

SHIRE OF KOJONUP

# Kojonup



## AGENDA

### Ordinary Council Meeting

17 May 2022

TO: THE SHIRE PRESIDENT AND COUNCILLORS

NOTICE is hereby given that a meeting of the Council will be held in the Council Chambers, Administration Building, 93 Albany Highway, Kojonup on Tuesday, 17 May 2022 commencing at 3:00pm.

I certify that with respect to all advice, information or recommendation provided to the Council in or with this Agenda:

- i. The advice, information or recommendation is given by a person who has the qualifications or experience necessary to give such advice, information or recommendation; and
- ii. Where any advice is directly given by a person who does not have the required qualifications or experience, that person has obtained and taken into account in that person's general advice the advice from an appropriately qualified or experienced person.

GRANT THOMPSON  
CHIEF EXECUTIVE OFFICER

13 May 2022

AGENDA FOR THE COUNCIL MEETING TO BE HELD ON 17 MAY 2022

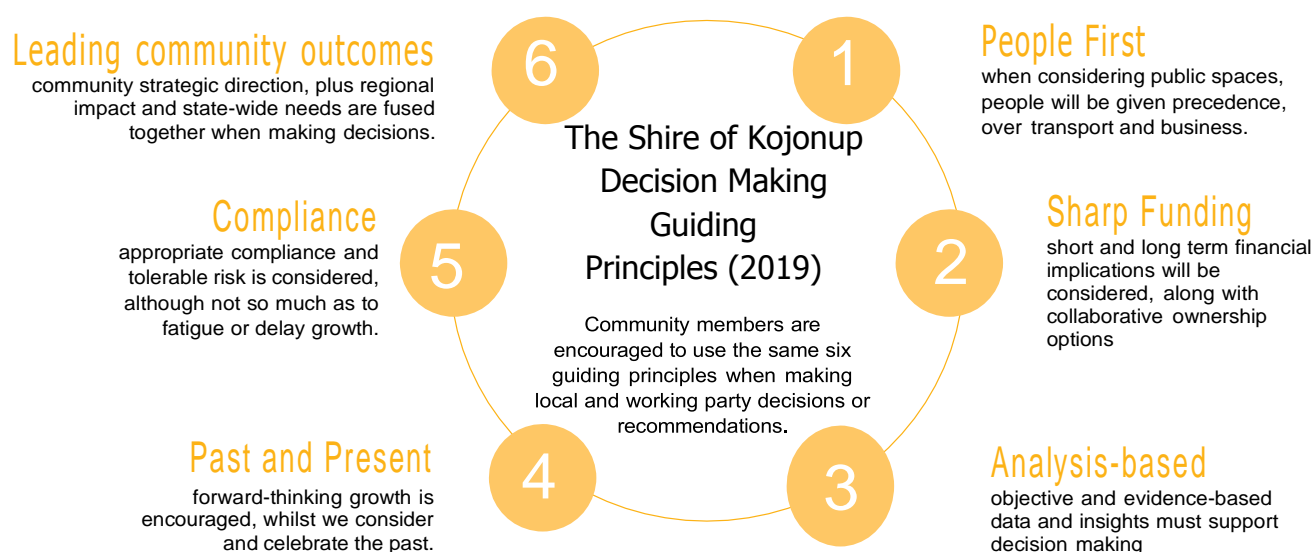
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The Shire of Kojonup has a set of six guiding principles it uses when making decisions. These principles are checked and enhanced every two years in line with the Strategic Community Plan review schedule.



## AGENDA

### 1 DECLARATION OF OPENING AND ANNOUNCEMENT OF GUESTS

The Shire President shall declare the meeting open at \_\_\_\_ and draw the meeting's attention to the disclaimer below:

#### *Disclaimer*

*No person should rely on or act on the basis of any advice or information provided by a Member or Officer, or on the content of any discussion occurring, during the course of the meeting.*

*The Shire of Kojonup expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any advice or information provided by a member or officer, or the content of any discussion occurring, during the course of the meeting.*

*Where an application for an approval, a license or the like is discussed or determined during the meeting, the Shire warns that neither the applicant, nor any other person or body, should rely upon that discussion or determination until written notice of either an approval and the conditions which relate to it, or the refusal of the application has been issued by the Shire.*

#### **Acknowledgement of Country**

*The Shire of Kojonup acknowledges the first nations people of Australia as the Traditional custodians of this land and in particular the Keneang people of the Noongar nation upon whose land we meet.*

*We pay our respect to their Elders past, present and emerging.*

#### **Prayer – Cr Gale**

*Gracious Father, we acknowledge you as our Maker and Judge. We ask for wisdom for our reigning monarch Queen Elizabeth. Grant to her good health and strength in the executing of her duties.*

*We pray for all Ministers and Cabinet members of the Australian Federal and State Government. Grant to them wisdom in the welfare of Australia, so that truth and justice is established for all Australians.*

*Lastly Gracious Father, we pray for ourselves. We ask that you might grant to us the ability to speak with integrity and to work with uncompromising diligence. Grant to us the wisdom to make good decisions, remembering that we are one community. Grant to us the good humour to keep things in perspective in a community that is a diverse population.*

*We ask that we might always be mindful of the safety and welfare of the people of Kojonup. Grant to all who serve on public committees the ability to listen and work together with mutual respect for one another. Bless us with the personal joy of knowing that we have done our best.*

2 **ANNOUNCEMENTS FROM THE PRESIDING MEMBER**

3 **ATTENDANCE**

**COUNCILLORS**

|                        |                 |
|------------------------|-----------------|
| Cr N Radford           | Shire President |
| Cr Wieringa            |                 |
| Cr Gale                |                 |
| Cr Singh               |                 |
| Cr R Bilney            |                 |
| Cr A Egerton-Warburton |                 |

**STAFF**

|                   |  |
|-------------------|--|
| Grant Thompson    | Chief Executive Officer                  |
| Anthony Middleton | Manager Corporate and Community Services |
| Robert Jehu       | Manager Regulatory Services              |
| Judy Stewart      | Senior Administration Officer            |

3.1 **APOLOGIES**  
Nil

3.2 **APPROVED LEAVE OF ABSENCE**  
Cr P Webb Deputy Shire President  
Cr F Webb

4 **DECLARATION OF INTEREST**

5 **PUBLIC QUESTION TIME**

Questions may be submitted using the special email address for Council Meeting Public Question Time being [cmpqt@kojonup.wa.gov.au](mailto:cmpqt@kojonup.wa.gov.au)

The Manager Corporate and Community Services will table all correspondence received.

5.1 **RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**  
Not applicable

5.2 **PUBLIC QUESTION TIME**

6 **CONFIRMATION OF MINUTES**

6.1 **COUNCIL MEETING 12 APRIL 2022**  
Minutes of the Council Meeting held on 12 April 2022 are at **Attachment 6.1.1.**

**OFFICER RECOMMENDATION**

That the Minutes of the Council Meeting held on 12 April 2022 be confirmed as a true record.

**7      PRESENTATIONS**

7.1    PETITIONS

7.2    PRESENTATIONS

7.3    DEPUTATIONS

7.4    DELEGATES' REPORTS

**8      METHOD OF DEALING WITH AGENDA BUSINESS**

**9      REPORTS**

9.1 KEY PILLAR 1 – ‘PLACE’ REPORTS

9.1.1 LOCAL EMERGENCY MANAGEMENT COMMITTEE (LEMC) MEETING MINUTES – 9 MAY 2022

|               |   |
|---------------|---|
| AUTHOR        | Robert Jehu – Manager Regulatory Services               |
| DATE          | Tuesday, 10 May 2022                                    |
| FILE NO       | ES.MET.1  |
| ATTACHMENT(S) | 9.1.1.1 – Unconfirmed LEMC Meeting Minutes - 9 May 2022 |

| STRATEGIC/CORPORATE IMPLICATIONS      |   |   |
|---------------------------------------|---|---|
| “Smart Possibilities – Kojonup 2027+” |   | “Smart Implementation – Kojonup 2018-2022”  |
| Key Pillar                            | Community Outcomes  | Corporate Actions   |
| KP 2 - Connected                      | 2.3 – Be providing for a safe and secure environment by working with State and Federal authorities. | 2.3.1 - Maximize community safety through safe urban design and advocate for enhanced emergency service provisions. |

**DECLARATION OF INTEREST**

Nil

**SUMMARY**

The purpose of this report is to consider the unconfirmed minutes of a LEMC meeting held 9 May 2022.

**BACKGROUND**

The LEMC is established under Section 38 of the *Emergency Management Act 2005* and plays an important role in the Council’s decision-making process. Minutes of these meetings are presented to Council to be received.

**COMMENT**

All matters contained within the minutes are considered in this agenda item.

**CONSULTATION**

Nil

**STATUTORY REQUIREMENTS**

Section 38 of the *Emergency Management Act 2005*

**POLICY IMPLICATIONS**

Nil

**FINANCIAL IMPLICATIONS**

Nil

**RISK MANAGEMENT IMPLICATIONS**

| RISK MANAGEMENT FRAMEWORK   |   |                             |                |
|---|---|-----------------------------|----------------|
| Risk Profile  | Risk Description/Cause  | Key Control                 | Current Action |
| 2 - Business Disruption   | Lack of (or inadequate) emergency response/business continuity plans.<br>Lack of training for specific individuals or availability of appropriate emergency response. | Regular LEMC, DEMC Meetings | Nil            |
| Risk Rating - Adequate  |   |                             |                |
| IMPLICATIONS  |   |                             |                |
| Local governments are legislated to establish and maintain a LEMC. The risk of not having a LEMC would include lack of guidance for Staff, Councillors and relevant Community members who need to be able to work together under pressure in times of extreme stress should an emergency situation arise. |   |                             |                |

**ASSET MANAGEMENT IMPLICATIONS**

Nil

**SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil

**VOTING REQUIREMENTS**

Simple Majority

**OFFICER RECOMMENDATION**

That the unconfirmed minutes of a Local Emergency Management Committee Meeting held 9 May 2022 be received.

9.1.2 BUSH FIRE ADVISORY COMMITTEE (BFAC) MEETING MINUTES – 11 MAY 2022

|               |  |
|---------------|--|
| AUTHOR        | Robert Jehu – Manager Regulatory Services                |
| DATE          | Thursday, 12 May 2022                                    |
| FILE NO       | ES.CIR.2   |
| ATTACHMENT(S) | 9.1.2.1 – Unconfirmed BFAC Meeting Minutes - 11 May 2022 |

| STRATEGIC/CORPORATE IMPLICATIONS      |   |   |
|---------------------------------------|---|---|
| “Smart Possibilities – Kojonup 2027+” |   | “Smart Implementation – Kojonup 2018-2022”  |
| Key Pillar                            | Community Outcomes  | Corporate Actions   |
| KP 2 - Connected                      | 2.3 – Be providing for a safe and secure environment by working with State and Federal authorities. | 2.3.1 - Maximise community safety through safe urban design and advocate for enhanced emergency service provisions. |

#### DECLARATION OF INTEREST

Nil

#### SUMMARY

The purpose of this report is to receive the unconfirmed minutes of a BFAC meeting held 11 May 2022.

#### BACKGROUND

The BFAC is established under Section 67 of the *Bush Fires Act 1954* and plays an important role in the Council’s decision-making process.

#### COMMENT

Unconfirmed minutes of a BFAC meeting held 11 May 2022 are attached. A recommendation to appoint bush fire control officers is addressed separately.

#### CONSULTATION

Nil

#### STATUTORY REQUIREMENTS

Section 67 of the *Bush Fires Act 1954*

#### POLICY IMPLICATIONS

Nil

#### FINANCIAL IMPLICATIONS

Nil



## RISK MANAGEMENT IMPLICATIONS

| RISK MANAGEMENT FRAMEWORK  |  |                             |                |
|--|--|-----------------------------|----------------|
| Risk Profile   | Risk Description/Cause   | Key Control                 | Current Action |
| 2 - Business Disruption  | Lack of (or inadequate) emergency response/business continuity plans. Lack of training for specific individuals or availability of appropriate emergency response. | Regular LEMC, DEMC Meetings | Nil            |
| Risk Rating - Adequate   |  |                             |                |
| IMPLICATIONS   |  |                             |                |
| Under legislation, the Shire of Kojonup (Shire) may establish and maintain a BFAC. The risk of not having a BFAC is that Staff and Councillors do not necessarily possess the relevant knowledge or experience regarding bush fires. The Shire is reliant on the BFAC to be able to provide this knowledge and to support volunteer bush fire efforts, training and resourcing requirements in protecting community safety and assets. |  |                             |                |

## ASSET MANAGEMENT IMPLICATIONS

Nil

## SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS

Nil

## VOTING REQUIREMENTS

Simple Majority

## OFFICER RECOMMENDATION

That the unconfirmed minutes of a Bush Fire Advisory Committee meeting held 11 May 2022 be received.

### 9.1.3 APPOINTMENT OF BUSH FIRE CONTROL OFFICERS

|                      |  |
|----------------------|--|
| <b>AUTHOR</b>        | Robert Jehu – Manager Regulatory Services                        |
| <b>DATE</b>          | Thursday, 12 May 2022  |
| <b>FILE NO</b>       | ES.CIR.2   |
| <b>ATTACHMENT(S)</b> | As per attachment 9.1.2 - Unconfirmed BFAC Minutes - 11 May 2022 |

| STRATEGIC/CORPORATE IMPLICATIONS      |   |   |
|---------------------------------------|---|---|
| “Smart Possibilities – Kojonup 2027+” |   | “Smart Implementation – Kojonup 2018-2022”  |
| <b>Key Pillar</b>                     | <b>Community Outcomes</b>   | <b>Corporate Actions</b>  |
| KP 2 - Connected                      | 2.3 – Be providing for a safe and secure environment by working with State and Federal authorities. | 2.3.1 - Maximise community safety through safe urban design and advocate for enhanced emergency service provisions. |

### DECLARATION OF INTEREST

Nil

### SUMMARY

The purpose of this report is to consider the recommendations of the Bush Fire Advisory Committee (BFAC) for the appointment of Bush Fire Control Officers for the 2022/2023 bush fire season.

### BACKGROUND

The Annual General Meeting of the Kojonup Bushfire Association (Association) was held via email correspondence on 4 April 2022. The BFAC endorsed the Association’s recommendations at its meeting held 11 May 2022.

### COMMENT

The BFAC made the following recommendations for 2022/2023, at its 11 May 2022 meeting:

- a) Tony Fisher be recommended for the Chief Bush Fire Control Officer (CBFCO);
- b) Roger House be recommended for the Deputy Chief Bush Fire Control Officer (DCBFCO);
- c) Ross Fryer-Smith and Nick Trethowan be recommended for the Senior Bush Fire Control Officers (SBFCO);
- d) The CBFCO and the DCBFCO are recommended for the Fire Weather Officer and Deputy Fire Weather Officer respectively;
- e) The CBFCO and the DCBFCO are recommended to be appointed as authorised officers to issue permits to burn for the collection of clover seed in the Shire; and
- f) The CBFCO, DCBFCO and the two Senior SBFCO’s be authorised to advise the Chief Executive Officer of the Shire of Kojonup on the imposition of Harvest and Vehicle Movement Bans.

The Kojonup Town Brigade position remains vacant; an appointment to this position will be brought to Council for consideration when a recommendation is received from the BFAC.

## CONSULTATION

Nil

## STATUTORY REQUIREMENTS

Section 38 of the *Bush Fires Act 1954*

Section 67 of the *Bush Fires Act 1954*

## POLICY IMPLICATIONS

Policy 6.1 Fire Management Plan

Policy 2.3.5 Risk Management

## FINANCIAL IMPLICATIONS

Nil

## RISK MANAGEMENT IMPLICATIONS

| RISK MANAGEMENT FRAMEWORK |   |  |                |
|---------------------------|---|--|----------------|
| Risk Profile              | Risk Description/Cause  | Key Control  | Current Action |
| 2 - Business Continuity   | Failure to adequately prepare and respond to events that cause disruption to the local community and/or normal business activities.   | Community fire and emergency education<br><br>Maintain regular communications with agencies and support services | Nil            |
| 3 - Compliance            | Failure to correctly communicate laws and regulations as a result of an inadequate compliance framework. This includes new or proposed regulatory and legislative changes, in addition to the failure to maintain updated internal & public domain legal documentation. | External Audits (compliance)   | Nil            |

|  |                                     |  |  |
|--|-------------------------------------|--|--|
|  | Ineffective policies<br>& processes |  |  |
| Risk Rating - Adequate   |                                     |  |  |
| IMPLICATIONS   |                                     |  |  |
| Appointment of these positions is legislated by the <i>Bushfires Act 1954 (Act)</i> ; compliance with this Act demonstrates processes are followed at management and governance levels that will assist in minimising the risks of bush fire upon the greater community. |                                     |  |  |

**ASSET MANAGEMENT IMPLICATIONS**

Nil

**SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil

**VOTING REQUIREMENTS**

Simple Majority

#### OFFICER RECOMMENDATION

A) That the Council appoints to the following positions for the 2022/2023 year:

1. Tony Fisher - Chief Bush Fire Control Officer and Bush Fire Weather Officer;
2. Roger House - Deputy Chief Bush Fire Control Officer and Deputy Fire Weather Officer;
3. Ross Fryer-Smith and Nick Trethowan - Senior Bush Fire Control Officers;
4. The Chief Bush Fire Control Officer and the Deputy Chief Bush Fire Control Officer be appointed as authorised officers to issue permits to burn for the collection of clover seed in the Shire;
5. The Chief Bush Fire Control Officer, Deputy Chief Bush Fire Control Officer and the two Senior Bush Fire Control Officers be authorised to recommend to the Chief Executive Officer on the imposition of Harvest and Vehicle Movement Bans.

The nominees listed below be appointed to their respective Bush Fire Brigades subject to each person having successfully completed the Fire Control Officer's (FCO) course as conducted by the Department of Fire and Emergency Services:

|                 |                                       |
|-----------------|---------------------------------------|
| Bevan Bignell   | Captain/FCO, Boilup Brigade           |
| Glen Woodhams   | Captain/FCO, Boscabel Brigade         |
| Paul Norrish    | Captain/FCO, Changerup Brigade        |
| Daniel Ladyman  | Captain/FCO, Cherry Tree Pool Brigade |
| Will Owen       | Captain/FCO, Jingalup Brigade         |
| Gavin Norrish   | Captain/FCO, Kojonup Brigade          |
| Sam Jackson     | Captain/FCO, Lumeah Brigade           |
| Digby Stretch   | Captain/FCO, Mobrup Brigade           |
| Ben Blewett     | Captain/FCO, Muradup Brigade          |
| Daniel Simpson  | Captain/FCO, Orchid Valley Brigade    |
| Clayton Simcock | Captain/FCO, Qualeup Brigade          |
| Stuart Tohl     | Captain/FCO, Ryan's Brook Brigade     |
| Bob Francis     | FCO, Muradup Town                     |

- B) That the Council expresses its sincere appreciation to the Kojonup Bushfire Association and Bush Fire Advisory Committee members and Zulus for continuing to provide essential bush fire services to our community.

9.1.4 BUILDING BETTER REGIONS FUND (BBRF) ROUND 6 GRANT APPLICATION – THE KODJA PLACE AND KOJONUP (APEX) PARK – FORMAL WITHDRAWAL OF APPLICATION

|                      |   |
|----------------------|---|
| <b>AUTHOR</b>        | Grant Thompson – Chief Executive Officer  |
| <b>DATE</b>          | Thursday, 11 May 2022   |
| <b>FILE NO</b>       | FM.FNR.2  |
| <b>ATTACHMENT(S)</b> | <a href="#">9.1.4.1 – Business Case</a><br><a href="#">9.1.4.2 – Project Management Plan</a><br><a href="#">9.1.4.3 – Cost Benefit Analysis</a><br><a href="#">9.1.4.4 – Operational Management Overview</a><br><a href="#">9.1.4.5 – Plans</a><br><a href="#">9.1.4.6 – Project Costings</a> |

| STRATEGIC/CORPORATE IMPLICATIONS      |  |  |
|---------------------------------------|--|--|
| “Smart Possibilities – Kojonup 2027+” |  | “Smart Implementation – Kojonup 2021 +”  |
| Key Pillar                            | Community Outcomes   | Corporate Actions  |
| KP – 1 Place                          | 1.1 – Have maximised our ‘One Community’ program through specific events, celebration of built form and enhancement of our environment | 1.1.3 - Grow The Kodja Place to become an iconic WA attraction.<br>1.1.15 - Redevelop entire car park & landscaped area to improve functionality & traffic & pedestrian flow<br>1.1.16 - Introduce low-impact, natural barriers & building screens to define the precinct & guide visitors to a single entrance. |

#### DECLARATION OF INTEREST

Nil

#### SUMMARY

At the 15 March 2022 Ordinary Meeting of Council a recommendation to ratify the BBRF Round 6 application previously submitted by the Shire of Kojonup (Shire) was rejected.

The purpose of this report is to formalise the withdrawal of the Shire’s BBRF Round 6 application.

#### BACKGROUND

In March 2021, the Shire submitted a BBRF Round 5 grant application encompassing the following:

- Sporting facility upgrades (building extension and deck, fencing, bowling/netball car park);
- The Kodja Place – implementation of recommendation 4, 5 & 6 of the Master Plan; and
- Extension of toilets, community kitchen and other infrastructure upgrades at Kojonup (Apex) Park.

Round 5 of the BBRF was grossly over-subscribed, with applications from Western Australia alone exceeding the total funding allocation pool Australia wide. In October 2021, the Shire was notified that its Round 5 application was unsuccessful.

Round 6 of the BBRF was announced in December 2021, with applications closing on 10 February 2022. This was a relatively short timeframe for a grant application of this magnitude especially considering time lost over the festive season and, therefore, appeared to be aimed at unsuccessful Round 5 applications. In conjunction with the Senior Management Team, and following discussions at the Council briefing session on 1 February 2022, staff submitted a Round 6 application seeking funding for the following:

- The Kodja Place – implementation of recommendation 4, 5 & 6 of the Master Plan; and
- Extension of toilets, community kitchen and other infrastructure upgrades at Kojonup (Apex) Park.

This grant application totalled \$4.3m and 50% (\$2.15m) was requested from the BBRF. The Federal Government has indicated that outcomes of the BBRF Round 6 applications will be advised 'in mid 2022'.

#### COMMENT

The attached documents outline the full BBRF Round 6 application. These documents are:

1. Business Case
2. Project Management Plan
3. Cost Benefit Analysis
4. Operational Management Overview
5. Plans
6. Project Quantity Surveyor Costings

At its 15 March 2022 Ordinary Meeting the Council did not endorse the following Officer Recommendation:

*"OFFICER RECOMMENDATION/COUNCIL DECISION*

*13/22 Moved Cr Gale*

*Seconded Cr Wieringa*

*That the Round 6 Building Better Regions Fund grant application submitted for the upgrade of facilities at both Kojonup (Apex) Park and The Kodja Place, as attached, be endorsed.*

*LOST 3/5"*

#### CONSULTATION

Council Briefing Session 1 February 2022

Council Briefing Session 15 February 2022

Ordinary Council Meeting 15 March 2022

Manager Corporate and Community Services

Senior Administration Officer

#### STATUTORY REQUIREMENTS

Nil

# **POLICY IMPLICATIONS**

Nil

# **FINANCIAL IMPLICATIONS**

Nil

# **RISK MANAGEMENT IMPLICATIONS**

| RISK MANAGEMENT FRAMEWORK  |  |   |                |
|--|--|---|----------------|
| Risk Profile   | Risk Description/Cause   | Key Control                               | Current Action |
| 8 - Errors, Omissions and Delays   | Errors, omissions or delays in operational activities as a result of unintentional errors or failure to follow due process including incomplete, inadequate or inaccuracies in advisory activities to customers or internal staff. | Segregation of duties (Financial control) | Nil            |
| Risk Rating - Adequate   |  |   |                |
| IMPLICATIONS   |  |   |                |
| The aim of this report is to formalise the withdrawal of the BBRF Round 6 application as per the rejection of the recommendation at Council's 15 March 2022 Ordinary Meeting to submit the application. This demonstrates clear direction from the Council and minimises the risk of any doubt as to Council's intention regarding this application. |  |   |                |

# **ASSET MANAGEMENT IMPLICATIONS**

The grant application, if successful, would have addressed major works on significant existing Shire assets.

# **SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil

# **VOTING REQUIREMENTS**

Simple Majority

# **OFFICER RECOMMENDATION**

1. That the Shire of Kojonup's (Shire) Building Better Regions Fund Round 6 grant application, submitted for the upgrade of facilities at both Kojonup (Apex) Park and The Kodja Place, as attached, be formally withdrawn prior to a decision being made on allocation of funds.
2. That the Shire write to the relevant funding party and advise the above post haste.



