></p>	Ongoing			775,000	790,000	805,000	821,000		<p><b>Recurrent Cost post 2017:</b> \$837,000  <b>Staff Required:</b> 3 FTE  <b>Cost YTD:</b> \$236,754</p> <p><b>Note:</b>  Expenditure for 2014/15 set at: \$712,501 (Swimming Pools &amp; Other Recreation)</p>
<p><b>Program Area: Health Provision</b></p>									
<p><b>Goal: Support ongoing health care provision through existing arrangements</b></p>									
<p><b>Project</b></p>	<p><b>Priority</b></p>	<p><b>SCP Link</b></p>	<p><b>Who</b></p>	<p><b>12/13</b> \$</p>	<p><b>13/14</b> \$</p>	<p><b>14/15</b> \$</p>	<p><b>15/16</b> \$</p>	<p><b>Stakeholders</b></p>	<p><b>Progress (Including Performance Indicators)</b></p>

<b>Program Area Operating Cost:</b> <ul style="list-style-type: none"> <li>Support the implementation of the North Midlands Primary Care Project</li> <li>Support the provision of adequate GP services</li> <li>Support the Three Springs Dental Service</li> </ul> <b>Percentage Completed: 24%</b>	Ongoing	3.1.1, 3.1.2, 3.1.3, 3.1.4		251,884	256,900	262,000	267,000		<b>Note:</b> <ul style="list-style-type: none"> <li>Expenditure for 2014/15: \$221,186;</li> <li>Includes one off contribution to Mobile Dental Clinic of \$50,000:</li> </ul> <b>Recurrent Cost post 2017:</b> \$272,000 <b>Staff Required:</b> 0.02 FTE <b>Cost YTD:</b> \$51,948

**Program Area: Community Amenities**

**Goal: Provide and promote sport, recreation and leisure facilities and programs**

Project	Priority	SCP Link	Who	12/13 \$	13/14 \$	14/15 \$	15/16 \$	Stakeholders	Progress (Including Performance Indicators)
<b>4. Morawa Community Care</b>  Project management 0.6 FTE  <b>Percentage Completed: 85%</b> 4 Units: 100% Management: 90%	High	1.9.1	CEO	528,800	420,718	40,000	40,000	Morawa Community Care	<b>Construction 2013:</b> <ul style="list-style-type: none"> <li>Construction of the 4 units completed</li> <li>Cost post 2013/14 are recurrent costs. Will need revaluation</li> </ul> <b>Management:</b> <ul style="list-style-type: none"> <li>Committee commenced 18 March 2014 and identified action matrix;</li> <li>Draft service delivery plan and policies developed and considered 13/05/14;</li> <li>Handover of units underway 30 April 2014;</li> <li>Sean Fletcher has been engaged to finalise the transfer of the Morawa Aged Care Units to the Shire. The next committee meeting will take place on 19 August 2014.</li> <li>Transfer of land management order underway.</li> <li>A staff member has attended the REIWA course on 10 November 2014 in preparation for the handover.</li> <li>The CEO received an update on 8 December 2014. Despite numerous follow up by Sean Fletcher a draft agreement is being prepared by the DoH lawyers. Finalisation may be February 2015.</li> </ul> <hr/> <b>Elderly people age in their home community</b> <ul style="list-style-type: none"> <li>Census figures</li> </ul> <b>Older people able to live independently</b>

									<ul style="list-style-type: none"> <li>Increase in number aged people staying in community</li> </ul>
<p><b>5. Refurbish Old Council Chambers</b></p> <p>Percentage Completed: 45%</p>	High	1.7.3	CEO	0	220,000			LotteryWest	<ul style="list-style-type: none"> <li>Capital Works for 2014/15 set at \$230,000. Funded: <ul style="list-style-type: none"> <li>Lotterywest: 90,595</li> <li>Reserve: 139,041</li> </ul> </li> <li>RDAF5 funding of \$89,990 abolished by Commonwealth Government. This means façade, exterior and lesser hall kitchen cannot go ahead;</li> <li>Lotterywest has indicated its funding is fine. Request to defer funding has been approved;</li> <li>DCEO met with Terry Baker and Laura Gray (Heritage Adviser) during Jan 2014 to confirm schedule of works: <ul style="list-style-type: none"> <li>Roof to change from tile to colourbond;</li> </ul> </li> <li>Change to roof material and other specification items approved by the Heritage Council;</li> <li>Tender specification for remaining works i.e chambers &amp; admin area: <ul style="list-style-type: none"> <li>PO met Terry Baker 29 April 2014 to confirm requirements;</li> <li>Approval to go to tender 21 August 2014 OCM;</li> <li>Currently awaiting quotes. If less than \$100k tender not required.</li> <li>CEO site meeting with Eastman Poletti Sherwood on 10 September to discuss specification.</li> <li>Drawings and specification have been received from EPS. Approval has been given by the Heritage Council.</li> </ul> </li> </ul> <hr/> <p><b>Increased level volunteer activity</b></p> <ul style="list-style-type: none"> <li>Annual survey</li> <li>Volunteering statistics available every census</li> </ul> <p><b>Older people able to live independently</b></p> <ul style="list-style-type: none"> <li>Number community activities per year monitored</li> </ul>



									<b>Note:</b> regular use is occurring.
<b>6. Childcare Centre development</b>  Project management 0.2 FTE  Percentage Completed: NA	Medium	3.1.8	CEO	0	0	0	0	<ul style="list-style-type: none"> <li>Department of Communities</li> <li>Mid West Development Commission</li> <li>LotteryWest</li> </ul>	<ul style="list-style-type: none"> <li>Deferred post 2015/16</li> <li>Expected cost \$750,000</li> <li>Expected completion date 2018</li> </ul> <b>Additional childcare places available to the community</b> <ul style="list-style-type: none"> <li>Uptake of service</li> </ul> <b>Employment opportunities in the caring industry</b> <ul style="list-style-type: none"> <li>Number of people employed</li> </ul> <b>Respite care available to parents</b> <ul style="list-style-type: none"> <li>Respite visits number per annum</li> </ul>
<b>7. Community Group Support:</b> <ul style="list-style-type: none"> <li>Billaranga Arts Studio</li> <li>Morawa Historical Society</li> <li>Community events</li> <li>Morawa CRC</li> <li>Biennial Arts Festival</li> <li>Morawa Future Fund</li> <li>Community connectedness forum</li> <li>Morawa Chamber of Commerce</li> </ul> Project management 0.1 FTE Percentage Completed: 20%	Medium	3.2.2, 3.2.4, 3.2.5, 3.4.1	CEO	35,000	35,000	35,000	35,000		<ul style="list-style-type: none"> <li>Arts Festival successful (Shire contribution: \$11,000).</li> <li>Discussions recommenced re Future Fund (Scott Whithead &amp; Stuart Griffiths)</li> <li>CEO engaged with CCI</li> <li>Power supply arranged for the Historical Society new shed.</li> </ul> <b>Costs 2014/15</b> <ul style="list-style-type: none"> <li>YTD:             <ul style="list-style-type: none"> <li>Arts Festival \$1,102</li> <li>Museum: \$0</li> <li>Depreciation: \$0</li> </ul> </li> <li>Recurrent costs post 2016 are \$35,000 per annum</li> </ul> <hr/> <b>Community events enhance liveability of community</b> <ul style="list-style-type: none"> <li>Reports to Council community groups</li> </ul> <b>Community feedback on events</b> <ul style="list-style-type: none"> <li>Annual community survey</li> </ul>
<b>8. Community Engagement and Communication</b>  Project management 0.05 FTE  Percentage Completed: 0%	Medium	4.1.1, 4.1.2	CEO	1,020	1,020	1,020	1,020		<b>Costs 2014/15</b> <ul style="list-style-type: none"> <li>Met through Public Relations Budget (\$6,000)</li> <li>Recurrent costs post 2016 are \$1,020 per annum</li> </ul> <hr/> <b>Good relationship between community and Council</b> <ul style="list-style-type: none"> <li>Annual community survey</li> </ul>
<b>9. Trails Strategy</b>  Project management 0.1 FTE	Medium	1.7.2	CEO	0	0	260,000	0	<ul style="list-style-type: none"> <li>LotteryWest</li> <li>Department of Regional Development</li> </ul>	<b>Morawa Perenjori Wildflower Drive Trail</b> <ul style="list-style-type: none"> <li>R4R Grant required listed in 2013/14 Budget: \$467,000 - Pending</li> </ul>

Percentage Completed: 0%									<b>Town Heritage Walk Trails 2014/15</b> <ul style="list-style-type: none"> <li>\$65,000 Lotterywest application unsuccessful (7 March 2014)</li> <li>\$65,000 Shire contribution not budgeted</li> </ul> <b>Bush Trails 2014/15?</b> <ul style="list-style-type: none"> <li>\$65,000 application "parked" with Lotterywest subject to Council contribution ;</li> <li>\$65,000 Shire contribution required Recurrent cost post 2016: \$5,000 PA</li> </ul> <b>Increased level of community activity and activation trails</b> <ul style="list-style-type: none"> <li>Annual community survey</li> </ul>
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**Objective:** Protect and enhance the natural environment and sense of place

**Program Area:** Environment

**Goal:** Protect and enhance the natural environment

Project	Priority	SCP Link	Who	12/13 \$	13/14 \$	14/15 \$	15/16 \$	Stakeholders	Progress (Including Performance Indicators)
<b>10. Waste Management – Regional Project</b>  Project management 0.15 FTE  Percentage Completed: 20%	High	2.4	CEO, MWRC	0	360,000	0	0	Shires of Carnamah, Coorow, Mullewa, Perenjori, Three Springs and Mingenew	<ul style="list-style-type: none"> <li>Capital works for tip set at \$265,000. Funded by Refuse Station Reserve</li> <li>Recurrent costs post 2016: \$60,000;</li> <li>Joint project identified between Shire of Morawa and Shire of Perenjori:               <ul style="list-style-type: none"> <li>DCEO successfully applied for \$5,000 in planning funding;</li> <li>Joint approach discussed on 9 December 2013 at meeting between Presidents, Deputy President and CEO's - Agreed this is a key project.</li> </ul> </li> <li>Dallywater Consulting have developed strategic plan which was presented to Council on 17 July 2014</li> <li>Application for funding in the Waste Authority Regional Funding Program was lodged on 27 June 2014. The assessment has been concluded and unfortunately the application was not successful. The application was highly regarded but lack of site and proximity to Geraldton went against the proposal.</li> </ul> <hr/> <b>Coordinated waste management by Shires</b> <ul style="list-style-type: none"> <li>Removal of waste to sub-regional</li> </ul>

<p><b>11. Water Supply Development</b></p> <p>Project management 0.05 FTE</p> <p>Percentage Completed: N/A</p>	Medium	1.4.1	CEO	0	0	0	Unknown	<ul style="list-style-type: none"> <li>Water Corporation</li> <li>Department of Water</li> </ul>	<p>station</p> <ul style="list-style-type: none"> <li>Recurrent costs post 2016: Unknown</li> <li>Drainage re greening of the Town. Not until 2015/16 Stage Three SuperTowns.</li> <li>Subject to be raised with the Minister at the WALGA Convention in August 2014.</li> </ul> <hr/> <p><b>Future water needs secured</b></p> <ul style="list-style-type: none"> <li>Water storage constructed</li> </ul>
<p><b>12. Solar Thermal Power Station Feasibility Study</b></p> <p>Project management 0.1 FTE</p> <p>Percentage Completed: 95%</p>	Medium	1.3.1	Project Officer	0	500,000	0	0	<ul style="list-style-type: none"> <li>Western Power</li> <li>Public utilities Office</li> </ul>	<ul style="list-style-type: none"> <li>Legal advice received re reallocation of \$500,000 to another project;</li> <li>Shire President and CEO met with Paul Rosair 17 February 2014 to discuss;</li> <li>Project suspended indefinitely;</li> <li>Letter issued to DRD 2 April 2014 seeking reallocation of funding to Airport Project;.</li> <li>Business Plan has now been completed and will be presented to December OCM</li> <li>Adjusted the SCP at September 2014 Review</li> <li>Recurrent costs post 2016: \$60,000</li> </ul> <hr/> <p><b>Feasibility study completed</b></p> <ul style="list-style-type: none"> <li>Completion. (Note: The feasibility study will not proceed)</li> </ul> <p><b>Endorsement key agencies</b> Satisfaction Western Power, Public utilities Office</p>
<p><b>13. Water Supply Development and Waste Water Plant Upgrade</b></p> <p>Project management 0.05 FTE</p> <p>Percentage Completed: 100%</p>	Medium	1.4.4, 2.1.1, 2.1.3	CEO	0	140,000	0	0	<ul style="list-style-type: none"> <li>Watercorp</li> </ul>	<p><b>Works for 2013/14:</b></p> <ul style="list-style-type: none"> <li>Set at \$70,000 for sewerage pond desludging;</li> <li>Scope of Works reduced to reflect budget;</li> <li>Works commenced 11 March 2014 and finished 31 March 2014 for \$32,000 (Leaving \$38,000). This means Stage 1 and 2 are now completed.</li> </ul> <p><b>Works for 2014/15</b></p> <ul style="list-style-type: none"> <li>One pond remaining (\$49,681);</li> <li>Funding from Reserve.</li> </ul>

									<b>Recurrent costs post 2016:Unknown</b> <hr/> <b>Overflow managed in winter</b> <ul style="list-style-type: none"> <li>Nil events</li> </ul> <b>Improved use of waste water for irrigation</b> <ul style="list-style-type: none"> <li>Reduced potable water usage</li> </ul>
<b>14. Sustainability Program:</b> <ul style="list-style-type: none"> <li>Identify policies to manage carbon sequestration</li> <li>Implement the Climate Change and Adaption Plan</li> <li>Continue to manage feral flora and fauna</li> <li>Rehabilitate, protect and conserve Shire controlled land</li> <li>Support and promote environmental management practices</li> </ul> <p>Project management 0.1 FTE</p> <p><b>Percentage Completed: 83%</b></p>	Medium	2.1.5, 2.1.6, 2.2.1, 2.2.2, 2.2.3	DCEO	0	0	0	0	•	<b>2013/14</b> <ul style="list-style-type: none"> <li>Costs are as per in accordance with the EHO role;</li> <li>Sequestration policies to be included in LPS and Strategy;</li> <li>The Climate Change Risk Assessment &amp; Adaption Action Plan needs resources for this to happen in 2014/15;</li> <li>Flora &amp; Fauna pests in conjunction with Department of Agriculture Bio-Security Officer in Morawa;</li> <li>Shire has rehabilitation policy in place;</li> <li>Environmental management practices are supported through implementation of relevant infrastructure: <ul style="list-style-type: none"> <li>Continuing monitoring and upgrading of key facilities</li> </ul> </li> </ul> <hr/> <b>Sustainability initiatives achieved</b> <ul style="list-style-type: none"> <li>Set of nominated activities achieved</li> </ul>

**Objective:** A diverse, resilient and innovative economy

**Program Area:** Economic Services

**Goal:** Provide economic services that drive growth and development of the Shire

Project	Priority	SCP Link	Who	12/13 \$	13/14 \$	14/15 \$	15/16 \$	Stakeholders	Progress (Including Performance Indicators)
<b>15. Develop Industry Training Centre</b> <p>Project management 0.1 FTE</p> <p><b>Percentage Completed: 25%</b></p>	High	1.2.8, 3.1.5	MEITA & Shire	0	508,404	0	0	<ul style="list-style-type: none"> <li>MWDC, Durack Institute, Department of Training &amp; Workforce Development, Karara Mining Limited</li> </ul>	<ul style="list-style-type: none"> <li>Training Centre expenditure: <ul style="list-style-type: none"> <li>2013/14 set at \$433,908;</li> <li>Funded through Mid West Investment Plan;</li> <li>Business case reviewed and submitted to MWRC Board 28 November 2013. Further changes completed: <ul style="list-style-type: none"> <li>Improve in-kind contribution re project management;</li> <li>Develop job description form for training coordinator.</li> </ul> </li> </ul> </li> <li>13 December 2013 the MWDC Board approved funding for this project;</li> <li>Equipment costs queried before it can progress further;</li> </ul>

									<ul style="list-style-type: none"> <li>• First part of funding should be received 2013/14, but works cannot commence at the Industrial units until the Ag School move out in August 2014;</li> <li>• Final estimate received Business Case reviewed and submitted to MWDC.</li> <li>• Design and specifications to be prepared prior to tender process in October. Initial drawings prepared. By EPS.</li> <li>• Recurrent cost post 2016: \$80,000</li> </ul> <p><b>Students demand training and gain jobs in the mining industry as a result</b></p> <ul style="list-style-type: none"> <li>• Annual student numbers, conversion to employment</li> </ul> <p><b>Specialist training provided through facility</b></p> <ul style="list-style-type: none"> <li>• Educational staff numbers (increase)</li> </ul>
<b>16. Migration Settlement Scheme (Research)</b>  Project management 0.3 FTE  Percentage Completed: N/A	Medium	Super Town Growth Implementation Plan	CEO	0	0	0	0	<ul style="list-style-type: none"> <li>• Department of Immigration,</li> <li>• Department of Training and Workforce Development</li> </ul>	<ul style="list-style-type: none"> <li>• Deferred post 2015/16</li> <li>• Expected cost \$45,000</li> </ul> <p><b>Sustainable increase in population</b></p> <ul style="list-style-type: none"> <li>• Population trends</li> </ul>
<b>17. Develop Additional Business Incubator Units</b>  Project management 0.2 FTE  Percentage Completed: N/A	Medium	1.9.7	CEO	0	0	0	0	<ul style="list-style-type: none"> <li>• MWDC, MEITS</li> </ul>	<ul style="list-style-type: none"> <li>• Deferred post 2015/16</li> <li>• Costs not identified</li> </ul> <p><b>New business established</b></p> <ul style="list-style-type: none"> <li>• New business establishment</li> </ul>
<b>18. Industry Attraction and Retention Project</b>  Regional Resource – Investment Coordinator: 1.25 FTE (Funded MWIP)  Project management 0.08 FTE  Percentage Completed: 83%	High	1.2.5, 1.5.2	Super Towns Project Manager	85,800	100,000	100,000	100,000	<ul style="list-style-type: none"> <li>• MWDC, MWCCI, Other Shires</li> </ul>	<p><b>2011/12</b></p> <ul style="list-style-type: none"> <li>• PRACYS developed Growth &amp; Implementation Plan</li> </ul> <p><b>2012/13</b></p> <ul style="list-style-type: none"> <li>• PRACYS commenced North Midlands Economic Development Strategy (\$85,800 inc GST);</li> <li>• Prospectus reviewed January 2013</li> </ul> <p><b>2013/14</b></p> <ul style="list-style-type: none"> <li>• PRACYS developing North Midlands Economic Development Strategy: <ul style="list-style-type: none"> <li>○ Framework finalised December 2013</li> <li>○ Working Group established Feb</li> </ul> </li> </ul>

									<p>2014 (CEOs meeting 13 April 2014 for briefing);</p> <ul style="list-style-type: none"> <li>Investment plan required (attraction process defined)?</li> <li>Funding of \$100,000 pa from CLGF/Mid West Investment Plan not requested?;</li> <li>Project requires revaluation</li> </ul> <p><b>2014</b></p> <ul style="list-style-type: none"> <li>Regional Resource Coordinator employed and prospectus issued?</li> </ul> <hr/> <p><b>Service gaps filled</b></p> <ul style="list-style-type: none"> <li>Reported by community</li> </ul> <p><b>Increased business activity</b></p> <ul style="list-style-type: none"> <li>Applications recorded</li> <li>Reported by CCI</li> </ul>
<p><b>19. Local Tourism Industry Development</b></p> <p>Support Visitor Information Centre 0.02 FTE</p> <p>Project management 0.02 FTE</p> <p><b>Percentage Completed:</b> 100%</p>	Medium	1.2.7, 1.2.10, 1.2.11	CEO	0	50,000	0	0	<ul style="list-style-type: none"> <li>Wildflower Way Committee, Local Tourism Group</li> </ul>	<p><b>2013/14</b></p> <ul style="list-style-type: none"> <li>CYDO is attending Wildflower Country Committee meetings. CEO attended June meeting.</li> <li>CEO has completed regional tourism project survey and attended the North Midlands Tourism Workshop 3 April 2014 (with CYDO and Tourism Centre members) as part of the Economic Blueprint process;</li> <li>Audit of 2010/11 Wildflower Way project completed 2 April 2014. Unfavourable report. A copy, including management responses, is attached.</li> <li>13/14 \$40,000 allocated for the Caravan park Caretaker transportable accommodation to be cfwd to 14/15.</li> </ul> <hr/> <p><b>Increase in visitor numbers</b></p> <ul style="list-style-type: none"> <li>Visitor numbers Caravan park</li> </ul> <p><b>Wildflower Way project</b></p> <ul style="list-style-type: none"> <li>Completion of project</li> </ul>

**Objective:** Morawa is a comfortable and welcoming place to live, work and visit

**Program Area:** Transport Infrastructure and Services

**Goal:** Provide transport linkages and infrastructure which enables industry and community to grow and develop

Project	Priority	SCP Link	Who	12/13 \$	13/14 \$	14/15 \$	15/16 \$	Stakeholders	Progress (Including Performance Indicators)
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<p><b>20. Upgrade Morawa Airport</b></p> <p>Project development support 0.02 FTE 13/14</p> <p>Project management: 0.2 FTE – External 14/15</p> <p>Asset management: 0.2 FTE - ongoing</p> <p><b>Percentage Completed: 50%</b></p>	High	1.10.1, 1.10.2	Project Officer	0	40,000	1,000,000	1,500,000	RDAF	<p><b>2013/14</b></p> <ul style="list-style-type: none"> <li>Airport Masterplan: <ul style="list-style-type: none"> <li>\$20,000 RADS - approved</li> <li>\$20,000 Shire funds</li> <li>Andrew Forte appointed to develop Masterplan.</li> </ul> </li> <li>Shire President, ACEO met with Gavin Treasure 9 December 2013 confirming that the Airport project is an “above the line” project;</li> <li>New airport road sealed Feb 2014;</li> <li>Andrew Forte met with DCEO 28 March 2014 and completed preliminary discussions and assessment. <b>Draft management plan has been received and circulated to Elected Members.</b></li> <li><b>An EOI has been requested by MDC for \$900k funding. This was submitted by 11 July 2014.</b></li> <li><b>Business Plans have been requested by DRD for the reallocation of \$500k Solar Thermal funds and \$1m Blackspot funds. These are now completed and will be submitted to the December OCM.</b></li> <li></li> <li><b>2014/15</b></li> <li>Seal and upgrade runways and apron</li> </ul> <p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>Provide Terminal Building</li> </ul> <hr/> <p><b>Commencement commercial facility</b></p> <ul style="list-style-type: none"> <li>Commencement</li> </ul> <p><b>Improved transport hub to the region</b></p> <ul style="list-style-type: none"> <li>Volume traffic flow</li> </ul> <p><b>Service hub RFDS</b></p> <ul style="list-style-type: none"> <li>Usage</li> </ul>
<p><b>21. Upgrade Major Roads and Annual Road Program</b></p> <p>Project management: 0.9</p>	Medium	1.8	Works Manager	1,580,000	1,580,000	1,580,000	1,580,000	Department of Main Roads	<p><b>2014/15 (\$1,041,965)</b> YTD: \$39,659</p> <ul style="list-style-type: none"> <li>Recurrent cost post 2016: \$1.6M</li> </ul>

Percentage Completed: 4%										<b>Road safety</b> <ul style="list-style-type: none"> <li>Survey</li> </ul> <b>Asset maintenance</b> <ul style="list-style-type: none"> <li>Improvement in asset ratios</li> </ul>
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Program Area Operating Cost:	Ongoing		Works Manager	2,059,403	2,100,000	2,142,000	2,185,000			<b>2014/15</b> (\$1,722,847) Staff Required: 11 FTE Cost YTD: \$537,650  Recurrent Cost post 2017: \$2.23M
Percentage Completed: 31%										

**Program Area: Housing**

**Goal: Provide housing for all needs (staff, aged, tourism) to facilitate growth and development**

Project	Priority	SCP Link	Who	12/13 \$	13/14 \$	14/15 \$	15/16 \$	Stakeholders	Progress (Including Performance Indicators)
<b>22. Key Worker Housing</b>  Percentage Completed: N/A	Medium	1.9.3	CEO	0	0	0	0	Department of Housing	Project deferred until development of next corporate business plan
<b>23. Staff Housing</b>  Project management 0.1 FTE  Percentage Completed: N/A	High	1.9.5	CEO	0	0	350,000	350,000	Royalties for Regions - CLGF	<b>2014/15</b> <ul style="list-style-type: none"> <li>\$139,316 has been allocated for maintenance</li> <li>Recurrent cost post 2016: \$14,000</li> </ul> <hr/> <b>Houses constructed</b> <ul style="list-style-type: none"> <li>Houses in place</li> </ul> <b>Staff satisfaction with housing</b> <ul style="list-style-type: none"> <li>Staff satisfaction (annual survey)</li> </ul>
<b>24. Expansion Van Park</b>  Project management 0.2 FTE  Percentage Completed: N/A	Medium	1.2.9, 1.9.6	CEO	0	0	0	0		Project deferred until development of next corporate business plan: <ul style="list-style-type: none"> <li>4 dwellings constructed;</li> <li>Budget \$500,000 from Shire funds</li> </ul> <hr/> <b>Additional people stay in town</b> <ul style="list-style-type: none"> <li>Accommodation statistics</li> </ul> <b>Additional expenditure</b>



<b>25. Lifestyle Village for Aged Care</b>  Project management 0.3 FTE  Percentage Completed: N/A	Medium	1.9.1	CEO EDO	0	0	0	0	MWDC, RFR – CLGF, Morawa Community Care	<ul style="list-style-type: none"> <li>• Increased estimated expenditure</li> </ul> Project deferred until development of next corporate business plan: <ul style="list-style-type: none"> <li>○ Plan and feasibility study for additional aged care housing;</li> <li>○ Budget \$10M from various sources.</li> </ul>
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**Note:**

No key activity is occurring for this goal in 2014/15

Program Area: ?

Goal: ?

Project	Priority	SCP Link	Who	12/13 \$	13/14 \$	14/15 \$	15/16 \$	Stakeholders	Progress (Including Performance Indicators)
<p><b>26. Main Street Project</b></p> <p>Landcorp Project Management 1 FTE funded</p> <p>Project support: 0.5 FTE – External 13/14</p> <p><b>Percentage Completed: 70%</b>                      Stage 1: 100%                      Stage 2: 40%</p>	High	1.7.1, 1.7.5, 1.6.1	Project Officer	0	3,536,000	2,200,000	0	SuperTownns Project – R4R	<ul style="list-style-type: none"> <li>The main street of Morawa will be revitalised to provide new opportunities for community interaction and an increased level of retail and commercial services:                             <ul style="list-style-type: none"> <li>Freight Realignment (Stage 1) - 2013/14/15</li> <li>Civic Square (Stage 2) - 2013/14/15</li> <li>Recurrent costs of \$50,000</li> <li>Stage 3 deferred beyond 2015/16</li> <li>Stage 4 deferred beyond 2015/15</li> <li>Stage 5 commenced pending funding</li> </ul> </li> </ul> <p><b>2013/14</b></p> <ul style="list-style-type: none"> <li>Additional funding of \$2.536M announced 12 February 2014.</li> <li>Tenders for freight road re-alignment:                             <ul style="list-style-type: none"> <li>Practical Completion occurred on 26 August 2014.</li> </ul> </li> <li>Tender specifications for Civic square have been developed during May 2014;                             <ul style="list-style-type: none"> <li><b>Preferred tenderer (BCL Group) selected by Emerge and endorsed by Council on 31 July 2014.</b></li> <li><b>Work has commenced on project.</b></li> <li><b>BCL proposed a redesign due to ground levels. New design not acceptable to Council. Emerge have been requested to keep amended design close to the original. Amended design went to OCM in October.</b></li> </ul> </li> <li>Expected completion for Stage 1 and 2 February 2015</li> </ul> <p><b>Civic Square constructed</b></p> <ul style="list-style-type: none"> <li>Project opening 2015</li> </ul>
<p><b>27. Wireless and Mobile Blackspot Coverage</b></p>	High	1.3.2, 1.3.4	Project Officer	0	375,000	0	0	CLGF	Shire of Morawa coordinating update to project business case. Funding required is

<p>Project involves Shires of Morawa, Mingenew, Perenjori and Three Springs and MWDC</p> <p>Project management: 0.1</p> <p>Percentage Completed: 50%</p>									<p>as follows:</p> <ul style="list-style-type: none"> <li>o Merkanooka (\$680,000) <ul style="list-style-type: none"> <li>▪ CLGF – R: \$ 83,333</li> <li>▪ MWIP: \$534,167</li> <li>▪ Shire Funds: \$ 62,500</li> </ul> </li> <li>o Morawa East High (\$942,000): <ul style="list-style-type: none"> <li>▪ CLGF – R: \$500,000</li> <li>▪ MWIP: \$379,500</li> <li>▪ Shire Funds: \$ 62,500</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>• Business went to the MWDC Board on 28 February 2014;</li> <li>• Minister Redman announced 7 March 2014 \$1M approved from CLGF – R;</li> <li>• FAA for project received by CEO. Advised DRD awaiting outcome of MWIP decision before project milestones developed;</li> <li>• MWDC Board advised 19/03/14 it does not support EOI. Advice issued to participating shire presidents;</li> <li>• Issue also referred to Shane Love MLA to discuss with Minister Redman;</li> <li>• Council briefed on current position 20 March 2014. Indicated that funding should now go to the upgrading of the Morawa Airport;</li> <li>• CEOs have had preliminary discussions on allocation of funding to the Airport project;</li> <li>• Item will be required by Council to seek reallocation of funding (May OCM 2014);</li> <li>• Letter of support received from Shire of Mingenew 29 April 2014.</li> <li>• See comments under item 20.</li> </ul> <p><b>Note:</b> The 2013/14 Budget contains an additional \$250,000 from the Community Development Reserve for electrical works</p> <hr/> <p><b>Meets community standards</b></p> <ul style="list-style-type: none"> <li>• Monitoring data speed</li> </ul> <p><b>Increase coverage and reliability</b></p> <ul style="list-style-type: none"> <li>• Telstra</li> </ul>
28. Power Line Upgrade	Medium	1.4.2	MWDC	0	0	0	0	Wester Power	Project deferred until development of next

<p>Project management: 0.1</p> <p>Percentage Completed: N/A</p>									<p>corporate business plan:</p> <ul style="list-style-type: none"> <li>o Must be externally funded;</li> <li>o Budget \$7M</li> </ul>
<p><b>29. Land Development – Residential and Industrial</b></p> <p>Project management: Landcorp?</p> <p>Percentage Completed: 100%</p> <ul style="list-style-type: none"> <li>• Residential: 100%</li> <li>• Industrial: 50%</li> </ul>	High	1.1.2	CEO	800,000 Landcorp	900,000 Landcorp			Landcorp	<p>Costs for 2012/13, 13/14 met by Landcorp:</p> <ul style="list-style-type: none"> <li>• 38 residential lots</li> <li>• 50 industrial lots</li> </ul> <p><b>2013/14 Residential Sub-division</b></p> <ul style="list-style-type: none"> <li>• First stage of residential sub-division completed – 8 blocks</li> </ul> <p><b>Industrial Sub-division</b></p> <ul style="list-style-type: none"> <li>• First stage of industrial sub-division – 6 blocks. Clearing re Club Road completed 8 March 2014</li> <li>• Stage two re headworks is now scheduled for November 2014</li> <li>• Stage three – finalisation of roads</li> </ul> <hr/> <p><b>Lots successfully developed</b></p> <ul style="list-style-type: none"> <li>• Sale of lots</li> </ul>
<p><b>30. Gateway Project Plans</b></p> <p>Project management: 0.1</p> <p>Percentage Completed: 10%</p>	High	1.2.3, 1.6.1	CEO	0	250,000	0	0	Sinosteel	<ul style="list-style-type: none"> <li>• Designs received previously. Matters to be determined: level of funding, Munckton Road, the design (tower)</li> <li>• Funding sources : <ul style="list-style-type: none"> <li>o Sinosteel: \$200,000. Stated in CBP confirmed. However, only \$30,000 put aside;</li> <li>o Shire: \$50,000 to be budgeted. Has not happened.</li> <li>o 13/14 Budget \$250,000 Sinosteel?</li> <li>o SMC are now offering \$100,000</li> <li>o <b>The CEO and SP have met with SMC on 17 July 2014 to discuss. SMC contribution to the gateway project. SMC agreed the contribution was not tied.</b></li> </ul> </li> <li>• Recurrent costs post 2016 \$2,500</li> </ul> <hr/> <p><b>Formal entry will provide sense of place</b></p> <ul style="list-style-type: none"> <li>• Annual community survey</li> <li>• Visitor survey conducted visitor centre</li> </ul>
<p><b>31. Omnibus Scheme Development</b></p>	Medium	1.5.1	Planning Officer	0	350,000	300,000	0	WAPC, EPA	<p><b>2013/14</b></p> <p>\$232,844 in Budget</p>

<p>Project management: 0.2</p> <p><b>Percentage Completed: 80%</b></p> <ul style="list-style-type: none"> <li>• Omnibus: 80%</li> <li>• Urban Design: 80%</li> <li>• LP Strategy: 80%</li> </ul>			CEO						<ul style="list-style-type: none"> <li>• Urban Design Guidelines developed: <ul style="list-style-type: none"> <li>○ Individual meetings held with business owners;</li> <li>○ Staff briefed 25 February 2014;</li> <li>○ Community meeting to be rescheduled;</li> <li>○ Mike Davis briefed Council 17 April 2014 – matter deferred pending corrections submitted to May meeting</li> </ul> </li> <li>• Omnibus amendments due 30/06/14, presented to Council 19 June 2014.</li> <li>• Public comment period closed 7 July 2014. No submissions received at present..</li> <li>• Scheme strategy changes due 30/09/14</li> </ul> <hr/> <p><b>LP Strategy and Scheme</b></p> <ul style="list-style-type: none"> <li>• Completed report WAPC</li> </ul> <p><b>Omnibus</b></p> <ul style="list-style-type: none"> <li>• Completed report WAPC</li> </ul> <p><b>Urban design guidelines</b></p> <ul style="list-style-type: none"> <li>• Endorsement by Shire of Morawa as policy</li> </ul>
<p><b>32. Old Morawa Hospital</b></p> <p>Project management: 0.05</p> <p><b>Percentage Completed: 80%</b></p>	Medium	1.9.4	CEO	0	50,000	0	0	MWDC, R4R	<p><b>2013/14</b></p> <ul style="list-style-type: none"> <li>• \$50,000 not budgeted;</li> <li>• Technical report received 16/11/13. Cost of report: \$3,900 funded from Consultancy Services Admin;</li> <li>• Scope of report discussed with Council 11 February 2014;</li> <li>• Separate site visit and briefing completed 20 March 2014;</li> <li>• Extension for management order (Intention to Take): <ul style="list-style-type: none"> <li>○ Sort by CEO/DCEO/PO 3 April 2014 as current order expires in May 2014;</li> <li>○ Order approved until further notice</li> </ul> </li> <li>• Further resolution on use of site required. CEO to follow up with the Health Department maintenance and security issues.</li> <li>• CEO has sought legal opinion on the transfer of the building.</li> </ul> <hr/> <p><b>Hospital is renewed as community asset</b></p> <ul style="list-style-type: none"> <li>• Project completion and new community use</li> </ul>

**Objective:** A collaborative and connected community with strong and vibrant leadership

**Program Area:** Governance and Leadership

**Goal:** Provide high levels of governance to lead and successfully manage the Shire and program of services for the community

Project	Priority	SCP Link	Who	12/13 \$	13/14 \$	14/15 \$	15/16 \$	Stakeholders	Progress (Including Performance Indicators)
<b>33. Leadership and Mentoring – Young people</b>  Project management 0.01 FTE  Percentage Completed: 20%	High	3.1.9	CYDO	0	120,000	120,000	120,000	<ul style="list-style-type: none"> <li>Morawa Youth Centre</li> </ul>	<b>2013/14</b> <ul style="list-style-type: none"> <li>Operating \$112,634;</li> <li>Projects \$24,200 (Grants):                             <ul style="list-style-type: none"> <li>Crime Prevention Grant application to be submitted for CCTV and Skate Park lighting (\$24,000);</li> <li>LDAG Event: 160 people attended;</li> <li>National Youth Event (Music Festival) 4 April 2014</li> </ul> </li> </ul> <b>2014/15</b> <ul style="list-style-type: none"> <li>Operating \$158,892</li> <li>YTD \$15,396;</li> </ul> <hr/> <b>Young people move into leadership role</b> <ul style="list-style-type: none"> <li>Number in community organisations and Council</li> </ul>
<b>34. Leadership and Advocacy Role:</b> <ul style="list-style-type: none"> <li>CBH to upgrade and extend facilities</li> <li>Lobby for access to education system</li> <li>Advocate with State Government to deliver NBN</li> <li>Advocate with Western Power for an upgrade of the Morawa Three Springs Feeder</li> <li>Lobby State Government to retain grain on rail</li> <li>Lobby for Roads Funding</li> <li>Engage with State Government re Kadji Kadji Station</li> <li>Advocate for visiting specialist and allied health</li> <li>Advocate for adequate police and emergency services</li> </ul>	High	1.2.1, 1.3.4	CEO	0	0	0	0	<ul style="list-style-type: none"> <li>All major service providers, State and Australian Government Agencies</li> </ul>	Met through normal operating costs  <b>2013/14</b> <ul style="list-style-type: none"> <li>CBH: Has changed focus? No further action</li> <li>Education System: MEITA project – Interim Business Case completed;</li> <li>NBN: Satellite to Mt Campbell; Optic to Town;</li> <li>Western Power – Townsite has been upgraded, but feeder line under review see Status Report;</li> <li>Grain on Rail: Watching Brief;</li> <li>Kadji Kadji: Conservation watching brief;</li> <li>Specialist &amp; Allied Health:                             <ul style="list-style-type: none"> <li>GP expanding practice,</li> <li>RFDS Dental Van in place;</li> </ul> </li> <li>Police &amp; Emergency Services: LEMC and CESM Program in place;</li> <li>Participated in Northern Zone Conference;</li> <li>Regional Cooperation Workshop to be held 10 April 2014</li> </ul>

<p>Project management 0.1 FTE</p> <p>Percentage Completed: 83%</p>									<p><b>Agencies and Service Providers meet community needs</b></p> <ul style="list-style-type: none"> <li>Annual community survey</li> </ul>
<p><b>35. Invest in Council's Capacity</b></p> <p>Oversee Management of Shire 0.1 FTE</p> <p>Integrated Strategic Planning Support: 0.2 FTE</p> <p>Annual Customer Survey: 0.1 FTE</p> <p>Percentage Completed: 83%</p>	<p>High</p>	<p>4.3.1, 4.3.2, 4.3.3, 4.4.1, 4.4.2, 4.5.1, 4.5.2, 4.5.3, 4.6.1, 4.6.2, 4.7.1, 4.7.2, 4.8.1, 4.8.3</p>	<p>CEO</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>		<p>Met through normal operating costs:</p> <p><b>Staff Training and Development</b></p> <ul style="list-style-type: none"> <li>PWOH: \$26,578</li> <li>Other Property &amp; Services: \$8,438</li> </ul> <p><b>Professional Development Councillors</b></p> <ul style="list-style-type: none"> <li>\$8,000. Zone Conference 28/29 March - completed</li> </ul> <p><b>Traineeships</b></p> <ul style="list-style-type: none"> <li>\$0. CII Student 1 day a week engaged</li> </ul> <p><b>Whole of Life Costings</b></p> <ul style="list-style-type: none"> <li>12/13 Plant &amp; Equipment not finished</li> <li>13/14 Land &amp; Buildings</li> <li>14/15 Road Infrastructure</li> <li>15/16 Furniture &amp; Equipment</li> </ul> <p><b>Implemented IPR Framework</b></p> <ul style="list-style-type: none"> <li>SCP 21/06/12; CBP 20/06/13;</li> <li>Department requested modifications to SCP by 31 March 2014 – completed 25/03/14;</li> <li>SCP reviewed in September 2014.</li> <li>Risk Management policy, compliance plan and strategy now required (Reg 17). Commenced and completed in August 2014 by LGIS</li> </ul> <p><b>Review Council Policies and Local Laws</b></p> <ul style="list-style-type: none"> <li>To be undertaken in March 2015.</li> </ul> <p><b>Compliance with all Legislation and LG Act</b></p> <ul style="list-style-type: none"> <li>Annual Compliance Return undertaken and submitted to March OCM – completed for 2013.</li> <li>PID annual survey completed, 30 June 2014</li> <li>FOI annual return completed 30 June 2014</li> </ul> <p><b>Delivery of Services as Sub-Regional Hub</b></p> <ul style="list-style-type: none"> <li>Ongoing Shared Services, further</li> </ul>

										discussions to take place.
										<b>Annual Customer Surveys</b> <ul style="list-style-type: none"> <li>Process to be revisited during 2014/15</li> </ul> <hr/> <b>Excellence in governance, management and leadership</b> <ul style="list-style-type: none"> <li>Annual community survey</li> </ul>

<b>Program Area Operating Cost:</b>	Ongoing		CEO	836,083	852,000	869,000	886,000			2014/15 (\$508,806)
Percentage Completed: 34%										<b>Staff Required:</b> 1 FTE <b>Members of Council Cost YTD:</b> \$120,571 <b>Governance - General Cost YTD:</b> \$23,627 Recurrent Cost post 2017: \$903,000

## Assessment

The following matrix is a summary assessment on the status of the Corporate Business Plan:

Criterion	Key Requirements	Progress/Comment	Tracking
<b>Assessment of Projects</b>	<b>Projects (35):</b> Projects on-track: 14 Projects monitored: 5 Projects off-track: 7 Projects deferred: 9 Percentage Completed: <b>66%</b>  <b>Program Areas-Operating (4):</b> Monitor 2 Off-track 2	<b>Projects</b> <ul style="list-style-type: none"> <li>Staff resourcing in terms of key roles has been a constant issue regarding consistency and progressing of goals i.e. the long term vacancy of the CEO position;</li> <li>The second key issue has been the constant waiting on the approval of funding or resources for key projects:               <ul style="list-style-type: none"> <li>State Cabinet – continual delays whilst it makes a decision (Town Centre Revitalisation and Freight Road Re-alignment);</li> <li>Scrapping of Commonwealth funding programs e.g. RADF5 (Town Hall project);</li> <li>Changes to Royalties for Regions (CLGF) funding or not meeting acquittal requirements (Includes key funding</li> </ul> </li> </ul>	



		<ul style="list-style-type: none"> <li>○ regarding the Morawa Swimming Pool);</li> <li>○ MWDC requirement to continually review business cases;</li> <li>○ Competition regarding the availability of bitumen for major road projects (has been secured for Feb 2014, so will be on track)</li> </ul> <ul style="list-style-type: none"> <li>● The majority of projects with monitoring status, although they have a low completion status, are on track in terms of where they are regarding the timeline of the project.</li> </ul> <p><b>Program Areas-Operating</b> Each program area – operating although they have a monitoring status and off-track status, are on track in terms of normal operations for this time of year.</p>	
<b>Resource Capability (Staff)</b>	<ul style="list-style-type: none"> <li>● CBP: 2.08 FTE</li> <li>● Programs: 24.07 FTE</li> <li>● Project Officer funded externally</li> <li>● MWRC setting up support re: <ul style="list-style-type: none"> <li>○ Human Resource Management</li> <li>○ Higher Level Financial Management</li> <li>○ Engineering</li> <li>○ Health and Building</li> </ul> </li> <li>● Succession planning/mentoring</li> </ul>	<p>The key issue here is that the MWRC has dissolved and so is no longer in a position to provide additional support. In particular:</p> <ul style="list-style-type: none"> <li>● HRM appears to be lacking;</li> <li>● Higher level financial management appears to be lacking;</li> <li>● Engineering support has fallen over;</li> <li>● Health and building support has fallen over.</li> <li>● CEO is currently assessing these issues.</li> </ul> <p>The balance between SuperTowns and local government operations is impacting on staff. Key impacts include:</p> <ul style="list-style-type: none"> <li>● The struggle to provide consistent governance support;</li> <li>● Records management constantly suffers;</li> <li>● Front line services constantly interrupt administration support.</li> </ul> <p>Resource sharing with Shire of Perenjori is now being explored to help address the above. CEO has made contact with Perenjori CEO to discuss further.</p>	
<b>Assets of the Shire</b>	Whole of Life costs for the next 10 years are put at \$2,426,700 per annum	No change. However, this may change once the review of the asset management plans are completed	
<b>Financial Estimates of the SCP</b>	<p><b>Funding:</b></p> <ul style="list-style-type: none"> <li>● Shire Contribution \$3,041,238</li> <li>● CLGF – Regional: \$ 250,000</li> <li>● CLGF – Local: \$ 718,000</li> <li>● Mid West DC: \$3,049,980</li> <li>● Other: \$5,147,500</li> </ul>	<p><b>Funding:</b></p> <p>As per Assessment of Projects:</p> <ul style="list-style-type: none"> <li>● CLGF – R for Mobile Blackspot Tower Project of \$583,333 (out of \$1M approved 7 March 2014);</li> <li>● CLGF – L 358,000 for 2012/13 is subject to reinstatement as part of the State Budget process for 2014/15</li> </ul>	

	<p><b>Financial Ratios</b></p> <ul style="list-style-type: none"> <li>• It is not believed that the CBP will negatively impact on the ratios</li> <li>• Will need recalculation in line with the long term financial plan</li> </ul>	<p><b>Financial Ratios</b></p> <p>The 2013/14 auditor's report puts three ratios within acceptable limits and three that are borderline</p>	
<p><b>Operational Risk Assessment</b></p>	<p>Consists of three key elements:</p> <ul style="list-style-type: none"> <li>• Systems</li> <li>• Processes</li> <li>• Resources</li> </ul>	<p>A Corporate Risk Management Plan and Matrix is required for the Shire (This was not identified as a key system in the CBP although there is an operational risk assessment that forms part of the CBP. The operational risk assessment does not provide the list of risk parameters or appetite that can be used on an ongoing basis. This is a critical tool when making key decisions). Now a requirement under R.17 by 31 Dec 2014.</p> <p><b>Document Management</b></p> <ul style="list-style-type: none"> <li>• Staff is in the process of setting up electronic records management.</li> </ul> <p><b>Project Management</b></p> <ul style="list-style-type: none"> <li>• A project management policy has been prepared and will be presented to the October 2014 Council Meeting</li> </ul> <p><b>Stakeholder Management System</b></p> <ul style="list-style-type: none"> <li>• Not in place</li> </ul> <p><b>ICT System</b></p> <ul style="list-style-type: none"> <li>• Current system is adequate for needs. Requires optimisation of its use. An ICT Strategic Plan is required.</li> </ul> <p><b>HR Processes</b></p> <ul style="list-style-type: none"> <li>• Training and development is budgeted for;</li> <li>• Flexible work arrangements are in place;</li> <li>• Recruitment processes have been improved since November 2013 (recruitment start up sheet and interview assessment sheet introduced);</li> </ul> <p><b>Workforce Planning and Cost Modelling</b></p> <ul style="list-style-type: none"> <li>• Performance management system required;</li> <li>• Outstanding performance reviews need to be undertaken. These will be completed by end of December 2014.</li> <li>• A review of JDFs (PDs) required.</li> </ul> <p><b>Skills Development</b></p> <p>See HR processes and Workforce Planning and Cost Modelling</p> <p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>• Corporate Business Plan monthly report developed and implemented December 2013;</li> </ul>	

		<ul style="list-style-type: none"> <li>• Also see workforce planning and cost modelling.</li> </ul> <p><b>Council</b></p> <ul style="list-style-type: none"> <li>• Engagement of community regarding the role of the Shire and Council's responsibilities is required: <ul style="list-style-type: none"> <li>◦ Review of the community engagement policy required;</li> </ul> </li> </ul> <p><b>Asset Base</b></p> <ul style="list-style-type: none"> <li>• Rationalisation of assets will occur with the adoption of the asset management plans;</li> <li>• Collaborative regional processes that optimise the revenue base is occurring</li> </ul>	
<p><b>Internal Analysis (Required Improvements)</b></p>	<p>There are 10 key improvements required:</p> <ol style="list-style-type: none"> <li>1. Invest in electronic data management</li> <li>2. Implement electronic project management</li> <li>3. Stakeholder relationships managed electronically</li> <li>4. Communication systems between staff and councillors</li> <li>5. Formal HR mentoring for senior staff</li> <li>6. Implement excellent HR systems</li> <li>7. Effective job planning, detailed JDFs</li> <li>8. Implement work output monitoring systems</li> <li>9. Rationalise asset base at every opportunity</li> <li>10. Continue to invest in regional processes that optimise Shire revenue base</li> </ol>	<p>See Operational Risk Assessment</p>	
<p><b>Measuring Our Success</b></p>	<p>The Key Performance Measures are:</p> <ul style="list-style-type: none"> <li>• Community satisfaction telecommunication services (AS);</li> <li>• Community satisfaction town amenity (AS);</li> <li>• Community satisfaction housing supply (AS);</li> <li>• Community satisfaction other services (AS)</li> <li>• Number houses built per year;</li> </ul>	<p><b>Annual Survey (AS) Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Survey process is in place. Satisfaction levels developed based on Shire of Morawa Community Engagement Report 2012.</li> </ul> <p><b>House Built Statistics:</b></p> <ul style="list-style-type: none"> <li>• To be determined (possibly 2 per annum)</li> </ul> <p><b>Waste Targets</b></p> <ul style="list-style-type: none"> <li>• Closure of Landfill by 2015; Subregional centre in place 2015</li> </ul> <p><b>Primary Health Care Access (24 hour)</b></p> <ul style="list-style-type: none"> <li>• Increase satisfaction rating from 2.23 – 2.93.</li> </ul> <p><b>Cultural Events</b></p>	

	<ul style="list-style-type: none"> <li>• Land availability for projects;</li> <li>• Nil waste targets achieved;</li> <li>• All residents able to access primary health care service within 24 hour target;</li> <li>• Number cultural events held;</li> <li>• Annual community satisfaction with cultural, heritage and recreation services (AS);</li> <li>• Volunteering rate each census period;</li> <li>• Community satisfaction with engagement with Council (AS);</li> <li>• Improvement in financial ratios</li> <li>• Low employee turnover</li> <li>• Successful fundraising for key projects 50% target</li> </ul>	<ul style="list-style-type: none"> <li>• There are 12 – 15 events in place a year.</li> <li>• Arts festival in place</li> </ul> <p><b>Volunteering Rate (ABS Census)</b></p> <ul style="list-style-type: none"> <li>• To be ascertained</li> </ul> <p><b>Financial Ratios</b></p> <ul style="list-style-type: none"> <li>• These are now compiled and form part of the 2012/13 annual financial statements.</li> </ul> <p><b>Employee Turnover</b></p> <ul style="list-style-type: none"> <li>• Currently 7%. The benchmark for local government is 12%-16%</li> </ul> <p><b>Successful Fundraising for key Projects = 50%</b></p> <ul style="list-style-type: none"> <li>• Grants approved to date include: <ul style="list-style-type: none"> <li>○ RADS funding \$20,000 to develop Airport Masterplan. Shire contribution will be \$20,000;</li> <li>○ DER - Waste Management Strategic Plan: \$5,000. Shire's contribution \$5,000.</li> </ul> </li> <li>• It would be appropriate to develop a grants plan and matrix to identify, track and summarise all grants received</li> </ul>	
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**Legend**

Off-track (0-49% completed)	
Monitor (50-69% completed)	
On-track (70 – 100% completed)	
Projects deferred	

<b>Date of Meeting:</b>	<b>18 December 2014</b>
<b>Item No:</b>	<b>7.2.6.2</b>
<b>Subject:</b>	<b>Shire of Morawa Business Case Proposal for Morawa Aerodrome Upgrade–submission Department of Local Government and Lands Royalties for Regions Super town funding 2012-Delegated Authority to Chief Executive Officer</b>
<b>Date &amp; Author:</b>	<b>8 December 2014 Chief Executive Officer</b>
<b>Responsible Officer:</b>	<b>Chief Executive Officer</b>
<b>Applicant/Proponent:</b>	<b>Chief Executive Officer</b>

### **SUMMARY**

The purpose of this report is for Council to consider authorising the Chief Executive Officer to be the signatory to sign and submit to the Department of Local Government and Lands the Morawa Business Case Proposal for the Morawa Aerodrome Upgrade. The business case is seeking funding of \$500,000 from the Royalties for Regions Supertown Funds 2012

### **DECLARATION OF INTEREST**

Nil

### **ATTACHMENT**

Shire of Morawa Business Case proposal for the Morawa Aerodrome Upgrade–submission Department of Local Government and Lands, Royalties for Regions Supertown Funds 2012

### **BACKGROUND INFORMATION**

The Shire of Morawa was allocated \$500,000 from the Royalties for Regions Supertown Funds 2012 towards implementing a North Midlands Solar Thermal Project (NMSTPP) feasibility study which did not proceed.