9.2 KEY PILLAR 2 – ‘CONNECTED’ REPORTS

Nil

9.3 KEY PILLAR 3 – ‘PERFORMANCE’ REPORTS

9.3.1 FINANCIAL MANAGEMENT – MONTHLY STATEMENT OF FINANCIAL ACTIVITY (MARCH 2022)

|                      |  |
|----------------------|--|
| <b>AUTHOR</b>        | Anthony Middleton – Manager Corporate and Community Services |
| <b>DATE</b>          | Wednesday, 20 April 2022                                     |
| <b>FILE NO</b>       | FM.FNR.2   |
| <b>ATTACHMENT(S)</b> | 9.3.1.1 – March 2022 Monthly Financial Statements            |

| STRATEGIC/CORPORATE IMPLICATIONS      |   |  |
|---------------------------------------|---|--|
| “Smart Possibilities – Kojonup 2027+” |   | “Smart Implementation – Kojonup 2021 +”  |
| Key Pillar                            | Community Outcomes  | Corporate Actions  |
| KP – 3 Performance                    | 3.4 – Be organised and transparent with our financial management. | 3.4.1 - Increase regularity of readable financial reporting to the community.<br>3.4.2 – Act with sound long-term and transparent financial management and deliver residents considered value for money. |

**DECLARATION OF INTEREST**

Nil

**SUMMARY**

The purpose of this report is to note the Monthly Financial Statements for the period ending 31 March 2022.

**BACKGROUND**

In addition to good governance, the presentation to the Council of monthly financial reports is a statutory requirement, with these to be presented at an ordinary meeting of the Council within two (2) months after the end of the period to which the statements relate.

**COMMENT**

The attached Statement of Financial Activity for the period 1 July 2021 to 31 March 2022 represents nine (9) months, or 75% of the year.

The following items are worthy of noting:

- Closing surplus position of \$767,764;
- Operating results:
  - 67% of budgeted operating revenue has been received; and
  - 80% of budgeted operating expenditure spent;
- Capital expenditure achieved 40% of budgeted projects;

- Cash holdings of \$4.26m of which \$3.52m is held in cash backed reserve accounts and \$237,239 is a grant held for other parties;
- Rates debtors outstanding equate to 9% of total rates raised for 2021/2022; and
- Page 9 & 10 of the statements detail major variations from year to date (amended) budgets in accordance with Council Policy 2.1.6 – concern has been raised regarding the ‘Animal Control’, ‘Fire Prevention’ and ‘Road Maintenance’ sub-programs over expenditure when compared to year-to-date (YTD) budgets.

#### **CONSULTATION**

Nil

#### **STATUTORY REQUIREMENTS**

Regulation 34 of the *Local Government (Financial Management) Regulations 1996* sets out the basic information which must be included in the monthly reports to Council.

#### **POLICY IMPLICATIONS**

Council Policy 2.1.6 defines the content of the financial reports.

#### **FINANCIAL IMPLICATIONS**

This item reports on the current financial position of the Shire. The recommendation does not in itself have a financial implication.

#### **RISK MANAGEMENT IMPLICATIONS**

Nil

#### **ASSET MANAGEMENT IMPLICATIONS**

Nil

#### **SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil

#### **VOTING REQUIREMENTS**

Simple Majority

#### **OFFICER RECOMMENDATION**

That the monthly financial statements for the period ending 31 March 2022, as attached, be noted.

9.3.2 FINANCIAL MANAGEMENT – MONTHLY STATEMENT OF FINANCIAL ACTIVITY (APRIL 2022)

|                      |  |
|----------------------|--|
| <b>AUTHOR</b>        | Anthony Middleton – Manager Corporate and Community Services |
| <b>DATE</b>          | Friday, 6 May 2022   |
| <b>FILE NO</b>       | FM.FNR.2   |
| <b>ATTACHMENT(S)</b> | 9.3.2.1 – April 2022 Monthly Financial Statements            |

| STRATEGIC/CORPORATE IMPLICATIONS      |   |  |
|---------------------------------------|---|--|
| “Smart Possibilities – Kojonup 2027+” |   | “Smart Implementation – Kojonup 2021 +”  |
| Key Pillar                            | Community Outcomes  | Corporate Actions  |
| KP – 3 Performance                    | 3.4 – Be organised and transparent with our financial management. | 3.4.1 - Increase regularity of readable financial reporting to the community.<br>3.4.2 – Act with sound long-term and transparent financial management and deliver residents considered value for money. |

**DECLARATION OF INTEREST**

Nil

**SUMMARY**

The purpose of this report is to note the Monthly Financial Statements for the period ending 30 April 2022.

**BACKGROUND**

In addition to good governance, the presentation to the Council of monthly financial reports is a statutory requirement, with these to be presented at an ordinary meeting of the Council within two (2) months after the end of the period to which the statements relate.

**COMMENT**

The attached Statement of Financial Activity for the period 1 July 2021 to 30 April 2022 represents ten (10) months, or 83% of the year.

The following items are worthy of noting:

- Closing surplus position of \$1.22m;
- Operating results:
  - 89% of budgeted operating revenue has been received; and
  - 86% of budgeted operating expenditure spent;
- Capital expenditure achieved 55% of budgeted projects;
- Cash holdings of \$5.59m of which \$3.97m is held in cash backed reserve accounts and \$237,239 is a grant held for other parties;
- Rates debtors outstanding equate to 8% of total rates raised for 2021/2022; and
- Page 9 & 10 of the statements detail major variations from year to date (amended) budgets in accordance with Council Policy 2.1.6 – concern has been raised regarding

the 'Road Maintenance' sub-program over expenditure when compared to year-to-date (YTD) budgets.

**CONSULTATION**

Nil

**STATUTORY REQUIREMENTS**

Regulation 34 of the *Local Government (Financial Management) Regulations 1996* sets out the basic information which must be included in the monthly reports to Council.

**POLICY IMPLICATIONS**

Council Policy 2.1.6 defines the content of the financial reports.

**FINANCIAL IMPLICATIONS**

This item reports on the current financial position of the Shire of Kojonup. The recommendation does not in itself have a financial implication.

**RISK MANAGEMENT IMPLICATIONS**

Nil

**ASSET MANAGEMENT IMPLICATIONS**

Nil

**SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil

**VOTING REQUIREMENTS**

Simple Majority

**OFFICER RECOMMENDATION**

That the monthly financial statements for the period ending 30 April 2022, as attached, be noted.

9.3.3 MONTHLY PAYMENTS LISTING – APRIL 2022

|                   |   |
|-------------------|---|
| <b>AUTHOR</b>     | Vivicka Kahn - Finance and Payroll Officer            |
| <b>DATE</b>       | Sunday, 8 May 2022                                    |
| <b>FILE NO</b>    | FM.AUT.1  |
| <b>ATTACHMENT</b> | 9.3.3.1 – Monthly Payments Listing 1 to 30 April 2022 |

| STRATEGIC/CORPORATE IMPLICATIONS      |   |  |
|---------------------------------------|---|--|
| “Smart Possibilities – Kojonup 2027+” |   | “Smart Implementation – Kojonup 2019-2023”   |
| <b>Key Pillar</b>                     | <b>Community Outcomes</b>   | <b>Corporate Actions</b>   |
| KP3 - Performance                     | 3.4 – Be organised and transparent with our financial management. | 3.4.1 - Increase regularity of readable financial reporting to the community.<br>3.4.2 – Act with sound long-term and transparent financial management and deliver residents considered value for money. |

**DECLARATION OF INTEREST**

Nil

**SUMMARY**

To receive the list of payments covering the month of April 2022.

**BACKGROUND**

Not applicable

**COMMENT**

The attached list of payments is submitted for receipt by the Council.

Any comments or queries regarding the list of payments is to be directed to the Manager of Corporate and Community Services prior to the meeting.

**CONSULTATION**

Nil

**STATUTORY REQUIREMENTS**

Regulation 12(1)(a) of the *Local Government (Financial Management) Regulations 1996* provides that payment may only be made from the municipal fund or trust fund if the Local Government has delegated the function to the Chief Executive Officer.

The Chief Executive Officer has delegated authority to authorise payments. Relevant staff have also been issued with delegated authority to issue orders for the supply of goods and services subject to budget limitations.

Regulation 13 of the *Local Government (Financial Management) Regulations 1996* provides that if the function of authorising payments is delegated to the Chief Executive Officer then a list of payments is to be presented to the Council at the next ordinary meeting and recorded in the minutes.

**POLICY IMPLICATIONS**

Council's Policy 2.1.2 provides authorisations and restrictions relative to purchasing commitments.

**FINANCIAL IMPLICATIONS**

All payments are made in line with Council Policy 2.1.2.

**STRATEGIC/CORPORATE IMPLICATIONS**

Nil

**RISK MANAGEMENT IMPLICATIONS**

A control measure to ensure transparency of financial systems and controls regarding creditor payments.

**ASSET MANAGEMENT PLAN IMPLICATIONS**

Nil

**SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil

**VOTING REQUIREMENTS**

Simple Majority

**OFFICER RECOMMENDATION**

That, in accordance with Regulation 13 (1) of the *Local Government (Financial Management) Regulations 1996*, the list of payments as attached made under delegated authority:

| FROM – 1 April 2022 |               | TO – 30 April 2022 |
|---------------------|---------------|--------------------|
|                     |               |                    |
| Municipal Cheques   | 14332 - 14334 | \$828.12           |
| EFTs                | 29872 - 30024 | \$835,253.20       |
| Direct Debits       |               | \$425,049.63       |
| Total               |               | \$1,261,130.95     |

be received.

9.3.4 SPRINGHAVEN WORKING GROUP (SWG) INAUGURAL MEETING MINUTES – 22 MARCH 2022

|                   |   |
|-------------------|---|
| <b>AUTHOR</b>     | Judy Stewart – Senior Administration Officer                        |
| <b>DATE</b>       | Monday, 9 May 2022  |
| <b>FILE NO</b>    | GO.CNM.9  |
| <b>ATTACHMENT</b> | 9.3.4.1 – Unconfirmed SWG Inaugural Meeting Minutes – 22 March 2022 |

| STRATEGIC/CORPORATE IMPLICATIONS      |   |  |
|---------------------------------------|---|--|
| “Smart Possibilities – Kojonup 2027+” |   | “Smart Implementation – Kojonup 2018-2022”   |
| Key Pillar                            | Community Outcomes  | Corporate Actions  |
| KP 3 - Performance                    | <p>3.1 – Be a continually engaged and strategic community which leads and organises throughout the entire stakeholder group.</p> <p>3.4 – Be organised and transparent with our financial management.</p> | <p>3.1.3 – Encourage interaction and input to the Shire of Kojonup, particularly through contemporary working party teams.</p> <p>3.1.5 – Implement strategies to improve Councillors role as community leaders and asset custodians.</p> <p>3.4.2 – Act with sound long-term and transparent financial management and deliver residents considered value for money.</p> |

**DECLARATION OF INTEREST**

Nil

**SUMMARY**

The purpose of this report is to receive the minutes of a SWG meeting held 22 March 2022 (attachment 9.3.3.1).

**BACKGROUND**

The SWG was formed by Council at its 15 February 2022 Ordinary Meeting. The SWG’s role is to report to Council and provide appropriate recommendations and advice on matters relevant to its Terms of Reference in order to facilitate decision-making by Council in relation to the discharge of Council’s responsibilities. Any recommendations from SWG meetings will be presented to Council as separate agenda items for consideration.

**COMMENT**

The SWG held its inaugural meeting on 22 March 2022. One recommendation to Council, from this meeting, is presented separately within this agenda for Council’s endorsement.

**CONSULTATION**

Nil

**STATUTORY REQUIREMENTS**

Nil

## POLICY IMPLICATIONS

Policy 5.2 – Springhaven Policy Manual – Nil implications

## FINANCIAL IMPLICATIONS

Nil

## RISK MANAGEMENT IMPLICATIONS

| RISK MANAGEMENT FRAMEWORK  |  |  |                |
|--|--|--|----------------|
| Risk Profile   | Risk Description/Cause   | Key Control  | Current Action |
| 1 - Asset Sustainability   | Insufficient budget to maintain or replace assets  | Routine maintenance schedule<br><br>Asset replacement schedule | Nil            |
| 3 - Compliance   | Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework. This includes new or proposed regulatory and legislative changes, in addition to the failure to maintain updated internal & public domain legal documentation. | Financial Management Review                                    | Nil            |
| Risk rating - Low  |  |  |                |
| IMPLICATIONS   |  |  |                |
| The SWG assists in identifying and mitigating overall financial risk to the Shire of Kojonup and provision of services to the Community. |  |  |                |

## ASSET MANAGEMENT IMPLICATIONS

Nil

## SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS

Nil



**VOTING REQUIREMENTS**

Simple Majority

**OFFICER RECOMMENDATION**

That the minutes of a Springhaven Working Group meeting held 22 March 2022 be received.

9.3.5 SPRINGHAVEN WORKING GROUP (SWG) – APPOINTMENT OF COMMUNITY MEMBERS

|                      |   |
|----------------------|---|
| <b>AUTHOR</b>        | Judy Stewart – Senior Administration Officer  |
| <b>DATE</b>          | Monday, 9 May 2022  |
| <b>FILE NO</b>       | GO.CNM.9  |
| <b>ATTACHMENT(S)</b> | 9.3.5.1 – SWG – Terms of Reference<br>9.3.5.2 - Correspondence – Jill Mathwin<br>9.3.5.3 – Correspondence – Kevin Broom |

| STRATEGIC/CORPORATE IMPLICATIONS      |  |   |
|---------------------------------------|--|---|
| “Smart Possibilities – Kojonup 2027+” |  | “Smart Implementation – Kojonup 2018-2022”  |
| Key Pillar                            | Community Outcomes   | Corporate Actions   |
| KP 3 - Performance                    | 3.1 – Be a continually engaged and strategic community which leads and organises throughout the entire stakeholder group.<br><br>3.4 – Be organised and transparent with our financial management. | 3.1.3 – Encourage interaction and input to the Shire of Kojonup, particularly through contemporary working party teams.<br>3.1.5 – Implement strategies to improve Councillors role as community leaders and asset custodians.<br>3.4.2 – Act with sound long-term and transparent financial management and deliver residents considered value for money. |

**DECLARATION OF INTEREST**

Nil

**SUMMARY**

The purpose of this report is for Council to consider the endorsement of Jill Mathwin and Kevin Broom as community members of the SWG.

**BACKGROUND**

The SWG was formed by Council at its 15 February 2022 Ordinary Meeting. Clauses 2.1 (b) and (c) of the SWG Terms of Reference require the appointment of any external person/s to be made by Council for a tenure determined by Council.

**COMMENT**

The SWG chairman, Cr Bilney, invited Jill Mathwin and Kevin Broom to be the inaugural community members based on their experience with Springhaven Lodge and their financial knowledge and experience. Both Jill Mathwin and Kevin Broom have indicated that they are willing to accept this role. For Council decision.

**CONSULTATION**

Nil

**STATUTORY REQUIREMENTS**

Nil

## POLICY IMPLICATIONS

Policy 5.2 – Springhaven Policy Manual – Nil implications

## FINANCIAL IMPLICATIONS

Nil – in accordance with the SWG Terms of Reference, there will be no remuneration paid to members of the SWG including any external person/s.

## RISK MANAGEMENT IMPLICATIONS

| RISK MANAGEMENT FRAMEWORK   |  |                             |                |
|---|--|-----------------------------|----------------|
| Risk Profile  | Risk Description/Cause   | Key Control                 | Current Action |
| 3. Compliance   | Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework. This includes new or proposed regulatory and legislative changes, in addition to the failure to maintain updated internal & public domain legal documentation. | Financial Management Review | Nil            |
| Risk rating - Low   |  |                             |                |
| IMPLICATIONS  |  |                             |                |
| The SWG assists in identifying and mitigating overall financial risk to the Shire OF Kojonup and provision of services to the Community; its Terms of Reference allow for external person/s to be members. Appointment of community members with specific Springhaven Lodge and financial knowledge and experience is anticipated to assist in the lessening of risk to the ongoing provision of aged care services that Springhaven Lodge provides to the community. |  |                             |                |

**ASSET MANAGEMENT IMPLICATIONS**

Nil

**SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil

**VOTING REQUIREMENTS**

Simple Majority

**OFFICER RECOMMENDATION**

That Jill Mathwin and Kevin Broom be appointed as community members of the Springhaven Working Group until the 2023 Local Government Election.

## 9.4 KEY PILLAR 4 – ‘PROSPERITY’ REPORT

### 9.4.1 PROPOSED TWO (2) MOTEL UNITS – LOT 250 (NO. 72) ALBANY HIGHWAY, KOJONUP

|                      |   |
|----------------------|---|
| <b>AUTHOR</b>        | Steve Thompson - Consultant Planner, Edge Planning and Property   |
| <b>APPLICANT</b>     | Paul and Felicity Webb  |
| <b>DATE</b>          | Thursday, 12 May 2022   |
| <b>FILE NO</b>       | A6411   |
| <b>ATTACHMENT(S)</b> | 9.4.1.1 - Letter of Application and Plans – P & F Webb – 72 Albany Highway<br>9.4.1.2 – Landgate map – 72 Albany Highway<br>9.4.1.3 - Extract from <i>Planning and Development (Local Planning Scheme) Regulations 2015</i> |

| STRATEGIC/CORPORATE IMPLICATIONS      |   |   |
|---------------------------------------|---|---|
| “Smart Possibilities – Kojonup 2027+” |   | “Smart Implementation – Kojonup 2018-2022”  |
| <b>Key Pillar</b>                     | <b>Community Outcomes</b>   | <b>Corporate Actions</b>  |
| KP 4 - Prosperity                     | 4.1 – Be providing business assistance for growth in small local industry | 4.1.1 – Amend Town Planning Scheme to encourage economic development and private investment |

## DECLARATION OF INTEREST

Edge Planning & Property receive payment for planning advice to the Shire of Kojonup and declare a Financial Interest (section 5.70 of the *Local Government Act 1995*).

## SUMMARY

To consider an application for Development Approval to expand the Cornwall House Accommodation. The proposal is to build two motel units in the south west corner of the property facing Spring Street, with off street parking for up to three cars.

## BACKGROUND

The Council has previously considered matters relating to the property on various occasions.

The applicant seeks approval for two motel units in the south west section of the property. Proposed vehicle access to the motel units is from Spring Street. Details provided by the applicant are provided in attachments 9.4.1.1 and 9.4.1.2.

The property is 3032m<sup>2</sup> in area and contains the Cornwall House Accommodation. The site is appropriately serviced including that it is connected to the reticulated sewerage system.

## COMMENT

The Development Application is generally consistent with the Shire of Kojonup Town Planning Scheme No. 3 (TPS3). The only variation from the TPS3 standards is the front setback. Table 2 – Development Table sets out a 9 metre front setback for motels, while the Development Application proposes 4.5 metres. TPS3 provides discretion to vary development standards if the Council considers the application is consistent with the orderly and proper planning of the locality and the preservation of the amenities of the locality. It is

suggested a 4.5 metre setback is reasonable in the Commercial zone noting many buildings have a lesser front setback.

It is accordingly recommended that Council conditionally approve the Development Application. The proposal supports a greater range of accommodation and supports increased economic activity. Development conditions can address relevant matters.

#### Zoning and Land Use/Development

The property is zoned 'Commercial' and is located within the 'Special Design Area' under the Shire of Kojonup Town Planning Scheme No. 3 (TPS3).

TPS3 objectives for the Commercial zone include:

- To maintain a compact and accessible centre.
- To centralise commercial and service functions.
- To maintain the compatibility with the general streetscape, for all new buildings in terms of scale, height, style, materials, street alignment and design of facades.

The proposal satisfies the definition of the 'motel' land use which is an 'AA' discretionary land use within the Commercial zone. There is no statutory requirement to advertise the Development Application.

#### Bushfire Planning

The motel units are proposed to be located outside of the bushfire prone area.

#### Town Planning Scheme Policy Implications

Nil

#### Matters to be considered

Attachment 9.4.1.3 is an extract from the *Planning and Development (Local Planning Schemes) Regulations 2015* which sets out matters to be considered by local government in assessing a Development Application. The following reviews the application against key matters from the Regulations.

| Matter to be Considered  | Response   |
|--|--|
| (a) the aims and provisions of this Scheme and any other local planning scheme operating within the Scheme area;   | The proposed development is considered consistent with the aims and provisions of TPS3.  |
| (b) the requirements of orderly and proper planning including any proposed local planning scheme or amendment to this Scheme that has been advertised under the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i> or any other proposed planning instrument that the local government is | The proposed development is consistent with the orderly and proper planning of the area. |

| Matter to be Considered   | Response   |
|---|--|
| seriously considering adopting or approving;  |  |
| (c) any approved State planning policy;   | SPP3.7 Planning in Bushfire Prone Areas does not apply to the proposed motel units.<br><br>SPP 5.4 Road and Rail Noise - the property is within the 'trigger distance' of freight traffic noise from Albany Highway. |
| (g) any local planning policy for the Scheme area;  | Nil  |
| (m) the compatibility of the development with its setting including the relationship of the development to development on adjoining land or on other land in the locality including, but not limited to, the likely effect of the height, bulk, scale, orientation and appearance of the development; | The motel units are consistent other approved motel units on the property in terms of size, height, bulk, and scale.   |
| (n) the amenity of the locality including the following-<br>(i) environmental impacts of the development;<br>(ii) the character of the locality;<br>(iii) social impacts of the development;  | Subject to addressing noise impacts, the proposal is not expected to have a negative impact on the amenity of the locality.  |
| (p) whether adequate provision has been made for the landscaping of the land to which the application relates and whether any trees or other vegetation on the land should be preserved;  | No clearing of native vegetation is required. The area between the motel units and Spring Street is proposed to be landscaped.   |
| (q) the suitability of the land for the development taking into account the possible risk of flooding, tidal inundation, subsidence, landslip, bush fire, soil erosion, land degradation or any other risk;   | The site is not known to be affected by any natural hazard including flood, subsidence, erosion etc. The motel units are not within the bushfire prone mapping area.   |
| (s) the adequacy of -<br>(i) the proposed means of access to and egress from the site; and<br>(ii) arrangements for the loading, unloading, manoeuvring and parking of vehicles;  | The proposed access/egress is appropriate.   |
| (w) the history of the site where the development is to be located;   | The motel units will not impact heritage values.   |
| (y) any submissions received on the application;  | There has been no consultation on this development application.  |

| Matter to be Considered   | Response              |
|---|-----------------------|
| <p><i>c.78E. of the Planning and Development (Local Planning Schemes) Amendment Regulations 2015</i></p> <p>In considering an application for development approval for development to which this Part applies, the local government is to have regard to the bushfire resistant construction requirements of the Building Code.</p> | <p>See (q) above.</p> |

The Council has a number of options available to it, which are discussed below:

**1 Not approve the proposal**

The Council can choose to not approve the application and advise the proponent giving reasons. If this option were chosen, the motel units would not be able to be constructed.

**2 Approve the proposal**

The Council can choose to approve the application, in part or whole and with or without conditions. If this option were chosen, the motel units can proceed.

**3 Defer the proposal**

The Council can choose to defer the matter and seek additional information from the applicant or undertake consultation with the public, if deemed necessary, before proceeding to make a decision.

This is a discretionary decision and the applicant has a right to request a review of any decision and/or condition made by the Local Government to the State Administrative Tribunal if aggrieved by the decision and/or any condition.

## CONSULTATION

There has been nil consultation on the Development Application.

## STATUTORY REQUIREMENTS

*Planning and Development Act 2005 and Planning and Development (Local Planning Schemes) Regulations 2015* - the processing of the Development Application is required to comply with the requirements of Town Planning Scheme No. 3 which is an operative local planning scheme under the provisions of the *Act/Regulations*.

## POLICY IMPLICATIONS

See comments in Town Planning Scheme Policy Implications above.

## FINANCIAL IMPLICATIONS

The applicant is required to pay the Development Application fee of \$256 as set out in the adopted 2021/22 Schedule of Fees and Charges.



# **RISK MANAGEMENT IMPLICATIONS**

| RISK MANAGEMENT FRAMEWORK  |   |   |                |
|--|---|---|----------------|
| Risk Profile   | Risk Description/Cause  | Key Control   | Current Action |
| 3 - Compliance   | Impulsive decision making<br><br>Ineffective monitoring of changes to legislation | Professional accreditation / certification maintained | Nil            |
| 6 - Engagement   | Inadequate documentation or procedures  | Public notices / local papers / website communication | Nil            |
| 7 - Environment  | Inadequate local laws / planning schemes  | Environmental management compliance                   | Nil            |
| 8 - Errors, Omissions and Delays   | Complex legislation<br><br>Incorrect information                                  | Development Approval performance report               | Nil            |
| <i>Risk rating: Adequate</i>   |   |   |                |
| IMPLICATIONS   |   |   |                |
| Applicants need to ensure that development applications accord with the intent of the Shire of Kojonup Planning Scheme. Council in assessing applications needs to adopt a similar approach that reflects present and future requirements without compromising amenity or establishing precedents. |   |   |                |

## **ASSET MANAGEMENT IMPLICATIONS**

Nil

## **SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil

## **VOTING REQUIREMENTS**

Simple Majority

OFFICER RECOMMENDATION

That Council grant Development Approval for two motel units at Lot 250 on Deposited Plan 417655 (No. 72) Albany Highway, Kojonup subject to the following conditions:

- 1) The development to be carried out and fully implemented in accordance with the attached plans unless a variation has been approved by the local government in writing.
- 2) The crossover, vehicle access way and car parking spaces are to be designed, constructed (sealed such as concrete and bitumen seal) and drained to the satisfaction of the local government prior to occupation of the development.
- 3) The motel units to be connected to the Water Corporation reticulated sewer and water supply networks prior to occupation.
- 4) Stormwater is appropriately managed and disposed of from the subject land, including from roofs and sealed/paved areas to a Shire stormwater legal point of discharge, prior to occupation of the buildings, to the satisfaction of the local government. Details are to be provided with the Building Permit application. The stormwater facilities provided in accordance with this condition shall be permanently maintained in an operative condition to the satisfaction of the local government.
- 5) The area between the motel units and Spring Street to be landscaped in accordance with a Landscaping Plan to be submitted for approval by the local government. The landscaping is to be undertaken prior to occupation. Following this, the landscaping is appropriately maintained to the satisfaction of the local government.
- 6) The operator is to ensure that noise levels from the motel units are considerate of adjoining/nearby properties and are to be especially low in volume between 9.00pm and 8.00am.