In March of 2014 the then Acting Chief Executive Officer submitted a detailed report to the March Council meeting documenting the history of the project and Council previous resolutions to commence reallocating the funds towards the upgrade of the Morawa Aerodrome.

At the meeting council resolved;

### **COUNCIL RESOLUTION**

*Moved Cr D S Agar*

*Seconded: Cr K P Stokes*

- 1. Council suspends the North Midlands Solar Thermal Power Project (NMSTPP) as a project under the Shire of Morawa Strategic Community Plan 2012 and Corporate*

*Business Plan 2012 - 2014 as it is a medium priority and fails the necessary levels of probity and robustness required of the Shire of Morawa at this point in time. This also means that the Chief Executive Officer is no longer required to:*

*a. Develop a business case regarding the NMSTPP.*

*b. Develop an agreement between the participants in the NMSTPP about the appropriate legal structure.*

*2 .In accordance with the outcome required in Point 1, Council requires the SuperTowns' funding of \$500,000 awarded to the Shire of Morawa for the North Midlands Solar Thermal Feasibility Study (and any interest earned) to be reallocated to the upgrading of the Morawa Airport in accordance with the Corporate Business Plan 2012-2016 - Project 20, which is a high priority project.*

*3. Council authorises the Chief Executive Officer to:*

*a. Write to the Director General of the Department of Regional Development requesting the reallocation of the SuperTowns' funding of \$500,000 from the North Midlands Morawa Solar Feasibility Project to the Upgrade of the Morawa Airport Project including the justification for doing so:*

*i) The upgrade of the Morawa Airport is a high priority project under the Corporate Business Plan 2012 – 2014 and other key plans for the economic development of the Mid West Region;*

*ii) The level of aviation infrastructure required will provide clearly defined community benefits to Morawa and others in the region (e.g. better access to the RFDS, water access point for water bombers)*

*iii) There are concerns regarding the probity and robustness of the NMSTPP; and*

*iv) The reliability of supply to Morawa has improved due to the recent pole upgrades undertaken by Western Power.*

*b. Release to the Director General of the Department of Regional Development the Shire's legal advice provided by CS Legal dated 14 November 2014 regarding Solar Thermal Project Advice.*

**CARRIED**

7/0

The Director General of the Department has approved the reallocation of the funds and a Business case has been prepared seeking approval from the department to utilise the funds towards the Morawa Aerodrome upgrade.

There is now a Project Management procedure in place which provides staff direction for the initiating planning, executing, controlling and closing of projects. The planning process requires the following to occur;

### ***Planning***

1. *Depending on the nature of the project and the advice of the Chief Executive Officer, a Business Case/Project Plan (see **Attachment B**) is developed by the Project Manager/Officer or outsourced.*
2. *The Business Case/Project Plan is then reported to Council who authorises the Chief Executive Officer to sign off on the Business Case/Project Plan.*
3. *The Chief Executive Officer requests the Project Manager/ Officer to develop a report to be provided for Council's consideration.*
4. *Council approve or disapprove the project.*
5. *The Chief Executive Officer delegates to the Project Manager/ Officer to commence execution of the Project.*
6. *The Project Manager Officer creates a folder for the project in W: drive where all project information is stored for corporate record.*

### **OFFICER'S COMMENT**

The Morawa Aerodrome upgrade Business case has been prepared in consultation with Forte Airport Management and includes how and from where funding for the project will be sourced.

#### ***Extract from the Business case***

*The Morawa Aerodrome Upgrade is identified as a flagship key infrastructure project servicing the North Midlands sub-region under the Midwest Revitalisation Plan 2011-2021. The Plan is designed to provide a strategic direction for the Mid West region over the period to 2021.*

*Morawa is also a Super Town and as such the vision is to ensure Morawa has a balanced community, with lifestyle options and access to services and transport options. The Shire of Morawa identified the aerodrome upgrade project as essential priority project to ensure growth was not undermined by lack of suitable air access to the town and its immediate catchment.*

*The Morawa Aerodrome Master Plan, jointly funded by the Shire of Morawa and the Regional Airports Development Scheme (RADS), has established a structured plan for the upgrade of the aerodrome. Stage 1 works recommend lengthening, pavement strengthening and then aggregate sealing the main 15/33 runway to dimensions 1500 metres x 30 metres*

*plus construction of apron and landside facilities suitable for General Aviation charter operations up to Code 3C.*

*This project addresses the recommendations and requires a budget of \$2,600,000 to complete.*

*This Business Case is for an amount of \$500,000 from the SuperTown R4R Solar Thermal project Royalties for Region funding toward the Morawa Aerodrome Upgrade. It is requested the \$500,000 notionally allocated to the Solar Thermal project be reallocated to this project.*

- *The Shire of Morawa will contribute \$200,000.*
- *Other funding to the value of \$1,000,000 from the Royalties for Region CLGF Regional Group funding is also subject to Department of Regional Development acceptance of a revised business case to reallocate these notionally approved funds.*
- *A business case to the value of \$900,000, supported by the Midwest Investment Plan is also, submitted for R4R funding.*

*The benefits of the Project are outlined by the following key objectives;*

- *All weather aircraft operating capability.*
- *Reliable night landing capability.*
- *Facilities suitable for aircraft charter operations up to Code 3C, as required for mining/resource workforce movement.*
- *Aerodrome standards acceptable to CASA and commensurate with expectations of a developed 'Super Town' that enables air transport access to and from Morawa as an alternative to surface travel.*
- *Provision of 24 hour access for the Royal Flying Doctor to deliver live saving services.*
- *Economic stimulus to tourism and local business.*

*The case for the aerodrome upgrade has been established following various community and strategic planning studies undertaken. The Shire has acquitted a range of identified preliminary works on the aerodrome infrastructure to position this major project as contract ready.*



*The Shire of Morawa will be responsible for the preparation of the Tender documents and will ensure specific focus is given to the need for tenderers to maximise local industry and labour hire.*

*It requires no specific approvals to commence. Commissioning approvals at project end from the Civil Aviation Safety Authority (CASA) are required and these will form contract obligations.*

The upgrade of the Morawa Aerodrome as detailed in the Midwest Investment plan is a key infrastructure project and without funding will not proceed.

### **COMMUNITY CONSULTATION**

The upgrade of key infrastructure is included in the Shire of Morawa Growth and Implementation Plan and key stakeholders have been consulted regarding the project.

### **COUNCILLOR CONSULTATION**

Council has been consulted on several occasions regarding the project including onsite discussion the Morawa Glider Club and private pilots.

### **STATUTORY ENVIRONMENT**

*Local Government Act 1995*

*The Local Government Act 1995 (Audit) Regulations Regulation 17*

### **POLICY IMPLICATIONS**

Shire of Morawa Risk Management Policy 3.11 and procedures, Project Management Policy and the Project Management Procedure.

### **FINANCIAL IMPLICATIONS**

*The Morawa Aerodrome Upgrade has a project cost of \$2.6 million, which is derived from an estimate that has been independently prepared as a part of the aerodrome master planning process.*

*The project proponents supporting funding are;*

- *Supertown Funding Program (Department of Regional Development and Communities) R4R funding. Subject of this business Case for an amount of \$500,000.*
- *Regional Component (Department of Regional Development and Communities) R4R funding. Subject of a separate Business Case for an amount of \$1,000,000.*

- *Midwest Investment Plan (Midwest Development Commission) R4R funding, Subject of a separate business case for an amount of \$900,000.*
- *Shire of Morawa community reserve funds, which will be cash and in kind amount of \$200,000.*

*Reallocation of Shire of Morawa regional R4R component funding from the Black Spot Mobile Phone Coverage project and reallocation of funding from the Supertown R4R Solar Thermal project, combine to the value of \$1.5 million. Two separate business cases for the re-appropriation of the Shire's notionally preserved project funds toward the Morawa aerodrome upgrade project have been prepared.*

*The Shire of Morawa is confident the Project, under contract project management, can be delivered in 2014/15 financial year subject to early confirmation of \$500,000 release toward this project.*

Further financial implications will include a annual budget allocation for the management of the Aerodrome and cost recovery fees and charges from the users of the aerodrome.

### **STRATEGIC IMPLICATIONS**

The upgrade aerodrome will provide the following strategic outcomes for the region

- all weather aircraft operating capability.
- reliable night landing capabilities (for all users including the Royal Flying Doctor Service).
- facilities suitable for aircraft charter operations up to Code 3C, as required for mining/resource workforce movement.
- aerodrome standards acceptable to CASA and commensurate with expectations of a developed Supertown that enables air transport access to and from Morawa as an alternative to surface travel.
- regional airport standards commensurate with expectations of a developed regional 'Super Town' to enable air transport access to and from Morawa as the alternative to surface travel.

### **RISK MANAGEMENT**

The major risk is without Funding the Shire of Morawa could not deliver the strategic outcomes listed

The business case is a vital component of the project and Council could not proceed without the funds.

Risks Management of the project will be followed as detailed by the Risk Management Policy and procedures in conjunction with the Project Management Policy and the Project Management Procedure

**VOTING REQUIREMENT:**

Simple Majority

**OFFICER'S RECOMMENDATION**

**Council authorises the Chief Executive Officer to be the signatory to sign and submit to the Department of Local Government and Lands the Morawa Business Case Proposal for the Morawa Aerodrome Upgrade seeking funding of \$500,000 from the Royalties for Regions Supertown Funds 2012**



Government of **Western Australia**  
Department of **Regional Development**



**BUSINESS CASE PROPOSAL**

**FOR**

**MORAWA AERODROME UPGRADE**

**SHIRE OF MORAWA**

**\$500,000**

Royalties for Regions SuperTown Project Fund 2012

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## Glossary of terms

In the context of this document:

**Agency** means a Western Australian State Government agency.

**Applicant** means the organisation or Agency preparing a Business Case Proposal requesting Royalties for Regions funding for a priority project.

**Business Case Proposal** means the information prepared by the Applicant in support of the project.

**Deliverables** means the expected productivity benefits, outputs and outcomes from the project.

**Department** means the Department of Regional Development.

**Industry Participation Plan** means a clear statement of the project proponent's commitment to The Building Local Industry Policy and an indication of how local industry participation will be maximised.

**Innovation** is the implementation of a new or significantly improved product (good or service) process, new marketing method or a new organisational method in business practices, or external relations<sup>1</sup>.

**Leveraged Funding** is the additional cash funding obtained for the Project from other sources.

**Option** means a feasible, alternative delivery mechanism to the Project which was considered by the applicant when preparing the Business Case Proposal.

**Organisation** means an incorporated entity that is not an Agency. An organisation may be a not-for-profit entity or government trading enterprise.

**Project** means the works or services proposed in the Business Case Proposal.

**Project Outcome** means the intended impact that is expected as a result of undertaking the Project.

**Project Output** means the tangible end product(s) of the Project. For example, an infrastructure asset or the services delivered.

**Royalties for Regions** means the Western Australian State Government's Royalties for Regions program.

**Stakeholder** means a party with an interest in or who is affected by the Project.

<sup>1</sup> Organisation for Economic Cooperation and Development and Development Statistical Office of the European Communities (2005 Third Edition) Oslo Manual Guidelines for collecting and interpreting innovation data, 3<sup>rd</sup> edition, OECD and European Commission, Paris

# 1. EXECUTIVE SUMMARY

The Morawa Aerodrome Upgrade is identified as a flagship key infrastructure project servicing the North Midlands sub-region under the Midwest Revitalisation Plan 2011-2021. The Plan is designed to provide a strategic direction for the Mid West region over the period to 2021.

Morawa is also a Super Town and as such the vision is to ensure Morawa has a balanced community, with lifestyle options and access to services and transport options. The Shire of Morawa identified the aerodrome upgrade project as essential priority project to ensure growth was not undermined by lack of suitable air access to the town and its immediate catchment.

The Morawa Aerodrome Master Plan, jointly funded by the Shire of Morawa and the Regional Airports Development Scheme (RADS), has established a structured plan for the upgrade of the aerodrome. Stage 1 works recommend lengthening, pavement strengthening and then aggregate sealing the main 15/33 runway to dimensions 1500 metre x 30 metre plus construction of apron and landside facilities suitable for General Aviation charter operations up to Code 3C.

This project addresses the recommendations and requires a budget of \$2,600,000 to complete.

This Business Case is for an amount of \$500,000 from the SuperTown R4R Solar Thermal project Royalties for Region funding toward the Morawa Aerodrome Upgrade. It is requested the \$500,000 notionally allocated to the Solar Thermal project be reallocated to this project.

- The Shire of Morawa will contribute \$200,000.
- Other funding to the value of \$1,000,000 from the Royalties for Region CLGF Regional Group funding is also subject to Department of Regional Development acceptance of a revised business case to reallocate these notionally approved funds.
- A business case to the value of \$900,000, supported by the Midwest Investment Plan is also, submitted for R4R funding.

The benefits of the Project are outlined by the following key objectives;

- All weather aircraft operating capability.
- Reliable night landing capability.
- Facilities suitable for aircraft charter operations up to Code 3C, as required for mining/resource workforce movement.
- Aerodrome standards acceptable to CASA and commensurate with expectations of a developed 'Super Town' that enables air transport access to and from Morawa as an alternative to surface travel.
- Provision of 24 hour access for the Royal Flying Doctor to deliver live saving services.
- Economic stimulus to tourism and local business.

The case for the aerodrome upgrade has been established following various community and strategic planning studies undertaken. The Shire has acquitted a range of identified preliminary works on the aerodrome infrastructure to position this major project as contract ready.

The Shire of Morawa will be responsible for the preparation of the Tender documents and will ensure specific focus is given to the need for tenderers to maximise local industry and labour hire.

It requires no specific approvals to commence. Commissioning approvals at project end from the Civil Aviation Safety Authority (CASA) are required and these will form contract obligations.

## **2. PROJECT SCOPE AND EVALUATION**

### **2.1. *Project Outcome***

The Project Objectives (desired outcomes) are to provide:

- all weather aircraft operating capability.
- reliable night landing capabilities.
- facilities suitable for aircraft charter operations up to Code 3C, as required for mining/resource workforce movement.
- aerodrome standards acceptable to CASA and commensurate with expectations of a developed Supertown that enables air transport access to and from Morawa as an alternative to surface travel.
- regional airport standards commensurate with expectations of a developed regional 'Super Town' to enable air transport access to and from Morawa as the alternative to surface travel.

### **2.2. *Project Description***

The project description in brief is to:

- Lengthen, strengthen and bituminous seal Morawa aerodrome main 15/33 runway to dimensions 1500 metres x 30 metres.
- Construct a new taxiway and apron area with associated landside terminal facility precinct suitable for general aviation aircraft type.
- Provide mains power airfield and apron lighting.

The project is to be delivered through a local government tender process that will invite contractors to partner with experienced airport consultants to undertake the upgrade works as a design and construct contract.

This procurement method will enable the expedient delivery of the project by avoiding a two stage tendering process. Tender documentation will capture the technical requirements of the brief and will be independently prepared.

The suite of upgrade works, which will suit up to medium capacity charter aircraft operations, are further described as follows;

- Runway 15/33 lengthened by 150 metres to suit Code 3C aircraft performance requirements, resulting in an ultimate runway length of 1500 metres.
- Full pavement reconstruction using quality base course materials to attain runway strength suitable for medium size turbo-propeller aircraft type.



- Runway that is bituminous spray sealed with a multi-coat aggregate and sand emulsion finish.
- Runway day visual markings provided to include line markings and runway strip delineation by cones/gables.
- Mains power runway and apron lighting installed to CASA registered/certified aerodrome standards.
- Provision of a sealed general aviation taxiway and apron parking area developed clear of the obstacle limitation surfaces.
- Installation of a prefabricated general aviation terminal with ablution facilities.
- A vehicle parking and drop off area.

### **2.3. Background**

The Shire of Morawa has been working toward the upgrade of the Morawa aerodrome upgraded since 2006. It is a significant regional project that on completion will enhance the development of the town and services to the region. The project is in an advanced stage of planning and preparation.

Morawa Shire supports a diverse range of resource activity within its catchment and has received significant investment and support through the State Governments' Super Town initiatives.

One of the Super Town key drivers is to ensure Morawa has an accessible and safe airport to allow essential goods and services to be made available to the community and secure the FIFO activity of the resource sector. The upgrade work identified through the aerodrome master planning process and comprising this scope of work will, on completion, ensure Morawa's growth is not constrained, rather enhanced with air transport options available.

The upgrade to the runway will allow larger aircraft to service the Morawa district, which will particularly benefit the region's mining operators and associated contractors.

In addition, the all weather standard runway will provide certainty to the RFDS which has a significant level of use serving the surrounding districts and the immediate community.

As a regional community with modern health services, Morawa relies heavily on the RFDS for emergency access to health services and patient transfers. The sealing of the runway will offer greater confidence to the residents knowing they will have safe access to the RFDS.

The Shire of Morawa has previously explored the following opportunities, albeit unsuccessfully, to upgrade Morawa aerodrome:

- WA Department of Transport Regional Airport Development Scheme. An application for funding toward the project costs was submitted in round two 2012-2013 year under this scheme. It was rejected pending first completion of an aerodrome master plan, which is now available.
- An application was submitted to the Commonwealth Department of Infrastructure and Transport Regional Aviation Access Program (RAAP) - Remote Airstrip Upgrade Funding Component in round one 2011 year. The submission for inclusion in this program was unsuccessful.

- A Royalty for Regions application aligned with the above two grant applications was also unsuccessful without leveraged funding being secured..
- The Shire of Morawa is (and has always) committed to a significant contribution toward the project.

In the interim the Shire has undertaken the following preparatory aerodrome works valued at over \$200,000 to enable small charter aircraft operations from the runway, albeit under 'dry to depth' conditions by day.

- Boundary fencing installed to limit wildlife onto the property and a new controlled surface access route into the aerodrome.
- Improvement works to the runway, such as surface re-sheeting, obstacle clearing of approaches and transitional surfaces, runway strip marking and approach surveys with aerodrome manual documentation that has allowed publication of the aerodrome's particulars into the public domain.
- Ongoing compliance inspection and reporting to aerodrome registration requirements established by the Civil Aviation Safety Authority (CASA).
- Purchase and placement of solar light fittings to enable night emergency landings by the Royal Flying Doctor Service (RFDS) aircraft.

There are no impediments, legal, licensing or otherwise to the conduct of the works. Clause 2.12 'Project Timeframe and Key Milestones' outlines how the project will be construction ready by February 2015 and completed this financial year.

The current funding strategy to achieve the Shire's objective to upgrade the Morawa aerodrome in 2014/15 financial year is outlined at Clause 2.11.

The Morawa Aerodrome Master Plan 2014-2025 is a supporting document.

## **2.4. Policy and Strategic Framework**

The Shire of Morawa embraces the following Royalties for Regions' initiatives and objectives:

- Building capacity in regional communities;
- Retaining benefits in regional communities;
- Improving services to regional communities;
- Attaining sustainability;
- Expanding opportunity; and
- Growing prosperity.

The Morawa Aerodrome Upgrade project objectives align with the objectives outlined by the following reports.

**'Morawa Super Town Growth and Implementation Plan - 2010'**, extract below;

#### 2.10.4 Airport

- *The existing aerodrome is located on the north-eastern outskirts of the townsite. It is owned and operated by the Shire and has recently been upgraded to achieve the CASA Aerodrome category of Registered.*
- *The airport is accessed through the sports field grounds and has a single lane access to the airstrip. The two airstrips are gravel and there is a bitumen apron to allow planes to turn and park.*
- *Currently the CASA Registration permits landings of up to a 30 seater aircraft and night emergency landings by the Royal Flying Doctor Service (RFDS).*
- *The airport is suited to small aircraft operations only and has in the past been used by the local mining companies. The Shire reports that there continues to be an increase in use of the airfield as mining and mining related activities grow. Morawa has also been identified as a sub-regional location of choice for Royal Flying Doctor and other health needs.*
- *There are plans to seal the airstrip and there are no scheduled passenger services from Morawa. The closest scheduled passenger services are in Geraldton.*

**Key Implications** for aspirational growth to a target of 2500 people, the following implications or issues need to be considered:

- *Given Morawa's status as a SuperTown, air transport is an important enabler that will facilitate improved service delivery and access into and out of the region.*
- *With mining activities being a key economic driver within the region the ability to employ air transport will provide additional incentive for employment and population growth within Morawa townsite.*
- *Access to and from the airport will need to be enhanced should the upgrade include sealing of the runway and improved aerodrome facilities.*

'**Shire of Morawa +10Yr Strategic Community Plan - 2012**', identified;

Increased funding in transport networks under 'A Diverse Resilient and Innovative Economy';

- *'Secure funding to seal the Morawa airport' and 'how to get there';*
- *'Continue to maintain the airport strips and comply with CASA regulations'.*

'**Midwest Investment Plan 2011-2021**', identifies

The Morawa Aerodrome Upgrade Project as an objective of the Midwest Investment Plan 2011-2021. The plan is designed to provide a strategic direction for the Mid West region over the next ten years and the upgrade of the Morawa Airport is a flagship key infrastructure and service project for the North Midlands sub-region.

The Morawa Aerodrome Upgrade project criteria identified under the Midwest Investment Plan are:

- *the aerodrome upgrade improves regional infrastructure to facilitate inland development;*
- *development of a diverse and resilient primary industry sector through faster provision of goods and services by plane and allowing a greater variety of aircraft to utilise the aerodrome.*
- *expanding air transport infrastructure to allow for future expansion of mining and associated service activities.*

## 2.5. Key Deliverables

The project specific deliverables are listed in the project estimate at Clause 2.11.1 'Total Budget'. The below table lists the broad category of work elements.

	<b>Outputs</b>	<b>Performance Measure</b>	<b>Performance Measure - Method</b>
1	Runway 15/33 upgraded to Sealed standard	1500m x 30m of sealed runway	Contract constructed to specified standard and tolerance measures
2	Apron and Taxiway constructed	New Taxiway and Apron area	Contract constructed to specified standard and tolerance measures
3	Mains Power Airfield Lights	CASA certified airfield lighting	Contract constructed to specified standard and performance measures
4	General Aviation Passenger facility	Building with ablutions and passenger waiting area for up to 30 persons	Contract constructed to specified standard and quality of finishes

	<b>Outcomes</b>	<b>Performance Measure</b>	<b>Performance Measure method</b>	<b>RfR Outcomes</b>
1	Growth in air transport services	The completed project will enable regular FIFO charter operations	FIFO charters are established and passenger movements quantified.	Building Capacity in the regional community
2	Growth in the local economy	The Project Benefits will extend to and be retained by the wider regional communities that include the adjoining local authorities of Perenjori, Three Springs Mingenew and Mullewa	Project benefits to be quantitatively measured include retained and new benefits evident by;  Growth and sustainability of small business enterprises across the region as a measure of the health of the regional economy.	Retaining Benefits in the regional community
3	Population Growth in Morawa	Through capacity build (population) and benefits retained (business sustainability) as above stated, it can be expected that demand for Community services and Community Infrastructure will increase	Continued Expenditure on Community Projects	Improving Services to the regional community.
4	Regional fixed base Operations	Glider and fixed wing operators provided with unconstrained expansion opportunity	Glider membership increases.  Fixed wing aircraft operations increase	Attaining Sustainability

	<b>Outcomes</b>	<b>Performance Measure</b>	<b>Performance Measure method</b>	<b>RfR Outcomes</b>
5	'All Weather' capable aerodrome with electric airfield lights	Access and usability of the aerodrome	No RFDS night callouts to operate solar lights.  Private investment in aircraft Hangars	Expanding Opportunity
6	Resource Company use of the Aerodrome	Establishment of private sector use of the aerodrome.	Number of FIFO flights	Growing Prosperity

## **2.6. Stakeholder Identification**

Extensive consultation has been undertaken with community organisations and companies that has revealed strong support for the Morawa Aerodrome Upgrade Project.

- Community support (particularly for health services) exists for this project as it recognises the completed project will have immediate benefit to RFDS services by assuring their access to an all weather night operations standard aerodrome. An average of 30 RDFS landing a year occur at Morawa aerodrome.
- The development of a new apron/taxiway for GA operators that will enable expansion of the Morawa Gliding Club (MGC) apron area and a dedicated area for glider hangar sites is welcomed. As too the establishment of an apron area that provides appropriate operational separation for fixed wing aircraft type. The MGC have a long established presence at the aerodrome.
- Mutiny Gold Ltd has confirmed it has an operational requirement for Morawa aerodrome with a start up of its Deflector Gold and Copper mine, located to the north east of Morawa, from mid-2015 with a FIFO workforce. Operations will be 6 flights a month with 30 seat type charter aircraft.
- Karara Mining Ltd confirm that Morawa aerodrome is an important strategic contingency aerodrome. The company proposes a major reconstruction/reseal of the pavement areas at Karara airstrip and wish to use Morawa for the FIFO charter service over a 4-6 weeks period during 2015.
- Sinosteel Midwest has commenced mining the Mungada 'Blue Hills' deposits some 15 km east of the Karara Mining operations. Although the company has an agreement for the use of the Karara aerodrome they too are similarly reliant upon Morawa aerodrome for alternate use. Future low level drill activity will occur at the Koolanooka Mine 20 km to the east of Morawa and this will generate occasional aerodrome use by small type charter aircraft.
- Sheffield Resources Ltd has a substantial potash prospective tenement just west of Morawa. Drilling is in progress and this may in the future become a project that gives rise to further resource driven aircraft operational use of Morawa aerodrome.

- Locally established service companies and external suppliers of goods and services to Morawa and its greater catchment, comprising predominantly agriculture and mining, are all beneficiaries of an upgraded aerodrome that provides a reliable option for expedient air transfer of goods and service personnel.

Evidence of support by way of correspondence are provided as 'Supporting Documents', reference Clause 3.4

## **2.7. Critical Assumptions**

As the current gravel runway is not 'all weather' and available for day visual use only it is less than adequate to meet the town's (and indeed region's) current and future needs.

One of the key critical underlying assumptions for this project is that Morawa will experience an increase in population growth; this is supported by the Shire's current growth plans.

The Shire of Morawa has been selected as a Super Town in that it is flagged for considerable and sustainable growth over the forthcoming decades. This growth will be supported by a growing population and increase in facilities and services on offer in Morawa.

Morawa is benefiting from the investment in mining activities within the region and is essentially the commercial heart of many of the key projects in the area. As more people are set to visit Morawa (mining contractors etc.) it is important that they have the option of arriving by air in a safe manner.

Hence, sealing (and extending) the main runway is essential to optimise aerodrome utilisation and provide certainty to resource sector FIFO operations. The benefits of regular charter operations through Morawa extend to, but are not limited to, uptake of accommodation, hire vehicles and health services, all of which support economic growth.

It is expected Morawa will become home to many families associated with the Mining Industry. It can be assumed also others will have the need to travel to work via air charter on many occasions and also given that many of them will have a young family, will need the reassurance of an aerodrome that is RFDS capable.

As there are currently no passenger transfer facilities or suitable apron parking area for the range of fixed wing general aviation aircraft type wishing to use the airport it is essential to construct a new taxiway/apron area with an associated landside terminal facility precinct suitable for use by a range of General Aviation (GA) aircraft type. It is to be developed to be meet CASA MOS Part 139 Aerodrome standards. This will allow mining/resource FIFO workforce movement, the RFDS and private air operators who provide goods and essential services to the regional community and mining companies with appropriate apron parking facilities. The small GA terminal with associated landside access and bus waiting area will facilitate passenger departure/arrival processing and provide shelter and ablutions - an expectation of any FIFO charter operator.

Making the aerodrome RFDS capable will allow the Morawa (and surrounding districts) community access to this important and lifesaving service. It will allow the RFDS operated aircraft a safe and

secure place to land nearby to the town centre and the town's health services. As a regional community, Morawa relies heavily on the RFDS for emergency access to health services and patient transfers. The sealing of the airstrip will offer a greater confidence to the residents that if required they will have access to the RFDS.

Also the current airfield lighting comprises basic solar lighting that requires manual activation and call out for RFDS night operations. The local community and hospital rely heavily on the RFDS for emergency patient uplift to city hospitals. Hence, the lighting of the primary runway and apron areas will ensure all hour access by the RFDS aircraft thereby providing the Morawa residential community with 'health' confidence.

## **2.8. Economic and Financial Analyses**

The Morawa Aerodrome upgrade will benefit the broader economy by allowing a vast array of private aircraft to access the town and region for business and private purposes. The resource sector have advised they require an 'all weather' standard suitable for medium size turbo-propellor aircraft up to 30 seat capacity.

These aircraft will provide FIFO transport for persons employed and servicing the mining and resources industry. Air transported goods, services and workforce will assist industry to grow and indirectly provide support to the local economy.

In addition, the project will assist in providing regional health services. A sealed runway and apron parking area will ensure the RFDS are able to support the community health response requirements. It will also allow for health supplies and medical practitioners to be flown in which allows the community access to emergency services in a timely manner.

Aviation user charges will be implemented to enable a revenue return to be generated once the upgrade is complete. Although unlikely to offset the project capital investment user charges will be a significant boost to the operating costs. This revenue stream will therefore strengthen the Shire's economic sustainability and ultimately offer additional community investment options into the future.

On completion it is estimated the operating cost of the aerodrome will not alter. Registered or certified aerodromes have compliance obligations necessitating routine aerodrome inspections and reporting procedures. This activity is currently being undertaken and the associated cost met by the Shire of Morawa. Regional aerodromes complying to CASA standards that are not used for Regular Public Transport (RPT) operations typically have very similar costs with insurance, labour to inspect and report, engineering service costs and general property (asset) upkeep. The Shire of Morawa has a current maintenance budget allocation of \$60,620. The savings in machine and labour cost that would otherwise be spent on maintaining the gravel runway will be diverted in the operating budget to meet new costs such as electricity for night light operations and passenger terminal cleaning.

A pool of funds will be maintained as an Asset Replacement Reserve for the sole purpose of funding the replacement and upkeep of the Shire's infrastructure. The table, shown below, estimates the useful life of

the runway and taxiway pavement and seal. To ensure adequate funds are available to undertake future replacement/upgrade works a sum of \$25,378 needs to be placed in an asset replacement reserve.

Asset	Cost	Estimated Life (yrs)	Annual cash allocation to Reserve
Pavement - runway	\$287,100	40	\$7,178
Pavement - taxiway	\$70,627	40	\$1,766
Runway - bituminous seal	\$246,525	15	\$16,435
Total annual allocation			\$25,378

## **2.9. Assessment of Options**

The Shire of Morawa have commissioned a Master Plan for the aerodrome, which is a supporting document. It established a structure plan for future expansion of the aerodrome after evaluating the aviation user demand profile, regulatory standards and the design aircraft type likely to use Morawa aerodrome.

The Morawa Aerodrome Master Plan 2014-2025 evaluated all options for development and determined the ultimate development standard. The initial staged upgrade of Morawa aerodrome, as recommended by the Master Plan, forms the scope of work for this Project.

The implications of not undertaking the Morawa Aerodrome Upgrade Project will be an acceptance that Morawa and the Shire of Morawa are not able to meet Super Town criteria and have to resile from their commitment to the community and the resource sector.

## **2.10. Preferred Option**

The specific works outlined as Stage 1 upgrade by the Morawa Aerodrome Master Plan, include bituminous sealing of the runway and installation of electric runway lighting. These are vital improvements to ensure all weather and all hour aircraft operations can occur. This is reinforced with Morawa growing as an important regional town with public hospitals, schools and local based service suppliers establishing to meet the needs of the resource and agriculture sectors.

“All weather” airstrips are those typically constructed with sealed runways and adequate storm water drainage to avoid closure except in extreme storm events. As the closure of aerodromes result in lost productivity for those reliant upon them, such as companies with mobile work forces with FIFO operations, these users are very conscious of aerodrome infrastructure standards.



From an air charter operators perspective the same concern is expressed if rain prevents a landing as any delay or cancellation of a flight accumulates as a scheduling cost problem.

Where an aerodrome belongs to a small regional service centre, such as Morawa, which will potentially be used by the resource sector either directly and indirectly, then its financial contribution to the local economy can be significant further enhancing the case for “all weather” runway status.

The scope of work and budget estimate for the preferred option is detailed at Clause 2.11.1 Project Budget.

## **2.11. Funding Strategy**

The Morawa Aerodrome Upgrade has a project cost of \$2.6 million, which is derived from an estimate that has been independently prepared as a part of the aerodrome master planning process.

The project proponents supporting funding are;

- Supertown Funding Program (Department of Regional Development and Communities) R4R funding. Subject of this business Case for an amount of \$500,000.
- Regional Component (Department of Regional Development and Communities) R4R funding. Subject of a separate Business Case for an amount of \$1,000,000.
- Midwest Investment Plan (Midwest Development Commission) R4R funding, Subject of a separate business case for an amount of \$900,000.
- Shire of Morawa community reserve funds, which will be cash and in kind amount of \$200,000.

Reallocation of Shire of Morawa regional R4R component funding from the Black Spot Mobile Phone Coverage project and reallocation of funding from the SuperTown R4R Solar Thermal project, combine to the value of \$1.5 million. Two separate business cases for the re-appropriation of the Shire's notionally preserved project funds toward the Morawa aerodrome upgrade project have been prepared.

The Shire of Morawa is confident the Project, under contract project management, can be delivered in 2014/15 financial year subject to early confirmation of \$500,000 release toward this project.

### **2.11.1. Project Budget**

The below table outlines in summary of the total Project budget. Funding is yet to be secured.

<b>Project Items</b>	<b>Funds under this Agreement (\$)</b>	<b>Leveraged Funding (\$)</b>	<b>Name of Leveraged Sources</b>	<b>Total Funds (\$)</b>
Part Total Project		1,000,000	Country Local Government R4R	1,000,000

Part Total Project	500,000		Super Town R4R	500,000
Part Total Project		900,000	Midwest Investment Plan. R4R	900,000
Part Total Project		200,000	Shire of Morawa	200,000
<b>TOTALS</b>	<b>\$500,000</b>	<b>\$2,100,000</b>		<b>\$2,600,000</b>

The below table is the detailed Project estimate.

<b>MORAWA AERODROME DEVELOPMENT ESTIMATE</b>					
<b>Runway 15/33 Upgraded to 1500 m x 30 Sealed</b>					
<b>GA Apron, Taxiway and Terminal Constructed</b>					
<b>ITEM</b>	<b>DESCRIPTION</b>	<b>UNIT</b>	<b>QTY</b>	<b>RATE</b>	<b>AMOUNT</b>
1	PRELIMINARIES/ESTAB/DEMOB	Item			\$150,000
			<b>Total ESTABLISH</b>		<b>\$150,000</b>
2	CLEARING (Approach/Takeoff)	Item			\$2,000
			<b>Total CLEARING</b>		<b>\$2,000</b>
3	FORMATION EARTHWORKS RWY EXTENSION				
	Excavation Runway to Subgrade & Compact Cut to Spoil (150m x 90m) x 0.30 depth	cu. m	4,050	6.10	\$24,705
	Borrow to Fill with suitable Sub-base gravel. (150 x 30) x 0.20 depth = 900 cu. M	cu. m	900	12.40	\$11,160
		Cut	<b>Total EARTHWORKS</b>		<b>\$35,865</b>
4	FORMATION EARTHWORKS GA APRON/TAXIWAY				
	Excavation Taxiway to Subgrade & Compact Cut to Spoil (60m x 23m) x 0.30 depth	cu. m	414	6.10	\$2,525
	Excavation Apron to Subgrade & Compact Cut to Spoil (60m x 100m) x 0.30 depth	cu. m	1,800	12.40	\$22,320
		Cut	<b>Total EARTHWORKS</b>		<b>\$24,845</b>
5	DRAINAGE				
	Open Unlined Drain - cut to shape	lin. Metre	5,000	3.00	\$15,000
			<b>Total DRAINAGE</b>		<b>\$15,000</b>
6	RUNWAY PAVEMENT CONSTRUCTION				
	Cement stabilise existing 200mm thick sandy gravel pavement. 1500m x 30m x 0.20 Sub-base	cu. m	9,000	21.00	\$189,000
	Win, load, cart & spread local sourced gravel	cu. m	9,000	12.40	\$111,600
	Place 200mm thick, water and compact to 98% MMDD making use of wet mix with recycler.	cu. m	9,000	19.50	\$175,500
			<b>Total PAVEMENTS</b>		<b>\$287,100</b>
7	TAXIWAY & APRON PAVEMENT CONSTRUCTION				
	Cement stabilise 200mm thick sub-base gravel pavement. Area and Volume as per Item 4	cu. m	2,214	21.00	\$46,494
	Win, load, cart & spread local sourced gravel	cu. m	2,214	12.40	\$27,454
	Place 200mm thick, water and compact to 98% MMDD making use of wet mix with recycler.	cu. m	2,214	19.50	\$43,173
			<b>Total PAVEMENTS</b>		<b>\$70,627</b>
8	AIRCRAFT PAVEMENT BITUMINOUS TREATMENT				
	Rwy 1500m x 30m = 45,000 sq.m				
	Twy 60m x 15m = 900 sq.m				
	Apron 60m x 100m = 6,000 sq.m				
	Prime base course	sq. m	51,900	1.90	\$98,610
	10 mm Seal		51,900	4.75	\$246,525
	7 mm Seal		51,900	3.90	\$202,410
	Emulsion sand seal		51,900	3.35	\$173,865
			<b>Total BITUMEN</b>		<b>\$721,410</b>

9	DAY MARKING AIDS				
	Set out and paint pavement markings	Item			\$30,000
	Cones and gables	Item			\$2,000
				<b>Total DAY MARKING</b>	<b>\$32,000</b>
10	RUNWAY LIGHTING				
	Install runway,taxiway,apron lights,IWI plus PAL	Item			\$355,000
	Flight Test	Item			\$6,000
				<b>Total RWY LIGHTS</b>	<b>\$361,000</b>
11	FENCING				
	Install apron/building line fence	metre	200	25.00	\$5,000
				<b>Total FENCES</b>	<b>\$5,000</b>
12	TERMINAL				
	Supply pre-fabricated Building & Ablutions	Item			\$250,000
	Building Installation, Earthworks Power Connect				
	External works to include paving, landscaping, water supply and power.	Item			\$75,000
				<b>Total TERMINAL</b>	<b>\$325,000</b>
13	SUNDRIES				
	Takeoff Survey	Item			\$15,000
	Materials laboratory & testing				\$25,000
	Re-design GPS NPA	Item			\$5,000
	Survey & PSM's	Item			\$15,000
				<b>Total SUNDRIES</b>	<b>\$60,000</b>
				<b>Sub Total</b>	<b>\$2,089,847</b>
14	CONTINGENCY				
	Allow 10% on overall project sum contingency			CONTINGENCY	\$208,985
15	DESIGN & DOCUMENTATION				
	Allow 10% on overall project sum Detailed design			DESIGN	\$208,985
16	PROJECT MANAGEMENT	Item			
	Allow 5% on overall project sum			PROJECT MGT	\$104,492
				<b>Total</b>	<b>\$2,612,309</b>
				<b>BUDGET SAY</b>	<b>\$2.6M</b>

### 2.11.2. Royalties for Regions Funding Amount

Main Activity	2014/2015 \$	2015/2016 \$	2016/2017 \$	Total 2014 to 2017 \$
Part of Project (% complete)	500,000	Nil	Nil	500,000
<b>Total</b>	<b>500,000</b>			<b>500,000</b>

## 2.12. Project Timeframe and Key Milestones

The Shire will engage a consultant to prepare a Design and Construct tender. This project delivery method negates the need to undertake a two stage tender process, which would typically mean three months effort to prepare design and documentation by a consultant followed by tender for contract construction.

The intended project delivery method will fast track implementation and ensure expenditure of funding occurs in the current 2014/15 financial year.

The Shire of Morawa will prepare and issue an EOI to contractors to undertake the project works by year 2014 end. A shortlist of contractors will then be invited early 2015 to price a more detailed scope that involves full design and construction and commissioning of the project work.

Appointment of a contractor would be envisaged to be early March for work completion by 30 June 2015, subject to notification of funding support.

Early completion of the Morawa Aerodrome Upgrade is very important to ensure resource company expectations for FIFO use can be met.

## 2.13. Risk Analysis

A risk analysis has been undertaken for the project. A key to the table is also provided below.

LIKELIHOOD	CONSEQUENCES				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Severe (5)
Almost Certain (1)	Medium	High	High	Extreme	Extreme
Likely (2)	Medium	Medium	High	High	Extreme
Possible (3)	Low	Medium	Medium	High	Extreme
Unlikely (4)	Low	Medium	Medium	Medium	High
Rare (5)	Low	Low	Medium	Medium	High

Risk	Description	Internal (I) or External (E)	Likelihood	Consequences	Risk Level	Mitigation
<b>Project Delivery</b>	Facility upgrades are not completed in allocated project time frame	I	4	2	Medium	Contract procurement and management. Liquidated damages clause included for timely completion. Reduced to <b>Low</b>
<b>Development Cost Risk</b>	Development costs exceed funding	I/E	3	3	Medium	Cost management plan will be developed and implemented. Reduced to <b>Low</b>

<b>Scope Change</b>	Aerodrome Project may require changes to design based on financial allocation.	E	4	2	Medium	Scope and specification will be locked at detailed design phase and any scope changes thereafter will be strictly controlled. Reduced to <b>Low</b>
<b>OHS Risk</b>	Risk that an accident occurs on site during construction of facilities	E	3	5	Extreme	Safety management plans will be required for all subcontractors. Reduced to <b>Low</b>
<b>Funding</b>	Funding not secured	E	3	5	Extreme	Alternative sources of State and Federal funding will be sought. Unchanged at <b>Extreme</b>

## 2.14. Local Content

The Shire of Morawa as a Local Government will ensure its tender documents include appropriate clauses requiring tenderers to maximise local content and opportunity for regional businesses.

## 3. IMPLEMENTATION STRATEGY

### 3.1. Communication Plan

The Morawa Aerodrome upgrade is a project that the Shire of Morawa is very keen to see delivered to its community. It is a project that has the backing of the community and as such each stage of the project will be communicated clearly to the community – in particular those external stakeholders with a direct interest in the project.

Communications will be targeted to the wider community as well as the internal stakeholders. It is expected the Shire of Morawa will communicate the relevant stages of the project e.g. roll out, call for tenders, works underway and project completed by the following promotional channels:

- Regular media releases circulated to the regional media outlets;
- Regular bulletins in Morawa's community publication;
- Advertising on the Shire of Morawa's web site;
- Tenders advertised in accordance with the Shire's procurement policy;

It is also expected that once completed, an official opening will take place. It is likely the Shire of Morawa together with the Morawa community will invite the relevant Government representatives to take part in this event as well as a good contingency of the regional media players.

### 3.2. Project Management and Governance

The Project manager will be a Shire nominated officer who will have technical support from an airport consultant and the LGA consulting team for tender documentation.

The Governance principles to be adopted to ensure the project is developed on time and on budget, as well as to ensure the sustainability and long term viability of the project, are as follows.

The Design and Construct tender phase of this project will be managed by the Shire of Morawa and will be overseen by the Shire's nominated project officer. A suitably qualified and experienced airport consultant will provide support to prepare technical specifications for the Project works. LGA consultant services will be used as required.

Selection of shortlisted contractors and their support team of consultants will also be assisted using an experienced airport consultant and project manager.

The implementation phase will require superintendent services and the Shire will engage an airport consultant to fulfill the role of superintendent representative who will report to the Shire's Project Manager.

The Shire of Morawa is in the process of developing an Asset Management Plan which puts in place good governance principals for the ongoing management and maintenance of Shire owned assets, such as the Aerodrome. The plan will provide clear and achievable processes to ensure the maintenance of the facility is conducted in an ethical and sustainable manner.

The project funds will be managed by the Chief Executive Officer of the Shire of Morawa, who will also oversee and approve of all project budgetary items.

The CEO will also use senior support staff whose experience and expertise will lend itself to this project. As local government employees, they have a sound understanding of the governance necessary to progress projects using government funds.

Regular progress reporting of the project will be provided to Council and the Department of Regional Development as funding partners.

### **3.3. Procurement Strategy**

The Design and Construct project delivery method negates the need to undertake a two stage tender process, which would typically mean three months effort to prepare design and documentation by a consultant followed by tender for contract construction.

The intended project deliver method will fast track implementation and ensure expenditure of funding occurs in the current 2014/15 financial year.

The Shire of Morawa will prepare and issue an EOI to contractors to undertake the project works by year 2014 end. A shortlist of contractors will then be invited early 2015 to price a more detailed scope that involves full design and construction and commissioning of the project work.

Appointment of a contractor would be envisaged to be early March for work completion by 30 June 2015, subject to notification of funding support.

Early procurement and execution of contract for the Morawa Aerodrome upgrade works is very important to ensure resource company expectations for FIFO utilisation by mid-2015 are met.

### **3.4. Supporting Documents**

1. Morawa Aerodrome Master Plan 2014-2015
2. 'Morawa Super Town Growth and Implementation Plan - 2010'
3. 'Shire of Morawa +10Yr Strategic Community Plan - 2012'
4. 'Midwest Investment Plan 2011-2021'
5. Letters of Support from;  
Mutiny Gold, Karara Mining, Royal Flying Doctor Service, Morawa Gliding Club

## **4. RECOMMENDATION OF PREFERRED OPTION**

Morawa Aerodrome upgrade valued at \$2,600,000 is the recommended project.

This business case is in support of equity funding toward the project from Royalties for Regions to the value of \$500,000.

The project will lead to;

- Investment in the region.
- Retaining aged populations in the country.
- Regional business and industry innovation and support.

The project aligns with the Shire of Morawa's +10 year Strategic Community Plan 2012.

### **4.1. Sign-off**

Signed	_____	Signed	_____
Completed by	_____	Approved by	_____
Position	_____	Position	_____
Date	_____	Date	_____



**Date of Meeting:** 18 December 2014  
**Item No:** 7.2.6.3  
**Subject:** Shire of Morawa Business Case Proposal for Morawa Aerodrome Upgrade–submission Department of Local Government and Lands Country Local Government Regional Groupings Fund-Delegated Authority to Chief Executive Officer

**Date & Author:** 8 December 2014 Chief Executive Officer

**Responsible Officer:** Chief Executive Officer

### **SUMMARY**

The purpose of this report is for Council to consider authorising the Chief Executive Officer to be the signatory to sign and submit to the Department of Local Government and Lands, the Morawa Business Case Proposal for the Morawa Aerodrome Upgrade. The business case is seeking funding of \$1,000,000 from the Country Local Government Regional Groupings Fund 2012-2013.

### **DECLARATION OF INTEREST**

Nil

### **ATTACHMENT**

Shire of Morawa Business Case Proposal for Morawa Aerodrome Upgrade–submission  
Department of Local Government and Lands Country Local Government Regional Groupings  
Fund

### **BACKGROUND INFORMATION**

The Country Local Government Fund (CLGF) is part of the State Government Royalties for Regions (R4R) Program. Each Western Australian country Local Government is notionally allocated an annual amount which is split between local and regional components. The Department of Regional Development & Lands establishes Guidelines for the allocation of both local and regional components of the CLGF. For the regional component, local governments are required to establish groupings of similarly aligned local governments for the purposes of identifying regionally strategic projects and reaching joint agreement for the distribution of annual regional funds. The regional grouping established for this purpose includes the Shires of Morawa, Mingenew, Perenjori and Three Springs. The total CLGF regional pool available for allocation in 2012/13 for these four local governments is \$1,333,111, which has been constant for the past three years.

At the April 2013 meeting of Council the following was resolved

## COUNCIL RESOLUTION

*Moved: Cr G R North*

*Seconded: Cr D J Coaker*

*That the Morawa Shire Council supports the reallocation of the committed 2012/13 funding from the Country Local Government Fund Regional Component from:-*

- 1. The North Midlands Solar Thermal Power Project (Morawa as lead LG) - \$1M to be reallocated to a region project between the Shires of Morawa, Mingenew, Three Springs and Perenjori to install mobile towers to improve mobile communication in the region.*
- 2. Depot Hill Crossing Project (Mingenew as lead LG) - \$333,111 remains the same.*

**CARRIED**

*6/0*

The Mobile tower communication project did not commence and the Perenjori, Mingenew and Three Springs Shires have agreed that the funding for \$1,000,000 be allocated to the upgrade of the Morawa Aerodrome.