*Advice Notes:*

- A) *This is not a Building Permit. A Building Permit must be obtained before any building works commence.*
- B) *No parking of patron's vehicles is permitted on the road verge or adjoining land.*
- C) *The property is within the 'trigger distance' of freight traffic noise from Albany Highway as set out in State Planning Policy 5.4 Road and Rail Noise. The applicant is encouraged to review 'quiet house' principles to reduce noise impacts on guests.*
- D) *A Demolition Permit may be required to be obtained prior to any sheds or structures being removed to facilitate the development.*
- E) *If the applicant or owner is aggrieved by this determination, there is a right of review by the State Administrative Tribunal in accordance with the Planning and Development Act 2005 Part 14. An application must be made within 28 days of the determination.*

9.5 KEY PILLAR 5 – 'DIGITAL' REPORTS

Nil

10 APPLICATIONS FOR LEAVE OF ABSENCE

11 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

12 QUESTIONS FROM MEMBERS WITHOUT NOTICE

13 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF THE MEETING

14 MEETING CLOSED TO THE PUBLIC

14.1 MATTERS FOR WHICH THE MEETING MAY BE CLOSED

14.1.1 LEASE OF 143 ALBANY HIGHWAY, KOJONUP

|         |  |
|---------|--|
| AUTHOR  | Grant Thompson – Chief Executive Officer |
| DATE    | Wednesday, 11 May 2022                   |
| FILE NO | CP.LEA.1                                 |

**STATUTORY REQUIREMENTS**

*Section 5.23(2) of the Local Government Act 1995* permits the Council to close a meeting, or part of a meeting, to members of the public if the meeting deals with any of the following:

- (a) a matter affecting an employee or employees; and
- (b) the personal affairs of any person; and
- (c) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting; and
- (d) legal advice obtained, or which may be obtained, by the local government and which relates to a matter to be discussed at the meeting; and
- (e) a matter that if disclosed, would reveal —
  - (i) a trade secret; or
  - (ii) information that has a commercial value to a person; or
  - (iii) information about the business, professional, commercial or financial affairs of a person, where the trade secret or information is held by, or is about, a person other than the local government; and
- (f) a matter that if disclosed, could be reasonably expected to —
  - (i) impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law; or
  - (ii) endanger the security of the local government's property; or
  - (iii) prejudice the maintenance or enforcement of a lawful measure for protecting public safety; and
- (g) information which is the subject of a direction given under section 23(1a) of the *Parliamentary Commissioner Act 1971*.

Subsection (3) requires a decision to close a meeting, or part of a meeting and the reason for the decision to be recorded in the minutes.

**PROCEDURAL MOTION**

**That the meeting proceed behind closed doors in accordance with Section 5.23(2) (e) of the *Local Government Act 1995* at \_\_\_\_\_ pm.**

**PROCEDURAL MOTION**

**That the meeting be reopened to the public at \_\_\_\_\_pm.**

**14.2 PUBLIC READING OF RESOLUTIONS THAT MAY BE MADE PUBLIC**

**14.2.1 LEASE OF 143 ALBANY HIGHWAY, KOJONUP**

**15 CLOSURE**

There being no further business to discuss, the President thanked the members for their attendance and declared the meeting closed at \_\_\_\_\_ pm.

**16    ATTACHMENTS (SEPARATE)**

|            |         |   |
|------------|---------|---|
| Item 6.1   | 6.1.1   | Minutes of the Council Meeting held on 12 April 2022                                  |
| Item 9.1.1 | 9.1.1.1 | Unconfirmed LEMC Meeting Minutes - 9 May 2022   |
| Item 9.1.2 | 9.1.2.1 | Unconfirmed BFAC Meeting Minutes – 11 May 2022  |
| Item 9.1.4 | 9.1.4.1 | Business Case   |
|            | 9.1.4.2 | Project Management Plan   |
|            | 9.1.4.3 | Cost Benefit Analysis   |
|            | 9.1.4.4 | Operational Management Overview   |
|            | 9.1.4.5 | Plans   |
|            | 9.1.4.6 | Project Costings  |
| Item 9.3.1 | 9.3.1.1 | March 2022 Monthly Financial Statements   |
| Item 9.3.2 | 9.3.2.1 | April 2022 Monthly Financial Statements   |
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SHIRE OF KOJONUP

# Kojonup



# MINUTES

Ordinary Council Meeting

12 April 2022

MINUTES OF A COUNCIL MEETING HELD ON 12 APRIL 2022

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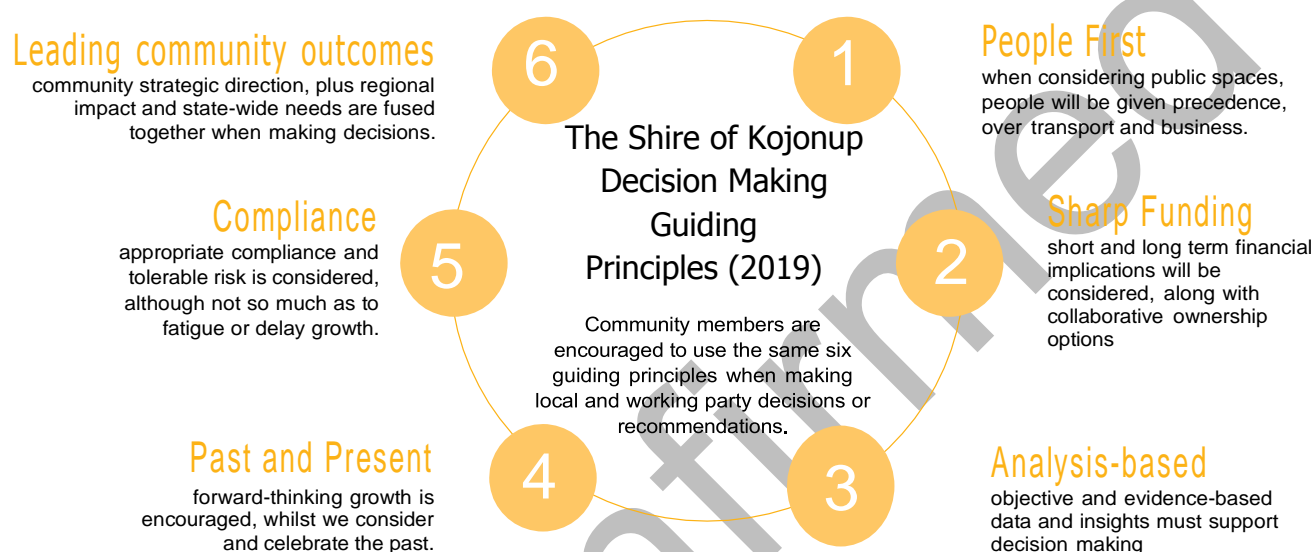
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Unconfirmed



The Shire of Kojonup has a set of six guiding principles it uses when making decisions. These principles are checked and enhanced every two years in line with the Strategic Community Plan review schedule.



## MINUTES

### 1 DECLARATION OF OPENING AND ANNOUNCEMENT OF GUESTS

The Presiding Member declared the meeting open at 3.01pm and drew the meeting's attention to the disclaimer below:

#### *Disclaimer*

*No person should rely on or act on the basis of any advice or information provided by a Member or Officer, or on the content of any discussion occurring, during the course of the meeting.*

*The Shire of Kojonup expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any advice or information provided by a member or officer, or the content of any discussion occurring, during the course of the meeting.*

*Where an application for an approval, a license or the like is discussed or determined during the meeting, the Shire warns that neither the applicant, nor any other person or body, should rely upon that discussion or determination until written notice of either an approval and the conditions which relate to it, or the refusal of the application has been issued by the Shire.*

#### **Acknowledgement of Country – Cr Wieringa**

*The Shire of Kojonup acknowledges the first nations people of Australia as the Traditional custodians of this land and in particular the Keneang people of the Noongar nation upon whose land we meet.*

*We pay our respect to their Elders past, present and emerging.*

#### **Prayer – Cr Gale**

*Gracious Father, we acknowledge you as our Maker and Judge. We ask for wisdom for our reigning monarch Queen Elizabeth. Grant to her good health and strength in the executing of her duties.*

*We pray for all Ministers and Cabinet members of the Australian Federal and State Government. Grant to them wisdom in the welfare of Australia, so that truth and justice is established for all Australians.*

*Lastly Gracious Father, we pray for ourselves. We ask that you might grant to us the ability to speak with integrity and to work with uncompromising diligence. Grant to us the wisdom to make good decisions, remembering that we are one community. Grant to us the good humour to keep things in perspective in a community that is a diverse population.*

*We ask that we might always be mindful of the safety and welfare of the people of Kojonup. Grant to all who serve on public committees the ability to listen and work together with mutual respect for one another. Bless us with the personal joy of knowing that we have done our best.*

**2     ANNOUNCEMENTS FROM THE PRESIDING MEMBER**

On behalf of Council, the Presiding Member recognised the occasion acknowledging 150 years since the formation and first meeting of the original Kojonup Roads Board.

**3     ATTENDANCE**

**COUNCILLORS**

Cr P Webb

Deputy Shire President/Presiding Member

Cr F Webb

Cr Wieringa

Cr Gale

Cr Singh

Cr R Bilney

Cr A Egerton-Warburton

**STAFF**

Grant Thompson

Chief Executive Officer

Anthony Middleton

Manager Corporate and Community Services

Robert Jehu

Manager Regulatory Services

Judy Stewart

Senior Administration Officer

**MEMBERS OF THE PUBLIC**

Jill Mathwin, Alan Warburton, Arthur Collins, Frank Pritchard, Doreen Bignell, Melvin Hettner, Ronice Blair, Jill Trethowan, Andrew Chandler, Ronnie Fleay, Madeline Suann, Robert Suann, Kerryn Mickle, Sean Van Der Wielen (Great Southern Herald), Arnold Bilney, Susanne Bilney

**3.1    APOLOGIES**

Cr N Radford

Shire President

**3.2    APPROVED LEAVE OF ABSENCE**

Nil

**4     DECLARATION OF INTEREST**

Nil

**5     PUBLIC QUESTION TIME**

**5.1    RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**

Not applicable

**5.2    PUBLIC QUESTION TIME**

Nil

**6 CONFIRMATION OF MINUTES**

**6.1 COUNCIL MEETING 15 MARCH 2022**

Minutes of the Council Meeting held on 15 March 2022 are at [Attachment 6.1.1](#).

**OFFICER RECOMMENDATION/COUNCIL DECISION**

25/22 Moved Cr Gale

Seconded Cr Singh

That the Minutes of the Council Meeting held on 15 March 2022 be confirmed as a true record.

CARRIED 7/0

**7 PRESENTATIONS**

**7.1 PETITIONS**

Nil

**7.2 PRESENTATIONS**

**7.2.1 SUSANNE BILNEY – KOJONUP HISTORICAL SOCIETY – 150 YEARS**

Susanne Bilney outlined the 150 year history of the Kojonup Roads Board and Local Government in Kojonup and the 100 year history of the Kojonup Hospital. ([Attachment 7.2.1](#))

The Presiding Member presented a commemorative 150 year medallion to Susanne Bilney for the Kojonup Historical Society and thanked Ms Bilney for her presentation.

**7.2.2 ROBERT SUANN JP – MEMBER OF THE KOJONUP HISTORICAL SOCIETY**

Robert Suann outlined his involvement with the Kojonup community dating back to the late 1950's and presented, through Council, four items of research to the Kojonup Historical Society concerning Kojonup's settlement administration progression. ([Attachment 7.2.2](#))

The Presiding Member thanked Mr Suann for his presentation.

**7.3 DEPUTATIONS**

Nil

**7.4 DELEGATES' REPORTS**

Nil

**8 METHOD OF DEALING WITH AGENDA BUSINESS**

There were nil changes to the Order of Business.

**9 REPORTS**

## 9.1 KEY PILLAR 1 – ‘PLACE’ REPORTS

### 9.1.1 SUBDIVISION OF LAND – LOT 9999 THORNBURY CLOSE, KOJONUP

|                      |  |
|----------------------|--|
| <b>AUTHOR</b>        | Robert Jehu – Manager Regulatory Services  |
| <b>DATE</b>          | Monday, 4 April 2022   |
| <b>FILE NO</b>       | A22323/LP.REP.1  |
| <b>ATTACHMENT(S)</b> | Commercial in Confidence:<br>9.1.1.1 - Subdivision quotations x 3<br>9.1.1.2 – Assessment table and comments |

| STRATEGIC/CORPORATE IMPLICATIONS      |   |   |
|---------------------------------------|---|---|
| “Smart Possibilities – Kojonup 2027+” |   | “Smart Implementation – Kojonup 2018-2022”  |
| <b>Key Pillar</b>                     | <b>Community Outcomes</b>   | <b>Delivered Activity/Corporate Actions</b>   |
| KP 1 – Place                          | 1.1 – Have maximised our ‘One Community’ program through specific events, celebration of built form and enhancement of our environment. | Creation of local environments that support active healthy communities and lifestyle.<br>Maintenance and upkeep of parks, reserves, public open space, cemeteries and verges. |

## DECLARATION OF INTEREST

Nil

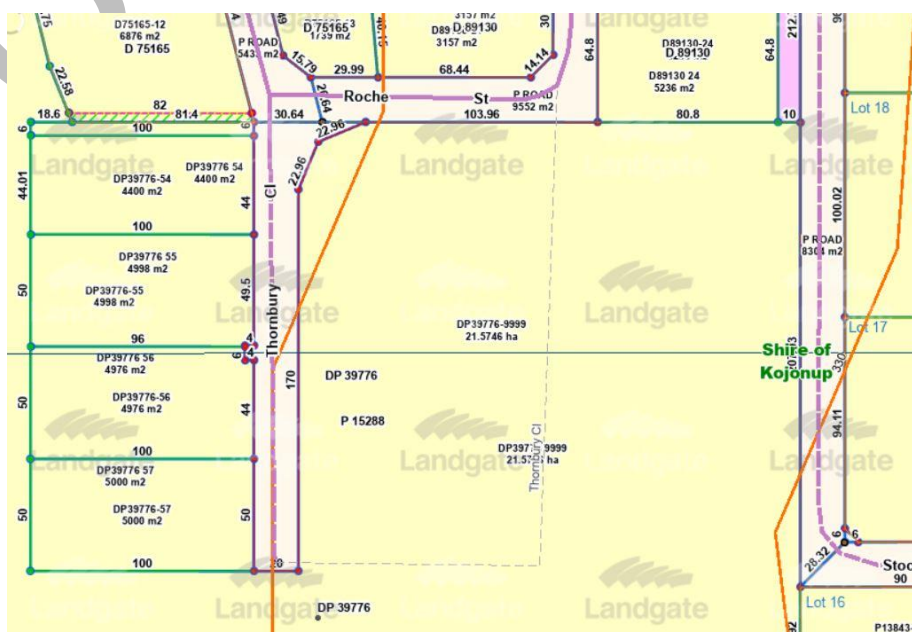
## SUMMARY

The purpose of this report is for Council to support the subdivision of Lot 9999 Thornbury Close, Kojonup, and accept the quote from John Kinnear & Associates.

## COMMENT

The project is undertaking the subdivision of a portion of Lot 9999 Thornbury Close, Kojonup, to create a new lot of approximately 1.8 hectares in area for the Shire of Kojonup (Shire).

The property proposed to be subdivided is shown in the image below:



## CONSULTATION

John Kinnear and Associates  
35 Degrees South  
Albany Surveyors  
Chief Executive Officer  
Manager Regulatory Services  
Town Planner

## STATUTORY REQUIREMENTS

*Local Government Act 1995: - (unless Local Roads and Community Infrastructure Grant funding is able to be used)*

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

(1) *A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —*

(a) *is incurred in a financial year before the adoption of the annual budget by the local government; or*

(b) *is authorised in advance by resolution\*; or*

(c) *is authorised in advance by the mayor or president in an emergency.*

*\* Absolute majority required.*

(1a) *In subsection (1) —*

*additional purpose means a purpose for which no expenditure estimate is included in the local government's annual budget.*

## POLICY IMPLICATIONS

The proposed subdivision is in accordance with the adopted Guided Development Plan for the area which has been adopted as a Town Planning Scheme Policy under the Shire of Kojonup's (Shire) Town Planning Scheme No. 3.

Policy 2.1.2 requires that for amounts between \$5,001 and \$20,000, the following part of the policy shall apply: Obtain at least two verbal or written quotations.

| Amount of Purchase | Policy   | Authorised Officers                                  |
|--------------------|--|--|
| \$5,001 - \$20,000 | <p><b>Obtain at least two verbal or written quotations.</b></p> <p>Where possible, at least two verbal or written quotations (or a combination of both) are required.</p> <p>A "Record of Quotes" form must still be completed where no written quote is available, i.e.; for verbal quotations or when obtaining multiple quotes is not practical (e.g.; when due to limited suppliers, it must be noted by completing a Record of Quotes form).</p> <p>The general principles for obtaining verbal quotations are:</p> <p>Ensure that the requirement/specification is clearly understood by the employee seeking the verbal</p> | CEO, Senior Managers & delegated Purchasing Officers |

|  |  |  |
|--|--|--|
|  | <p>quotations;</p> <p>Ensure that the requirement is clearly, accurately and consistently communicated to each of the suppliers being invited to quote;</p> <p>Read back the details to the Supplier contact person to confirm their accuracy; and</p> <p>Written notes detailing each verbal quotation must be recorded.</p> <p>Record keeping requirements must be maintained in accordance with record keeping policies.</p> <p>A purchase order is required for all purchases.</p> |  |
|--|--|--|

All companies are resident in Albany, Western Australia (Great Southern Region) and, in accordance with Policy, Council may grant them both a 2.5% regional preference price. The quotes received ranged from \$6,197 - \$7,215 (inc GST) and would have received a regional pricing advantage of between \$155 and \$180 had quotes from outside the Great Southern Region been received.

The requests for quotes were sent on Monday, 21 February 2022 with no specified closing date. The quotes received were emailed and all contained the required information requested from the Consultants. The Consultants have included details showing their surveying expertise and experience in preparing and completing subdivision applications. They are all experienced and qualified/licensed surveyors and hold relevant professional memberships.

#### FINANCIAL IMPLICATIONS

The costs of completing the proposed subdivision are for the Shire to meet and have been budgeted for in the 2021/22 budget. Subdivision cost (based on quotations obtained) will be \$6,197.00 and will be funded from C310 – Subdivision Expenses.

#### RISK MANAGEMENT IMPLICATIONS

| RISK MANAGEMENT FRAMEWORK                                       |   |   |                |
|---|---|---|----------------|
| Risk Profile  | Risk Description/Cause                  | Key Control   | Current Action |
| 1. Asset Sustainability Practices                               | Inadequate design (not fit for purpose) | Routine maintenance schedule: Hard Infrastructure (Roads, bridges, drainage, footpaths) | Nil            |
| Risk rating: Adequate   |   |   |                |
| IMPLICATIONS  |   |   |                |
| Financial risk aspect dependent on whether funding can be used. |   |   |                |

**ASSET MANAGEMENT IMPLICATIONS**

The land covered by the proposed subdivision is owned by the Shire of Kojonup.

**SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil

**VOTING REQUIREMENTS**

Simple Majority

*Arnold Bilney and Susanne Bilney left the meeting at 3.18pm. Susanne Bilney returned to the meeting at 3.20pm.*

**OFFICER RECOMMENDATION/COUNCIL DECISION**

26/22 Moved Cr Gale

Seconded Cr F Webb

That:

1. The Council progresses the subdivision of a portion of Lot 9999 Thornbury Close, Kojonup, to create a new lot of approximately 1.8 hectares.
2. The quote from John Kinnear and Associates for the amount of \$6,197 (inc. GST) for the preparation and lodgement of a subdivision application with the Western Australian Planning Commission for creation of a new lot from Lot 9999 Thornbury Close, Kojonup, be accepted as the best value for money quote.
3. The unsuccessful consultants be advised they have not been awarded the project.

CARRIED 7/0



## 9.2 KEY PILLAR 2 – ‘CONNECTED’ REPORTS

### 9.2.1 ROYAL SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS WESTERN AUSTRALIA (RSPCA WA) PET STERILISATION PROGRAM – FREE LIFETIME REGISTRATIONS

|                      |  |
|----------------------|--|
| <b>AUTHOR</b>        | Stephanie Swain – Senior Ranger                |
| <b>DATE</b>          | Tuesday, 5 April 2022                          |
| <b>FILE NO</b>       | GR.STL.1                                       |
| <b>ATTACHMENT(S)</b> | 9.2.1.1 - RSPCA WA - Pet Sterilisation Program |

| STRATEGIC/CORPORATE IMPLICATIONS      |   |  |
|---------------------------------------|---|--|
| “Smart Possibilities – Kojonup 2027+” |   | “Smart Implementation – Kojonup 2018-2022”   |
| <b>Key Pillar</b>                     | <b>Community Outcomes</b>   | <b>Corporate Actions</b>   |
| KP – 2 - Connected                    | 2.3 – Be providing for a safe and secure environment by working with State and Federal authorities. | 2.3.2 – Support appropriate initiatives to improve safety and reduce crime (N2.4.2). |

#### DECLARATION OF INTEREST

Nil

#### SUMMARY

The purpose of this report is for Council to consider offering free lifetime dog registrations to local participants of the RSPCA WA Pet Sterilisation Program.

#### BACKGROUND

Dog and Cat registrations are legislative requirements under both the *Dog Act 1976* and *Cat Act 2011*. For both cats and dogs, there are three different terms of registrations: 1 year, 3 years or lifetime. A lifetime registration is valid for the life of the animal. In low income households, it can be challenging to afford the registration fees.

The RSPCA WA Pet Sterilisation Program offers assistance in the form of microchipping, sterilisation and registration from participating councils to persons who hold current pension, senior and health concession card holders. The initiative provides eligible participants a 75% discount on sterilisation and microchipping at participating veterinary practices (vet). The pet owner is only required to pay 25% of the total vet invoice and RSPCA WA funds the gap.

When applicants have been approved, they will be provided a letter and unique booking code to supply to the vet when booking their animal for sterilisation and microchipping. This code enables participating vets to identify that the animal is part of the pilot program. At the completion of sterilisation and microchipping, the owner can bring their approval letter from RSPCA WA to their local participating council to obtain the free lifetime registration. RSPCA WA has requested Kojonup Veterinary Hospital’s participation and is currently awaiting their response.

The purpose of this initiative is to promote better welfare conditions for the animal, as relieving these legal financial burdens on pet owners in turn can improve the environment they are housed in. The RSPCA WA has requested our partnership in the program by offering free lifetime registrations for animals.

#### COMMENT

Under current state legislation, the Shire of Kojonup is supported in waiving a registration fee for a dog under Section 15(4A) of the *Dog Act 1976*:

*A local government may discount or waive a registration fee, including a registration fee prescribed under subsection (3), for any individual dog or any class of dogs within its district.*

Under the *Cat Act 2011*, there is no supporting section that allows a local government to waive registration fees. Should the Council adopt this support, it will only be offered to participants who own dogs and not cats, due to our legislative binding.

Participating in this joint pilot program will assist the Shire of Kojonup in establishing a working relationship with RSPCA WA and benefit dog owners of financial hardship. It will also reduce the amount of offences being committed for unregistered dogs in the community and will assist the Ranger in reuniting owners of wandering dogs. The owner information gathered in the registrations will also greatly benefit the Ranger in investigating offences such as dog attacks or nuisance complaints.

#### CONSULTATION

Nil

#### STATUTORY REQUIREMENTS

Section 15 (4A) of the *Dog Act 1976*

#### POLICY IMPLICATIONS

Nil

#### FINANCIAL IMPLICATIONS

Loss of registration fees – given the dogs covered by this program would also be sterilised, the loss of fees for the Shire of Kojonup would be \$100.00 for a standard dog, \$25.00 for a working dog and a pension card holder would receive a 50% discount on those abovementioned fees. However, it is important to note that these registrations being offered may not have necessarily been undertaken by the owner without the initiative in place to support them.

Profit loss on Registration Tags being issued to owners will be minimal.