There is now a Project Management procedure in place which provides staff direction for the initiating planning, executing, controlling and closing of projects. The planning process requires the following to occur;

### ***Planning***

- 1. Depending on the nature of the project and the advice of the Chief Executive Officer, a Business Case/Project Plan (see **Attachment B**) is developed by the Project Manager/Officer or outsourced.*
- 2. The Business Case/Project Plan is then reported to Council who authorises the Chief Executive Officer to sign off on the Business Case/Project Plan.*
- 3. The Chief Executive Officer requests the Project Manager/ Officer to develop a report to be provided for Council's consideration.*
- 4. Council approve or disapprove the project.*
- 5. The Chief Executive Officer delegates to the Project Manager/ Officer to commence execution of the Project.*
- 6. The Project Manager Officer creates a folder for the project in W: drive where all project information is stored for corporate record.*

## **OFFICER'S COMMENT**

The Morawa Aerodrome upgrade Business case has been prepared in consultation with Forte Airport Management and includes how and from where funding for the project will be sourced.

The Executive summary of the Business case describes the project as detailed below;

*The Morawa Aerodrome Upgrade is identified as a flagship key infrastructure project servicing the North Midlands sub-region under the Midwest Revitalisation Plan 2011-2021.*

*The Plan is designed to provide a strategic direction for the Mid West region over the period to 2021.*

*Morawa is also a Super Town and as such the vision is to ensure Morawa has a balanced community, with lifestyle options and access to services and transport options. The Shire of Morawa identified the aerodrome upgrade project as essential priority project to ensure growth was not undermined by lack of suitable air access to the town and its immediate catchment.*

*The Morawa Aerodrome Master Plan, jointly funded by the Shire of Morawa and the Regional Airports Development Scheme (RADS), has established a structured plan for the upgrade of the aerodrome. Stage 1 works recommend lengthening, pavement strengthening and then aggregate sealing the main 15/33 runway to dimensions 1500 metre x 30 metre plus construction of apron and landside facilities suitable for General Aviation charter operations up to Code 3C.*

*This project addresses the recommendations and requires a total budget of \$2,600,000 to complete.*

*This Business Case is for an amount of \$1,000,000 from Royalties for Region CLGF Regional Group funding toward the Morawa Aerodrome Upgrade. It is requested the \$1,000,000 notionally allocated to the Black Spot Mobile Phone Coverage project be reallocated to this project.*

- *The Shire of Morawa will contribute \$200,000.*
- *Other funding to the value of \$500,000 from the Supertown R4R Solar Thermal project is also subject to Department of Regional Development acceptance of a revised business case to reallocate these notionally approved funds.*
- *A business case to the value of \$900,000, supported by the Midwest Investment Plan is also, submitted for R4R funding.*
- *The benefits of the Project are outlined by the following key objectives;*
- *All weather aircraft operating capability.*
- *Reliable night landing capability.*
- *Facilities suitable for aircraft charter operations up to Code 3C, as required for mining/resource workforce movement.*

- *Aerodrome standards acceptable to CASA and commensurate with expectations of a developed 'Super Town' that enables air transport access to and from Morawa as an alternative to surface travel.*
- *Provision of 24 hour access for the Royal Flying Doctor to deliver live saving services.*
- *Economic stimulus to tourism and local business.*

*The case for the aerodrome upgrade has been established following various community and strategic planning studies undertaken. The Shire has acquitted a range of identified preliminary works on the aerodrome infrastructure to position this major project as contract ready.*

*It requires no specific approvals to commence. Commissioning approvals at project end from the Civil Aviation Safety Authority (CASA) are required and these will form contract obligations.*

The upgrade of the Morawa Aerodrome as detailed in the Midwest Investment plan is a key infrastructure project and without funding will not proceed.

### **COMMUNITY CONSULTATION**

The upgrade of key infrastructure is included in the Shire of Morawa Growth and Implementation Plan and key stakeholders have been consulted regarding the project .

### **COUNCILLOR CONSULTATION**

Council has been consulted on several occasions regarding the project including onsite discussion the Morawa Glider Club and private pilots

### **STATUTORY ENVIRONMENT**

*Local Government Act 1995*

*The Local Government Act 1995 (Audit) Regulations Regulation 17*

### **POLICY IMPLICATIONS**

Shire of Morawa Risk Management Policy 3.11 and procedures, Project Management Policy and the Project Management Procedure.

### **FINANCIAL IMPLICATIONS**

*This project addresses the recommendations and requires a total budget of \$2,600,000 to complete.*

*This Business Case is for an amount of \$1,000,000 from Royalties for Region CLGF Regional Group funding toward the Morawa Aerodrome Upgrade. It is requested the \$1,000,000 notionally allocated to the Black Spot Mobile Phone Coverage project be reallocated to this project.*

- *The Shire of Morawa will contribute \$200,000.*
- *Other funding to the value of \$500,000 from the Supertown R4R Solar Thermal project is also subject to Department of Regional Development acceptance of a revised business case to reallocate these notionally approved funds.*
- *A business case to the value of \$900,000, supported by the Midwest Investment Plan is also, submitted for R4R funding.*

Further financial implications will include a annual budget allocation for the management of the Aerodrome and cost recovery fees and charges from the users of the aerodrome.

## **STRATEGIC IMPLICATIONS**

The upgrade aerodrome will provide the following strategic outcomes for the region

- all weather aircraft operating capability.
- reliable night landing capabilities (for all users including the Royal Flying Doctor Service).
- facilities suitable for aircraft charter operations up to Code 3C, as required for mining/resource workforce movement.
- aerodrome standards acceptable to CASA and commensurate with expectations of a developed Supertown that enables air transport access to and from Morawa as an alternative to surface travel.
- regional airport standards commensurate with expectations of a developed regional 'Super Town' to enable air transport access to and from Morawa as the alternative to surface travel.

## **RISK MANAGEMENT**

The major risk is without Funding the Shire of Morawa could not deliver the strategic outcomes listed

The business case is a vital component of the project and Council could not proceed without the funds.

Risks Management of the project will be followed as detailed by the Risk Management Policy and procedures in conjunction with the Project Management Policy and the Project Management Procedure

**VOTING REQUIREMENT:**

Simple Majority

**OFFICER'S RECOMMENDATION**

**Council authorises the Chief Executive Officer to be the signatory to sign and submit to the Department of Local Government and Lands the Shire of Morawa Business Case Proposal for the Morawa Aerodrome Upgrade seeking funding of \$1,000,000 from the Country Local Government Regional Groupings Fund 2012-2013.**



**BUSINESS CASE PROPOSAL**

**FOR**

**MORAWA AERODROME UPGRADE**

**SHIRE OF MORAWA**

**\$1,000,000**

Country Local Government Regional Groupings Fund 2012-2013

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## Glossary of terms

In the context of this document:

**Agency** means a Western Australian State Government agency.

**Applicant** means the Regional Group preparing and submitting a business case proposal requesting Royalties for Regions funding for a regional group project.

**Business case proposal** means the information prepared by the Regional Group in support of the project.

**Deliverables** means the expected productivity benefits, outputs and outcomes from the project.

**Department** means the Department of Regional Development and Lands.

**Innovation** is the implementation of a new or significantly improved product (good or service) process, new marketing method or a new organisational method in business practices, workplace origination or external relations<sup>1</sup>.

**Leveraged Funding** is the additional cash funding obtained for the Project from other sources.

**Local Government** means a regional Western Australian Local Government Authority.

**Option** means a feasible, alternative delivery mechanism to the project which was considered by the local government when preparing the business case proposal.

**Output** means the end product of the project. For example, an infrastructure asset, services delivered etc.

**Project** means the works proposed in the business case.

**Project Outcome** means the achievement that is expected as a result of undertaking the Project; in other words, the intended consequence(s) of the project. For example, the project's linkage to and delivery of the agency's strategic objectives, alignment with the Royalties for Regions objectives etc.

**Recipient** means the Local Government Authority that has been nominated by the Regional Group to act on its behalf to manage and deliver the project.

**Regional Group** means the grouping of Local Government Authorities that has a formal agreement to fund larger scale infrastructure projects which clearly demonstrate wider community benefits across the region. Formal agreements can be in the form of Regional Collaborative Groups (RCG), Regional Transitional Groups (RTG), those local governments who have agreed to amalgamate, regional organisations of councils,

<sup>1</sup> Organisation for Economic Cooperation and Development and Development Statistical Office of the European Communities(2005 Third Edition) Oslo Manual Guidelines for collecting and interpreting innovation data, 3<sup>rd</sup> edition, OECD and European Commission, Paris

strategic alliances or any grouping of local government who wishes to work together for the purposes of delivering a regional significant infrastructure project.

**Royalties for Regions** means the Western Australian State Government's Royalties for Regions program.

**Stakeholder** means a party with an interest in or who is affected by the Project.

# 1. EXECUTIVE SUMMARY

The Morawa Aerodrome Upgrade is identified as a flagship key infrastructure project servicing the North Midlands sub-region under the Midwest Revitalisation Plan 2011-2021. The Plan is designed to provide a strategic direction for the Mid West region over the period to 2021.

Morawa is also a Super Town and as such the vision is to ensure Morawa has a balanced community, with lifestyle options and access to services and transport options. The Shire of Morawa identified the aerodrome upgrade project as essential priority project to ensure growth was not undermined by lack of suitable air access to the town and its immediate catchment.

The Morawa Aerodrome Master Plan, jointly funded by the Shire of Morawa and the Regional Airports Development Scheme (RADS), has established a structured plan for the upgrade of the aerodrome. Stage 1 works recommend lengthening, pavement strengthening and then aggregate sealing the main 15/33 runway to dimensions 1500 metre x 30 metre plus construction of apron and landside facilities suitable for General Aviation charter operations up to Code 3C.

This project addresses the recommendations and requires a total budget of \$2,600,000 to complete.

This Business Case is for an amount of \$1,000,000 from Royalties for Region CLGF Regional Group funding toward the Morawa Aerodrome Upgrade. It is requested the \$1,000,000 notionally allocated to the Black Spot Mobile Phone Coverage project be reallocated to this project.

- The Shire of Morawa will contribute \$200,000.
- Other funding to the value of \$500,000 from the Supertown R4R Solar Thermal project is also subject to Department of Regional Development acceptance of a revised business case to reallocate these notionally approved funds.
- A business case to the value of \$900,000, supported by the Midwest Investment Plan is also, submitted for R4R funding.

The benefits of the Project are outlined by the following key objectives;

- All weather aircraft operating capability.
- Reliable night landing capability.
- Facilities suitable for aircraft charter operations up to Code 3C, as required for mining/resource workforce movement.
- Aerodrome standards acceptable to CASA and commensurate with expectations of a developed 'Super Town' that enables air transport access to and from Morawa as an alternative to surface travel.
- Provision of 24 hour access for the Royal Flying Doctor to deliver live saving services.
- Economic stimulus to tourism and local business.

The case for the aerodrome upgrade has been established following various community and strategic planning studies undertaken. The Shire has acquitted a range of identified preliminary works on the aerodrome infrastructure to position this major project as contract ready.

It requires no specific approvals to commence. Commissioning approvals at project end from the Civil Aviation Safety Authority (CASA) are required and these will form contract obligations.

## 2. PROJECT SCOPE AND EVALUATION

### 2.1. *Project Outcome*

The Project Objectives (desired outcomes) are to provide:

- all weather aircraft operating capability.
- reliable night landing capabilities.
- facilities suitable for aircraft charter operations up to Code 3C, as required for mining/resource workforce movement.
- aerodrome standards acceptable to CASA and commensurate with expectations of a developed Supertown that enables air transport access to and from Morawa as an alternative to surface travel.
- regional airport standards commensurate with expectations of a developed regional 'Super Town' to enable air transport access to and from Morawa as the alternative to surface travel.

### 2.2. *Project Description*

The project description in brief is to:

- Lengthen, strengthen and bituminous seal Morawa aerodrome main 15/33 runway to dimensions 1500 metre x 30 metre.
- Construct a new taxiway and apron area with associated landside terminal facility precinct suitable for general aviation aircraft type.
- Provide mains power airfield and apron lighting.

The project is to be delivered through a local government tender process that will invite contractors to partner with experienced airport consultants to undertake the upgrade works as a design and construct contract.

This procurement method will enable the expedient delivery of the project by avoiding a two stage tendering process. Tender documentation will capture the technical requirements of the brief and will be independently prepared.

The suite of upgrade works, which will suit up to medium capacity charter aircraft operations, are further described as follows;

- Runway 15/33 lengthened by 150 metres to suit Code 3C aircraft performance requirements, resulting in an ultimate runway length of 1500 metres.
- Full pavement reconstruction using quality base course materials to attain runway strength suitable for medium size turbo-propeller aircraft type.
- Runway that is bituminous spray sealed with a multi-coat aggregate and sand emulsion finish.
- Runway day visual markings provided to include line markings and runway strip delineation by cones/gables.
- Mains power runway and apron lighting installed to CASA registered/certified aerodrome standards.

- Provision of a sealed general aviation taxiway and apron parking area developed clear of the obstacle limitation surfaces.
- Installation of a prefabricated general aviation terminal with ablution facilities.
- A vehicle parking and drop off area.

### **2.3. Background**

The Shire of Morawa has been working toward the upgrade of the Morawa aerodrome upgraded since 2006 and is a significant regional project that on completion will enhance the development of the town and services to the region. The project is in an advanced stage of planning and preparation.

Morawa Shire supports a diverse range of resource activity within its catchment and has received significant investment and support through the State Governments' Super Town initiatives.

One of the Super Town key drivers is to ensure Morawa has an accessible and safe airport to allow essential goods and services to be made available to the community and secure the FIFO activity of the resource sector. The upgrade work identified through the aerodrome master planning process and comprising this scope of work will, on completion, ensure Morawa's growth is not constrained, rather enhanced with air transport options available.

The upgrade to the runway will allow larger aircraft to service the Morawa district, which will particularly benefit the region's mining operators and associated contractors.

In addition, the all weather standard runway will provide certainty to the RFDS which has a significant level of use serving the surrounding districts and the immediate community.

As a regional community with modern health services, Morawa relies heavily on the RFDS for emergency access to health services and patient transfers. The sealing of the runway will offer greater confidence to the residents knowing they will have safe access to the RFDS.

The Shire of Morawa has previously explored the following opportunities, albeit unsuccessfully, to upgrade Morawa aerodrome:

- WA Department of Transport Regional Airport Development Scheme. An application for funding toward the project costs was submitted in round two 2012-2013 under this scheme. It was rejected pending first completion of an aerodrome master plan, which is now available.
- An application was submitted to the Commonwealth Department of Infrastructure and Transport Regional Aviation Access Program (RAAP) - Remote Airstrip Upgrade Funding Component in Round one 2011-2012. The submission for inclusion in this program was unsuccessful.
- A Royalty for Regions application aligned with the above two grant applications was also unsuccessful without leveraged funding being secured..
- The Shire of Morawa is (and has always) committed to a significant contribution toward the project.

In the interim the Shire has undertaken the following preparatory aerodrome works valued at over \$200,000 to enable small charter aircraft operations from the runway, albeit under 'dry to depth' conditions by day.

- Boundary fencing installed to limit wildlife onto the property and a new controlled surface access route into the aerodrome.
- Improvement works to the runway, such as surface re-sheeting, obstacle clearing of approaches and transitional surfaces, runway strip marking and approach surveys with aerodrome manual documentation that has allowed publication of the aerodrome's particulars into the public domain.
- Ongoing compliance inspection and reporting to aerodrome registration requirements established by the Civil Aviation Safety Authority (CASA).
- Purchase and placement of solar light fittings to enable night emergency landings by the Royal Flying Doctor Service (RFDS) aircraft.

There are no impediments, legal, licensing or otherwise to the conduct of the works. Clause 2.12 'Project Timeframe and Key Milestones' outlines how the project will be construction ready by February 2015 and completed this financial year.

The current funding strategy to achieve the Shire's objective to upgrade the Morawa aerodrome in 2014/15 financial year is outlined at Clause 2.11.

The Morawa Aerodrome Master Plan 2014-2025 is a supporting document.

## **2.4. Policy and Strategic Framework**

The Shire of Morawa embraces the following Royalties for Regions' initiatives and objectives:

- Building capacity in regional communities;
- Retaining benefits in regional communities;
- Improving services to regional communities;
- Attaining sustainability;
- Expanding opportunity; and
- Growing prosperity.

The Morawa Aerodrome Upgrade project objectives align with the objectives outlined by the following reports.

**'Morawa Super Town Growth and Implementation Plan - 2010'**, extract below;

### **2.10.4 Airport**

- *The existing aerodrome is located on the north-eastern outskirts of the Townsite. It is owned and operated by the Shire and has recently been upgraded to achieve the CASA Aerodrome category of Registered.*

- *The airport is accessed through the sports field grounds and has a single lane access to the airstrip. The two airstrips are gravel and there is a bitumen apron to allow planes to turn and park.*
- *Currently the CASA Registration permits landings of up to a 30 seater aircraft and night emergency landings by the Royal Flying Doctor Service (RFDS).*
- *The airport is suited to small aircraft operations only and has in the past been used by the local mining companies. The Shire reports that there continues to be an increase in use of the airfield as mining and mining related activities grow. Morawa has also been identified as a sub-regional location of choice for Royal Flying Doctor and other health needs.*
- *There are plans to seal the airstrip and there are no scheduled passenger services from Morawa. The closest scheduled passenger services are in Geraldton.*

**Key Implications** for aspirational growth to a target of 2500 people, the following implications or issues need to be considered:

- *Given Morawa's status as a SuperTown, air transport is an important enabler that will facilitate improved service delivery and access into and out of the region.*
- *With mining activities being a key economic driver within the region the ability to employ air transport will provide additional incentive for employment and population growth within Morawa townsite.*
- *Access to and from the airport will need to be enhanced should the upgrade include sealing of the runway and improved aerodrome facilities.*

**'Shire of Morawa +10Yr Strategic Community Plan - 2012'**, identified;

Increased funding in transport networks under 'A Diverse Resilient and Innovative Economy';

- *'Secure funding to seal the Morawa airport' and 'how to get there';*
- *'Continue to maintain the airport strips and comply with CASA regulations'.*

**'Midwest Investment Plan 2011-2021'**, identifies

The Morawa Aerodrome Upgrade Project as an objective of the Midwest Investment Plan 2011-2021. The plan is designed to provide a strategic direction for the Mid West region over the next ten years and the upgrade of the Morawa Airport is a flagship key infrastructure and service project for the North Midlands sub-region.

The Morawa Aerodrome Upgrade project criteria identified under the Midwest Investment Plan are:

- *the aerodrome upgrade improves regional infrastructure to facilitate inland development;*
- *development of a diverse and resilient primary industry sector through faster provision of goods and services by plane and allowing a greater variety of aircraft to utilise the aerodrome.*
- *expanding air transport infrastructure to allow for future expansion of mining and associated service activities.*

## 2.5. Key Deliverables

The project specific deliverables are listed in the project estimate at Clause 2.11.1 'Total Budget'. The below table lists the broad category of work elements.

	Outputs	Performance Measure	Performance Measure - Method
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	<b>Outputs</b>	<b>Performance Measure</b>	<b>Performance Measure - Method</b>
1	Runway 15/33 upgraded to Sealed standard	1500m x 30m of sealed runway	Contract constructed to specified standard and tolerance measures
2	Apron and Taxiway constructed	New Taxiway and Apron area	Contract constructed to specified standard and tolerance measures
3	Mains Power Airfield Lights	CASA certified airfield lighting	Contract constructed to specified standard and performance measures
4	General Aviation Passenger facility	Building with ablutions and passenger waiting area for up to 30 persons	Contract constructed to specified standard and quality of finishes

	<b>Outcomes</b>	<b>Performance Measure</b>	<b>Performance Measure method</b>	<b>RfR Outcomes</b>
1	Growth in air transport services	The completed project will enable regular FIFO charter operations	FIFO charters are established and passenger movements quantified.	Building Capacity in the regional community
2	Growth in the local economy	The Project Benefits will extend to and be retained by the wider regional communities that include the adjoining local authorities of Perenjori, Three Springs, Mingenew and Mullewa	Project benefits to be quantitatively measured include retained and new benefits evident by;  Growth and sustainability of small business enterprises across the region as a measure of the health of the regional economy.	Retaining Benefits in the regional community
3	Population Growth in Morawa	Through capacity build (population) and benefits retained (business sustainability) as above stated, it can be expected that demand for Community services and Community Infrastructure will increase	Continued Expenditure on Community Projects	Improving Services to the regional community.
4	Regional fixed base Operations	Glider and fixed wing operators provided with unconstrained expansion opportunity	Glider membership increases.  Fixed wing aircraft operations increase	Attaining Sustainability

	<b>Outcomes</b>	<b>Performance Measure</b>	<b>Performance Measure method</b>	<b>RfR Outcomes</b>
5	'All Weather' capable aerodrome with electric airfield lights	Access and usability of the aerodrome	No RFDS night callouts to operate solar lights.  Private investment in aircraft Hangars	Expanding Opportunity
6	Resource Company use of the Aerodrome	Establishment of private sector use of the aerodrome.	Number of FIFO flights	Growing Prosperity

## **2.6. Stakeholder Identification**

Extensive consultation has been undertaken with community organisations and companies that has revealed strong support for the Morawa Aerodrome Upgrade Project.

- Community support (particularly for health services) exists for this project as it recognises the completed project will have immediate benefit to RFDS services by assuring their access to an all weather night operations standard aerodrome. Averages of 30 RDFS landing a year occur at Morawa aerodrome.
- The development of a new apron/taxiway for GA operators that will enable expansion of the Morawa Gliding Club (MGC) apron area and a dedicated area for glider hangar sites is welcomed. As too the establishment of an apron area that provides appropriate operational separation for fixed wing aircraft type. The MGC have a long established presence at the aerodrome.
- Mutiny Gold Ltd has confirmed it has an operational requirement for Morawa aerodrome with a start up of its Deflector Gold and Copper mine, located to the north east of Morawa, from mid-2015 with a FIFO workforce. Operations will be 6 flights a month with 30 seat type charter aircraft.
- Karara Mining Ltd confirm that Morawa aerodrome is an important strategic contingency aerodrome. The company proposes a major reconstruction/reseal of the pavement areas at Karara airstrip and wish to use Morawa for the FIFO charter service over a 4-6 weeks period during 2015.
- Sinosteel Midwest has commenced mining the Mungada 'Blue Hills' deposits some 15 km east of the Karara Mining operations. Although the company has an agreement for the use of the Karara aerodrome they too are similarly reliant upon Morawa aerodrome for alternate use. Future low level drill activity will occur at the Koolanooka Mine 20 km to the east of Morawa and this will generate occasional aerodrome use by small type charter aircraft.
- Sheffield Resources Ltd has a substantial potash prospective tenement just west of Morawa. Drilling is in progress and this may in the future become a project that gives rise to further resource driven aircraft operational use of Morawa aerodrome.

- Locally established service companies and external suppliers of goods and services to Morawa and its greater catchment, comprising predominantly agriculture and mining, are all beneficiaries of an upgraded aerodrome that provides a reliable option for expedient air transfer of goods and service personnel.

Evidence of support by way of correspondence are provided as 'Supporting Documents', reference Clause 3.4

## **2.7. Critical Assumptions**

As the current gravel runway is not 'all weather' and available for day visual use only it is less than adequate to meet the town's (and indeed region's) current and future needs.

One of the key critical underlying assumptions for this project is that Morawa will experience an increase in population growth; this is supported by the Shire's current growth plans.

The Shire of Morawa has been selected as a Super Town in that it is flagged for considerable and sustainable growth over the forthcoming decades. This growth will be supported by a growing population and increase in facilities and services on offer in Morawa.

Morawa is benefiting from the investment in mining activities within the region and is essentially the commercial heart of many of the key projects in the area. As more people are set to visit Morawa (mining contractors etc.) it is important that they have the option of arriving by air in a safe manner.

Hence, sealing (and extending) the main runway is essential to optimise aerodrome utilisation and provide certainty to resource sector FIFO operations. The benefits of regular charter operations through Morawa extend to, but are not limited to, uptake of accommodation, hire vehicles and health services, all of which support economic growth.

It is expected Morawa will become home to many families associated with the Mining Industry. It can be assumed also others will have the need to travel to work via air charter on many occasions and also given that many of them will have a young family, will need the reassurance of an aerodrome that is RFDS capable.

As there are currently no passenger transfer facilities or suitable apron parking area for the range of fixed wing general aviation aircraft type wishing to use the airport it is essential to construct a new taxiway/apron area with an associated landside terminal facility precinct suitable for use by a range of General Aviation (GA) aircraft type. It is to be developed to be meet CASA MOS Part 139 Aerodrome standards. This will allow mining/resource FIFO workforce movement, the RFDS and private air operators who provide goods and essential services to the regional community and mining companies with appropriate apron parking facilities. The small GA terminal with associated landside access and bus waiting area will facilitate passenger departure/arrival processing and provide shelter and ablutions - an expectation of any FIFO charter operator.

Making the aerodrome RFDS capable will allow the Morawa (and surrounding districts) community access to this important and lifesaving service. It will allow the RFDS operated aircraft a safe and

secure place to land nearby to the town centre and the town's health services. As a regional community, Morawa relies heavily on the RFDS for emergency access to health services and patient transfers. The sealing of the airstrip will offer a greater confidence to the residents that if required they will have access to the RFDS.

Also the current airfield lighting comprises basic solar lighting that requires manual activation and call out for RFDS night operations. The local community and hospital rely heavily on the RFDS for emergency patient uplift to city hospitals. Hence, the lighting of the primary runway and apron areas will ensure all hour access by the RFDS aircraft thereby providing the Morawa residential community with 'health' confidence.