# **RISK MANAGEMENT IMPLICATIONS**

| RISK MANAGEMENT FRAMEWORK   |  |   |                |
|---|--|---|----------------|
| Risk Profile  | Risk Description/Cause                 | Key Control   | Current Action |
| 6. Engagement Practices   | Inadequate documentation or procedures | Procedure created for the recording and uploading of free dog registration onto systems | Nil            |
| Risk rating - Moderate  |  |   |                |
| IMPLICATIONS  |  |   |                |
| Offering free registration reduces the risk of having unregistered dogs within the Shire and the consequences of being unable to identify owners if dogs are found wandering. |  |   |                |

## **ASSET MANAGEMENT IMPLICATIONS**

Nil

## **VOTING REQUIREMENTS**

Simple majority

## **OFFICER RECOMMENDATION/COUNCIL DECISION**

27/22 Moved Cr Wieringa

Seconded Cr Egerton-Warburton

That Council adopts the partnership with the Royal Society for the Prevention of Cruelty to Animals Western Australia (RSPCA WA) in offering free lifetime dog registrations to local participants of the RSPCA WA's Pet Sterilisation Program.

CARRIED 7/0

### 9.3 KEY PILLAR 3 – ‘PERFORMANCE’ REPORTS

#### 9.3.1 FINANCIAL MANAGEMENT – MID-YEAR BUDGET REVIEW 2021/22

|                   |  |
|-------------------|--|
| <b>AUTHOR</b>     | Anthony Middleton – Manager Corporate & Community Services |
| <b>DATE</b>       | Tuesday, 5 April 2022                                      |
| <b>FILE NO</b>    | FM.FNR.2   |
| <b>ATTACHMENT</b> | 9.3.1.1 – 2021/2022 Mid-Year Budget Review                 |

| STRATEGIC/CORPORATE IMPLICATIONS   |   |  |
|--|---|--|
| Community Strategic Plan 2017 – 2027 “Smart Possibilities – Kojonup 2027+” |   | Corporate Business Plan 2017 – 2021 “Smart Implementation – Kojonup 2021 +”  |
| Key Pillar   | Community Outcomes  | Corporate Actions  |
| KP – 3 Performance   | 3.4 – Be organised and transparent with our financial management. | 3.4.1 - Increase regularity of readable financial reporting to the community.<br>3.4.2 – Act with sound long-term and transparent financial management and deliver residents considered value for money. |

#### DECLARATION OF INTEREST

Nil

#### SUMMARY

The purpose of this report is to consider the mid-year review of the Annual Budget for 2021/2022.

#### BACKGROUND

The *Local Government (Financial Management) Regulations 1996* state that a local government must undertake a budget review annually.

Regardless of statutory requirements, conducting a budget review at least once each year is sound financial management practice. It enables the Council to analyse the financial performance of the year to date and make changes to the authorisations that it puts in place for the performance of the local government’s functions.

#### COMMENT

The detailed budget review papers are attached to this agenda as a separate document. This budget review has resulted in the following proposed changes and/or areas of focus:

- Removal of Kojonup-Darkan Road widening project of \$1,584,000 capital expenditure (p9), with corresponding \$1,584,000 grant funding (p30);
- Addition of \$300,000 capital renovations at 34 Katanning Road and 39 Vanzuilecom Street (p9) with corresponding \$300,000 new loans (p14);
- Transfer of \$55,000 of road capital expenditure (p9) transferred to drainage maintenance (p30);
- Numerous minor changes within operating accounts to better reflect actual expenditure or revenue outcomes; and

- Budget deficit projected of \$25,151 (from Council decision July 2021) improved to \$0 (balanced budget).

## CONSULTATION

The Senior Management Team has assisted in the compilation of the Budget Review document.

## STATUTORY REQUIREMENTS

Local Government (Financial Management) Regulation 33A states:

### “Review of budget

- (1) Between 1 January and 31 March in each year a local government is to carry out a review of its annual budget for that year.
- (2) Within 30 days after a review of the annual budget of a local government is carried out it is to be submitted to the Council.
- (3) A Council is to consider a review submitted to it and is to determine\* whether or not to adopt the review, any parts of the review or any recommendations made in the review.  
*\*Absolute majority required.*
- (4) Within 30 days after a Council has made a determination, a copy of the review and determination is to be provided to the Department.”

## POLICY IMPLICATIONS

Nil

## FINANCIAL IMPLICATIONS

The budget review recommends changes to the adopted budget and, therefore, changes the projects previously authorised by the Council. Whilst individual projects have varying financial implications, the resulting changes improve a budget deficit \$25,151 to a balanced budget of \$0 (Refer to page 6 of the Budget Review document.)

The financial implications of the suggested changes to adopted budget figures are as follows:

- Budget now in balance – improved “bottom line” of \$25,151;
- Operating Result - The Statement of Comprehensive Income shows a surplus net position decrease of \$1,601,490 (due mainly to the removal of the Kojonup-Darkan Road grant of \$1,584,000);
- Capital Expenditure – A decrease in capital investment of \$1,317,000 has been achieved in the proposed changes (due predominately to the removal of the Kojonup-Darkan Road grant of \$1,584,000 and addition of housing renovations of \$300,000);
- Reserve Accounts – No changes proposed;
- Loans - The budgeted 30 June 2021 loans balance has increased by \$300,000 to \$5.45m.

## RISK MANAGEMENT IMPLICATIONS

Nil

## ASSET MANAGEMENT IMPLICATIONS

Nil

SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS  
Nil

**VOTING REQUIREMENTS**

Absolute Majority

**OFFICER RECOMMENDATION/COUNCIL DECISION**

Moved 28/22   Moved Cr Gale

Seconded Cr Singh

That the 2021/2022 Annual Budget be amended in accordance with the proposed changes outlined in the attached 2021/2022 Mid-Year Budget Review document.

CARRIED BY ABSOLUTE MAJORITY 7/0

Unconfirmed

9.3.2 MONTHLY PAYMENTS LISTING – MARCH 2022

|                   |   |
|-------------------|---|
| <b>AUTHOR</b>     | Vivicka Kahn - Finance Officer                        |
| <b>DATE</b>       | Sunday, 3 April 2022                                  |
| <b>FILE NO</b>    | FM.AUT.1  |
| <b>ATTACHMENT</b> | 9.3.2.1 – Monthly Payments Listing 1 to 31 March 2022 |

| STRATEGIC/CORPORATE IMPLICATIONS      |   |  |
|---------------------------------------|---|--|
| “Smart Possibilities – Kojonup 2027+” |   | “Smart Implementation – Kojonup 2019-2023”   |
| <b>Key Pillar</b>                     | <b>Community Outcomes</b>   | <b>Corporate Actions</b>   |
| KP3 - Performance                     | 3.4 – Be organised and transparent with our financial management. | 3.4.1 - Increase regularity of readable financial reporting to the community.<br>3.4.2 – Act with sound long-term and transparent financial management and deliver residents considered value for money. |

**DECLARATION OF INTEREST**

Nil

**SUMMARY**

To receive the list of payments covering the month of March 2022.

**BACKGROUND**

Not applicable.

**COMMENT**

The attached list of payments is submitted for receipt by the Council.

Any comments or queries regarding the list of payments is to be directed to the Manager of Corporate and Community Services prior to the meeting.

**CONSULTATION**

Nil

**STATUTORY REQUIREMENTS**

Regulation 12(1)(a) of the *Local Government (Financial Management) Regulations 1996* provides that payment may only be made from the municipal fund or trust fund if the Local Government has delegated the function to the Chief Executive Officer.

The Chief Executive Officer has delegated authority to authorise payments. Relevant staff have also been issued with delegated authority to issue orders for the supply of goods and services subject to budget limitations.

Regulation 13 of the *Local Government (Financial Management) Regulations 1996* provides that if the function of authorising payments is delegated to the Chief Executive Officer then a list of payments is to be presented to the Council at the next ordinary meeting and recorded in the minutes.

#### **POLICY IMPLICATIONS**

Council's Policy 2.1.2 provides authorisations and restrictions relative to purchasing commitments.

#### **FINANCIAL IMPLICATIONS**

All payments made in line with Council Policy.

#### **STRATEGIC/CORPORATE IMPLICATIONS**

There are no strategic/corporate implications involved with presentation of the list of payments.

#### **RISK MANAGEMENT IMPLICATIONS**

A control measure to ensure transparency of financial systems and controls regarding creditor payments.

#### **ASSET MANAGEMENT PLAN IMPLICATIONS**

There are no asset management implications for this report.

#### **SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil

#### **VOTING REQUIREMENTS**

Simple Majority

#### **OFFICER RECOMMENDATION/COUNCIL DECISION**

29/22 Moved Cr Wieringa

Seconded Cr Egerton-Warburton

That, in accordance with Regulation 13 (1) of the *Local Government (Financial Management) Regulations 1996*, the list of payments as attached made under delegated authority:

| FROM – 1 March 2022 |               | TO – 31 March 2022 |
|---------------------|---------------|--------------------|
|                     |               |                    |
| Municipal Cheques   | 14326 - 14331 | \$36,623.52        |
| EFTs                | 29729 - 29871 | \$965,948.88       |
| Direct Debits       |               | \$599,071.58       |
| Total               |               | \$1,601,643.98     |

be received.

CARRIED 7/0



9.3.3 RE-SCHEDULED NATURAL RESOURCE MANAGEMENT ADVISORY COMMITTEE (NRMAC) MEETING

|                      |   |
|----------------------|---|
| <b>AUTHOR</b>        | Adele Scarfone – Natural Resource Management/Landcare Officer |
| <b>DATE</b>          | Friday, 25 March 2022   |
| <b>FILE NO</b>       | GO.CNM.6  |
| <b>ATTACHMENT(S)</b> | Nil   |

| STRATEGIC/CORPORATE IMPLICATIONS      |  |   |
|---------------------------------------|--|---|
| “Smart Possibilities – Kojonup 2027+” |  | “Smart Implementation – Kojonup 2018-2022”  |
| <b>Key Pillar</b>                     | <b>Community Outcomes</b>  | <b>Corporate Actions</b>  |
| KP 3 – Performance                    | 3.2 – Be exceptional in two-way communication within our community, and market our brand outside of our community. | 3.2.2 – Engage with our residents and industry members through increased use of social media. |

**DECLARATION OF INTEREST**

Nil

**SUMMARY**

Council to endorse the scheduling of a Natural Resource Management Advisory Committee (NRMAC) meeting on 24 June 2022.

**BACKGROUND**

Council, at its 14 December 2021 Ordinary Meeting, resolved as follows:

*That:*

*1. Meetings of advisory committees of Council be scheduled to be held in the Shire of Kojonup Administration Reception Lounge in 2022 as follows:*

- *Audit and Risk Committee – first Tuesday of February, May, August and November 2022 commencing at 9.00am;*
- *Kojonup Natural Resource Management Advisory Committee (NRM) – third Thursday of February and August 2022 commencing at 2.00pm; and*
- *Bush Fire Advisory Committee – second Wednesday in February and August – commencing at 7.30pm.*

*Audit and Risk Committee:*

- *1 February 2022*
- *3 May 2022*
- *2 August 2022*
- *1 November 2022*

*NRM Committee (commencing at 2.00pm):*

- *17 February 2022*
- *18 August 2022*

*Bush Fire Advisory Committee:*

- 9 February 2022
- 10 August 2022

3. *The approved meeting schedule for advisory committees of Council for 2022, as above, be published on the Shire website, local public notice given and each advisory committee chairperson be advised.*

## COMMENT

Since resolving the above mentioned dates and venue of NRMAC meetings for 2022, the NRMAC's scheduled meeting of 17 February 2022 did not go ahead due to lack of a quorum. Council is requested to formally endorse a re-scheduled meeting date of 24 June 2022.

## CONSULTATION

Councillors

Chief Executive Officer

## STATUTORY REQUIREMENTS

Section 5.25 (1) (g) - *Local Government Act 1995* –

### **5.25. Regulations about council and committee meetings and committees**

(1) *Without limiting the generality of s. 9.59, regulations may make provision in relation to—*

- (g) *the giving of public notice of the date and agenda for council or committee meetings;*

Regulation 12 - *Local Government (Administration) Regulations 1996* –

### **12. Publication of meeting details [Act s. 5.25(1) (g)]**

(1) *In this regulation —*

**meeting details**, for a meeting, means the date and time when, and the place where, the meeting is to be held.

(2) *The CEO must publish on the local government's official website the meeting details for the following meetings before the beginning of the year in which the meetings are to be held—*

- (a) *ordinary council meetings;*
- (b) *committee meetings that are required under the Act to be open to members of the public or that are proposed to be open to members of the public.*

(3) *Any change to the meeting details for a meeting referred to in sub-regulation (2) must be published on the local government's official website as soon as practicable after the change is made.*

(4) *If a local government decides that a special meeting of the council is to be open to members of the public, the CEO must publish the meeting details for the meeting and the purpose of the meeting on the local government's official website as soon as practicable after the decision is made.*

## POLICY IMPLICATIONS

Nil

## FINANCIAL IMPLICATIONS

Nil

## RISK MANAGEMENT IMPLICATIONS

| RISK MANAGEMENT FRAMEWORK   |   |                         |                |
|---|---|-------------------------|----------------|
| Risk Profile  | Risk Description/Cause  | Key Control             | Current Action |
| 6 - Engagement Practices  | Failure to maintain effective working relationships with the Community (including local Media), Stakeholders, Key Private Sector Companies, Government Agencies and/or Elected Members. | Policies and Procedures | Nil            |
| Risk rating - Adequate  |   |                         |                |
| IMPLICATIONS  |   |                         |                |
| Allows compliance with s. 5.25 (1) (g) of the <i>Local Government Act 1995</i> and r. 12 – Local Government (Administration) Regulations 1996 - publication of meeting details. |   |                         |                |

## ASSET MANAGEMENT IMPLICATIONS

Nil

## SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS

Nil

## VOTING REQUIREMENTS

Simple Majority

## OFFICER RECOMMENDATION/COUNCIL DECISION

30/22 Moved Cr F Webb

Seconded Cr Gale

That the Council schedules a meeting of its Natural Resource Management Advisory Committee to be held at the Shire of Kojonup Administration Reception Lounge on 24 June 2022 at 9.30am and that this meeting be advertised accordingly.

CARRIED 7/0

9.3.4 MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING HELD 15 MARCH 2022

|                      |   |
|----------------------|---|
| <b>AUTHOR</b>        | Heather Marland – Senior Finance Officer                          |
| <b>DATE</b>          | Friday, 1 April 2022  |
| <b>FILE NO</b>       | GO.CNM.96   |
| <b>ATTACHMENT(S)</b> | 9.3.4.1– Audit and Risk Committee Meeting Minutes – 15 March 2022 |

| STRATEGIC/CORPORATE IMPLICATIONS      |  |   |
|---------------------------------------|--|---|
| “Smart Possibilities – Kojonup 2027+” |  | “Smart Implementation – Kojonup 2018-2022”  |
| <b>Key Pillar</b>                     | <b>Community Outcomes</b>  | <b>Corporate Actions</b>  |
| KP 3 - Performance                    | 3.4 – Be organised and transparent with our financial management | 3.4.2 – Act with sound long term and transparent financial management and deliver residents considered value for money. |

**DECLARATION OF INTEREST**

Nil

**SUMMARY**

The minutes of the Audit and Risk Committee meeting held 15 March 2022 are presented for Council’s consideration.

**BACKGROUND**

The Audit and Risk Committee is established under Section 71A of the *Local Government Act 1995* ensuring transparency in the Shire’s financial management and decision making process. The Audit and Risk Committee was established with defined terms of reference and a membership consisting of six (6) committee members being four (4) Councillors and two (2) Community Members.

**COMMENT**

The attached minutes of the Audit and Risk Committee meeting include a recommendation that was addressed at Council’s 15 March 2022 Ordinary Meeting. This item is solely the Council receiving the minutes of its Audit and Risk Committee meeting.

**CONSULTATION**

Nil

**STATUTORY REQUIREMENTS**

Sections 7.1A to 7.1C of the *Local Government Act 1995*

**POLICY IMPLICATIONS**

Nil

# FINANCIAL IMPLICATIONS

Nil

# RISK MANAGEMENT IMPLICATIONS

| RISK MANAGEMENT FRAMEWORK  |  |                          |                           |
|--|--|--------------------------|---------------------------|
| Risk Profile   | Risk Description/Cause                               | Key Control              | Current Action            |
| 3 - Failure to Fulfil Compliance Requirement's   | 3 <sup>rd</sup> party adverse findings against Shire | Audit and Risk Committee | 4 Meetings held per annum |
| Risk rating: Low   |  |                          |                           |
| IMPLICATIONS   |  |                          |                           |
| As per s.7.1A of the <i>Local Government Act 1995</i> , a local government is to establish an audit and risk committee of 3 or more persons to exercise the powers and discharge the duties conferred on it. |  |                          |                           |

# ASSET MANAGEMENT IMPLICATIONS

Nil

# SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS

Nil

# VOTING REQUIREMENTS

Simple Majority

# OFFICER RECOMMENDATION/COUNCIL DECISION

31/22 Moved Cr Gale

Seconded Cr Bilney

That the Council receive the minutes from the Audit and Risk Committee meeting held 15 March 2022.

CARRIED 7/0

9.4 KEY PILLAR 4 – ‘PROSPERITY’ REPORT  
Nil

9.5 KEY PILLAR 5 – ‘DIGITAL’ REPORTS  
Nil

10 APPLICATIONS FOR LEAVE OF ABSENCE

10.1 CR F WEBB AND CR P WEBB – 17 MAY 2022 ORDINARY MEETING

**COUNCIL DECISION**

32/22 Moved Cr Egerton-Warburton                      Seconded Cr Bilney  
That a Leave of Absence be granted to Cr Felicity Webb and Cr Paul Webb for Council’s  
Ordinary Meeting to be held 17 May 2022.

CARRIED 7/0

11 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN  
Nil

12 QUESTIONS FROM MEMBERS WITHOUT NOTICE  
Nil

13 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF THE MEETING  
Nil

14 MEETING CLOSED TO THE PUBLIC

14.1 MATTERS FOR WHICH THE MEETING MAY BE CLOSED  
Nil

14.2 PUBLIC READING OF RESOLUTIONS THAT MAY BE MADE PUBLIC  
Not Applicable

15 CLOSURE

There being no further business to discuss, the Deputy President thanked the members for their attendance and declared the meeting closed at 3.30pm.

16 ATTACHMENTS (SEPARATE)

|            |                |  |
|------------|----------------|--|
| Item 6.1   | 6.1.1          | Minutes of the Council Meeting held on 15 March 2022   |
| Item 7.2   | 7.2.1<br>7.2.2 | Susanne Bilney – Kojonup Historical Society – 150 Years<br>Robert Suann – Member of the Kojonup Historical Society |
| Item 9.2.1 | 9.2.1.1        | RSPCA WA - Pet Sterilisation Program   |
| Item 9.3.1 | 9.3.1.1        | 2021/2022 Mid-Year Budget Review   |
| Item 9.3.2 | 9.3.2.1        | Monthly Payments Listing 1 to 31 March 2022  |
| Item 9.3.4 | 9.3.4.1        | Audit and Risk Committee Meeting Minutes – 15 March 2022   |

SHIRE OF KOJONUP



LOCAL EMERGENCY  
MANAGEMENT COMMITTEE  
MEETING  
MINUTES

Reception Lounge  
Administration Office  
9.30am Monday, 9 May 2022



## Local Emergency Management Committee - *Emergency Management Act 2005*

### Roles, Functions and Purpose:

*“s39. Functions of local emergency management committees:*

*The functions of a local emergency management committee are, in relation to its district or the area for which it is established —*

- (a) To advise and assist the local government in ensuring that local emergency management arrangements are established for its district.*
- (b) To liaise with public authorities and other persons in the development, review and testing of local emergency management arrangements; and*
- (c) To carry out other emergency management activities as directed by the SEMC or prescribed by the regulations.”*

The SEMC Procedures, that detail more information on LEMC’s in accordance with the Act, gives the following direction towards roles and meeting purpose:

*In addition to the normal roles assigned to office bearers of a committee, the following roles are specific to the needs of a LEMC. The Chair will ensure the appointment of an Executive Officer and ensure that the Council is kept fully informed of Emergency Management discussion and significant outcomes from LEMC meetings. The Deputy Chair should deputise for the Chair as required and chair any subcommittees or working groups.*

*The Executive Officer should:*

- coordinate the development and submission of committee documents in accordance with legislative and policy requirements including an Annual Report, Annual Business Plan and maintenance of Local Emergency Management Arrangements (LEMA);*
- provide advice to the Chair and LEMC as required.*
- facilitate communication between the LEMC and Executive Officer of the relevant District Emergency Management Committee (DEMC).*

**Agenda items to be considered, in line with the annual reporting requirements, should include:**

- Confirmation of LEMA contact details and key stakeholders.*
- Committee membership and resources.*
- Status of LEMA including local recovery plans.*
- Exercises that include the local government(s) and /or test the LEMA.*
- Subcommittees or working groups.*
- Projects undertaken; and*
- Key achievements.*

**Additional considerations should include:**

- Local training needs or opportunities.*
- funding opportunities, (for example, the Natural Disaster Resilience Program (NDRP) and All West Australian Reducing Emergencies (AWARE).*
- Incident Support Group activations/or incidents.*
- Emergency risk management processes – including any treatment strategies.*
- Post-incident reports and post-exercise reports; and*
- finalising the annual report and arranging for it to be forwarded to the relevant DEMC for annual report compilation.*

**Local Emergency Co-ordinator:**

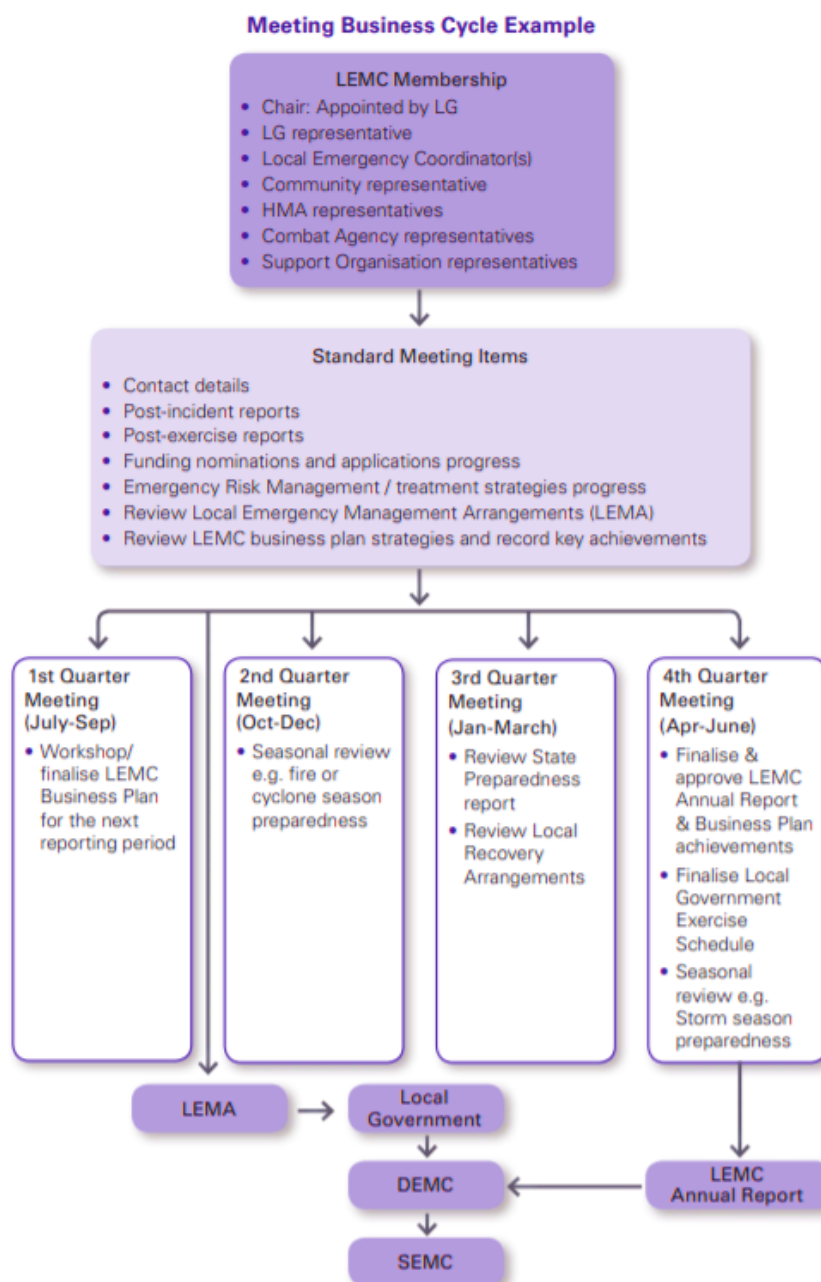
*“s37. Local emergency coordinators*

*(1) The State Emergency Coordinator is to appoint a local emergency coordinator for each local government district.*

*(2) Before appointing a local emergency coordinator for a local government district the State Emergency Coordinator is to consult the relevant local government.*

*(3) In making an appointment the State Emergency Coordinator is to have regard to any submissions of the local government....”*

The Shire of Kojonup Local Coordinator is WA Police Service, OIC Kojonup



## A G E N D A

### 1. DECLARATION OF OPENING AND ANNOUNCEMENT OF GUESTS

The Chairman, Robert Jehu, declared the meeting open at 09:32 am.

### 2. ATTENDANCE & APOLOGIES

Shire of Kojonup

- |                  |  |
|------------------|--|
| • Grant Thompson | Chief Executive Officer (CEO)                    |
| • Robert Jehu    | Manager Regulatory Services (MRS) - Chairman     |
| • Kevin Bransby  | Community Emergency Services Manager (CESM)      |
| • Este Lottering | Administrator Regulatory Services (RS) - Minutes |
| • Kevin Gale     | Councillor of Shire of Kojonup (Observer)        |
| • Ned Radford    | President of Shire of Kojonup                    |

WA Police Service, Kojonup

- |               |                |
|---------------|----------------|
| • Jayden Lowe | Kojonup Police |
|---------------|----------------|

Volunteer Bush Fire Brigade Service, Kojonup

- |                 |   |
|-----------------|---|
| • Digby Stretch | President, Kojonup Bushfire Association |
|-----------------|---|

Kojonup St John Ambulance

- |                 |             |
|-----------------|-------------|
| • Roger Ladyman | Kojonup SJA |
|-----------------|-------------|

Department of Communities

- |               |                           |
|---------------|---------------------------|
| • Phil Schupp | Department of Communities |
|---------------|---------------------------|

Kojonup District High School

- |                |  |
|----------------|--|
| • Sharon Poett | Principal – Kojonup District High School |
|----------------|--|

Volunteer Fire & Rescue Service

- |              |                      |
|--------------|----------------------|
| • Matt Crabb | VFRS Captain Kojonup |
|--------------|----------------------|

Department of Fire and Emergency Services

- |               |   |
|---------------|---|
| • Derek Jones | District officer – Rural / Operations Command |
|---------------|---|

#### APOLOGIES

- |                 |   |
|-----------------|---|
| • Ciara O'Regan | Manager Springhaven (MS)                  |
| • Adam Smith    | Department of Fire and Emergency Services |
| • Sonia Booker  | Community Paramedic                       |
| • Sharon Marino | Principal - St Bernard's Primary School   |
| • Craig McVee   | Manager of Works and Services             |
| • Tim Johnston  | Community member                          |
| • Tony Fisher   | Chief FCO                                 |
| • Jean Daly     | Clinical Nurse Manager                    |

3. CONFIRMATION OF PREVIOUS MINUTES

OFFICER RECOMMENDATION

Moved by – Digby Stretch

Seconded by – Jayden Lowe

That the minutes of the Local Emergency Management Committee meeting held 9 February 2022 be confirmed as a true and accurate record.

CARRIED

4. BUSINESS ARISING FROM PREVIOUS MEETING

4.1 LEMA – Being discussed by Kevin Bransby later in meeting

5. GENERAL BUSINESS

5.1 Covid-19 Update

<https://ww2.health.wa.gov.au/Media-releases/2022/May/COVID19-update-9-May-2022>

- Last updated: 9 May 2022 at 12:01am

***Baseline public health and social measures***

*Based on the latest health advice, some public health and social measures apply throughout Western Australia to help safely manage COVID-19 in the community and keep Western Australians safe.*

***Masks***

*Masks are required for people aged 12 years and older in the following settings:*

- *Hospitals and health care settings*
- *Aged care facilities, residential care facilities including disability service facilities and mental health residential facilities*
- *Public and passenger transport, including taxis and rideshare vehicles, tour buses and school buses*
- *Correctional facilities.*

*The usual exemptions from mask requirements apply.*

*Masks are encouraged where physical distancing is not possible.*

***Proof of vaccination***

*Showing proof of vaccination is not required when entering venues and businesses.*

*Showing proof of vaccination is required to enter visit hospitals and residential aged care facilities.*

*Find out more about getting proof of your COVID-19 vaccinations.*

### **Hospitals**

*Visitors to hospitals are limited to the following:*

#### Essential visitors

*An 'essential visitor' includes someone who is:*

- *a parent or guardian of a child*
- *a parent or guardian of a person with complex needs or a person with a disability*
- *a carer*
- *a birthing partner*
- *Otherwise present for compassionate or other reasons approved by the hospital.*
- *Other visitors*

*Non-essential visitors are limited to two people per patient per day during visitor hours and are in addition to an essential visitor.*

*All visitors are required to show proof of vaccination and wear a mask (unless an exception applies)*

### **Residential aged and disability care facilities**

*Two visitors are permitted per resident per day*

*Masks must be worn by staff and visitors indoors and outdoors (unless an exception applies).*

*Proof of vaccination applies to enter residential aged care facilities.*

### **Travel to WA**

*Travel into WA from interstate and international travel is permitted.*

*See [Travel to WA for more information](#).*

*Restrictions to travel to remote Aboriginal communities*

*Check the Remote Aboriginal communities travel page before travelling through remote areas in WA.*

*There are strict travel restrictions in place for travel to some remote Aboriginal communities, more vulnerable to COVID-19 than other Western Australians. It is important to plan your trip to help navigate through remote areas and avoid entering restricted areas.*

### **COVID Safety and Event Plans**

*COVID Safety Plans and Guidelines and COVID Event Plans, Checklists and Guidelines help ensure businesses actively mitigate the risks of COVID-19 and reduce its potential risk and spread, in line with the best available health advice.*

*Businesses are encouraged to complete COVID Safety and Event Plans and review and update them as necessary.*

### **Managing COVID-19 and staying safe**

*It is important to continue to stay up to date with your COVID-19 and flu vaccinations, continue to practise healthy hygiene and wear a mask when required.*

*Information and advice is available to help manage COVID-19 at home and at work.*

*If you experience any COVID-19 symptoms, get tested immediately and follow the relevant testing and isolation guide. Other useful information*

[COVID-19 vaccine eligibility checker](#)

[COVID-19 vaccine information](#)

[Translated COVID-19 vaccine information](#)

[Information for Aboriginal and Torres Strait Islander People on COVID-19 vaccines](#)

[COVID-19 vaccine frequently asked questions](#)

[Find out more about the rigorous approval process for the COVID-19 vaccines in Australia](#)

Specific agency reports below.

### **Matt Crabb**

Undertaking training with staff. Currently twelve members, losing two at the end of the year but gained another new one. They are undergoing induction and basic training and will be ready soon.

### **WAPOL – Lowe**

Currently at 4 staff in Kojonup – full compliment

Police having to deal with covid when arresting non-vaccinated offenders – they will not be vaccinated and police need to take extra precautions.

There have been a number of vehicle crashes with minor to serious injuries, no fatalities.

Everyone in the team is doing a great job at the moment.

Police had a successful operation on Thursday/Friday night, 20hrs (at the Truck Bay) – it was extremely cold but we were able to catch quite a few drug and drunk drivers passing through Kojonup.

Good on the crime stats in Kojonup – targeting drug dealers and in particular their customers, the dealers know that when their customers commit crime due to drugs they have a material impact on their business, so by targeting the Dealers their customers stay away from the Town.

Due to less crime, we had more time to be on the highway and stopping speed offenders.

### **Derek Jones – document send through in advance**

1. Realignment of officer roles in Albany.

Dereck is the DFES contact for Shire of Kojonup, Plantagenet, Cranbrook, Gnowangerup and Katanning. Bushfire management background.

2. 2021/2022 - Fire season.

First time we saw 4 concurrent level 3 incidents in WA. Combined with multiple lightning strikes. Tested all aspects of the agency.

3. Recent summer reinforced need for mitigation works.

Jerramungup – fire skirted townsite and then returned on the wind change but the mitigations that had already been in place ensured that controlling the fire was much more effective. Firebreaks, controlled burning, mulching etc all combined to reduce impact/damage to town.

4. Emergency WA Website

Capacity to incorporate incident maps included 2 years ago. Website being further upgraded over winter. Will include increased awareness of Culturally and Linguistically Diverse persons. Broaden scope of incidents being shown on website. Provision for alert zones for travellers in the local area. Request this website be promoted in literature and activities being conducted locally.

5. Emergency Warnings & National Warning System

National Warning System now adopted. Consistency of colours and symbology Emergency Warnings - now require the use of Telephone Warning System.

6. Fire Weather District (FWD) Review is now complete.

Kojonup Shire now combined with Plantagenet and Cranbrook to form Stirling West FWD. New FWD with new name – comes into being on Sept 1. Recommend the name change be publicised in Shire literature.

7. Australian Fire Danger Rating System - review well advanced.

Number of fuel types enhanced beyond just two. Existing six bands reduced to four.

Needs to be further work to adapt such matters as 'cancellation of permits, vehicle movement and harvest bans, total fire bans and other parts of the Act which reference the 'old FDRs'

Corrigin/Bruce Rock fire outcome - may be some value in having a discussion reviewing the appropriate conditions for permits.

Public messaging needs to be reviewed.

**Grant Thompson**

Springhaven went into lock down last week due to a Covid outbreak.

Three Residents have tested positive with Covid. One has recovered but two are still in isolation.

Seven Team members have tested positive which has created havoc for the team. We've send a request for emergency nurse staff. Two nurses arrived last week with one Defence Force personnel.

Concern now with the remaining staff is fatigue and obviously the risk of all staff contracting Covid, but they are all managing extremely well under the current pressure and are doing a great job.

Our infrastructure department is currently 3-4 weeks behind works schedule due to covid positive cases.

Admin – Our office teams were split with some staff working from Kodja place. Those at Kodja place were impacted by covid, while only a few at the Shire offices caught covid. It is estimated 40-50% of the work force has not contracted covid yet, so risk we may have another spike.

Pulse oximeter success – positive / popular

Business as usual.

**Ned Radford**

Ned Radford made a comment of accommodation that is available for Covid emergencies if needed.

Regarding the fire communication tower. DFES has notified the Shire that they will not be able to assist in funding a new tower. So, the Shire will plan to build its own separate to DFES communications and are reviewing ways to finance it.

**Rodger Ladyman**

Business as usual

Still short on volunteers – 7 currently

Peter Holland had the idea to get “firies” to drive ambulances and will get them basic training to be able to drive and support St Johns.

Recruitment for a local administrator – Albany also advertising, hard to get people to commit. Office (10hrs a week) trying to get someone just to open the office here.

### **Digby Stretch**

Bushfire management proceeded well through permit period.

Chiefs hold off the restricted burning and brought in the rule if your fire escapes from your permitted fire area, you will not be granted another permit until next year.

Covid has not had a big effect, but we did postpone the AGM, did not think it's such a good idea to have all the leaders in one room. So the AGM ran its resolutions via email.

Everything is in order for booklets.

Tired and fatigue showing in the volunteers who are farmers due to slow machinery replacement etc

WhatsApp was a good option – enhanced the response time to fire calls.

### **Sharon Poett**

More cases now after school started again. Today more than 5 staff members off due to Covid, principle needs to be in the classroom to cover absent teachers.

5-10 teaching staff left at the moment, had to split the kids into double classes.

More younger kids have fallen victim to covid, dept has send RATS for kids (20 per kid). High school kids can take theirs home but not primary kids. Which is putting the school under more pressure being the warehouse and distribution centre.

Completed a new emergency plan – will send new one to Este for placement in the regional planning. Still office staff on one year contracts, still waiting on dept for vaccination status etc.

### **Phill Schupp**

Really busy. Great southern received quite a few support request for food/accommodation, Have not had the serious requests levels other districts had, we made sure were prepared.

Had quite few calls – One provider to help with housing for people with covid – had to transport people to Perth.

Provided welfare too,

Lucky with amount of people getting affected with covid is not that high.

Food wise – IGA / Coles with their delivery services has been well received. We had to do shopping ourselves / foodbank dropping off worked well.

Hopetown /Jerramungup support was given.

Focus now is on training to prepare for new crises. Requesting mails to be sent out to shires to get numbers who need necessary training, additional things and PPE.

Working on recovering phases – especially Denmark area.

### **Robert Jehu**

Have had no calls for assistance regarding covid for food etc.

Still under health directive for our Volunteers.

New WHS legislation – responsibility under Grant.

### **Kevin Bransby**

LEMA plan was main focus, finalising it for this meeting.

Latest plan for emergency, recovery, evacuation plan – was 2011 the last versions.



Mitigation plan with Albany – Machinery provided this week to clean and then prescribe burn the Showgrounds.

#### **LEMA discussion**

Adam Smith – gazed over it and he approved it.

Couple of changes like spelling / contact details.

If there are any major issues – members need to provide feedback to Kevin.

Animal welfare plan just finalised by Ranger – Adam also looked over and was satisfied with the document.

Risk management plan – not one for LEMC – will do in the next meeting or two in conjunction with the Shire.

Part 4 - Risk – going to expand more about all the types of risks, what will happen, some will never happen, but it is good to know

Bush Fire risk plan – still waiting upon an appointment of the BRPC, DFES will advertise soon.

Digby Stretch– Three bushfire repeaters tower in town / police tower and one shared by Boyup Brook Shire, - needs to be added in.

Fencing contractors – Blaze aid is Victorian but you ring them and they will coordinate it.

Plan was to endorse the LEMA today, but more information is needed, and contact details should be audited to ensure accuracy.

This document is required to be finalized and forwarded to State by August 2022, the updated version will be given for endorsement at the next meeting.

#### **Animal welfare plan**

Kevin presented the plan, the objectives, what is involved.

New concept – only the last couple of years that shires realised they need to have this in place.

Will send out a copy as part of the minutes

Will put up for endorsement at the next meeting, any feedback to Kevin and Robert.

### **5 OTHER ITEMS**

Digby Stretch – We had a good meeting regarding emergency management of the Health Precinct, especially what was needed to secure the area.

No specific solutions but we're working towards them. Still looking at specific appliances like big water sprinkler and how to fund this equipment.

### **6 DETAILS OF NEXT MEETING**

Next Meeting – Monday 8 August 2022, at 9:30

### **7 CLOSURE**

There being no further business to discuss, the Chairman thanked the members for their attendance and declared the meeting closed at 10:34 am.

SHIRE OF KOJONUP

# Kojonup



Kojonup Bush Fire Advisory Committee

Minutes

11 May 2022

## **BUSHFIRE ADVISORY COMMITTEE TERMS OF REFERENCE**

Established under *Section 67 of the Bush Fires Act 1954*.

### **Terms of Reference**

The Bush Fire Advisory Committee is established for the purpose of:

- a) Advising the Shire regarding all matters relating to the preventing, controlling and extinguishing of bush fires;
- b) The planning of the layout of firebreaks in the district;
- c) Prosecutions for breaches of this Act;
- d) The formation of bush fire brigades and the grouping thereof under group brigade officers (in accordance with any local laws);
- e) Recommendations on Fire Control Officer positions;
- f) Feedback on the Council's Fire Break Notice;
- g) Specific requirements from each brigade with regard to:
  - Protective Personal Equipment;
  - Equipment and vehicles resources required; and
  - Training Requirements;
- h) The ensuring of cooperation and coordination of Bush Fire Brigades in their efforts and activities; and
- i) Any other matter relating to bush fire control whether of the same kind as, or a different kind from, those specified in this subsection.

### **Other:**

- a) The Bush Fire Advisory Committee shall include an elected member of the Council;
- b) The committee shall elect one of their members to be chairman;
- c) The quorum required for the transaction of business at meetings of the committee is set at 50%

### **Membership**

Voting Members (9 in total)

- Councillors x2 (Currently Cr Radford and Cr Benn);
- The President of the Kojonup Bushfire Association;
- The Chief Bush Fire Control Officer;
- The Deputy Chief Bush Fire Control Officer;
- Senior Fire Control Officer (Zulu)
- Senior Fire control Officer (Zulu)
- Secretary of the Kojonup Bushfire Association
- Captain of the Volunteer Fire and Rescue Service

### **Observers**

- The Chief Executive Officer (CEO)
- Shire Delegates x2
- Muradup Town Fire Control Officer (FCO)

**MINUTES FOR THE KOJONUP BUSH FIRE ADVISORY COMMITTEE MEETING**  
**HELD 14 OCTOBER 2021**

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## MINUTES

### 1. DECLARATION OF OPENING AND ANNOUNCEMENT OF GUESTS

The Presiding Member declared the meeting open at 07:04 pm and alerted the meeting of the procedures for emergencies including evacuation, designated exits and muster points.

### 2. ATTENDANCE & APOLOGIES

#### MEMBERS

|                   |  |
|-------------------|--|
| Ned Radford       | Shire President (Presiding Member)             |
| Digby Stretch     | President Kojonup Bush Fire Association        |
| Denise Berryman   | Secretary of the Kojonup Bush Fire Association |
| Nick Trethowan    | Senior Bush Fire Control Officer               |
| Matthew Crabb     | Kojonup Volunteer Fire and Rescue Service      |
| Ros Fryer – Smith | Senior Bush Fire Control Officer               |

#### OBSERVERS

|                   |  |
|-------------------|--|
| Bob Francis       | Kojonup Bushfire Brigade Member                  |
| Grant Thompson    | Chief Executive Officer                          |
| Robert Jehu       | Manager Regulatory Services                      |
| Kevin Bransby     | Community Emergency Services Manager             |
| Estelle Lottering | Regulatory Services Administrator (Minute taker) |
| Derek Jones       | DFES District Officer Great Southern             |
| Wayne Green       | DFES Superintendent Great Southern               |
| Diarmuid Kinsella | DFES DO Albany Urban                             |

#### APOLOGIES

|                  |   |
|------------------|---|
| Tony Fisher      | Chief Bush Fire Control Officer           |
| Matthew Crabb    | Kojonup Volunteer Fire and Rescue Service |
| Roger House      | Deputy Bush Fire Control Officer          |
| Stephanie Swaine | Shire of Kojonup Ranger                   |

3. **SUMMARY OF RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE**

Nil

4. **PUBLIC QUESTION TIME**

Nil

5. **APPLICATIONS FOR LEAVE OF ABSENCE**

Nil

6. **CONFIRMATION OF MINUTES**

Minutes of the Bushfire Advisory Committee Meeting held on 9<sup>th</sup> of February 2022 were previously circulated under separate cover.

**COMMITTEE DECISION**

That the minutes of the Bushfire Advisory Committee Meeting held 9<sup>th</sup> of February 2022 be confirmed as a true record.

Moved by Digby Stretch and second by Ross Fryer-Smith - CARRIED

7. **ANNOUNCEMENTS** by the Presiding Member without discussion

The Presiding member would like to thank Bob Francis for all of his hard work, support. We do appreciate it.

Grant Thompson welcomed Diarmuid Kinsella from DFES to the meeting as an observer.

8. **PETITIONS, DEPUTATIONS & PRESENTATIONS**

Nil

9. **DECLARATIONS OF INTEREST**

Nil

## 10. STATUS REPORTS

### 10.1 2021/2022 Fire Season Update

As at 30 April 2022, there have been the following fires reported within the Shire:

| Fires for Fire Brigades 2021 - 2022 |  |      |        |      |     |     |     |     |     |     |       |     |      |       |
|-------------------------------------|--|------|--------|------|-----|-----|-----|-----|-----|-----|-------|-----|------|-------|
| Brigade                             |  | July | August | Sept | Oct | Nov | Dec | Jan | Feb | Mar | April | May | June | Total |
| Boilup                              |  | 0    | 0      | 0    | 0   | 0   | 0   | 0   | 0   | 0   | 0     | 0   | 0    | 0     |
| Boscabel                            |  | 0    | 0      | 0    | 0   | 0   | 0   | 0   | 2   | 1   | 0     | 0   | 0    | 3     |
| Changerup                           |  | 0    | 0      | 0    | 0   | 0   | 1   | 0   | 0   | 0   | 2     | 1   | 0    | 4     |
| Cherry Tree Pool                    |  | 0    | 0      | 0    | 0   | 0   | 0   | 0   | 0   | 1   | 0     | 0   | 0    | 1     |
| Jingalup                            |  | 0    | 0      | 0    | 0   | 0   | 1   | 2   | 2   | 1   | 3     | 0   | 0    | 9     |
| Kojonup                             |  | 0    | 0      | 0    | 0   | 0   | 0   | 1   | 0   | 1   | 0     | 1   | 0    | 3     |
| Lumeah                              |  | 0    | 0      | 0    | 0   | 0   | 0   | 0   | 0   | 0   | 0     | 0   | 0    | 0     |
| Mobrup                              |  | 0    | 0      | 0    | 0   | 0   | 0   | 0   | 0   | 0   | 0     | 1   | 0    | 1     |
| Muradup                             |  | 0    | 0      | 0    | 0   | 0   | 0   | 2   | 0   | 1   | 2     | 0   | 0    | 5     |
| Orchid Valley                       |  | 0    | 0      | 0    | 0   | 0   | 0   | 0   | 0   | 0   | 2     | 0   | 0    | 2     |
| Qualeup                             |  | 0    | 0      | 0    | 0   | 0   | 0   | 0   | 0   | 0   | 1     | 0   | 0    | 1     |
| Ryans Brook                         |  | 0    | 0      | 0    | 0   | 0   | 0   | 0   | 0   | 0   | 0     | 0   | 0    | 0     |
| Total                               |  | 0    | 0      | 0    | 0   | 0   | 2   | 5   | 4   | 4   | 11    | 3   | 0    | 29    |

This compares with the following data for the previous four years.

| Fires for 2019-2020 by Brigades |      |        |      |     |     |     |     |     |     |       |     |      |       |
|---------------------------------|------|--------|------|-----|-----|-----|-----|-----|-----|-------|-----|------|-------|
| Brigade                         | July | August | Sept | Oct | Nov | Dec | Jan | Feb | Mar | April | May | June | Total |
| Boilup                          |      |        |      |     |     |     |     |     |     |       |     |      | 0     |
| Boscabel                        |      |        |      |     | 3   | 1   |     |     |     |       |     |      | 4     |
| Changerup                       |      |        |      |     |     | 1   |     |     |     |       |     |      | 1     |
| Cherry Tree Pool                |      |        |      |     |     | 1   |     |     |     |       |     |      | 1     |
| Jingalup                        |      |        |      |     |     |     |     | 1   |     | 2     |     |      | 3     |
| Kojonup                         |      |        |      |     |     |     |     |     |     | 2     |     |      | 2     |
| Lumeah                          |      |        |      |     |     | 1   | 1   | 1   | 3   |       |     |      | 6     |
| Mobrup                          |      |        |      |     |     |     |     | 1   |     | 1     |     |      | 2     |
| Muradup                         |      |        |      | 1   |     | 1   |     | 1   |     |       |     |      | 3     |
| Orchid Valley                   |      |        |      |     |     |     |     |     |     | 1     |     |      | 1     |
| Qualeup                         |      |        |      |     |     |     |     |     | 1   |       |     |      | 1     |
| Ryans Brook                     |      |        |      |     |     | 1   |     |     |     |       |     |      | 1     |
| Total                           | 0    | 0      | 0    | 1   | 3   | 6   | 1   | 4   | 4   | 6     | 0   | 0    | 25    |

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Shire of Kojonup – Bushfire Advisory Committee Meeting – 11 May 2022

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| Fires for 2018 - 2019 by Brigades |      |        |      |     |     |     |     |     |     |       |     |      |       |
|-----------------------------------|------|--------|------|-----|-----|-----|-----|-----|-----|-------|-----|------|-------|
| Brigade                           | July | August | Sept | Oct | Nov | Dec | Jan | Feb | Mar | April | May | June | Total |
| Boilup                            |      |        |      |     |     |     |     |     |     |       |     |      | 0     |
| Boscabel                          |      |        |      |     |     |     |     |     |     |       |     |      | 0     |
| Changerup                         |      |        |      |     | 1   | 1   |     |     | 2   |       |     |      | 4     |
| Cherry Tree Pool                  |      |        |      |     |     | 1   | 1   |     | 1   |       |     |      | 3     |
| Jingalup                          |      |        |      |     |     | 1   | 4   |     | 3   |       | 1   |      | 9     |
| Kojonup                           |      |        |      |     |     | 1   | 2   |     | 1   | 1     | 3   | 1    | 9     |
| Lumeah                            |      |        |      |     |     | 3   | 1   |     | 1   | 1     | 2   |      | 8     |
| Mobrup                            |      |        |      |     |     |     | 1   |     |     |       | 1   |      | 2     |
| Muradup                           |      |        |      |     |     |     |     |     | 2   |       |     |      | 2     |
| Orchid Valley                     |      |        |      |     |     |     |     |     | 1   |       |     |      | 1     |
| Qualeup                           |      |        |      |     |     | 1   |     |     |     |       | 2   | 1    | 4     |
| Ryans Brook                       |      |        |      |     |     |     | 1   |     |     |       |     |      | 1     |
| <b>Total</b>                      | 0    | 0      | 0    | 0   | 0   | 1   | 8   | 10  | 0   | 11    | 2   | 9    | 43    |

| Fires for 2017 - 2018 by brigade |      |     |      |     |     |     |     |     |     |       |     |      |       |
|----------------------------------|------|-----|------|-----|-----|-----|-----|-----|-----|-------|-----|------|-------|
| Brigade                          | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | April | May | June | Total |
| Boilup                           |      |     |      |     |     |     |     |     |     | 1     |     |      | 1     |
| Boscabel                         |      |     |      |     |     |     |     |     |     |       |     |      | 0     |
| Changerup                        |      |     |      |     |     |     |     |     |     |       | 1   |      | 1     |
| Cherry Tree Pool                 |      |     |      |     |     |     |     |     |     | 1     |     |      | 1     |
| Jingalup                         |      |     |      |     |     | 1   |     |     |     | 1     | 1   |      | 3     |
| Kojonup                          |      |     |      |     | 6   | 1   |     |     |     | 4     | 2   |      | 13    |
| Lumeah                           |      |     |      |     | 1   |     |     |     | 2   | 1     | 3   |      | 7     |
| Mobrup                           |      |     |      |     |     |     |     |     |     |       | 1   |      | 1     |
| Muradup                          |      |     |      |     |     | 1   |     |     |     |       |     |      | 1     |
| Orchid Valley                    |      |     |      |     |     | 1   |     |     |     |       |     |      | 1     |
| Qualeup                          |      |     |      |     |     |     |     |     |     |       | 1   |      | 1     |
| Ryans Brook                      |      |     |      |     | 1   |     |     |     |     |       |     |      | 1     |
| <b>Total</b>                     | 0    | 0   | 0    | 0   | 0   | 8   | 4   | 0   | 0   | 3     | 7   | 9    | 31    |

| Fires for 2016 - 2017 by brigades |      |     |      |     |     |     |     |     |     |       |     |      |       |
|-----------------------------------|------|-----|------|-----|-----|-----|-----|-----|-----|-------|-----|------|-------|
| Brigade                           | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | April | May | June | Total |
| Boilup                            |      |     |      |     |     |     |     |     |     |       | 1   |      | 1     |
| Boscabel                          |      |     |      |     |     |     |     |     |     |       |     |      | 0     |
| Changerup                         |      |     |      |     |     | 1   |     |     |     |       |     |      | 1     |
| Cherry Tree Pool                  |      |     |      |     | 1   | 1   |     |     |     |       |     |      | 2     |
| Jingalup                          |      |     |      |     |     |     |     | 1   |     |       | 2   |      | 3     |
| Kojonup                           |      |     |      |     |     |     | 1   |     |     |       |     |      | 1     |
| Lumeah                            |      |     |      |     |     |     |     |     |     |       |     |      | 0     |
| Mobrup                            |      |     |      |     |     |     |     |     |     |       |     |      | 0     |
| Muradup                           |      |     |      |     |     |     |     |     |     | 2     | 1   |      | 3     |
| Orchid Valley                     |      |     |      |     |     |     |     |     | 1   |       |     |      | 1     |
| Qualeup                           |      |     |      |     |     |     |     |     |     |       |     |      | 0     |
| Ryans Brook                       |      |     |      |     |     |     |     | 1   |     |       | 1   |      | 2     |
| <b>Total</b>                      | 0    | 0   | 0    | 0   | 0   | 1   | 2   | 1   | 2   | 1     | 2   | 5    | 14    |

These reported fires provide a vital argument when the Shire requires extra funding or there is a need for extra resources to be allocated to this area. All fires need to be reported to DFES Communications Centre. This allows a record of incidents which can be utilised for resource allocation.