## **2.8. Economic and Financial Analyses**

The Morawa Aerodrome upgrade will benefit the broader economy by allowing a vast array of private aircraft to access the town and region for business and private purposes. The resource sector have advised they require an 'all weather' standard suitable for medium size turbo-propellor aircraft up to 30 seat capacity.

These aircraft will provide FIFO transport for persons employed and servicing the mining and resources industry. Air transported goods, services and workforce will assist industry to grow and indirectly provide support to the local economy.

In addition, the project will assist in providing regional health services. A sealed runway and apron parking area will ensure the RFDS are able to support the community health response requirements. It will also allow for health supplies and medical practitioners to be flown in which allows the community access to emergency services in a timely manner.

Aviation user charges will be implemented to enable a revenue return to be generated once the upgrade is complete. Although unlikely to offset the project capital investment user charges will be a significant boost to the operating costs. This revenue stream will therefore strengthen the Shire's economic sustainability and ultimately offer additional community investment options into the future.

On completion it is estimated the operating cost of the aerodrome will not alter. Registered or certified aerodromes have compliance obligations necessitating routine aerodrome inspections and reporting procedures. This activity is currently being undertaken and the associated cost met by the Shire of Morawa. Regional aerodromes complying to CASA standards that are not used for Regular Public Transport (RPT) operations typically have very similar costs with insurance, labour to inspect and report, engineering service costs and general property (asset) upkeep. The Shire of Morawa has a current maintenance budget allocation of \$60,620. The savings in machine and labour cost that would otherwise be spent on maintaining the gravel runway will be diverted in the operating budget to meet new costs such as electricity for night light operations and passenger terminal cleaning.

A pool of funds will be maintained as an Asset Replacement Reserve for the sole purpose of funding the replacement and upkeep of the Shire's infrastructure. The table, shown below, estimates the useful life of

the runway and taxiway pavement and seal. To ensure adequate funds are available to undertake future replacement/upgrade works a sum of \$25,378 needs to be placed in an asset replacement reserve.

Asset	Cost	Estimated Life (yrs)	Annual cash allocation to Reserve
Pavement - runway	\$287,100	40	\$7,178
Pavement - taxiway	\$70,627	40	\$1,766
Runway - bituminous seal	\$246,525	15	\$16,435
Total annual allocation			\$25,378

## **2.9. Assessment of Options**

The Shire of Morawa have commissioned a Master Plan for the aerodrome, which is a supporting document. It established a structure plan for future expansion of the aerodrome after evaluating the aviation user demand profile, regulatory standards and the design aircraft type likely to use Morawa aerodrome.

The Morawa Aerodrome Master Plan 2014-2025 evaluated all options for development and determined the ultimate development standard. The initial staged upgrade of Morawa aerodrome, as recommended by the Master Plan, forms the scope of work for this Project.

The implications of not undertaking the Morawa Aerodrome Upgrade Project will be an acceptance that Morawa and the Shire of Morawa are not able to meet Super Town criteria and have to resile from their commitment to the community and the resource sector.

## **2.10. Preferred Option**

The specific works outlined as Stage 1 upgrade by the Morawa Aerodrome Master Plan, include bituminous sealing of the runway and installation of electric runway lighting. These are vital improvements to ensure all weather and all hour aircraft operations can occur. This is reinforced with Morawa growing as an important regional town with public hospitals, schools and local based service suppliers establishing to meet the needs of the resource and agriculture sectors.

“All weather” airstrips are those typically constructed with sealed runways and adequate storm water drainage to avoid closure except in extreme storm events. As the closure of aerodromes result in lost productivity for those reliant upon them, such as companies with mobile work forces with FIFO operations, these users are very conscious of aerodrome infrastructure standards.

From an air charter operators perspective the same concern is expressed if rain prevents a landing as any delay or cancellation of a flight accumulates as a scheduling cost problem.

Where an aerodrome belongs to a small regional service centre, such as Morawa, which will potentially be used by the resource sector either directly and indirectly, then its financial contribution to the local economy can be significant further enhancing the case for “all weather” runway status.

The scope of work and budget estimate for the preferred option is detailed at Clause 2.11.1 Project Budget.

## **2.11. Funding Strategy**

The Morawa Aerodrome Upgrade has a project cost of \$2.6 million, which is derived from an estimate that has been independently prepared as a part of the aerodrome master planning process.

The project proponents supporting funding are;

- Regional Component (Department of Regional Development and Communities) R4R funding. Subject of this Business Case for an amount of \$1,000,000.
- Midwest Investment Plan (Midwest Development Commission) R4R funding, Subject of a separate business case for an amount of \$900,000 of funding assistance.
- Supertown Funding Program (Department of Regional Development and Communities) R4R funding. Subject of a separate business case for an amount of \$500,000.
- Shire of Morawa community reserve funds, which will be cash and in kind amount of \$200,000.

Reallocation of Shire of Morawa regional R4R component funding from the Black Spot Mobile Phone Coverage project and reallocation of funding from the Supertown R4R Solar Thermal project, combine to the value of \$1.5 million. Two separate business cases for the re-appropriation of the Shire's notionally preserved project funds toward the Morawa aerodrome upgrade project have been prepared.

The Shire of Morawa is confident the Project, under contract project management, can be delivered in 2014/15 financial year subject to early confirmation of \$1,000,000 release toward this project.

### **2.11.1. Project Budget**

The below table outlines in summary of the total Project budget.

<b>Project Items</b>	<b>CLGF Funds under this Agreement (\$)</b>	<b>Leveraged Funding (\$)</b>	<b>Name of Leveraged Sources</b>	<b>Total Funds (\$)</b>
Part Total Project	1,000,000		R4R	1,000,000
Part Total Project		500,000	Super Town R4R	500,000

Part Total Project		900,000	Midwest Investment Plan. R4R	900,000
Part Total Project		200,000	Shire of Morawa	200,000
<b>TOTALS</b>	<b>\$1,000,000</b>	<b>\$1,600,000</b>		<b>\$2,600,000</b>

The below table is the detailed Project estimate.

<b>MORAWA AERODROME DEVELOPMENT ESTIMATE</b>					
<b>Runway 15/33 Upgraded to 1500 m x 30 Sealed</b>					
<b>GA Apron, Taxiway and Terminal Constructed</b>					
<b>ITEM</b>	<b>DESCRIPTION</b>	<b>UNIT</b>	<b>QTY</b>	<b>RATE</b>	<b>AMOUNT</b>
1	PRELIMINARIES/ESTAB/DEMOB	Item			\$150,000
			<b>Total ESTABLISH</b>		<b>\$150,000</b>
2	CLEARING (Approach/Takeoff)	Item			\$2,000
			<b>Total CLEARING</b>		<b>\$2,000</b>
3	FORMATION EARTHWORKS RWY EXTENSION				
	Excavation Runway to Subgrade & Compact Cut to Spoil (150m x 90m) x 0.30 depth	cu. m	4,050	6.10	\$24,705
	Borrow to Fill with suitable Sub-base gravel. (150 x 30) x 0.20 depth = 900 cu. M	cu. m	900	12.40	\$11,160
		Cut	<b>Total EARTHWORKS</b>		<b>\$35,865</b>
4	FORMATION EARTHWORKS GA APRON/TAXIWAY				
	Excavation Taxiway to Subgrade & Compact Cut to Spoil (60m x 23m) x 0.30 depth	cu. m	414	6.10	\$2,525
	Excavation Apron to Subgrade & Compact Cut to Spoil (60m x 100m) x 0.30 depth	cu. m	1,800	12.40	\$22,320
		Cut	<b>Total EARTHWORKS</b>		<b>\$24,845</b>
5	DRAINAGE				
	Open Unlined Drain - cut to shape	lin. Metre	5,000	3.00	\$15,000
			<b>Total DRAINAGE</b>		<b>\$15,000</b>
6	RUNWAY PAVEMENT CONSTRUCTION				
	Cement stabilise existing 200mm thick sandy gravel pavement. 1500m x 30m x 0.20 Sub-base	cu. m	9,000	21.00	\$189,000
	Win, load, cart & spread local sourced gravel	cu. m	9,000	12.40	\$111,600
	Place 200mm thick, water and compact to 98% MMDD making use of wet mix with recycler.	cu. m	9,000	19.50	\$175,500
			<b>Total PAVEMENTS</b>		<b>\$287,100</b>
7	TAXIWAY & APRON PAVEMENT CONSTRUCTION				
	Cement stabilise 200mm thick sub-base gravel pavement. Area and Volume as per Item 4	cu. m	2,214	21.00	\$46,494
	Win, load, cart & spread local sourced gravel	cu. m	2,214	12.40	\$27,454
	Place 200mm thick, water and compact to 98% MMDD making use of wet mix with recycler.	cu. m	2,214	19.50	\$43,173
			<b>Total PAVEMENTS</b>		<b>\$70,627</b>
8	AIRCRAFT PAVEMENT BITUMINOUS TREATMENT				
	Rwy 1500m x 30m = 45,000 sq.m				
	Twy 60m x 15m = 900 sq.m				
	Apron 60m x 100m = 6,000 sq.m				
	Prime base course	sq. m	51,900	1.90	\$98,610
	10 mm Seal		51,900	4.75	\$246,525
	7 mm Seal		51,900	3.90	\$202,410
	Emulsion sand seal		51,900	3.35	\$173,865
			<b>Total BITUMEN</b>		<b>\$721,410</b>



9	DAY MARKING AIDS				
	Set out and paint pavement markings	Item			\$30,000
	Cones and gables	Item			\$2,000
			<b>Total DAY MARKING</b>		<b>\$32,000</b>
10	RUNWAY LIGHTING				
	Install runway,taxiway,apron lights,IWI plus PAL	Item			\$355,000
	Flight Test	Item			\$6,000
			<b>Total RWY LIGHTS</b>		<b>\$361,000</b>
11	FENCING				
	Install apron/building line fence	metre	200	25.00	\$5,000
			<b>Total FENCES</b>		<b>\$5,000</b>
12	TERMINAL				
	Supply pre-fabricated Building & Ablutions	Item			\$250,000
	Building Installation, Earthworks Power Connect				
	External works to include paving, landscaping, water supply and power.	Item			\$75,000
			<b>Total TERMINAL</b>		<b>\$325,000</b>
13	SUNDRIES				
	Takeoff Survey	Item			\$15,000
	Materials laboratory & testing				\$25,000
	Re-design GPS NPA	Item			\$5,000
	Survey & PSM's	Item			\$15,000
			<b>Total SUNDRIES</b>		<b>\$60,000</b>
			<b>Sub Total</b>		<b>\$2,089,847</b>
14	CONTINGENCY				
	Allow 10% on overall project sum contingency		CONTINGENCY		\$208,985
15	DESIGN & DOCUMENTATION				
	Allow 10% on overall project sum Detailed design		DESIGN		\$208,985
16	PROJECT MANAGEMENT	Item			
	Allow 5% on overall project sum		PROJECT MGT		\$104,492
			<b>Total</b>		<b>\$2,612,309</b>
			<b>BUDGET SAY</b>		<b>\$2.6M</b>

## 2.12. Project Timeframe and Key Milestones

The Shire will engage a consultant to prepare a Design and Construct tender. This project delivery method negates the need to undertake a two stage tender process, which would typically mean three months effort to prepare design and documentation by a consultant followed by tender for contract construction.

The intended project delivery method will fast track implementation and ensure expenditure of funding occurs in the current 2014/15 financial year.

The Shire of Morawa will prepare and issue an EOI to contractors to undertake the project works by year 2014 end. A shortlist of contractors will then be invited early 2015 to price a more detailed scope that involves full design and construction and commissioning of the project work.

Appointment of a contractor would be envisaged to be early March for work completion by 30 June 2015, subject to notification of funding support.

Early completion of the Morawa Aerodrome Upgrade is very important to ensure resource company expectations for FIFO use can be met.

## 2.13. Risk Analysis

A risk analysis has been undertaken for the project. A key to the table is also provided below.

LIKELIHOOD	CONSEQUENCES				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Severe (5)
Almost Certain (1)	Medium	High	High	Extreme	Extreme
Likely (2)	Medium	Medium	High	High	Extreme
Possible (3)	Low	Medium	Medium	High	Extreme
Unlikely (4)	Low	Medium	Medium	Medium	High
Rare (5)	Low	Low	Medium	Medium	High

Risk	Description	Internal (I) or External (E)	Likelihood	Consequences	Risk Level	Mitigation
<b>Project Delivery</b>	Facility upgrades are not completed in allocated project time frame	I	4	2	Medium	Contract procurement and management. Liquidated damages clause included for timely completion. Reduced to <b>Low</b>
<b>Development Cost Risk</b>	Development costs exceed funding	I/E	3	3	Medium	Cost management plan will be developed and implemented. Reduced to <b>Low</b>
<b>Scope Change</b>	Aerodrome Project may require changes to design based on financial allocation.	E	4	2	Medium	Scope and specification will be locked at detailed design phase and any scope changes thereafter will be strictly controlled. Reduced to <b>Low</b>
<b>OHS Risk</b>	Risk that an accident occurs on site during construction of facilities	E	3	5	Extreme	Safety management plans will be required for all subcontractors. Reduced to <b>Low</b>
<b>Funding</b>	Funding not secured	E	3	5	Extreme	Alternative sources of State and Federal funding will be sought. Unchanged at <b>Extreme</b>

## **3. IMPLEMENTATION STRATEGY**

### **3.1. *Communication Plan***

The Morawa Aerodrome upgrade is a project that the Shire of Morawa is very keen to see delivered to its community. It is a project that has the backing of the community and as such each stage of the project will be communicated clearly to the community – in particular those external stakeholders with a direct interest in the project.

Communications will be targeted to the wider community as well as the internal stakeholders. It is expected the Shire of Morawa will communicate the relevant stages of the project e.g. roll out, call for tenders, works underway and project completed by the following promotional channels:

- Regular media releases circulated to the regional media outlets;
- Regular bulletins in Morawa's community publication;
- Advertising on the Shire of Morawa's web site;
- Tenders advertised in accordance with the Shire's procurement policy;

It is also expected that once completed, an official opening will take place. It is likely the Shire of Morawa together with the Morawa community will invite the relevant Government representatives to take part in this event as well as a good contingency of the regional media players.

### **3.2. *Procurement Strategy***

The Design and Construct project delivery method negates the need to undertake a two stage tender process, which would typically mean three months effort to prepare design and documentation by a consultant followed by tender for contract construction.

The intended project deliver method will fast track implementation and ensure expenditure of funding occurs in the current 2014/15 financial year.

The Shire of Morawa will prepare and issue an EOI to contractors to undertake the project works by year 2014 end. A shortlist of contractors will then be invited early 2015 to price a more detailed scope that involves full design and construction and commissioning of the project work.

Appointment of a contractor would be envisaged to be early March for work completion by 30 June 2015, subject to notification of funding support.

Early procurement and execution of contract for the Morawa Aerodrome upgrade works is very important to ensure resource company expectations for FIFO utilisation by mid-2015 are met.

### **3.3. *Governance***

The governance principles to be adopted to ensure the project is developed on time and on budget, as well as to ensure the sustainability and long term viability of the project, are as follows.

The Design and Construct tender phase of this project will be managed by the Shire of Morawa and will be overseen by the Shire's nominated project officer. A suitably qualified and experienced airport

consultant will provide support to prepare technical specifications for the Project works. LGA consultant services will be used as required.

Selection of shortlisted contractors and their support team of consultants will also be assisted using an experienced airport consultant and project manager.

The implementation phase will require superintendent services and the Shire will engage an airport consultant to fulfill the role of superintendent representative who will report to the Shire's Project Manager.

The Shire of Morawa has developed an Asset Management Plan which puts in place good governance principals for the ongoing management and maintenance of Shire owned assets, such as the Aerodrome. The plan will provide clear and achievable processes to ensure the maintenance of the facility is conducted in an ethical and sustainable manner.

The project funds will be managed by the Chief Executive Officer of the Shire of Morawa, who will also oversee and approve of all project budgetary items.

The CEO will also use senior support staff whose experience and expertise will lend itself to this project. As local government employees, they have a sound understanding of the governance necessary to progress projects using government funds.

Regular progress reporting of the project will be provided to Council and the Department of Regional Development as funding partners.

### **3.4. Supporting Documents**

1. Morawa Aerodrome Master Plan 2014-2015
2. 'Morawa Super Town Growth and Implementation Plan - 2010'
3. 'Shire of Morawa +10Yr Strategic Community Plan - 2012'
4. 'Midwest Investment Plan 2011-2021'
5. Letters of Support from;  
Mutiny Gold, Karara Mining, Royal Flying Doctor Service, Morawa Gliding Club

## **4. RECOMMENDATION OF PREFERRED OPTION**

Morawa Aerodrome upgrade valued at \$2,600,000 is the recommended project.

This business case is in support of equity funding toward the project from Royalties for Regions to the value of \$1,000,000.

The project will lead to;

- Investment in the region.
- Retaining aged populations in the country.
- Regional business and industry innovation and support.

The project aligns with the Shire of Morawa's +10 year Strategic Community Plan 2012.

**4.1. Sign-off**

Signed \_\_\_\_\_  
Completed by \_\_\_\_\_  
Position \_\_\_\_\_  
Date \_\_\_\_\_

Signed \_\_\_\_\_  
Approved by \_\_\_\_\_  
Position \_\_\_\_\_  
Date \_\_\_\_\_

<b>Date of Meeting:</b>	<b>18 December 2014</b>
<b>Item No:</b>	<b>7.2.6.4</b>
<b>Subject:</b>	<b>Shire of Morawa Business Case Proposal for Morawa Aerodrome Upgrade–submission Department of Local Government and Lands Royalties for Regions Midwest Development Commission Midwest Investment Plan Funding 2012-Delegated Authority to Chief Executive Officer</b>
<b>Date &amp; Author:</b>	<b>8 December 2014 Chief Executive Officer</b>
<b>Responsible Officer:</b>	<b>Chief Executive Officer</b>
<b>Applicant/Proponent:</b>	<b>Chief Executive Officer</b>

**SUMMARY**

The purpose of this report is for Council to consider authorising the Chief Executive Officer to be the signatory to sign and submit to the Department of Local Government and Lands, Midwest Develop Commission, the Morawa Business Case Proposal for the Morawa Aerodrome Upgrade. The business case is seeking funding of \$900,000 from the Royalties for Regions Midwest Investment Plan Funds 2012

**DECLARATION OF INTEREST**

Nil

**ATTACHMENT**

Shire of Morawa Business Case proposal for the Morawa Aerodrome Upgrade–submission Department of Local Government and Lands, Royalties for Regions Mid West Development Commission, Regions Mid West Investment Plan Funds 2012

**BACKGROUND INFORMATION**

Funding in The Department of Local Government and Lands, Royalties for Regions Mid West Development Commission, Regions Mid West Investment Plan Funds 2012 of \$900,000 has been notionally allocated in the Mid West Investment Plan for the upgrade the Morawa Aerodrome.

The Shire of Morawa was invited to submit an expression of interest (EOI) to the Mid West Development Commission board seeking endorsement from the Commission to allocate funds towards the project.

The (EOI) submitted in July 2014 and reviewed by the Commission was successful and Council was invited to submit a business case to the Mid West Development Commission Board for the Morawa aerodrome upgrade.

There is now a Project Management procedure in place which provides staff direction for the initiating planning, executing, controlling and closing of projects. The planning process requires the following to occur;

## **Planning**

1. *Depending on the nature of the project and the advice of the Chief Executive Officer, a Business Case/Project Plan (see **Attachment B**) is developed by the Project Manager/Officer or outsourced.*
2. *The Business Case/Project Plan is then reported to Council who authorises the Chief Executive Officer to sign off on the Business Case/Project Plan.*
3. *The Chief Executive Officer requests the Project Manager/ Officer to develop a report to be provided for Council's consideration.*
4. *Council approve or disapprove the project.*
5. *The Chief Executive Officer delegates to the Project Manager/ Officer to commence execution of the Project.*
6. *The Project Manager Officer creates a folder for the project in W: drive where all project information is stored for corporate record.*

## **OFFICER'S COMMENT**

The Morawa Aerodrome upgrade Business case has been prepared in consultation with Forte Airport Management and includes how and from where funding for the project will be sourced.

*Extract from the Business case*

*The Executive summary of the Business case describes the project as detailed below;*

*The Morawa Aerodrome Upgrade is identified as a flagship key infrastructure project servicing the North Midlands sub-region under the Midwest Revitalisation Plan 2011-2021.*

*The Plan is designed to provide a strategic direction for the Mid West region over the period to 2021.*

*Morawa is also a Super Town and as such the vision is to ensure Morawa has a balanced community, with lifestyle options and access to services and transport options. The Shire of Morawa identified the aerodrome upgrade project as essential priority project to ensure growth was not undermined by lack of suitable air access to the town and its immediate catchment.*

*The Morawa Aerodrome Master Plan, jointly funded by the Shire of Morawa and the Regional Airports Development Scheme (RADS), has established a structured plan for the upgrade of the aerodrome. Stage 1 works recommend lengthening, pavement strengthening and then aggregate sealing the main 15/33 runway to dimensions 1500 metre x 30 metre plus construction of apron and landside facilities suitable for General Aviation charter operations up to Code 3C.*

*This project addresses the recommendations and requires a budget of \$2.6 million to complete.*

*This Business Case is for an amount of \$900,000 from Royalties for Region to part fund.*

- *The Shire of Morawa will contribute \$200,000.*
- *Other funding to the value of \$1,500,000 is subject to Department of Regional Development acceptance of revised business cases to reallocate amounts previously approved for two other projects, namely;*
- *SuperTown R4R Solar Thermal project valued at \$500,000, and;*
- *Black Spot Mobile Phone Coverage regional R4R project valued at \$1,000,000.*

*The benefits of the Project are outlined by the following key objectives;*

- *All weather aircraft operating capability.*
- *Reliable night landing capability.*
- *Facilities suitable for aircraft charter operations up to Code 3C, as required for mining/resource workforce movement.*
- *Aerodrome standards acceptable to CASA and commensurate with expectations of a developed 'Super Town' that enables air transport access to and from Morawa as an alternative to surface travel.*

*The case for the aerodrome upgrade has been established following various community and strategic planning studies undertaken. The Shire has acquitted a range of identified preliminary works on the aerodrome infrastructure to position this major project as contract ready.*

*The Shire of Morawa will be responsible for the preparation of the Tender documents and will ensure specific focus is given to the need for tenderers to maximise local industry and labour hire.*

*It requires no specific approvals to commence. Commissioning approvals at project end from the Civil Aviation Safety Authority (CASA) are required and these will form contract obligations.*

The upgrade of the Morawa Aerodrome as detailed in the Midwest Investment plan is a key infrastructure project and without funding will not proceed.

## **COMMUNITY CONSULTATION**



The upgrade of key infrastructure is included in the Shire of Morawa Growth and Implementation Plan and key stakeholders have been consulted regarding the project.

### **COUNCILLOR CONSULTATION**

Council has been consulted on several occasions regarding the project including on site discussion the Morawa Glider Club and private pilots.

### **STATUTORY ENVIRONMENT**

*Local Government Act 1995*

*The Local Government Act 1995 (Audit) Regulations Regulation 17*

### **POLICY IMPLICATIONS**

Shire of Morawa Risk Management Policy 3.11 and procedures, Project Management Policy and the Project Management Procedure.

### **FINANCIAL IMPLICATIONS**

*The Morawa Aerodrome Upgrade has a project cost of \$2.6 million, which is derived from an estimate that has been independently prepared as a part of the aerodrome master planning process.*

*The project proponents supporting funding are;*

- *Midwest Investment Plan (Midwest Development Commission) R4R funding, for which this Business Case seeks \$900,000 of funding assistance.*
- *SuperTown Funding Program (Department of Regional Development and Communities) R4R funding. Subject of a separate business case for an amount of \$500,000.*
- *Regional Component (Department of Regional Development and Communities) R4R funding. Subject of a separate business case for an amount of \$1,000,000.*
- *Shire of Morawa community reserve funds, which will be cash and in kind amount of \$200,000.*

*Reallocation of Shire of Morawa regional R4R component funding from the Black Spot Mobile Phone Coverage project and reallocation of funding from the SuperTown R4R Solar Thermal project, combine to the value of \$1.5 million. Two separate business cases for the re-appropriation of the Shire's notionally preserved project funds toward the Morawa aerodrome upgrade project have been prepared.*

*The Shire of Morawa is confident the Project, under contract project management, can be delivered in 2014/15 financial year subject to early confirmation of \$900k release toward this project.*

Further financial implications will include an annual budget allocation for the management of the Aerodrome and cost recovery fees and charges from the users of the aerodrome.

### **STRATEGIC IMPLICATIONS**

The upgrade aerodrome will provide the following strategic outcomes for the region

- all weather aircraft operating capability.
- reliable night landing capabilities (for all users including the Royal Flying Doctor Service).
- facilities suitable for aircraft charter operations up to Code 3C, as required for mining/resource workforce movement.
- aerodrome standards acceptable to CASA and commensurate with expectations of a developed SuperTown that enables air transport access to and from Morawa as an alternative to surface travel.
- regional airport standards commensurate with expectations of a developed regional 'SuperTown' to enable air transport access to and from Morawa as the alternative to surface travel.

### **RISK MANAGEMENT**

The major risk is without Funding the Shire of Morawa could not deliver the strategic outcomes listed

The business case is a vital component of the project and Council could not proceed without the funds.

Risks Management of the project will be followed as detailed by the Risk Management Policy and procedures in conjunction with the Project Management Policy and the Project Management Procedure

### **VOTING REQUIREMENT:**

Simple Majority

### **OFFICER'S RECOMMENDATION**

**Council authorises the Chief Executive Officer to be the signatory to sign and submit to the Department of Local Government and Lands, Mid West Development Commission, the Morawa Business Case Proposal seeking funding of \$900,000 for the Morawa Aerodrome Upgrade from the Royalties for Regions Mid West Investment Plan Funds 2012.**



Government of **Western Australia**  
Department of **Regional Development**



**BUSINESS CASE**  
**(2014-15)**

**FOR**

**MORAWA AERODROME UPGRADE**

**SHIRE OF MORAWA**

**\$900,000**

Royalties for Regions Mid West Investment Plan 2011-2012

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## Glossary of terms

In the context of this document:

**Agency** means a Western Australian State Government agency.

**Applicant** means the Organisation or Agency preparing a Business Case requesting Royalties for Regions funding for a project.

**Business Case** means the information prepared by the Applicant demonstrating the merits of the Project and substantiating the case for funding the Project.

**Deliverables** means the expected outputs and outcomes from the project.

**Department** means the Department of Regional Development.

**Industry Participation Plan** means a clear statement of the project proponent's commitment to The Building Local Industry Policy and an indication of how local industry participation will be maximised.

**Innovation** is the implementation of a new or significantly improved product (good or service) process, new marketing method or a new organisational method in business practices, or external relations<sup>1</sup>.

**Leveraged Funding** is the additional cash funding obtained for the Project from other sources.

**Option** means a feasible, alternative delivery mechanism to the Project which was considered by the applicant when preparing the Business Case Proposal.

**Organisation** means an incorporated entity that is not an Agency. An organisation may be a not-for-profit entity, government trading enterprise or local government..

**Project** means the specific activities, works or services proposed in the Business Case for which Royalties for Regions funding is being sought.

**Project Outcome** means the intended impact that is expected as a result of undertaking the Project.

**Project Output** means the tangible end product(s) of the Project. For example, an infrastructure asset or the services delivered.

**Royalties for Regions** means the Western Australian State Government's Royalties for Regions program.

**Stakeholder** means a party with an interest in or who is affected by the Project.

**Sustainability** refers to the financial viability of a project and the means of support to the project beyond the life of Royalties for Regions funding for this project.

<sup>1</sup> Organisation for Economic Cooperation and Development and Development Statistical Office of the European Communities (2005 Third Edition) Oslo Manual Guidelines for collecting and interpreting innovation data, 3<sup>rd</sup> edition, OECD and European Commission, Paris.

# 1. EXECUTIVE SUMMARY

The Morawa Aerodrome Upgrade is identified as a flagship key infrastructure project servicing the North Midlands sub-region under the Midwest Revitalisation Plan 2011-2021. The Plan is designed to provide a strategic direction for the Mid West region over the period to 2021.

Morawa is also a Super Town and as such the vision is to ensure Morawa has a balanced community, with lifestyle options and access to services and transport options. The Shire of Morawa identified the aerodrome upgrade project as essential priority project to ensure growth was not undermined by lack of suitable air access to the town and its immediate catchment.

The Morawa Aerodrome Master Plan, jointly funded by the Shire of Morawa and the Regional Airports Development Scheme (RADS), has established a structured plan for the upgrade of the aerodrome. Stage 1 works recommend lengthening, pavement strengthening and then aggregate sealing the main 15/33 runway to dimensions 1500 metre x 30 metre plus construction of apron and landside facilities suitable for General Aviation charter operations up to Code 3C.

This project addresses the recommendations and requires a budget of \$2.6 million to complete.

This Business Case is for an amount of \$900,000 from Royalties for Region to part fund.

- The Shire of Morawa will contribute \$200,000.
- Other funding to the value of \$1,500,000 is subject to Department of Regional Development acceptance of revised business cases to reallocate amounts previously approved for two other projects, namely;
  - Supertown R4R Solar Thermal project valued at \$500,000, and;
  - Black Spot Mobile Phone Coverage regional R4R project valued at \$1,000,000.

The benefits of the Project are outlined by the following key objectives;

- All weather aircraft operating capability.
- Reliable night landing capability.
- Facilities suitable for aircraft charter operations up to Code 3C, as required for mining/resource workforce movement.
- Aerodrome standards acceptable to CASA and commensurate with expectations of a developed 'Super Town' that enables air transport access to and from Morawa as an alternative to surface travel.

The case for the aerodrome upgrade has been established following various community and strategic planning studies undertaken. The Shire has acquitted a range of identified preliminary works on the aerodrome infrastructure to position this major project as contract ready.

The Shire of Morawa will be responsible for the preparation of the Tender documents and will ensure specific focus is given to the need for tenderers to maximise local industry and labour hire.

It requires no specific approvals to commence. Commissioning approvals at project end from the Civil Aviation Safety Authority (CASA) are required and these will form contract obligations.

## **2. PROJECT SCOPE AND EVALUATION**

### **2.1. Project Purpose**

The purpose of the Morawa Aerodrome upgrade project is to deliver;

- all weather aircraft operating capability.
- reliable night landing capability.
- facilities suitable for aircraft charter operations up to Code 3C, as required for mining/resource workforce movement.
- aerodrome standards acceptable to the Civil Aviation Safety Authority (CASA) for certification.
- regional airport standards commensurate with expectations of a developed regional 'Super Town' to enable air transport access to and from Morawa as the alternative to surface travel.

### **2.2. Royalties for Regions Funding Amount**

An amount of \$900,000 from Royalties for Regions funding is required toward this Midwest Infrastructure Plan priority project.

### **2.3. Project Description**

The project scope in brief is to:

- Lengthen, strengthen and bituminous seal Morawa aerodrome main 15/33 runway to dimensions 1500 metre x 30 metre.
- Construct a new taxiway and apron area with associated landside terminal facility precinct suitable for general aviation aircraft type.
- Provide mains power airfield and apron lighting.

The project is to be delivered through a local government tender process that will invite contractors to partner with experienced airport consultants to undertake the upgrade works as a design and construct contract.

This procurement method will enable the expedient delivery of the project by avoiding a two stage tendering process. Tender documentation will capture the technical requirements of the brief and will be independently prepared.

The suite of upgrade works, which will suit up to medium capacity charter aircraft operations, are further described as follows;

- Runway 15/33 lengthened by 150 metres to suit Code 3C aircraft performance requirements, resulting in an ultimate runway length of 1500 metres.
- Full pavement reconstruction using quality base course materials to attain runway strength suitable for medium size turbo-propeller aircraft type.
- Runway that is bituminous spray sealed with a multi-coat aggregate and sand emulsion finish.
- Runway day visual markings provided to include line markings and runway strip delineation by cones/gables.

- Mains power runway and apron lighting installed to CASA registered/certified aerodrome standards.
- Provision of a sealed general aviation taxiway and apron parking area developed clear of the obstacle limitation surfaces.
- Installation of a prefabricated general aviation terminal with ablution facilities.
- A vehicle parking and drop off area.

## **2.4. Background**

The Shire of Morawa has been working toward the upgrade of the Morawa aerodrome upgraded since 2006. It is a significant regional project that on completion will enhance the development of the town and services to the region. The project is in an advanced stage of planning and preparation.

Morawa Shire supports a diverse range of resource activity within its catchment and has received significant investment and support through the State Governments' Super Town initiatives.

One of the Super Town key drivers is to ensure Morawa has an accessible and safe airport to allow essential goods and services to be made available to the community and secure the FIFO activity of the resource sector. The upgrade work identified through the aerodrome master planning process and comprising this scope of work will, on completion, ensure Morawa's growth is not constrained, rather enhanced with air transport options available.

The upgrade to the runway will allow larger aircraft to service the Morawa district, which will particularly benefit the region's mining operators and associated contractors.

In addition, the all weather standard runway will provide certainty to the RFDS which has a significant level of use serving the surrounding districts and the immediate community.

As a regional community with modern health services, Morawa relies heavily on the RFDS for emergency access to health services and patient transfers. The sealing of the runway will offer greater confidence to the residents knowing they will have safe access to the RFDS.

The Shire of Morawa has previously explored the following opportunities, albeit unsuccessfully, to upgrade Morawa aerodrome:

- WA Department of Transport Regional Airport Development Scheme. An application for funding toward the project costs was submitted in round two 2012-2013 under this scheme. It was rejected pending first completion of an aerodrome master plan, which is now available.
- An application was submitted to the Commonwealth Department of Infrastructure and Transport Regional Aviation Access Program (RAAP) - Remote Airstrip Upgrade Funding Component in Round one 2011. The submission for inclusion in this program was unsuccessful.
- A Royalty for Regions application aligned with the above two grant applications was also unsuccessful without leveraged funding being secured..



- The Shire of Morawa is (and has always) committed to a significant contribution toward the project.

In the interim the Shire has undertaken the following preparatory aerodrome works valued at over \$200,000 to enable small charter aircraft operations from the runway, albeit under 'dry to depth' conditions by day.

- Boundary fencing installed to limit wildlife onto the property and a new controlled surface access route into the aerodrome.
- Improvement works to the runway, such as surface re-sheeting, obstacle clearing of approaches and transitional surfaces, runway strip marking and approach surveys with aerodrome manual documentation that has allowed publication of the aerodrome's particulars into the public domain.
- Ongoing compliance inspection and reporting to aerodrome registration requirements established by the Civil Aviation Safety Authority (CASA).
- Purchase and placement of solar light fittings to enable night emergency landings by the Royal Flying Doctor Service (RFDS) aircraft.

There are no impediments, legal, licensing or otherwise to the conduct of the works. Clause 2.12 'Project Timeframe and Key Milestones' outlines how the project will be construction ready by February 2015 and completed this financial year.

The current funding strategy to achieve the Shire's objective to upgrade the Morawa aerodrome in 2014/15 financial year is outlined at Clause 2.11.

The Morawa Aerodrome Master Plan 2014-2025 is a supporting document.

## ***2.5. Policy and Strategic Framework***

The Shire of Morawa embraces the following Royalties for Regions' initiatives and objectives:

- Building capacity in regional communities;
- Retaining benefits in regional communities;
- Improving services to regional communities;
- Attaining sustainability;
- Expanding opportunity; and
- Growing prosperity.

The Morawa Aerodrome Upgrade project objectives align with the objectives outlined by the following reports.

**'Morawa Super Town Growth and Implementation Plan - 2010'**, extract below;

#### **2.10.4 Airport**

- *The existing aerodrome is located on the north-eastern outskirts of the Townsite. It is owned and operated by the Shire and has recently been upgraded to achieve the CASA Aerodrome category of Registered.*
- *The airport is accessed through the sports field grounds and has a single lane access to the airstrip. The two airstrips are gravel and there is a bitumen apron to allow planes to turn and park.*
- *Currently the CASA Registration permits landings of up to a 30 seater aircraft and night emergency landings by the Royal Flying Doctor Service (RFDS).*
- *The airport is suited to small aircraft operations only and has in the past been used by the local mining companies. The Shire reports that there continues to be an increase in use of the airfield as mining and mining related activities grow. Morawa has also been identified as a sub-regional location of choice for Royal Flying Doctor and other health needs.*
- *There are plans to seal the airstrip and there are no scheduled passenger services from Morawa. The closest scheduled passenger services are in Geraldton.*

**Key Implications** for aspirational growth to a target of 2500 people, the following implications or issues need to be considered:

- *Given Morawa's status as a SuperTown, air transport is an important enabler that will facilitate improved service delivery and access into and out of the region.*
- *With mining activities being a key economic driver within the region the ability to employ air transport will provide additional incentive for employment and population growth within Morawa townsite.*
- *Access to and from the airport will need to be enhanced should the upgrade include sealing of the runway and improved aerodrome facilities.*

**'Shire of Morawa +10Yr Strategic Community Plan - 2012'**, identified;

Increased funding in transport networks under 'A Diverse Resilient and Innovative Economy';

- *'Secure funding to seal the Morawa airport' and 'how to get there';*
- *'Continue to maintain the airport strips and comply with CASA regulations'.*

**'Midwest Investment Plan 2011-2021'**, identifies

The Morawa Aerodrome Upgrade Project as an objective of the Midwest Investment Plan 2011-2021. The plan is designed to provide a strategic direction for the Mid West region over the next ten years and the upgrade of the Morawa Airport is a flagship key infrastructure and service project for the North Midlands sub-region.

The Morawa Aerodrome Upgrade project criteria identified under the Midwest Investment Plan are:

- *the aerodrome upgrade improves regional infrastructure to facilitate inland development;*
- *development of a diverse and resilient primary industry sector through faster provision of goods and services by plane and allowing a greater variety of aircraft to utilise the aerodrome.*
- *expanding air transport infrastructure to allow for future expansion of mining and associated service activities.*

### **2.5.1. Alignment to the Royalties for Regions Policy Objectives**

#### **Building capacity and retaining benefits in regional communities**

Morawa is currently in a period of growth as fuelled by the resources activity in the area. The upgrade to the runway and apron areas will provide for larger charter aircraft to service the Morawa

district. This will particularly benefit the region's mines as they will be able to use the aerodrome for FIFO passengers. With the efficiency and safety of air transport, particularly for mining contractors, it is essential that the option to use Morawa aerodrome exists.

### **Improving services to regional communities**

Making the aerodrome 'all weather' and RFDS night capable will allow the Morawa (and surrounding districts) community access to this important and lifesaving service. It will allow the RFDS operated aircraft a safe and secure place to land nearby to the town centre and the town's health services. As a regional community, Morawa relies heavily on the RFDS for emergency access to health services and patient transfers. The sealing of the movement areas will offer a great confidence to the Shire residents that if required they will have safe access to the RFDS.

In addition the upgrades, particularly runway sealing and night lighting, will establish Morawa aerodrome as the preferred public landing location in the region. Other sites, such as Karara aerodrome are private and not available to the general public. Aircraft operators would be able to transport passengers to and from Morawa as well as supply the Morawa community with goods and services from outside the region.

### **Attaining sustainability; Expanding opportunity; and Growing prosperity**

Morawa has been identified as a Super Town by the West Australian government. That is, it is a town that has significant growth potential. The 'SuperTowns' vision is to have balanced communities, with lifestyle options and access to services. They will have affordable, quality housing and a diverse range of job opportunities. Morawa, as a Super Town, will offer more choices for more people to live in regional areas as an attractive alternative to living in the metropolitan area.

As part of this Super Town growth it is essential for Morawa, some 4 hours drive north of Perth, to have an accessible and safe airport to allow essential goods and services to be made available to the community.

These upgrades are essential to ensure Morawa's growth is not undermined due to limited access to the town by visiting aircraft.

#### **2.5.2. Alignment to Related Strategic Imperatives**

The Morawa Aerodrome upgrade project aligns with and will have a positive impact on the Western Australian Regional Development Trust themes (WARDT) as below listed.

- Investment in regional strategic corridors.
- Retaining aged populations in the country.
- Regional business and industry innovation and support.

The Shire of Morawa's +10 year Strategic Community Plan 2012 provides guidance relevant to the above on:

- Council priority-setting and decision-making;

- A framework for the on-going integration of local planning initiatives;
- The importance of informed decision-making with other agencies and organisations, including community and State Government;
- The rationale to pursue grants and other resources to demonstrate how specific projects align with the aspirations of its community and within the strategic direction established by the Plan;
- The networking with potential investors and developers prepared to invest into the community's key priorities to further growth;
- Engaging with local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provision of a framework for monitoring progress against our vision, values and aspirations.

## 2.6. Project Deliverables

The project specific deliverables are listed in the project estimate at Clause 2.11.1 'Total Budget'. The below table lists the broad category of work elements.

	Outputs	Performance Measure	Performance Measure - Method
1	Runway 15/33 upgraded to Sealed standard	1500m x 30m of sealed runway	Contract constructed to specified standard and tolerance measures
2	Apron and Taxiway constructed	New Taxiway and Apron area	Contract constructed to specified standard and tolerance measures
3	Mains Power Airfield Lights	CASA certified airfield lighting	Contract constructed to specified standard and performance measures
4	General Aviation Passenger facility	Building with ablutions and passenger waiting area for up to 30 persons	Contract constructed to specified standard and quality of finishes

	Outcomes	Performance Measure	Performance Measure method	RfR Outcomes
1	Growth in air transport services	The completed project will enable regular FIFO charter operations	FIFO charters are established and passenger movements quantified.	Building Capacity in the regional community

	Outcomes	Performance Measure	Performance Measure method	RfR Outcomes
2	Growth in the local economy	The Project Benefits will extend to and be retained by the wider regional communities that include the adjoining local authorities of Perenjori, Three Springs and Mullewa	Project benefits to be quantitatively measured include retained and new benefits evident by;  Growth and sustainability of small business enterprises across the region as a measure of the health of the regional economy.	Retaining Benefits in the regional community
3	Population Growth in Morawa	Through capacity build (population) and benefits retained (business sustainability) as above stated, it can be expected that demand for Community services and Community Infrastructure will increase	Continued Expenditure on Community Projects	Improving Services to the regional community.
4	Regional fixed base Operations	Glider and fixed wing operators provided with unconstrained expansion opportunity	Glider membership increases.  Fixed wing aircraft operations increase	Attaining Sustainability
5	'All Weather' capable aerodrome with electric airfield lights	Access and usability of the aerodrome	No RFDS night callouts to operate solar lights.  Private investment in aircraft Hangars	Expanding Opportunity
6	Resource Company use of the Aerodrome	Establishment of private sector use of the aerodrome.	Number of FIFO flights	Growing Prosperity

## 2.7. Stakeholder Engagement

Extensive consultation has been undertaken with community organisations and companies that has revealed strong support for the Morawa Aerodrome Upgrade Project.

- Community support (particularly for health services) exists for this project as it recognises the completed project will have immediate benefit to RFDS services by assuring their access to an all weather night operations standard aerodrome. An average of 30 RDFS landing a year occur at Morawa aerodrome.
- The development of a new apron/taxiway for GA operators that will enable unrestricted expansion of the Morawa Gliding Club (MGC) apron area and a dedicated area for glider hangar sites is

welcomed. As too the establishment of an apron area that provides appropriate operational separation for fixed wing aircraft type. The MGC have a long established presence at the aerodrome.

- Mutiny Gold Ltd has confirmed it has an operational requirement for Morawa aerodrome with a start up of its Deflector Gold and Copper mine, located to the north east of Morawa, from mid-2015 with a FIFO workforce. Operations will be 6 flights a month with 30 seat type charter aircraft.
- Karara Mining Ltd confirm that Morawa aerodrome is an important strategic contingency aerodrome. The company proposes a major reconstruction/reseal of the pavement areas at Karara airstrip and wish to use Morawa for the FIFO charter service over a 4-6 weeks period during 2015.
- Sinosteel Midwest has commenced mining the Mungada 'Blue Hills' deposits some 15 km east of the Karara Mining operations. Although the company has an agreement for the use of the Karara aerodrome they too are similarly reliant upon Morawa aerodrome for alternate use. Future low level drill activity will occur at the Koolanooka Mine 20 km to the east of Morawa and this will generate occasional aerodrome use by small type charter aircraft.
- Sheffield Resources Ltd has a substantial potash prospective tenement just west of Morawa. Drilling is in progress and this may in the future become a project that gives rise to further resource driven aircraft operational use of Morawa aerodrome.
- Locally established service companies and external suppliers of goods and services to Morawa and its greater catchment, comprising predominantly agriculture and mining, are all beneficiaries of an upgraded aerodrome that provides a reliable option for expedient air transfer of goods and service personnel.

Evidence of support by way of correspondence are provided as 'Supporting Documents'

## **2.8. Critical Assumptions**

As the current gravel runway is not 'all weather' and available for day visual use only it is less than adequate to meet the town's (and indeed region's) current and future needs.

One of the key critical underlying assumptions for this project is that Morawa will experience an increase in population growth; this is supported by the Shire's current growth plans.

The Shire of Morawa has been selected as a Super Town in that it is flagged for considerable and sustainable growth over the forthcoming decades. This growth will be supported by a growing population and increase in facilities and services on offer in Morawa.

Morawa is benefiting from the investment in mining activities within the region and is essentially the commercial heart of many of the key projects in the area. As more people are set to visit Morawa (mining contractors etc.) it is important that they have the option of arriving by air in a safe manner.

Hence, sealing (and extending) the main runway is essential to optimise aerodrome utilisation and provide certainty to resource sector FIFO operations. The benefits of regular charter operations through

Morawa extend to, but are not limited to, uptake of accommodation, hire vehicles and health services, all of which support economic growth.

It is expected Morawa will become home to many families associated with the Mining Industry. It can be assumed also others will have the need to travel to work via air charter on many occasions and also given that many of them will have a young family, will need the reassurance of an aerodrome that is RFDS capable.

As there are currently no passenger transfer facilities or suitable apron parking area for the range of fixed wing general aviation aircraft type wishing to use the airport it is essential to construct a new taxiway/apron area with an associated landside terminal facility precinct suitable for use by a range of General Aviation (GA) aircraft type. It is to be developed to be meet CASA MOS Part 139 Aerodrome standards. This will allow mining/resource FIFO workforce movement, the RFDS and private air operators who provide goods and essential services to the regional community and mining companies with appropriate apron parking facilities. The small GA terminal with associated landside access and bus waiting area will facilitate passenger departure/arrival processing and provide shelter and ablutions - an expectation of any FIFO charter operator.

Making the aerodrome RFDS capable will allow the Morawa (and surrounding districts) community access to this important and lifesaving service. It will allow the RFDS operated aircraft a safe and secure place to land nearby to the town centre and the town's health services. As a regional community, Morawa relies heavily on the RFDS for emergency access to health services and patient transfers. The sealing of the airstrip will offer a greater confidence to the residents that if required they will have access to the RFDS.

Also the current airfield lighting comprises basic solar lighting that requires manual activation and call out for RFDS night operations. The local community and hospital rely heavily on the RFDS for emergency patient uplift to city hospitals. Hence, the lighting of the primary runway and apron areas will ensure all hour access by the RFDS aircraft thereby providing the Morawa residential community with 'health' confidence.

## **2.9. Economic and Financial Analyses**

The Morawa Aerodrome upgrade will benefit the broader economy by allowing a vast array of private aircraft to access the town and region for business and private purposes. The resource sector have advised they require an 'all weather' standard suitable for medium size turbo-propellor aircraft up to 30 seat capacity.

These aircraft will provide FIFO transport for persons employed and servicing the mining and resources industry. Air transported goods, services and workforce will assist industry to grow and indirectly provide support to the local economy.

In addition, the project will assist in providing regional health services. A sealed runway and apron parking area will ensure the RFDS are able to support the community health response requirements. It

will also allow for health supplies and medical practitioners to be flown in which allows the community access to emergency services in a timely manner.

Aviation user charges will be implemented to enable a revenue return to be generated once the upgrade is complete. Although unlikely to offset the project capital investment user charges will be a significant boost to the operating costs. This revenue stream will therefore strengthen the Shire's economic sustainability and ultimately offer additional community investment options into the future.

## **2.10. Assessment of Options**

The Shire of Morawa have commissioned a Master Plan for the aerodrome, which is a supporting document. It established a structure plan for future expansion of the aerodrome after evaluating the aviation user demand profile, regulatory standards and the design aircraft type likely to use Morawa aerodrome.

The Morawa Aerodrome Master Plan 2014-2025 evaluated all options for development and determined the ultimate development standard. The initial staged upgrade of Morawa aerodrome, as recommended by the Master Plan, forms the scope of work for this Project.

The implications of not undertaking the Morawa Aerodrome Upgrade Project will be an acceptance that Morawa and the Shire of Morawa are not able to meet Super Town criteria and have to resile from their commitment to the community and the resource sector.

## **2.11. Funding Strategy**

The Morawa Aerodrome Upgrade has a project cost of \$2.6 million, which is derived from an estimate that has been independently prepared as a part of the aerodrome master planning process.

The project proponents supporting funding are;

- Midwest Investment Plan (Midwest Development Commission) R4R funding, for which this Business Case seeks \$900,000 of funding assistance.
- Supertown Funding Program (Department of Regional Development and Communities) R4R funding. Subject of a separate business case for an amount of \$500,000.
- Regional Component (Department of Regional Development and Communities) R4R funding. Subject of a separate business case for an amount of \$1,000,000.
- Shire of Morawa community reserve funds, which will be cash and in kind amount of \$200,000.

Reallocation of Shire of Morawa regional R4R component funding from the Black Spot Mobile Phone Coverage project and reallocation of funding from the Supertown R4R Solar Thermal project, combine to the value of \$1.5 million. Two separate business cases for the re-appropriation of the Shire's notionally preserved project funds toward the Morawa aerodrome upgrade project have been prepared.



The Shire of Morawa is confident the Project, under contract project management, can be delivered in 2014/15 financial year subject to early confirmation of \$900k release toward this project.

### **2.11.1. Total Budget**

The below table outlines in summary of the Project budget.

<b>Item of Expenditure</b>	<b>Budget (\$)</b>	<b>Source of Funds</b>	<b>Quality of estimates</b>	<b>Has the Funding been Secured?</b>
Items as per the detailed estimate	2,600,000	Royalties for Regions and the Shire of Morawa	Consultant	No
<b>Total Budget</b>	<b>2,600,000</b>			

The detailed estimate for the Project work is set out as follows.