Denise informed the committee that there was another fire in May 2022, the total fire is currently 30.



## **11 GENERAL ITEMS**

### **11.1 Fire Break Notice**

#### **11.1.1 Kevin Bransby:**

Discussed the Fire Break Notice booklet.

Changes were done by Stephanie Swain, small alterations by Kevin. It is now ready to go out for publishing.

#### **11.1.2 Robert Jehu**

Questions received from Steve Gash via email regarding the Fire break notice

Email with questions and answers attached.

#### **11.1.3 Denise Berryman**

Question regarding land blocks in Muradup. The firebreak will only go around the external boundary.

#### **11.1.4 Grant Thompson**

Mentions blocks on the North Side of Katanning that has not been managed.

### **11.2 Derek Jones – document send through in advance**

#### **11.2.1 Realignment of officer roles in Albany.**

I am now DFES contact for Shire of Kojonup. Also, Plantagenet, Cranbrook, Gnowangerup and Katanning. Bushfire background.

City of Albany CESM – Area Officer (Esperance) & back in Albany.

#### **11.2.2 2021/2022 - Fire season.**

First time we saw 4 concurrent level 3 incidents in WA. Combined with multiple lightning strikes.

Tested all aspects of the agency.

#### **11.2.3 Recent summer reinforced need for mitigation works.**

Jerramungup – fire skirted/impacted townsite and then returned on the wind change.

Firebreaks, controlled burning, mulching etc all combined to reduce impact/damage to town.

#### **11.2.4 Emergency WA Website**

Capacity to incorporate incident maps included 2 years ago Website being further upgraded over winter.

Will include increased awareness of CaLD persons. Broaden scope of incidents being shown on website. Provision for alert zones for travellers in the local area.

Request this website be promoted in literature and activities being conducted locally.

#### **11.2.5 Emergency Warnings & National Warning System**

National Warning System now adopted. Consistency of colours and symbology Emergency Warnings - now require the use of Telephone Warning System.

11.2.6 Fire Weather District Review is now complete.

Kojonup Shire now combined with Plantagenet and Kojonup to form Stirling West FWD. New FWD with new name – comes into being on Sept 1.

Recommend the name change be publicised in Shire literature.

11.2.7 AFDRS review well advanced.

Number of fuel types enhanced beyond just two. Existing six bands reduced to four.

Needs to be further work to adapt such matters as 'cancellation of permits, vehicle movement and harvest bans, total fire bans and other parts of the Act which reference the 'old FDRs' Corrigin/Bruce Rock fire outcome - may be some value in having a discussion surrounding appropriate conditions for permits.

Public messaging reviewed.

11.3 Digby Stretch – AGM postponed

11.3.1 Decision was made not to have all FCO's and Zulu's in one room. The AGM went ahead via email correspondence.

11.3.2 Like to thank the Zulu's for putting their hands up again for the next year.

11.3.3 A sensational job was done this permit season. The golden rule was if any fires escaped from a permit that was given you will not receive another permit until the following year. Only one fire had escape from a new landowner.

**12 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

Nil

**13 LATE ITEMS**

*This section of the meeting is for discussing late items which did not make it into the Agenda and of which a decision is required by the BFAC as to the course of action to be taken for Council consideration.*

13.1 Bob Francis raised a question about the clearing of grass around the school grounds, train tracks and road reserves. It was done previous years but not the last year. Robert Jehu explained the processes of addressing Fire Break orders compliance notices. The Shire will investigate this matter.

13.2 Matt Crabb apologized for not being here, but send an email to Robert Jehu to discuss. Email attached.

13.2.1 Question on who's responsibility is Drive-in – Shire

13.2.2 Opposite of CJS needs cleaning, the reserve on the west side of the works department too. The shire maintains this area, but the cost of it will be send through to the Aboriginal Corp.

13.2.3 Banners that is missing – we will need to get replacements. Grant Thompson said he will take responsibility for replacing these banners or look at alternative options.

13.3. Update on the radio tower were given. DFES will not be able to support this project financially. The shire will take up this project on their own. Wayne Green explained that DFES can assist with a third party to receive more radios. Once this is done DFES will put up VHF towers and setup WAERN Digby Stretch explained the black spots in signal all over Kojonup and that we still need a better communication tower.

**14     NEXT MEETING**

Will be on the 10<sup>th</sup> of August 2022 at 7:00pm

**15     CLOSURE**

There being no further business to discuss the Presiding Member thanked the members for their attendance and declared the meeting closed at 8:12pm.

The meeting was re-opened at 8:13pm

Request to formally endorse the BFA members chosen as per attached AGM Minutes were moved by Digby Stretch and seconded by Nick Trethowen.

There being no further business to discuss the Presiding Member thanked the members for their attendance and declared the meeting closed at 8:14pm.

Kojonup Bushfire Association Minutes  
Sports Complex  
**APRIL 4th 2022 at 7.30pm. POSTPONED**  
Amended Agenda

**This is a copy of the unconfirmed minutes of the agenda sent out by electronic means to be voted on by Association members to go to the BFAC to recommend to the Kojonup Shire.**

1. Election of CBFCO, DCBFCO and two (2) senior FCO's to be recommended to the Kojonup Shire Council for appointment to their respective positions.

Moved that the nominees listed below remain the Zulus for the 2022/2023 season

- Tony Fisher.....is recommended for the position of Chief Bushfire Control officer in the Shire of Kojonup for the 2022/2023 year
- Roger House ..... is recommended for the position of Deputy Chief Bushfire Control officer in the Shire of Kojonup for the 2022/2023 year.
- Ross Fryer-Smith.....and Nick Trethowan.....are recommended for the position of Senior Fire Control Officers in the Shire of Kojonup for the 2022/2023 year.
- That the CBCO and the DCBCO are recommended for appointment as Fire Weather officer and Deputy Fire Weather officer respectively for the 2022/2023 year.
- That the CBCO and the DCBCO are recommended to be appointed as authorised officers to issue permits to burn for the collection of clover seed for the 2022/2023 year.
- That the CBFCO and the DCBFCO and the two senior BFCO's be authorised to advise the Shire Council on the imposition of harvesting and movement of vehicles bans in the Shire of Kojonup for the 2022/2023 year.

Carried - Yes

**2. The Brigades have nominated Brigade Captains as listed below**

Moved that the nominees listed below be appointed to their respective Brigades as Captain/FCO subject to each person having successfully completed the FCO's course as conducted by DFES.

|                       |                                       |
|-----------------------|---------------------------------------|
| Bevan Bignell .....   | Captain/FCO, Boilup Brigade           |
| Glen Woodhams .....   | Captain/FCO, Boscabel Brigade         |
| Paul Norrish.....     | Captain/FCO, Changerup Brigade        |
| Daniel Ladyman.....   | Captain/FCO, Cherry Tree Pool Brigade |
| Will Owen .....       | Captain/FCO, Jingalup Brigade         |
| Gavin Norrish .....   | Captain/FCO, Kojonup Brigade          |
| Sam Jackson .....     | Captain/FCO, Lumeah Brigade           |
| Digby Stretch .....   | Captain/FCO, Mobrup Brigade           |
| Ben Blewett .....     | Captain/FCO, Muradup Brigade          |
| Daniel Simpson.....   | Captain/FCO, Orchid Valley Brigade    |
| Clayton Simcock ..... | Captain/FCO, Qualeup Brigade          |
| Stuart Tohl.....      | Captain/FCO, Ryans Brook Brigade      |
| Bob Francis .....     | FCO, Muradup Town                     |
| To be advised .....   | FCO, Kojonup Town                     |

Carried - Yes

### **Brigade office bearers**

The Brigade office bearers and radio operators for the 2022/2023 year have been elected from their respective Brigades and will be listed in the Shire Emergency Directory  
Association Secretary will forward to Kojonup Shire CEO

#### **4     Election of President.**

President for the 2022/2023 year.  
Digby Stretch remains President for the coming season due to the AGM being postponed.

#### **Election of Deputy President.**

Deputy President for the 2022/2023 year.  
David Forrester remains Deputy President for the coming season due to the AGM being postponed.

#### **Election of Secretary.**

Secretary for the 2022/2023 year.  
Denise Berryman remains Secretary for the coming season due to the AGM being postponed.

Carried: Yes

The above people in Item 4 were prepared to stay on in the positions unless someone else wants to nominate. **No one else nominated.**

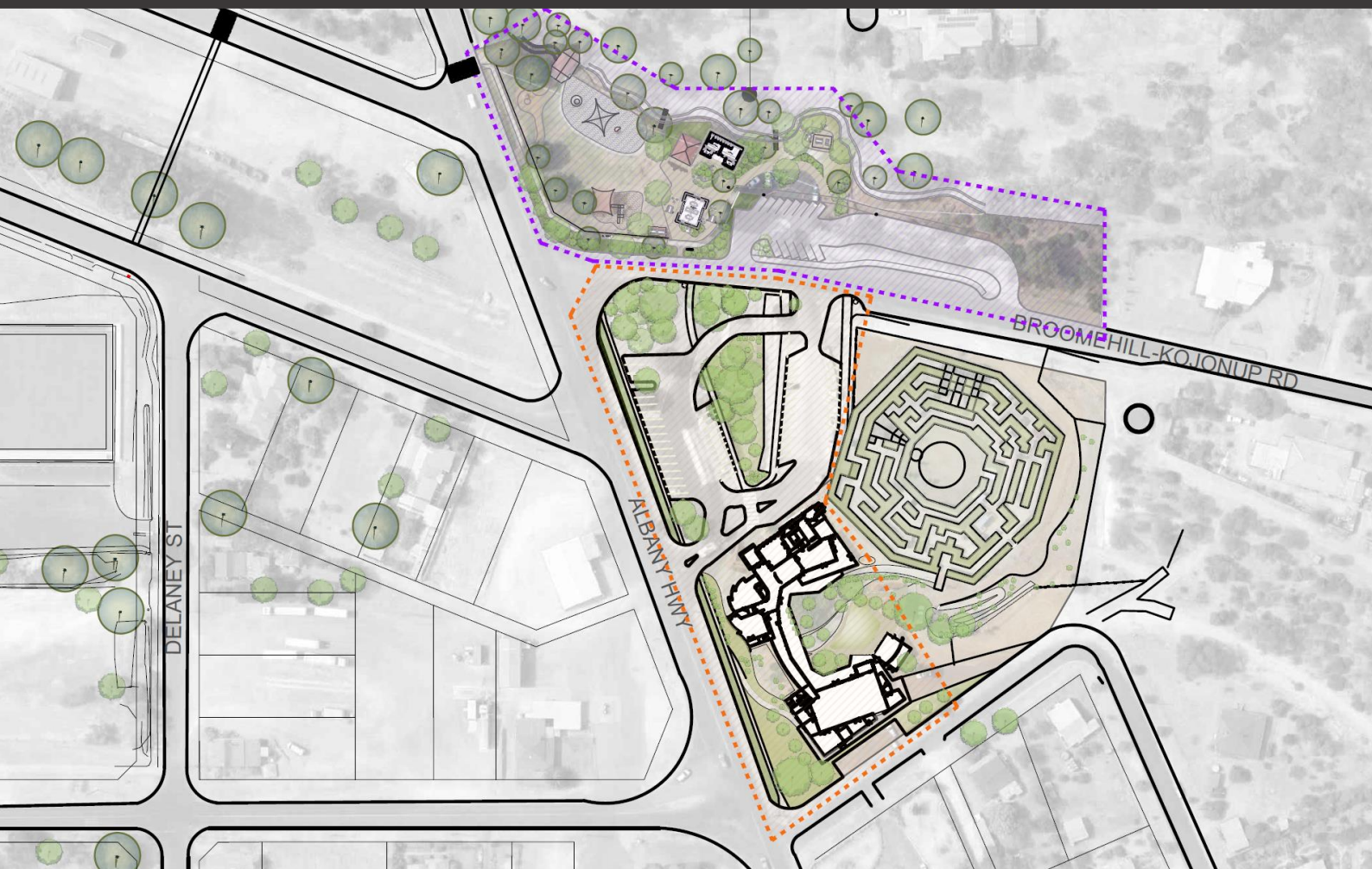
Meeting closed at: email meeting - replies by 12<sup>th</sup> April 2022



# Business Case

## Kojonup SMART Future Project - Stage Two Building Better Regions Fund

Updated January 2022



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| DOCUMENT CONTROL  |   |
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|   | <b>Client:</b> Shire of Kojonup   |
|   | <b>Project Manager:</b> Anthony Middleton<br><b>Author:</b> Mark Weller / Tricia White<br><b>Date:</b> Revised January 2022 |

| VERSION CONTROL AND DISTRIBUTION SCHEDULE |            |              |                                   |   |
|---|------------|--------------|-----------------------------------|---|
| Version No.                               | Date       | Distribution | Comment                           | Reference                                 |
| Versions 1.1 – 1.3                        | 04/01/2021 | CGS          | Internal draft circulation        | Kojonup SMART Future stage 2 - CBA (V1.3) |
| Version 2.0                               | 28/02/2021 | SoK          | Draft sent for feedback           | Kojonup SMART Future stage 2 - CBA (V2.0) |
| Version 2.1                               | 28/02/2021 | CGS          | Split of Direct and Indirect Jobs | Kojonup SMART Future stage 2 - CBA (V2.1) |
| Version 3.1                               | 02/03/2021 | SoK          | Finalised version                 | Kojonup SMART Future stage 2 - CBA (V3.1) |
| Version 3.2-3.3                           | 19/01/2022 | Internal     | revision                          | Kojonup SMART Future stage 2 - CBA (V3.3) |
| Version 4.1                               | 05/02/2022 | SoK          | Finalised version                 | KSFS2 – Business Case (V4.1)              |

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## 1.0 Synopsis

### KOJONUP

*'One community, many choices'*



### Kojonup SMART Future Project – Stage Two

Kojonup is the gateway to the Great Southern region as well as a convenient and popular stopping point for visitors travelling between Albany and Perth, with Albany Highway traversing through Kojonup's Business Centre. A strategic deliverable of the Shire of Kojonup, as outlined in their Community Strategic Plan, is to **'promote and facilitate Kojonup as a short-term tourist destination to and from Albany'**.

The general intent of the Kojonup SMART Future - Stage Two Project is to upgrade and expand community infrastructure that has both economic and social significance. This project will have considerable and life changing benefits for people living in the Kojonup community. It will position Kojonup to unlock its economic opportunities and ensure the ongoing prosperity of industry development and small business activities.

This project aims to revitalise and capitalise on the already built environment of the town, specifically the Kojonup Park Precinct and the Kodja Place Precinct. Undertaking the upgrade elements identified within each of these precincts will allow the Shire to progress the overarching revitalisation project of Kojonup, leading to driving economic growth and building a stronger community into the future.

Indicative costs provided by Quantity Surveyor, Chris O'Keefe, have estimated the Kojonup SMART Future - Stage Two Project capital costs to be **\$4,303,000** (ex GST).

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*Cover image: Conceptual Drawing of Project provided by H + H Architects*

## 2.0 Executive Summary

The Kojonup community motto is **‘One Community, Many Choices’**. This is a strong statement that resonates with the wider community as a destination for residents and visitors.

The Kojonup SMART Future Project is a revitalisation initiative that aims to transform Kojonup into a ‘regional hub’ through implementation of a series of interconnecting economic development projects. This initiative will evoke positive change in the way residents live, work and conduct business by building a stronger community. This project will have significant and life changing benefits for people living in the Kojonup community. It will position Kojonup to unlock its economic opportunities and ensure the ongoing prosperity of industry development.

Stage Two of the Kojonup SMART Future Project is the subject of this Business Case and incorporates upgrades in the Kojonup Park Precinct and The Kodja Place Precinct. Construction elements include:

### **Sub Project One: Kojonup Park Precinct Upgrade** *Indicative Cost = \$1,060,800 (ex GST).*

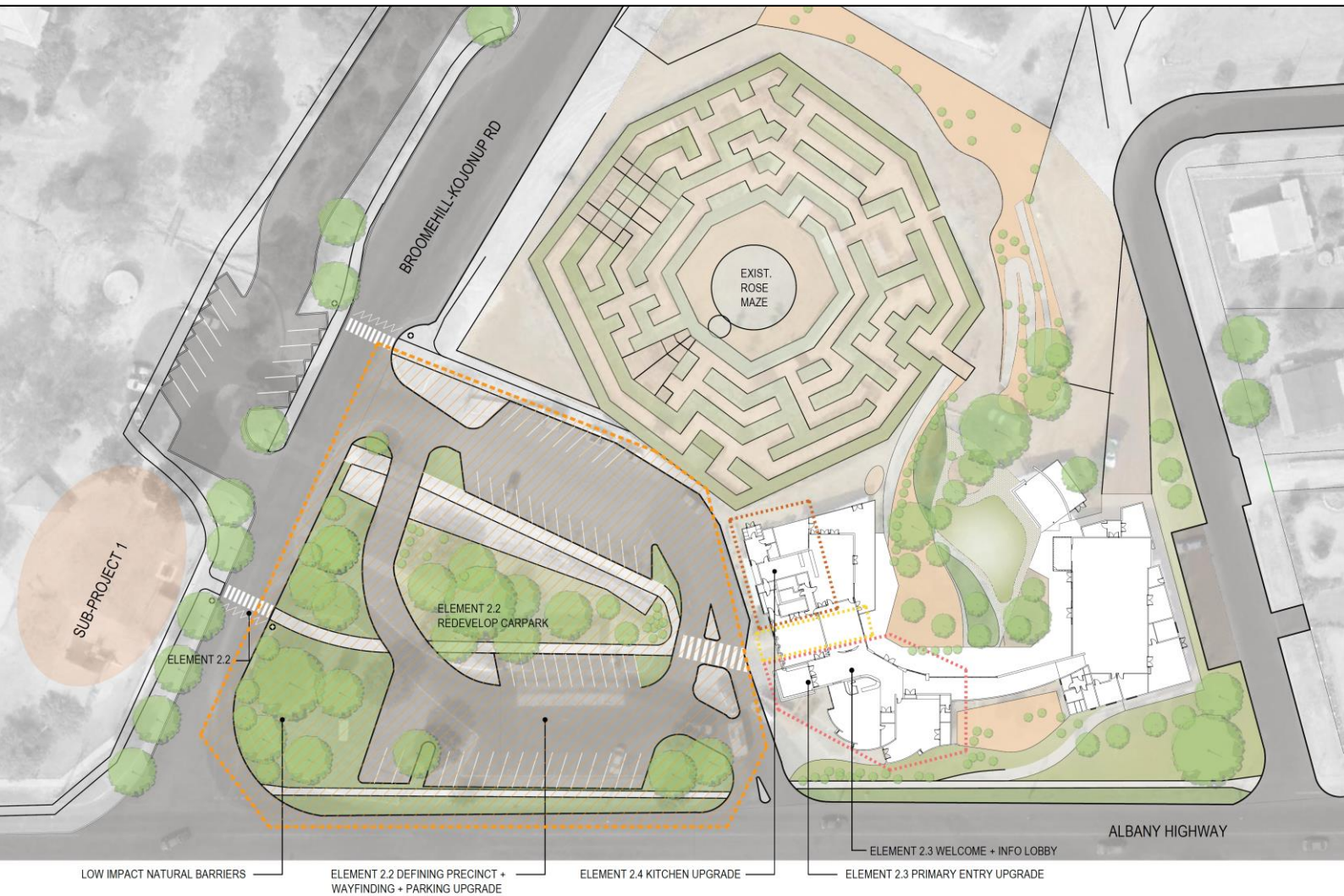
- Extend the toilet facilities to create ‘destination toilets’ and include a community kitchen;
- Additional creek pedestrian crossing points (x2);
- Construct gazebo with barbeque, seating and table facilities adjacent to new car park;
- Construct gazebo with seating and table facilities adjacent to the RV rest area; and
- Include a pedestrian pathway connecting Kojonup Park, the RV Rest Area and the Kojonup Sports Precinct





**Sub-Project Two: The Kodja Place Precinct Upgrade**      **Indicative Cost = \$3,242,200 (ex GST).**

- Visually and physically connect The Kodja Place and Kojonup Park precincts;
- Improve facility street appeal, ease of arrival and define the precinct;
- Create a unified entrance; and
- Integrate and enhance Black Cockatoo Café facilities.



The total indicative cost estimate for project development is **\$4,303,000 (ex GST)**. This includes cost escalation and contingencies until November 2022 when project construction is expected to commence (pending confirmation of all funding attributed to capital costs is secured). It is expected that the project will be complete, including grant funding acquittals, by March 2024.

Cost benefit modelling results predict that the SMART Future – Stage Two Project will have an initial total benefit of \$18.043 million for the Kojonup area and an initial **Benefit Cost Ratio of 4.13** for every \$1 invested.

The 20-year accumulated 'Net Present Value' of benefits for Kojonup for this project is \$197.287 million with a **Benefit Cost Ratio of 37.46** for every \$1 invested.

Jobs created in Kojonup during construction are estimated at 6 direct construction jobs and 10.4 indirect construction jobs. Additionally, there will be 2 direct and 8 indirect ongoing jobs.

The results from improving the entry to The Kodja Place will see a substantial increase in visitation numbers through the facility as well as an uptake on Indigenous tour participation due to ease of access and way finding mechanisms. It will also influence sales in the gift shop of local Indigenous products. The Shire of Kojonup will effectively manage this through increasing centre staff numbers on an as needs basis but will likely see an additional two full time equivalent employees introduced within five years of operating the revitalised facilities. A minimum of one of these employees will likely be Indigenous due to the nature of the facility.

The Shire is committed to Indigenous participation and engagement in both the workforce and community projects.

The Shire aims that a minimum 17% of the construction workforce of 6 will be Indigenous, this represents a total of approximately 1.0 FTE. Due to the nature of the 2.0 direct ongoing jobs created through this development, it is expected that approximately 1.0 FTE will be undertaken by an Indigenous person.

The Kojonup SMART Future – Stage Two Project will have significant linkages with Noongar heritage through The Kodja Place redevelopment. This development will predominantly be influenced by the Noongar community through implementing works based on The Kodja Place Master Plan as developed through consultation and engagement with local Noongar Elders and community members.

A five-year operational financial projection, indicating a likely case scenario, was developed using the audited financial statements of the Shire as a guide. Additionally, a sensitivity analysis indicating best and worst case scenarios has also been designed to assist in ensuring planning takes key operational factors into consideration. The sensitivity analysis is available in the attached Operational Management Overview.

A risk treatment plan indicating the core risks and the associated controls is provided for both project construction (available in the Project Management Plan) and project operations (available in the Operational Management Overview). Associated controls are aimed at bringing the post control risk rating to the Shires identified tolerance of low or below (where possible).

The key focus areas of this project include:

- Experience Kojonup;
- Community liveability and sense of pride;
- Accessibility and attraction; and
- Operational sustainability and efficiency.

Broad outcomes of project implementation are provided for each of the above-mentioned key focus areas.



The Shire of Kojonup (Shire) has confirmed that they will contribute 50% of capital works costs. This contribution equals \$2,151,500 (ex GST).

The Shire aims to submit a 'Building Better Regions Fund' application to the Australian Government to request contribution of the remaining required 50% of eligible project capital costs, being \$2,151,500 (ex GST).



Photo: Shire of Kojonup – Stories at the Kodja Place



## 3.0 Introduction and Background

### 3.1 Document Introduction

The Shire of Kojonup (Shire) has engaged Consulting Great Southern to develop this Business Case document through identification, investigation and assessment of the proposed scope of works.

### 3.2 About Kojonup SMART Future Project

The Kojonup SMART Future Project is a revitalisation initiative that aims to transform Kojonup into a 'regional hub' through implementation of a series of interconnecting economic development projects. This initiative will evoke positive change in the way residents live, work and conduct business by building a stronger community.

The general intent of the Kojonup SMART Future Project is to develop new community infrastructure that has both economic and social significance. This includes:

- Create a town meeting place (town square);
- Renew the main street;
- Relocate Council functions to the Memorial Hall;
- Upgrade Kojonup Sports Precinct;
- Rehabilitate Kojonup Spring;
- Create a new 'business hub' with a focus on agri-business;
- Upgrade communications;
- Refurbishment and fit-out for a Youth 'Drop-in' Centre;
- Co-locate the Men's Shed and Historical Society Machinery Collection to the Railway Precinct;
- Upgrade The Kodja Place and the Rose Maze;
- Formalise RV visitor facilities;
- Create a parade ground, streetscaping and interpretive links to the RSL Hall;
- Improve Kojonup Park including the extension of ablution facilities as well as car and caravan parking layout; and
- Increase residential housing lots through subdivision of vacant land.

These developments will have strong positive social and economic impacts for Kojonup including:

- Attracting new visitors to Kojonup;
- Increasing tourism spend and tourist length of stay;

- Enhancing the image of Kojonup with positive social impacts resulting from increased community pride;
- Attracting investment through increasing the quality of the town centre;
- Increasing opportunities for job creation;
- Increasing land and property values in Kojonup; and
- Driving population growth through attracting new residents.

This project will have significant and life changing benefits for people living in the Kojonup community. It will position Kojonup to unlock its economic opportunities and ensure the ongoing prosperity of industry development.

Kojonup is proud of its progressive agricultural industry and unique Indigenous heritage. This project will set Kojonup apart from other regional towns as a destination to visit and reside in. Whilst the population trend across regional Australia is in decline, it is a clear directive of this project to drive population growth through increased economic growth opportunities and building a stronger community into the future.

### 3.2.1 Declining Population in Regional Areas of Australia

The decline in population in regional areas across Australia is a statistical trend that both communities and the Australian government are seeking to combat. The overview of population change across Australia is evidenced in the following map which shows the population change of 'Statistical Areas Level 2' (SA2) between 2016 and 2017.

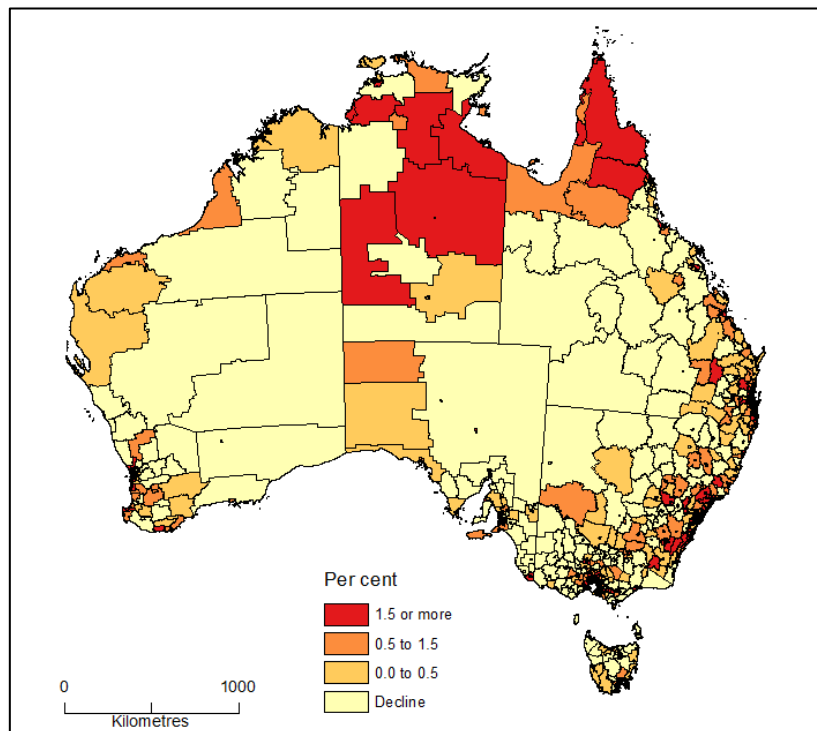


Figure 1: Population changes to SA2 regions between 2016-2017  
Source – Australian Bureau of Statistics, Australia Population Change (2016)

### 3.2.2 Federal Programs to Address Regional Population Decline

Many initiatives exist across Australia to combat declining regional population. The Federal Government, in partnership with regional communities, has engaged in a systematic process to identify and fund projects that create jobs, drive economic growth and build stronger and healthier communities.

Examples of projects that have been funded are as follows. It is anticipated that the Kojonup SMART Future Project will join the list of successful projects implemented to increase regional population, drive economic growth and build a stronger regional community.

- Construction of a Dam-less Hydroelectric Power Station in regional Tasmania which provides sustainable local employment and unlocks further investment (\$2.35m project cost);
- Bomaderry Export Distribution Hub Project (\$13.05m project cost);
- Lavington Sports Ground Redevelopment (\$8m project cost);
- Reconstruct the Marine Rescue Tower, Ballina (\$2.28m project cost);
- Upgrade of Tourism Infrastructure at Katoomba (\$7.19m project cost);
- Development of the Forster Civic Precinct (\$12m project cost);
- Gundagai Main Street Redevelopment (\$4.01m project cost);
- Creation of new Cultural Precinct in Lismore (\$5.8m project cost);
- Construction of new KidzWish Place in Flinders (\$3.8m project cost);
- Connecting Remote Communities in Central West QLD (\$16.5m project cost);
- The Mid Murray Maritime River Trail (\$1.46m project cost);
- Murraylands Regional Cultural Hub (\$3.4m project cost);
- Mansfield Youth Hub and Skate Park (\$0.4m project cost);
- Pride of Melton: Revitalisation of Town Centre (\$11.93m project cost);
- Karratha Arts & Community Precinct Project (\$56m project cost); and
- Construct RV & Caravan Friendly Facilities in Cue (\$0.88m project cost).

### 3.2.3 Creating 'Regional Hubs'

A 'Regional Hub' is a defined service area that houses an interconnecting network of the built environment, bringing people, places and industry together. Creating a 'Regional Hub' through engaging urban design values will:

- Minimise use of resources;
- Maximise sharing of resources;
- Create supportive social environments, and healthy safe, liveable physical environments;

- Develop and use the community's social resources in a sustainable way to build strong and resilient communities, capable of adapting to changing circumstances;
- Enhance and celebrate the historical and cultural character of a place; and
- Maintain and enhance health, wellbeing and quality of life for people and communities now and in the future.

Ensuring good urban design values are implemented in the planning and development of the community's built environment is conducive to ensuring a 'Regional Hub' is prosperous and sustainable. Such infrastructure includes:

- Transport networks;
- Communication networks;
- Social: Sport, recreation, community, open space, library;
- Commercial and industry;
- Health and emergency services;
- Education; and
- Residential mix: Housing, units, aged care, rental.

In the Great Southern, there have been several revitalisation projects that have impacted communities as 'Regional Hubs'. Examples of these include:

**Katanning Streetscape Revitalisation Project:**

Katanning underwent development with the purpose of attracting investment through the Katanning Town Centre Commercial and Streetscape Revitalisation Project (Department of Primary Industries and Regional Development, n.d.).

**Albany Revitalisation Project:**

Albany is the Regional Centre (and city) for the Lower Great Southern area. Albany has undergone extensive works in the last five years to revitalise their places of heritage value, main street and sport precinct (City of Albany, n.d.). Albany has also invested in the Albany Waterfront Precinct, Middleton Beach Precinct and Trails Projects.

**Manjimup Town Centre Revitalisation:**

"The Manjimup Town Centre Revitalisation project is working towards developing Manjimup into a vibrant and thriving 'Regional Growth Centre'. The project is aimed at delivering a more liveable town, creating a more desirable place for families to grow and a region that people will visit time and time again. It is anticipated that the project will lead to economic growth in the region through increased investment and additional employment opportunities" (Shire of Manjimup, n.d.).

### 3.3 Kojonup SMART Future – Progress Snapshot

The Shire has been proactive in implementing this Kojonup revitalisation project known as ‘Kojonup SMART Future’. The following table provides a progress snapshot on the project implementation to date.

|     | PROJECT  | PROGRESS   |
|-----|--|--|
| 1.  | Create a town meeting place (town square)  | Yet to commence.   |
| 2.  | Renew the main street  | Yet to commence.   |
| 3.  | Relocate Council functions to the Memorial Hall  | Yet to commence.   |
| 4.  | Upgrade Kojonup Sports Precinct  | <p>The ‘Kojonup Sports Precinct Upgrade Project’ has commenced with the approval and funding confirmation and commencement of construction to:</p> <ul style="list-style-type: none"> <li>• Replace the four netball courts;</li> <li>• Construct a roof structure over the new netball courts;</li> <li>• Upgrade power access to the football oval;</li> <li>• Replace existing football oval light towers and provide additional light towers to conform to a minimum of AFL training standards;</li> <li>• Construct a destination playground;</li> <li>• Construct an outdoor gymnasium;</li> <li>• Provide shade structure for the toddler swimming pool.</li> </ul> |
| 5.  | Rehabilitate Kojonup Spring  | The Kojonup Spring Masterplan has been developed and is awaiting endorsement by Council.   |
| 6.  | Create a new ‘business hub’ with a focus on agri-business                                    | Yet to commence.   |
| 7.  | Upgrade communications   | Council decision has been made on location of Communications tower and components to be included. Design and funding currently being investigated.   |
| 8.  | Refurbishment and fit-out for a Youth ‘Drop-in’ Centre                                       | Concept plan was adopted by the Council on 8 December 2021   |
| 9.  | Co-locate the Men’s Shed and Historical Society Machinery Collection to the Railway Precinct | Architect is currently producing plans for construction in 2023. Funding confirmed.  |
| 10. | Upgrade The Kodja Place and the Rose Maze  | Part of this grant application.  |
| 11. | Formalise RV visitor facilities  | Reticulation and grass areas completed 2021. Parkland facilities planned for 2023.   |
| 12. | Create a parade ground, streetscaping and  | Yet to commence.   |

|     | PROJECT   | PROGRESS   |
|-----|---|--|
|     | interpretive links to the RSL Hall  |  |
| 13. | Improve Kojonup Park including the extension of ablution facilities as well as car and caravan parking layout | Construction has been completed on upgraded car and caravan parking, realign creek, new water tank for irrigation.<br>Other elements are part of this grant application. |
| 14. | Increase residential housing lots through subdivision of vacant land  | Katanning Road sub-division nearly finalised.  |

Table 1: Kojonup SMART Future Project Progress Snapshot

### 3.4 Kojonup SMART Future - Stage Two

Stage Two of the Kojonup SMART Future Project is the subject of this Business Case. Details of stage two is provided in 'Section 4.0: Preferred Development Option - Project Description' of this document.

### 3.5 About the Shire of Kojonup

The Kojonup community motto is '**One Community, Many Choices**'. This is a strong statement that resonates with the wider community as a destination for residents and visitors.

Kojonup is located in the Great Southern Region of Western Australia, 259kms south east of Perth and is the '**Gateway to the Great Southern region**'. It is situated on the Albany Highway, the main route from Perth to the major regional coastal town of Albany, (155kms south).

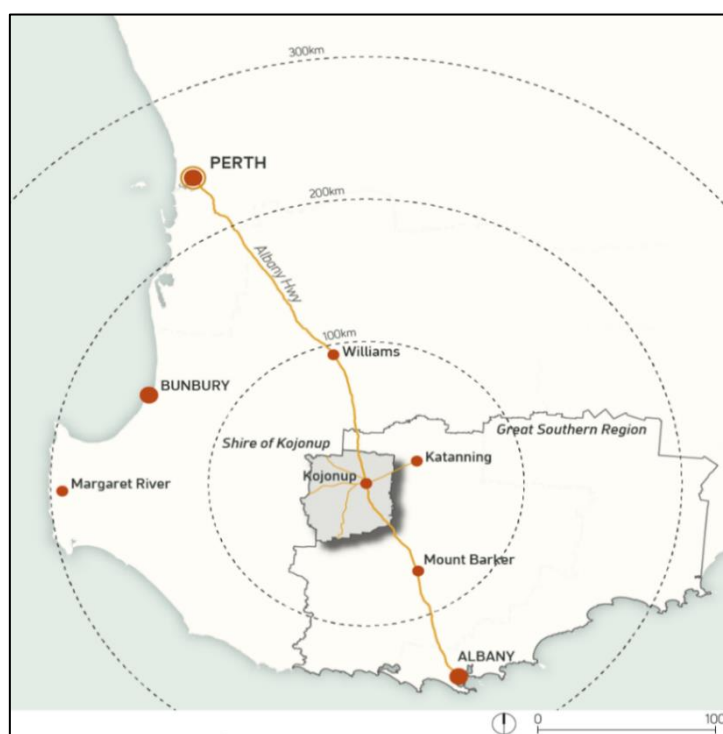


Figure 2: Location of Kojonup, WA

The Shire covers an area of approximately 2,932km<sup>2</sup> and has a rich Indigenous, military and agricultural history. The name 'Kojonup' is derived from the Noongar word "kodja", meaning the type of stone axe made by the local Indigenous people used to hunt game in the area.

The first official exploration of the area was performed by surveyor Alfred Hillman, who was marking a track from King George Sound (Albany, WA) to Perth in 1837. Unable to find water, Hillman was guided to a freshwater spring by the local Noongar people in the summer of February 1837. Hillman recommended to Governor Stirling that this was a good place for an outpost. The townsite was then established in 1871 as an English Military outpost.

Today the region is recognised as a technologically advanced agricultural community, as well as an educational, cultural and historical destination. Strategically located, Kojonup is an important mid-point for those journeying between Perth and Albany. Kojonup has the opportunity to strengthen its role as a notable town that provides for the needs of the community, whilst also engaging the tourist market as a 'natural stop-off', leading to potential economic growth through visitor spend.

The Australian Bureau of Statistics provides the following snapshot on Kojonup's demographics (2016):

- There is a population of 1,985 residents. Of which 1,005 are male (50.6%) and 980 are female (49.4%);
- There are 908 private dwellings in the area with an 82% occupancy, housing 523 families;
- The median age of Shire residents is 44 years, which is six years older than the national median age of 38 years;
- The median weekly income for Kojonup households is \$1,303, compared to the national average of \$1,438; and
- The top five responses for industry of employment include:
  - 15% – Sheep Farming (specialised);
  - 13% – Grain-Sheep or Grain-Beef Cattle Farming;
  - 4.1 % – Local Government Administration;
  - 3.7% – Road Freight Transport; and
  - 3.5% – Other (Grain Growing).

Kojonup is a proud and progressive community that embraces change through collaborative decision-making. The following represents how the community of Kojonup imagine their town to be by 2027.

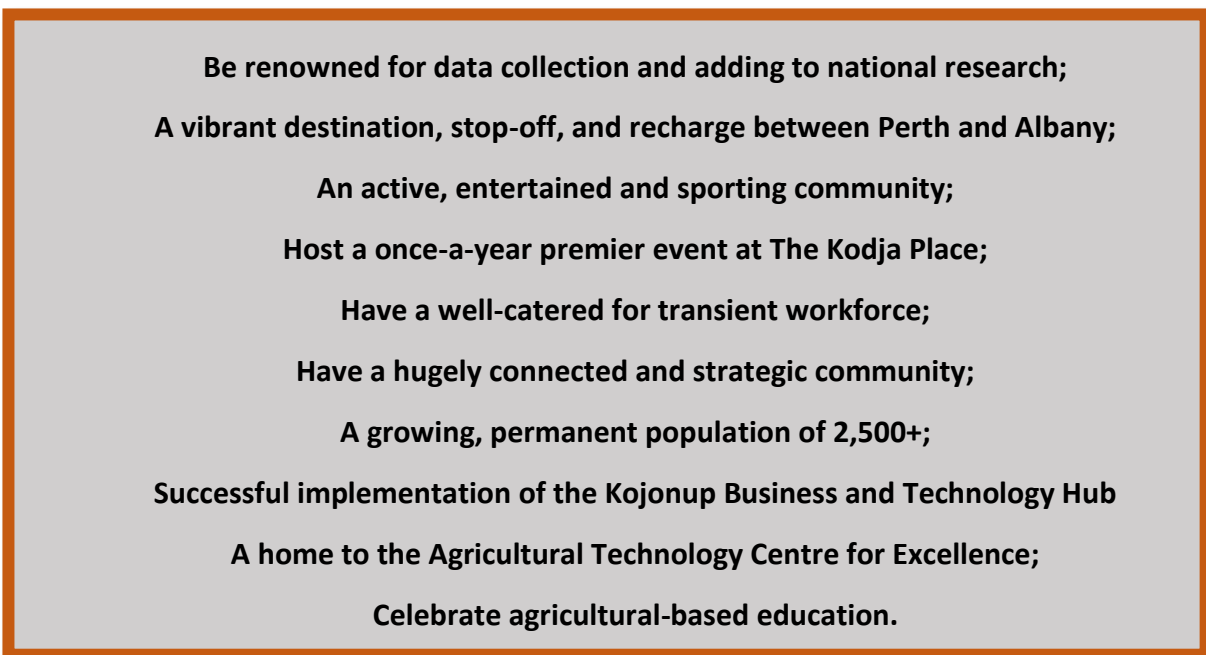


Figure 3: Kojonup community visions for 2027

### 3.6 Indigenous Participation and Cultural Tourism

The Shire is committed to Indigenous participation and engagement in both the workforce and community projects. The Manager of Works and Services identifies as Aboriginal and the Shire employs a significant number of Aboriginal people. Of the 67 FTE of Shire staff, 9 (13.43%) are Aboriginal. The Works and Services department is staffed by 22.0 FTE, with 7 FTE being Aboriginal persons (31.81%). These current Shire workers will be involved in the redevelopment project and the Shire will use its contacts and sound positive relationships within the local Aboriginal community to ensure significant Aboriginal participation during construction.

The Shire aims that 17% of the construction workforce of 6 will be Aboriginal, this represents a total of approximately 1.0 FTE.

With the growing interest in Indigenous tourism, Kojonup is in a prime location to attract visitors and tourists seeking a unique Indigenous experience. Kojonup has a number of historical, cultural, and Indigenous places of interest that are easily accessible from the main travel routes. Some Indigenous attractions include:

- Kojonup Spring: A natural recreation reserve that historically was the meeting place and provided the water source for the local Noongar community;
- The Kodja Place: An interpretive Cultural and Visitor Centre that captures and displays historical Indigenous history;



- Rose Maze: Inspired by the beauty of roses, this attraction takes you on a journey of three local women of which there is Indigenous influence and stories;
- Indigenous and local bush tucker tours; and
- Noongar-Indigenous art and crafts.

The Kojonup SMART Future – Stage Two Project will have significant linkages with Noongar heritage through The Kodja Place redevelopment. This development will predominantly be influenced by the Noongar community through implementing works based on The Kodja Place Master Plan as developed through consultation and engagement with local Noongar Elders and community members.

## 4.0 Preferred Development Option - Project Description

In 2018, the Shire developed the Kojonup SMART Future Project based on the results of community consultation to develop their Community Strategic Plan titled Kojonup SMART Possibilities 2027 and other community precinct development documents.

This project in its entirety was estimated at \$20.2 million (in 2018). The construction process also indicated that certain construction priorities were required to be completed before others could commence, creating a rolling program of construction.

The Shire has commenced implementing this project as a staged development, with stage one nearing its completion, and this project being stage two of implementation. This option is therefore endorsed as the preferred development option.

Stage Two of the Kojonup SMART Future Project is the subject of this Business Case. The table below provides an overview of the project elements broken into three sub-projects defined as individual precincts.

| SUB-PROJECT                         | ELEMENT  |
|-------------------------------------|--|
| 1. Kojonup Park Precinct Upgrade    | 1.1 Extension of toilet facilities to create 'destination toilets' and include a community kitchen.  |
|                                     | 1.2 Additional creek pedestrian crossing points (x2).  |
|                                     | 1.3 Construct gazebo with barbeque, seating and table facilities adjacent to new car park;<br>Construct gazebo with seating and table facilities adjacent to the RV rest area; and<br>Include a pedestrian pathway connecting Kojonup Park, the RV Rest Area and the Kojonup Sports Precinct.  |
| 2. The Kodja Place Precinct Upgrade | 2.1 Visually and physically connect The Kodja Place and Kojonup Park precincts by: <ul style="list-style-type: none"> <li>Aligning pathways between The Kodja Place and Kojonup Park so they create a strong visual siteline and direct access; and</li> <li>Installing an 'artwork' pedestrian crossing across Broomhill Road to connect Kojonup Park and The Kodja Place precincts.</li> </ul> |
|                                     | 2.2 Improve facility street appeal, ease of arrival and define the precinct by: <ul style="list-style-type: none"> <li>Redeveloping the car park;</li> <li>Creating distinct precinct access points and traffic flow;</li> <li>Creating interpretive landscaped areas;</li> <li>Constructing wayfinding pedestrian pathways;</li> </ul>  |

| SUB-PROJECT | ELEMENT  |
|-------------|--|
|             | <ul style="list-style-type: none"> <li>Introducing low-impact, natural barriers and building screens to define the precinct and guide visitors to a single entrance;</li> <li>Underscoring 'A real Australian Story' brand statement by developing a dramatic garden frontage inspired by the Noongar vision of the local landscape;</li> <li>Lighting the Albany Highway building frontage, landscaping, entrance and signage; and</li> <li>Including a representation of the 'Three Women's Stories' to the main entrance.</li> </ul>  |
|             | <p>2.3 Create a unified entrance by:</p> <ul style="list-style-type: none"> <li>Capturing visitors at a single point of entry to increase revenue from ticket sales to the precinct's attractions, including the Rose Maze, Courtyard, Kodj Gallery/StoryPlace and retail sales;</li> <li>Provide a space for visitors (incl. tour groups) to decompress and assemble in the lobby (up to two coach groups at a time);</li> <li>Provide visitors with a consistent and appropriate 'welcome' space that orientates them and informs them of what The Kodja Place is about and what is available to see and do;</li> <li>Provide queuing and ticketing functions;</li> <li>Provide local visitor information functions;</li> <li>Provide exhibition display space (permanent and temporary); and</li> <li>Has the flexibility to be used as a function space.</li> </ul>  |
|             | <p>2.4 Integrate and enhance Black Cockatoo Café facilities through:</p> <ul style="list-style-type: none"> <li>Creating direct access between the café and new entrance lobby by relocating the kitchen;</li> <li>Extending the kitchen facilities and capacity to allow for full service;</li> <li>Adding a servery between the function room and café kitchen;</li> <li>Creating a secured dry store, chemical store and small office;</li> <li>Relocating and integrating cold store into the new layout;</li> <li>Redeveloping the café interior (due to reoriented kitchen);</li> <li>Installing a zincalume balustrade around the existing café verandah perimeter;</li> <li>Creating booth seating on the verandah;</li> <li>Providing external heating;</li> <li>Installing a double roller system across the front of the verandah and acrylic screens;</li> <li>Extending the verandah roof and including a young children's play area; and</li> <li>Installing signage in the café promoting The Kodja Place and other attractions.</li> </ul> |

Table 2: Kojonup SMART Future Stage Two Scope of Works

## 4.1 Sub-Project 1: Kojonup Park Precinct Upgrade

The Kojonup Park Precinct (Kojonup Park) is a public access area that attracts both community use and travellers. It is situated on the main town thoroughfare (corner of Albany Highway and Broomehill-Kojonup Road) creating a convenient and easily accessible location to stop.

Kojonup is the gateway to the Great Southern region as well as a convenient and popular stopping point for visitors travelling between Albany and Perth.