<b>MORAWA AERODROME DEVELOPMENT ESTIMATE</b>					
<b>Runway 15/33 Upgraded to 1500 m x 30 Sealed</b>					
<b>GA Apron, Taxiway and Terminal Constructed</b>					
<b>ITEM</b>	<b>DESCRIPTION</b>	<b>UNIT</b>	<b>QTY</b>	<b>RATE</b>	<b>AMOUNT</b>
1	PRELIMINARIES/ESTAB/DEMOB	Item			\$150,000
			<b>Total ESTABLISH</b>		<b>\$150,000</b>
2	CLEARING (Approach/Takeoff)	Item			\$2,000
			<b>Total CLEARING</b>		<b>\$2,000</b>
3	FORMATION EARTHWORKS RWY EXTENSION				
	Excavation Runway to Subgrade & Compact Cut to Spoil (150m x 90m) x 0.30 depth	cu. m	4,050	6.10	\$24,705
	Borrow to Fill with suitable Sub-base gravel. (150 x 30) x 0.20 depth = 900 cu. M	cu. m	900	12.40	\$11,160
		Cut	<b>Total EARTHWORKS</b>		<b>\$35,865</b>
4	FORMATION EARTHWORKS GA APRON/TAXIWAY				
	Excavation Taxiway to Subgrade & Compact Cut to Spoil (60m x 23m) x 0.30 depth	cu. m	414	6.10	\$2,525
	Excavation Apron to Subgrade & Compact Cut to Spoil (60m x 100m) x 0.30 depth	cu. m	1,800	12.40	\$22,320
		Cut	<b>Total EARTHWORKS</b>		<b>\$24,845</b>
5	DRAINAGE				
	Open Unlined Drain - cut to shape	lin. Metre	5,000	3.00	\$15,000
			<b>Total DRAINAGE</b>		<b>\$15,000</b>
6	RUNWAY PAVEMENT CONSTRUCTION				
	Cement stabilise existing 200mm thick sandy gravel pavement. 1500m x 30m x 0.20 Sub-base	cu. m	9,000	21.00	\$189,000
	Win, load, cart & spread local sourced gravel	cu. m	9,000	12.40	\$111,600
	Place 200mm thick, water and compact to 98% MMDD making use of wet mix with recycler.	cu. m	9,000	19.50	\$175,500
			<b>Total PAVEMENTS</b>		<b>\$287,100</b>
7	TAXIWAY & APRON PAVEMENT CONSTRUCTION				
	Cement stabilise 200mm thick sub-base gravel pavement. Area and Volume as per Item 4	cu. m	2,214	21.00	\$46,494
	Win, load, cart & spread local sourced gravel	cu. m	2,214	12.40	\$27,454
	Place 200mm thick, water and compact to 98% MMDD making use of wet mix with recycler.	cu. m	2,214	19.50	\$43,173
			<b>Total PAVEMENTS</b>		<b>\$70,627</b>
8	AIRCRAFT PAVEMENT BITUMINOUS TREATMENT				
	Rwy 1500m x 30m = 45,000 sq.m				
	Twy 60m x 15m = 900 sq.m				
	Apron 60m x 100m = 6,000 sq.m				
	Prime base course	sq. m	51,900	1.90	\$98,610
	10 mm Seal		51,900	4.75	\$246,525
	7 mm Seal		51,900	3.90	\$202,410
	Emulsion sand seal		51,900	3.35	\$173,865
			<b>Total BITUMEN</b>		<b>\$721,410</b>

9	DAY MARKING AIDS				
	Set out and paint pavement markings	Item			\$30,000
	Cones and gables	Item			\$2,000
			<b>Total DAY MARKING</b>		<b>\$32,000</b>
10	RUNWAY LIGHTING				
	Install runway,taxiway,apron lights,IWI plus PAL	Item			\$355,000
	Flight Test	Item			\$6,000
			<b>Total RWY LIGHTS</b>		<b>\$361,000</b>
11	FENCING				
	Install apron/building line fence	metre	200	25.00	\$5,000
			<b>Total FENCES</b>		<b>\$5,000</b>
12	TERMINAL				
	Supply pre-fabricated Building & Ablutions	Item			\$250,000
	Building Installation, Earthworks Power Connect				
	External works to include paving, landscaping, water supply and power.	Item			\$75,000
			<b>Total TERMINAL</b>		<b>\$325,000</b>
13	SUNDRIES				
	Takeoff Survey	Item			\$15,000
	Materials laboratory & testing				\$25,000
	Re-design GPS NPA	Item			\$5,000
	Survey & PSM's	Item			\$15,000
			<b>Total SUNDRIES</b>		<b>\$60,000</b>
			<b>Sub Total</b>		<b>\$2,089,847</b>
14	CONTINGENCY				
	Allow 10% on overall project sum contingency		CONTINGENCY		\$208,985
15	DESIGN & DOCUMENTATION				
	Allow 10% on overall project sum Detailed design		DESIGN		\$208,985
16	PROJECT MANAGEMENT	Item			
	Allow 5% on overall project sum		PROJECT MGT		\$104,492
			<b>Total</b>		<b>\$2,612,309</b>
			<b>BUDGET SAY</b>		<b>\$2.6M</b>

### 2.11.2. Royalties for Regions Funding Amount

Item of Expenditure	2014/2015 \$	2015/2016 \$	2016/2017 \$	Total 2014 to 2017 \$
Part of Project (% complete)	900,000	Nil	Nil	900,000
<b>Total</b>	<b>900,000</b>			<b>900,000</b>

Note: The draw down is specific to this business case application

### 2.11.3. Sustainability and Ongoing Viability

The Morawa Aerodrome upgrade project, comprises extending and sealing the main runway, provision of mains power airfield lighting and a general aviation apron parking area with small passenger transfer facility.

On completion it is estimated the operating cost of the aerodrome will not alter. Registered or certified aerodromes have compliance obligations necessitating routine aerodrome inspections and reporting procedures. This activity is currently being undertaken and the associated cost met by the Shire of Morawa. Regional aerodromes complying to CASA standards that are not used for Regular Public Transport (RPT) operations typically have very similar costs with insurance, labour to inspect and report, engineering service costs and general property (asset) upkeep. The Shire of Morawa has a current maintenance budget allocation of \$60,620. The savings in machine and labour cost that would otherwise be spent on maintaining the gravel runway will be diverted in the operating budget to meet new costs such as electricity for night light operations and passenger terminal cleaning.

A pool of funds will be maintained as an Asset Replacement Reserve for the sole purpose of funding the replacement and upkeep of the Shire's infrastructure. The table, shown below, estimates the useful life of the runway and taxiway pavement and seal. To ensure adequate funds are available to undertake future replacement/upgrade works a sum of \$25,378 needs to be placed in an asset replacement reserve.

Asset	Cost	Estimated Life (yrs)	Annual cash allocation to Reserve
Pavement - runway	\$287,100	40	\$7,178
Pavement - taxiway	\$70,627	40	\$1,766
Runway - bituminous seal	\$246,525	15	\$16,435
Total annual allocation			\$25,378

## 2.12. Project Timeframe and Key Milestones

### Project Timeframe Project Delivery Arrangements

The Shire will engage a consultant to prepare a Design and Construct tender. This project delivery method negates the need to undertake a two stage tender process, which would typically mean three months effort to prepare design and documentation by a consultant followed by tender for contract construction.

The intended project delivery method will fast track implementation and ensure expenditure of funding occurs in the current 2014/15 financial year.

The Shire of Morawa will prepare and issue an EOI to contractors to undertake the project works by year 2014 end. A shortlist of contractors will then be invited early 2015 to price a more detailed scope that involves full design and construction and commissioning of the project work.

Appointment of a contractor would be envisaged to be early March for work completion by 30 June 2015, subject to notification of funding support.

Early completion of the Morawa Aerodrome Upgrade is very important to ensure resource company expectations for FIFO use can be met.

## 2.13. Risk Analysis

A risk analysis has been undertaken for the project. A key to the table is also provided below.

LIKELIHOOD	CONSEQUENCES				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Severe (5)
Almost Certain (1)	Medium	High	High	Extreme	Extreme
Likely (2)	Medium	Medium	High	High	Extreme
Possible (3)	Low	Medium	Medium	High	Extreme
Unlikely (4)	Low	Medium	Medium	Medium	High
Rare (5)	Low	Low	Medium	Medium	High

Risk	Description	Internal (I) or External (E)	Likelihood	Consequences	Risk Level	Mitigation
Project Delivery	Facility upgrades are not completed in allocated project time frame	I	4	2	Medium	Contract procurement and management. Liquidated damages clause included for timely completion. Reduced to <b>Low</b>

<b>Development Cost Risk</b>	Development costs exceed funding	I/E	3	3	Medium	Cost management plan will be developed and implemented. Reduced to <b>Low</b>
<b>Scope Change</b>	Aerodrome Project may require changes to design based on financial allocation.	E	4	2	Medium	Scope and specification will be locked at detailed design phase and any scope changes thereafter will be strictly controlled. Reduced to <b>Low</b>
<b>OHS Risk</b>	Risk that an accident occurs on site during construction of facilities	E	3	5	Extreme	Safety management plans will be required for all subcontractors. Reduced to <b>Low</b>
<b>Funding</b>	Funding not secured	E	3	5	Extreme	Alternative sources of State and Federal funding will be sought. Unchanged at <b>Extreme</b>

### **2.14. Local Content**

The Shire of Morawa as a Local Government will ensure its tender documents include appropriate clauses requiring tenderers to maximise local content and opportunity for regional businesses.

### **2.15. Aboriginal Participation**

The Shire of Morawa as a Local Government will ensure its tender documents include appropriate clauses requiring tenderers to maximise opportunity for Aboriginal and Torres Strait Islander people to participate in the Project.

### **2.16. State Funded Infrastructure and Apprenticeship Participation**

This is a Local Government project that is not bound by the State Agency obligations to secure apprenticeship participation. However, the Shire of Morawa will request through the tender process that contractors outline their commitment to employ apprentices.

## **3. IMPLEMENTATION STRATEGY**

### **3.1. Communication Plan**

The Morawa Aerodrome upgrade is a project that the Shire of Morawa is very keen to see delivered to its community. It is a project that has the backing of the community and as such each stage of the project will be communicated clearly to the community – in particular those external stakeholders with a direct interest in the project.

Communications will be targeted to the wider community as well as the internal stakeholders. It is expected the Shire of Morawa will communicate the relevant stages of the project e.g. roll out, call for tenders, works underway and project completed by the following promotional channels:

- Regular media releases circulated to the regional media outlets;
- Regular bulletins in Morawa's community publication;
- Advertising on the Shire of Morawa's web site;
- Tenders advertised in accordance with the Shire's procurement policy;

It is also expected that once completed, an official opening will take place. It is likely the Shire of Morawa together with the Morawa community will invite the relevant Government representatives to take part in this event as well as a good contingency of the regional media players.

### **3.2. Project Management**

The Project manager will be a Shire nominated officer who will have technical support from an airport consultant and the LGA consulting team for tender documentation.

### **3.3. Project Governance**

The governance principles to be adopted to ensure the project is developed on time and on budget, as well as to ensure the sustainability and long term viability of the project, are as follows.

The Design and Construct tender phase of this project will be managed by the Shire of Morawa and will be overseen by the Shire's nominated project officer. A suitably qualified and experienced airport consultant will provide support to prepare technical specifications for the Project works. LGA consultant services will be used as required.

Selection of shortlisted contractors and their support team of consultants will also be assisted using an experienced airport consultant and project manager.

The implementation phase will require superintendent services and the Shire will engage an airport consultant to fulfill the role of superintendent representative who will report to the Shire's Project Manager.

The Shire of Morawa has developed an Asset Management Plan which puts in place good governance principals for the ongoing management and maintenance of Shire owned assets, such as the Aerodrome. The plan will provide clear and achievable processes to ensure the maintenance of the facility is conducted in an ethical and sustainable manner.

The project funds will be managed by the Chief Executive Officer of the Shire of Morawa, who will also oversee and approve of all project budgetary items.

The CEO will also use senior support staff whose experience and expertise will lend itself to this project. As local government employees, they have a sound understanding of the governance necessary to progress projects using government funds.

Regular progress reporting of the project will be provided to Council and the Department of Regional Development as funding partners.

### **3.4. Procurement Strategy**

The Design and Construct project delivery method negates the need to undertake a two stage tender process, which would typically mean three months effort to prepare design and documentation by a consultant followed by tender for contract construction.

The intended project deliver method will fast track implementation and ensure expenditure of funding occurs in the current 2014/15 financial year.

The Shire of Morawa will prepare and issue an EOI to contractors to undertake the project works by year 2014 end. A shortlist of contractors will then be invited early 2015 to price a more detailed scope that involves full design and construction and commissioning of the project work.

Appointment of a contractor would be envisaged to be early March for work completion by 30 June 2015, subject to notification of funding support.

Early procurement and execution of contract for the Morawa Aerodrome upgrade works is very important to ensure resource company expectations for FIFO utilisation by mid-2015 are met.

### **3.5. Supporting Documents**

1. Morawa Aerodrome Master Plan 2014-2015
2. 'Morawa Super Town Growth and Implementation Plan - 2010'
3. 'Shire of Morawa +10Yr Strategic Community Plan - 2012'
4. 'Midwest Investment Plan 2011-2021'
5. Letters of Support from;  
Mutiny Gold, Karara Mining, Royal Flying Doctor Service, Morawa Gliding Club

## **4. SIGNING OF BUSINESS CASE**

### **4.1. Sign-off**

I confirm that the information contained in this Business Case is true and correct.

<b>Business Case Author</b>		<b>CEO / DG</b>	
Signed	_____	Signed	_____
Completed by	_____	Approved by	_____
Position	_____	Position	_____



Date

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Date

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Attachment 1

Performance Areas for Measurement to Royalties for Regions Policy Objective Areas

Number	Project Specific Performance Measurement Areas	Link to RfR Policy Objective
1	Community Infrastructure	Building capacity in regional communities
2	Community Learning Initiatives	Building capacity in regional communities
3	Community Awareness Initiatives	Building capacity in regional communities
4	Community Capability Initiatives	Building capacity in regional communities
5	Community Capacity Initiatives	Building capacity in regional communities
6	Crime Prevention Initiatives	Retaining benefits in regional communities
7	Initiatives to Support Body, Mind and Soul	Retaining benefits in regional communities
8	Education and Training Initiatives	Retaining benefits in regional communities
9	Employment Initiatives	Retaining benefits in regional communities
10	Retention Initiatives - Workforce or Population	Retaining benefits in regional communities
11	Retention Initiatives - Services	Retaining benefits in regional communities
12	Cultural Diversity Initiatives	Retaining benefits in regional communities
13	Volunteering Initiatives	Retaining benefits in regional communities
14	Community Communication Initiatives	Retaining benefits in regional communities
15	Service Offering Initiatives	Improving services to regional communities
16	Service Quality Initiatives	Improving services to regional communities
17	Service Flexibility Initiatives	Improving services to regional communities
18	Access to Non-Specialised Service Initiatives	Improving services to regional communities
19	Disability Access Initiatives	Improving services to regional communities
20	Delivery of Government Services and Other Service Initiatives	Attaining sustainability
21	Population Diversity Initiatives (education, culture, age, gender initiatives)	Attaining sustainability
22	Economic Investment Initiatives	Attaining sustainability

Number	Project Specific Performance Measurement Areas	Link to RfR Policy Objective
23	Environmental Initiatives	Attaining sustainability
24	Direct Employment Initiatives	Expanding opportunity
25	Skills Training Initiatives	Expanding opportunity
26	Business Creation Initiatives	Expanding opportunity
27	New Job Creation Initiatives	Expanding opportunity
28	Local Business Support Initiatives Aimed at Economic Development	Growing prosperity
29	Local Infrastructure Initiatives Aimed at Economic Development	Growing prosperity
30	Investment Initiatives	Growing prosperity

General performance areas for measurement that can be used for RfR projects

Number	Performance Measure
1	Contribution to Community Resources or Capacity
2	Contribution to Safer Community
3	Contribution to Improved Health and Well Being
4	Contribution to Availability and Retention of Workforce
5	Contribution to Community Cohesion
6	Impact on Diversity of Services
7	Contribution to Quality of Local Services
8	Impact on Access to Services
9	Contribution to Increased Accessibility for Underrepresented People
10	Contribution to Social Values and Satisfaction
11	Contribution to Economic Development
12	Impact on Labour Force Participation
13	Contribution to Aboriginal Participation
14	Contribution to Community Liveability
15	Financial Self Sustainability
16	Contribution to Local Community Sustainability and Diversity
17	Contribution to Retention of Population

<b>Date:</b>	<b>18 December 2014</b>
<b>Item No:</b>	<b>7.2.6.5.</b>
<b>Subject:</b>	<b>Morawa Residential Subdivision Balance of Land, Purchase (Lot 9000) Lot 501 and Lot 513 White Avenue, Morawa</b>
<b>Proponent:</b>	<b>Chief Executive Officer</b>
<b>Signature of Officer:</b>	
<b>Signature of CEO:</b>	
<b>File Number:</b>	<b>0543</b>
<b>Voting Requirements:</b>	<b>Absolute Majority</b>
<b>Previous Minute:</b>	<b>6 June 2013</b>

## **SUMMARY**

The purpose of this report is for Council to consider;

- Purchasing Lot 9000 White Avenue from the Western Australian Land Authority trading as Landcorp for \$1.00. Lot 9000 is the residual balance of the residential subdivision land on Lot 501 and 513 White Avenue Morawa
- Authorise the Shire of Morawa President and Chief Executive Officer to be signatories on the documentation for the purchase of Lot 9000 White Avenue.

## **DECLARATION OF INTEREST**

Nil

## **ATTACHMENTS**

Correspondence from Landcorp requesting the consideration  
Letter of Contact for the sale  
Final residential subdivision diagram included in the contract of sale

## **BACKGROUND**

The Shire of Morawa purchased Lot 501 White Avenue in 2008 for a sum of \$114,000 and, Lot 513 White Avenue for the sum of \$90,000 in 2009 for future residential development.

The subdivision of residential land in Morawa was cost prohibitive to Council hence Landcorp were approached through a submitted expression of interest to develop a residential subdivision in White Avenue. The land was then sold to Landcorp for a minimal sum to enable a subdivision of the land to take place.

Landcorp carried out a feasibility study to development Lot 501 White Avenue with a realigned boundary for a staged 31 lot subdivision with further subdivision to 'piggyback' onto the existing land. The first stage of the development is 8 fully

serviced blocks on White Avenue which were constructed and completed in June 2014.

### **OFFICER'S COMMENT**

Council's officers, Council and Landcorp staff considered several options for the development of the land and the Western Australia Planning Commission set the conditions detailing the size and location of the proposed subdivision.

Funding for the development was met by Landcorp and any budget shortfall from the sale of the land coming from the Department of Regional Development and Lands Assistance program. The average price to develop a residential fully serviced lot in Morawa is between \$90,000- \$100,000. Landcorp are proposing to sell the developed lots on White Avenue at a proposed price of \$40,000.

Costs associated with the development of residential land were kept to a minimum through Council agreeing to sell the undeveloped land at a minimal nominated rate to Landcorp

In June 2013 council resolved to sell the land to Land Corp with conditions which include any balance of land of Lots 501 and Lot 513 would be returned to the Shire of Morawa if Landcorp did not subdivide further land. Landcorp has indicated that there is currently no further funds to progress further subdivision of the land.

The attached Contact of Sale provides for Council retaining the modified Lot 9000 White Avenue which has an area of 4.3194 hectares of land (previously 5.09ha).

Council has the option to develop this land if more residential blocks are required.

### **COMMUNITY CONSULTATION**

Nil

### **COUNCILLOR CONSULTATION**

Nil

### **STATUTORY ENVIRONMENT**

Land Administration Act 1997  
The Planning and Development Act 2005  
Shire of Morawa Local Planning Scheme No .2 Scheme Text  
Local Government Act 1995

### **POLICY IMPLICATIONS**

Nil

## **RISK MANAGEMENT**

The risk for the development of the Land has been met through the due diligence process undertaken by Landcorp and if all land sells in stage one of the subdivision further blocks can be subdivided.

## **FINANCIAL IMPLICATIONS**

The Shire of Morawa agreed purchase of Lot 501 in 2008 for a sum of \$114,000 and in 2009 Lot 513 White Avenue for sale for the sum of \$90,000 has now returned the stage one of subdivision which will provide further economic benefit to the Shire of Morawa through the addition of strategically located land to build new residences in Morawa. The balance Lot 9000 has a current estimated value of \$305,000

## **STRATEGIC IMPLICATIONS**

Any additional land will assist in providing a direction for future residential land development in Morawa.

## **OFFICER RECOMMENDATION**

**It is recommended, Council:-**

- 1. Approve the purchase price of one dollar (\$1) as detailed in the sale of contract between the Shire of Morawa and the Western Australia Land Authority Trading as Landcorp for Lot 9000 White Avenue**
- 2. Authorise the Shire of Morawa President and Chief Executive Officer to be signatories to the sale documentation for the purchase of Lot 9000 White Avenue Morawa.**

Date of Meeting: **18 December 2014**  
Item No: **7.2.6.6**  
Subject: **Morawa Golf and Bowling Club – Floodlight funding**  
Date & Author: **11 December 2014 John Roberts**

Responsible Officer: **Chief Executive Officer**

Applicant/Proponent: **Chief Executive Officer**

File Number:

Previous minute/s & Reference

### **BACKGROUND INFORMATION**

The Morawa Golf and Bowling Club (Club) was incorporated in October 1965. This was to reflect the dual use of the club house premises by the two sporting groups.

The Club wishes to install floodlights to the bowling greens. The Club advises that with lighting the greens could be used in the cooler part of the day. This would encourage more participants to take part in the sport in the safer and more conducive conditions.

### **OFFICER'S COMMENT**

An improved facility will:-

- Encourage current members to use the greens on a more regular basis
- Promote junior bowls in the community
- Promote the use of the course to Visitors and Tourists
- Hold sponsored bowls days and corporate events on a regular basis

### **FINANCIAL IMPLICATIONS**

The whole of project cost is estimated at \$25,992 (ex GST) and is broken down into three components-

Shire of Morawa (included in 14/15 budget)	\$6,492
Applicant cash	\$13,000
DSR / CSRFF funding	<u>\$6,500</u>
TOTAL	\$22,992

## **RISK MANAGEMENT**

There is the risk that by not supporting the upgrade of the club facility that the use of the greens may decline. The risk to players exposure to sun and heat is reduced if they are able to play in the cooler parts of the day.

## **OFFICERS RECOMMENDATION**

It is recommended that:-

Council Approval is given to support the Morawa Golf and Bowling Club Floodlight funding application, to the Department of Sport and Recreation, formally recording the support of this project in the official Minutes of the Morawa Shire Council.



Date of Meeting: **18 December 2014**  
Item No: 7.2.6.7  
Subject: **Shire of Morawa 2013/14 Annual Report**  
Date & Author: **11 December 2014 John Roberts**

Responsible Officer: **Chief Executive Officer**

Applicant/Proponent: **Chief Executive Officer**

File Number: **Adm: 0553**

Previous minute/s & Reference

### **SUMMARY**

The 2013/2014 Annual Report is presented to Council for adoption. A copy of the 2013/2014 Annual Report has been provided separately to all Councillors.

### **DECLARATION OF INTEREST**

Nil

### **ATTACHMENTS**

Shire of Morawa 2013/2014 Annual Report

### **BACKGROUND INFORMATION**

Council has an obligation under the Local Government Act 1995 to prepare an Annual Report and to present the report to the community within 56 days of accepting the Annual Report.

There is a requirement to give at least 14 days' public notice of the Annual Electors Meeting.

Council will advertise the meeting in the Geraldton Guardian on the 23<sup>rd</sup> January 2015 for the Electors Meeting to be held on, 10 February 2015 commencing at 6.30 pm after Councils briefing session of that day.

### **OFFICER'S COMMENT**

The Annual Report includes:

- Shire President's Report
- Chief Executive Officers Report
- Statutory Reports
- Freedom of Information Statement
- Audited Financial Statements
- Audit Report

The reports outline activities undertaken during 2013/14 together with the financial position of the Shire of Morawa as at 30<sup>th</sup> June, 2014.

## **COMMUNITY CONSULTATION**

The community are invited to attend the Annual Electors meeting

## **COUNCILLOR CONSULTATION**

Nil

## **STATUTORY ENVIRONMENT**

*Local Government Act 1995*

*Local Government (Financial Management) Regulations 1996*

## **POLICY IMPLICATIONS**

Nil

## **FINANCIAL IMPLICATIONS**

Nil

## **STRATEGIC IMPLICATIONS**

Nil

## **RISK MANAGEMENT**

Nil

## **VOTING REQUIREMENT:**

Simple Majority

## **OFFICER'S RECOMMENDATION**

**It is recommended:-**

- 1. Council adopt the 2013/2014 Annual Report for the Shire of Morawa**
- 2. The Annual Electors Meeting to be held at the Morawa Shire Council Chambers commencing on 10 February, 2015 commencing from 6.30pm.**

- 7.2.6.4 Correspondence
- 7.2.6.5 Information Bulletin

- 8. New Business of an Urgent Nature**
- 9. Applications for Leave of Absence**
- 10. Motions of Which Previous Notice Has Been Given**
- 11. Questions from Members without Notice**
- 12. Meeting Closed**
  - 12.1 Matters for which the meeting may be closed
  - 12.2 Public reading of resolutions that may be made public
- 13. Closure**

**Next Meeting**

Ordinary Meeting 19th February 2015