Kojonup Park features a playground (some parts shaded), BBQ's, tables, park benches and the Brigadier Arnold Potts War Memorial which is a part of the Kojonup's Historical Town Walk.

Additionally, as one of the main stopping points for visitors travelling between Perth and Albany, usage of the public toilets available at the park is a major attraction. These public toilets currently provide two female toilets, one male toilet with a urinal and two unisex accessibility toilets.



Image 1: Photos of Kojonup Park and RV Rest Area  
Source: Shire website (<https://www.kojonup.wa.gov.au/>)

The park is also located adjacent to the defined RV Rest Area. A permit from the Kojonup Visitor Centre at The Kodja Place (located across the road) is required for vehicles to use this area and costs \$5/night (maximum continuous stay is 3 nights). There is a dump point and potable water available nearby at the Railway Station Reserve.

### 4.1.1 Kojonup Park Precinct Usage

Kojonup Park is a public access playground, with toilet facilities, that is not supervised by Shire staff. The Shire of Kojonup conservatively estimated that this area achieves over 80,000 visitations per annum.

#### 4.1.2 Kojonup Park Precinct Completed Upgrade Works

The Shire has recently undergone a \$455,000 project within the Kojonup Park Precinct to realign the creek and remove the decommissioned water tank as well as redevelop the vehicle parking bays. This project also allows for reticulation to be extended to the RV Rest Area adjacent to the park.

#### 4.1.3 Kojonup Park Precinct Upgrade: Community Engagement

The Shire has adopted their Strategic Community Plan titled “Kojonup 2027+ SMART Possibilities”. This plan clearly links the community’s aspirations with the Council’s vision and long-term strategy.

The Kojonup community participated in an extensive community planning and engagement process to determine the community vision and intended big picture directions.

The primary strategic deliverable that is an outcome of community engagement and relates to the upgrade of the Kojonup Park is to **‘promote and facilitate Kojonup as a short term tourist destination to and from Albany’**.

#### 4.1.4 Sub-Project 1: Kojonup Park Precinct Upgrade Elements

The elements of the Kojonup Park Precinct Upgrade, relating to this project, include:

- Extension of toilet facilities to create ‘destination toilets’, including:
  - Connecting pathway;
  - Three additional male toilets and one urinal;
  - Four additional female toilets;
  - Two additional unisex abilities/family toilets.
- Construct a community kitchen;
- Additional creek pedestrian crossing points (x2);
- Construct gazebo with barbeque, seating and table facilities adjacent to new car park;
- Construct gazebo with seating and table facilities adjacent to the RV rest area; and
- Include a pedestrian pathway connecting Kojonup Park, the RV Rest Area and the Kojonup Sports Precinct.

#### 4.1.5 Kojonup Park Precinct Upgrade: Expressed Need and Identified Outcomes

Kojonup Park facilities receive significant usage from both community members and travellers to and from the region. Whilst facility use was not permitted throughout COVID-19 restrictions and visitation through the region was minimal, it is expected that post COVID-19 restrictions across the nation domestic travel via car and caravan will increase. Kojonup has experienced a dramatic increase in vehicle numbers and visitor numbers since June 2020 – the lack of ability for Australians to travel overseas has already seen significant increase in visitation and has pushed toilet facilities beyond capacity.

The expressed need for this project was investigated through:

- Community and visitor feedback;
- Local Government facility and risk management auditing, including facility demand assessment; and
- Vehicle counts as evidence of through traffic.

The expressed needs identified can be summarised as:

- **Mechanism to increase local economic development:** Revitalisation of the Kojonup Park needs to align with driving economic growth including main street connection and The Kodja Place connection;
- **Attract and retain revisitation (toilets):** Demand for toilet facilities is extremely high (conservatively estimated at 80,000 visits per annum to the park) and to create additional revisitation to the park and keep current revisitation, it is important to cater for this current and proposed future demand. Therefore toilet facilities will need to be (at a minimum) doubled;
- **Attract and retain revisitation (picnic and barbeque access):** Kojonup Park is highly patronised as a community and visitor playground and picnic area. Additional undercover facilities, including sink space and extra tables, seating and barbeque access will attract and retain increased community use (birthday parties, passive use, community events, user group's such as parent groups and play-in-the-park). It will also attract increased revisitation by travellers and extend stop-over;
- **Precinct and main street connectivity:** Pedestrian access up the main street needs to be clear and easily accessible to attract local retail visitation and spend;
- **Precinct connectivity (RV Rest Area and Kojonup Sports Precinct):** Connecting the RV Rest Area to the Kojonup Sports Precinct via a pathway will link the three precincts (Kojonup Sports Precinct, Kojonup Park and The Kodja Place) together;
- **Precinct connectivity (The Kodja Place):** Pedestrian access to The Kodja Place needs to be clear and easily accessible to attract visitation from travellers that stop at the Kojonup Park; and
- **Increased overnight stops:** The addition of a covered picnic area in the RV Rest Area would act to attract additional overnight visitor stops.

The following table outlines broad operational outcomes that connect with the identified key focus areas of the Kojonup Park sub-project and The Kodja Place sub-project (provided together due to project synergies).

| KEY FOCUS AREA  | BROAD OUTCOMES  |
|---|---|
| <b>Focus Area 1:</b><br>Experience Kojonup                        | <ul style="list-style-type: none"> <li>Facilities act as a catalyst for attracting and retaining traveller revisitation and extended stay in the town;</li> <li>Wayfinding designs are implemented that join precincts and direct visitors to the main street of Kojonup and The Kodja Place, leading to economic development; and</li> <li>Increase visitation to The Kodja Place attractions to extend knowledge and provide a cultural and historic experience to travellers and the community.</li> </ul>   |
| <b>Focus Area 2:</b><br>Community liveability and sense of pride  | <ul style="list-style-type: none"> <li>Revitalised facilities have increased the liveability of the community through attracting people to actively participate and contribute; and</li> <li>Revitalised facilities enhance a sense of community pride and belonging.</li> </ul>  |
| <b>Focus Area 3:</b><br>Accessibility and attraction              | <ul style="list-style-type: none"> <li>Community spaces and places are accessible and attractive for people to participate in passive physical activity. This includes but is not limited to participation by people with a disability and low-income earners;</li> <li>Accessibility and attraction of attending The Kodja Place is enhanced through clear directional design leading to one unified entrance; and</li> <li>Amenities meet the current and proposed future demand at key community locations, creating accessible spaces and places.</li> </ul>  |
| <b>Focus Area 4:</b><br>Operational sustainability and efficiency | <ul style="list-style-type: none"> <li>The design features and operational model of facilities promotes sustainable and effective practices leading to increasing the attraction to visit The Kodja Place and Kojonup Park Precincts and capitalises on the economic benefit;</li> <li>Construction design elements have influenced operational efficiencies. This includes, but is not limited to: <ul style="list-style-type: none"> <li>LED lighting;</li> <li>Energy efficient equipment and infrastructure;</li> <li>Quality infrastructure with higher life expectancy; and</li> <li>Infrastructure that can be maintained from a local or regional level.</li> </ul> </li> </ul> |

Table 3: The Kodja Place and Kojonup Park improvements: broad outcomes

#### 4.1.6 Kojonup Park Precinct Upgrade: Conceptual Designs

H + H Architects have provided the conceptual designs for the construction elements relating to the Kojonup Park Precinct Upgrade Sub-Project.

The full set of conceptual drawings are available in '**Attachment: Conceptual Drawings**'.





Project Quantity Surveyor, Chris O’Keefe, has formulated detailed costings for the Kojonup Park Precinct Upgrade Sub-Project based on the conceptual plans and notational study endorsed by the Shire. The table below provides the project indicative cost estimates for this sub-project.

| PROJECT DESCRIPTION                                   | \$ COST EX GST     | \$ COST INC GST    |
|---|--------------------|--------------------|
| 1.1 Destination Toilets and Community Kitchen         | \$873,500          | \$960,850          |
| 1.2 Additional Creek Crossing Points                  | \$36,900           | \$40,590           |
| 1.3 Carpark Picnic Node, RV Rest Area and Pathways    | \$150,400          | \$165,440          |
| <b>Sub Project One: Kojonup Park Precinct Upgrade</b> | <b>\$1,060,800</b> | <b>\$1,166,880</b> |

## 4.2 Sub-Project 2: The Kodja Place Precinct Upgrade

Developed by the Shire of Kojonup and the community to mark the Centenary of Federation in 2001, it began as two centres – an Aboriginal Cultural Heritage Centre and a Historical Interpretive Centre (for local settler history). Through a process of reconciliation and collaboration between local



Noongar-Aboriginal and Wadjela (non-Indigenous) communities the outcome was a single interpretive visitor centre with community meeting spaces and an Australian Rose Maze.

The Kodja Place has a strong and contemporary narrative framework of 'One Story, Many Voices' as its interpretive experience. It interweaves cross cultural stories of Kojonup Shire's transition from traditional Noongar culture through European settlement to contemporary life.

Delivered using the personal voices and experiences of community members this interpretive approach is present in both the interpretive galleries and Rose Maze. It is a successful and compelling experience, which has been acknowledged by several regional, state and national awards.

In subsequent years, a café complex and associated car park were added, as well as hard and soft landscaping elements in the inner Courtyard that include an outdoor stage. It has been recognised that the cafe, while excellent in concept, has not been successfully integrated into a holistic visitor flow that benefits the entire The Kodja Place precinct. Likewise, thousands of visitors explore the Rose Maze without going into the Visitor Centre and galleries.

Eighteen years on, with a change of management structure, and architectural and multimedia issues to address, along with the need to boost visitor numbers, decrease the reliance on ratepayer resources and increase the volunteer base, it has been recognised that The Kodja Place precinct requires redevelopment and revitalization.

Hence, a master plan was commissioned by the Shire of Kojonup in collaboration with The Kodja Place Advisory Committee and the Kojonup Aboriginal Corporation.

The intention of the master plan was to recommend architectural, landscaping, digital and multimedia opportunities to revitalize and enrich the visitor experience, enhance the functionality as a cross-cultural community hub and expand its business revenue potential. The master plan has become a key part of a business case for attracting funds to develop and implement detailed design plans for The Kodja Place precinct, so that it once again becomes a vital and valued asset to the Kojonup community and a 'must see' regional tourism and cultural experience.

#### **4.2.1 The Kodja Place Precinct Usage**

The Kodja Place Precinct records visitation of over 17,500 annually.

#### **4.2.2 The Kodja Place Precinct Upgrade Project Community Engagement**

Considerable documentation from other commissioned work, community workshops and the Shire of Kojonup have been read and applied throughout the master planning process, including:

- Visioning for The Kodja Place Precinct: Thoughts from The Kodja Place Advisory Committee and others (August 2016);
- Curatorial Audit of The Kodja Place Precinct, by Sue Graham-Taylor (November 2015);
- Curatorial group display review and ideas (4 July 2015);

- The Kodja Place Interpretive Summary (23 April 2015);
- Kojonup Community – Creative Brief Writing Workshop (June 2016);
- The Kodja Place Interpretive Centre – Draft Display Blueprint (2001);
- Dr Sue Graham-Taylor, Curatorial Audit: Community Workshops, transcripts of 8 working groups involving 42 community members;
- Compilation of 2002 display stories (text quotes);
- Arbor Vitae (Hassell) drawing files for the StoryPlace exhibits (2001-2002);
- Leith Schmidt's Site Strategy Concepts (The Kodja Place Key Plan, The Kodja Place Precinct, RSL Precinct), 2016;
- Marco Vittino drawing files of The Kodja Place building (2000);
- Marketing review summaries prepared by Marg Robertson, 2010;
- TKP Marketing Plan by nbd marketing (2008);
- A Marketing Review for The Kodja Place Visitor & Interpretive Centre by Tourism Coordinates (2004);
- The Kodja Place – Preliminary Intranet Site Map for the StoryPlace, 17 April 2015 (minor revisions);
- The Kodja Place Intranet Site (Expanded) – Quotation by OM4 (August 2014);
- The Kodja Place Intranet Site: Draft brief for OM4 developed by Marg Robertson and Hannah Watkin (16 June 2014);
- OM4 Web Assist Overview (2014); and
- Kojonup Main Street Renewal Strategy and Master Plan (Concept Plans).

#### 4.2.3 Sub-Project 2: The Kodja Place Precinct Upgrade Elements

The elements of The Kodja Place Precinct Upgrade, relating to this project, include:

- **Visually and physically connect The Kodja Place and Kojonup Park precincts by:**
  - Aligning pathways between The Kodja Place and Kojonup Park so they create a strong visual siteline and direct access; and
  - Installing an 'artwork' pedestrian crossing across Broomhill Road to connect Kojonup Park and The Kodja Place precincts.
- **Improve facility street appeal, ease of arrival and define the precinct by:**
  - Redeveloping the car park;
  - Creating distinct precinct access points and traffic flow;
  - Creating interpretive landscaped areas;
  - Constructing wayfinding pedestrian pathways;

- Introducing low-impact, natural barriers and building screens to define the precinct and guide visitors to a single entrance;
- Underscoring 'A real Australian Story' brand statement by developing a dramatic garden frontage inspired by the Noongar vision of the local landscape;
- Lighting the Albany Highway building frontage, landscaping, entrance and signage; and
- Including a representation of the 'Three Women's Stories' to the main entrance.
- **Create a unified entrance by:**
  - Capturing visitors at a single point of entry to increase revenue from ticket sales to the precinct's attractions, including the Rose Maze, Courtyard, Kodj Gallery/Storyplace and retail sales;
  - Provide a space for visitors (incl. tour groups) to decompress and assemble in the lobby (up to two coach groups at a time);
  - Provide visitors with a consistent and appropriate 'welcome' space that orientates them and informs them of what The Kodja Place is about and what is available to see and do;
  - Provide queuing and ticketing functions;
  - Provide local visitor information functions;
  - Provide exhibition display space (permanent and temporary); and
  - Has the flexibility to be used as a function space.
- **Integrate and enhance Black Cockatoo Café facilities through:**
  - Creating direct access between the café and new entrance lobby by relocating the kitchen;
  - Extending the kitchen facilities and capacity to allow for full service;
  - Adding a servery between the function room and café kitchen;
  - Creating a secured dry store, chemical store and small office;
  - Relocating and integrating cold store into the new layout;
  - Redeveloping the café interior (due to reoriented kitchen);
  - Installing a zincalume balustrade around the existing café verandah perimeter;
  - Creating booth seating on the verandah;
  - Providing external heating;
  - Installing a double roller system across the front of the verandah and acrylic screens;
  - Extending the verandah roof and including a young children's play area; and
  - Installing signage in the café promoting The Kodja Place and other attractions.

#### 4.2.4 The Kodja Place Precinct Upgrade: Expressed Need and Identified Outcomes

The Kodja Place provides a unique visitor experience that captures and tells the local cultural and historic stories of Kojonup.

The expressed need for this project was investigated through:

- User group, community member and stakeholder consultation throughout the Master Plan development; and
- Local Government facility and risk management auditing.

The expressed needs identified can be summarised as:

- External facility supporting infrastructure is not conducive to traffic-flow management, promoting precinct entry or safe and accessible spaces;
- Facilities need to promote visitation from the roadway as well as connect visitation from Kojonup Park Precinct;
- Increase the facility's sustainability and decrease financial loss per annum. A unified entrance that caters for expanded groups and attracts visitor spend will influence spending;
- Black Cockatoo Café needs to be able to cater for expanded events and catering opportunities as well as be accessible to the function area of the facilities as well as join the unified building entrance;
- The Black Cockatoo Café can be used as a great attraction to increasing visitation to The Kodja Place. Facility design needs to enhance and take advantage of this opportunity;
- Improvement of street appeal and ease of arrival;
- Any improvements need to be designed in such a way that captures the facility's intent as well as the cultural and historic interpretive elements.

The table provided in 'section 4.1.5: Kojonup Park Precinct Upgrade: Expressed Need and Identified Outcomes' outlines broad operational outcomes that connect with the identified key focus areas of both the Kojonup Park sub-project and The Kodja Place sub-project (provided together due to project synergies).

#### 4.2.5 The Kodja Place Precinct Upgrade: Conceptual Designs

Conceptual drawings for the construction elements relating to The Kodja Place Precinct Upgrade Sub-Project have been jointly provided by H + H Architects and excerpts from The Kodja Place Master Plan developed by the Gibson Group.

The full set of conceptual drawings are available in '**Attachment: Conceptual Drawings**'.

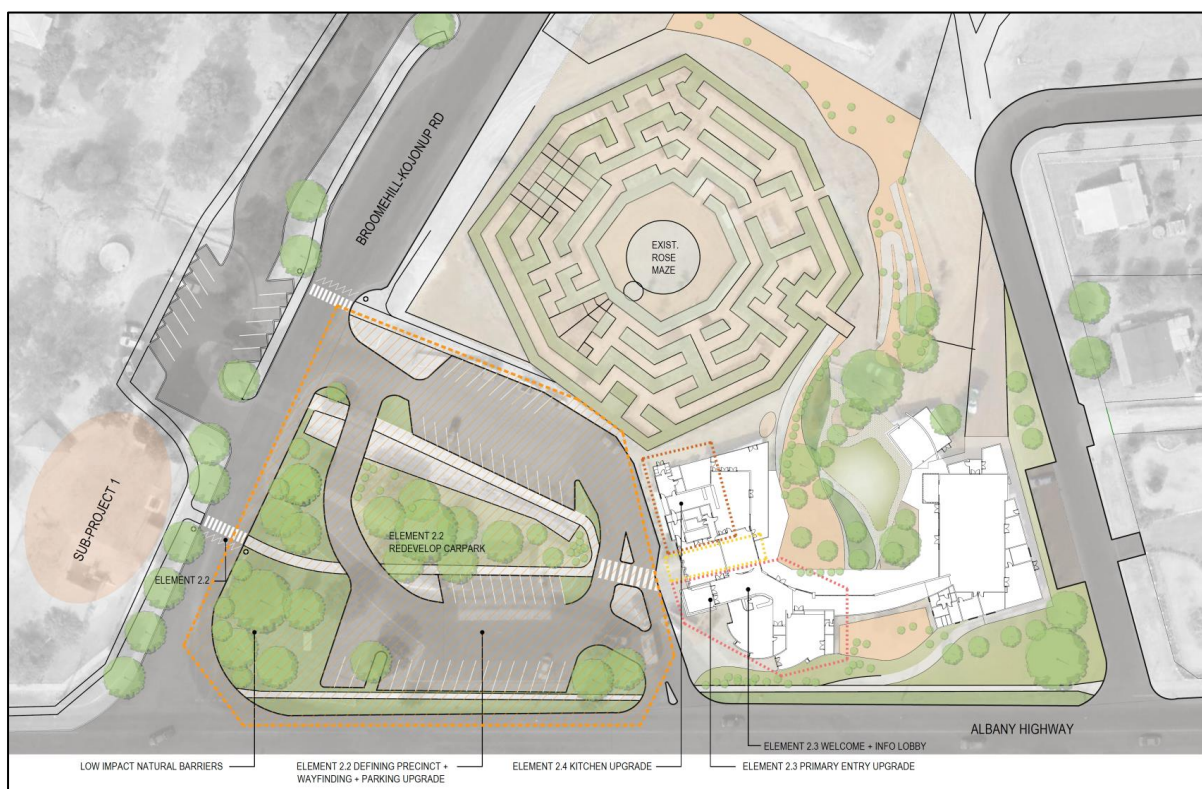


Image 4: The Kodja Place Precinct Conceptual Design

#### 4.2.6 The Kodja Place Precinct Upgrade: Indicative Total Capital Cost

Project Quantity Surveyor, Chris O’Keefe, has formulated detailed costings for The Kodja Place Precinct Upgrade Sub-Project based on the conceptual plans and notational study endorsed by the Shire. The table below provides the project indicative cost estimates for this sub-project.

Full indicative cost estimates are provided as ‘**Attachment: Indicative Cost Estimates**’.

| PROJECT DESCRIPTION                                      | \$ COST EX GST     | \$ COST INC GST    |
|--|--------------------|--------------------|
| 2.1 Pathways and Pedestrian Crossings                    | \$58,300           | \$64,130           |
| 2.2 Arrival and Parking Upgrade                          | \$671,800          | \$738,980          |
| 2.3 Entry Upgrade  | \$1,479,200        | \$1,627,120        |
| 2.4 Kitchen Upgrade                                      | \$1,032,900        | \$1,136,190        |
| <b>Sub Project Two: The Kodja Place Precinct Upgrade</b> | <b>\$3,242,200</b> | <b>\$3,566,420</b> |

Image 5: The Kodja Place Precinct Indicative Costs

## 5.0 Preferred Development Option - Capital Costs Funding Strategy

### 5.1 Preferred Development Option Capital Costs

Project Quantity Surveyor, Chris O’Keefe, has formulated detailed costings for the project based on the conceptual plans and notational study endorsed by the Shire. The detailed costings are attached.

The proposed capital budget for the Kojonup SMART Future – Stage Two Project is provided in the following table.

| PROJECT DESCRIPTION                                   | \$ COST EX GST     | \$ COST INC GST    |
|---|--------------------|--------------------|
| <b>Sub Project One: Kojonup Park Precinct Upgrade</b> |                    |                    |
| 1.1 Destination Toilets and Community Kitchen         | \$873,500          | \$960,850          |
| 1.2 Additional Drainage Crossing Points               | \$36,900           | \$40,590           |
| 1.3 Carpark Picnic Node, RV Rest Area and Pathways    | \$150,400          | \$165,440          |
| <b>Sub-Project One Total</b>                          | <b>\$1,060,800</b> | <b>\$1,166,880</b> |
| <b>Sub Project Two: Kodja Place Precinct Upgrade</b>  |                    |                    |
| 2.1 Pathways and Pedestrian Crossings                 | \$58,300           | \$64,130           |
| 2.2 Arrival and Parking Upgrade                       | \$671,800          | \$738,980          |
| 2.3 Entry Upgrade                                     | \$1,479,200        | \$1,627,120        |
| 2.4 Kitchen Upgrade                                   | \$1,032,900        | \$1,136,190        |
| <b>Sub-Project Two Total</b>                          | <b>\$3,242,200</b> | <b>\$3,566,420</b> |
| <b>TOTAL PROJECT EXPENDITURE</b>                      | <b>\$4,303,000</b> | <b>\$4,733,300</b> |

Table 4: Kojonup SMART Future Stage Two Project Capital Budget

## 5.2 Funding Strategy

It is proposed that the capital works funding breakdown will consist of:

| SOURCE OF FUNDING  | \$AMOUNT<br>EX GST | \$AMOUNT<br>INC GST | FUNDING<br>CONFIRME<br>D Y / N | % OF<br>ELIGIBLE<br>COSTS | COMMENTS   |
|--|--------------------|---------------------|--------------------------------|---------------------------|--|
| Eligible Costs associated<br>with BBRF Guidelines<br><br>Shire of Kojonup -<br>Applicant                                 | \$2,151,500        | \$2,366,650         | Y                              | 50%                       | Confirmation document<br>attached  |
| Eligible Costs associated<br>with BBRF Guidelines<br><br>Federal Government<br>funding – Building<br>Better Regions Fund | \$2,151,500        | \$2,366,650         | N                              | 50%                       | Subject of this<br>application.<br><br>Project must have all<br>other funding confirmed<br>prior to applying |
| <b>Total project funding</b>   | <b>\$4,303,000</b> | <b>\$4,733,300</b>  |                                |                           |  |

Table 5: Funding Scenario

All project costs are eligible items for funding as per the Building Better Regions Fund Guidelines and these projects will not commence until all funding is confirmed. All care is taken to confirm that contingencies, locality allowance and cost escalation is attributed to the project. If project costs do exceed the allocated budget, then minor changes to the project scope could occur. This may reduce the quality and life expectancy of final fixtures and fittings however the project would be finalised to Australian standards.



## 6.0 Overview of Proposed Operational Management

### 6.1 Introduction (Operational Model)

This section provides a summary of the proposed operational model for the facilities relating to the Kojonup SMART Future Stage Two Project, being Kojonup Park Precinct and The Kodja Place Precinct.

An Operational Management Overview has been developed to direct the operational parameters of the elements aligning to this Project. The purpose of the Overview is to define the roles and responsibilities of the Shire as well as the following aspects of operational management (in relation to the precinct redevelopment elements aligning to this project):

- The operational management framework;
- Facility design considerations;
- Operational key focus areas and objectives;
- Alignment to local imperatives;
- Asset management and maintenance;
- Licences and permits;
- Operational Financial plan; and
- Operational Risk management.

The section below provides a summary of the Project Operational Management Overview.

### 6.2 Purpose and Description of Business

#### 6.2.1 Shire of Kojonup

The Shire is a Local Government Authority located in the Great Southern region of Western Australia. The key roles and responsibilities of the Shire includes:

- Strategic planning and development;
- Corporate services including human resources;
- Provision of services, including:
  - Aged care services;
  - Community development;
  - Tourism;
  - Regulatory Services (land care and natural resource management);
  - Works & Services (roads, drainage, footpaths);
  - Building inspections, licencing, certification and enforcement;



- Planning and development approvals;
- Facility hire administration;
- Cats & Dogs registration of ownership;
- Rates information and collection;
- Registration and Licensing Agency (Department of Transport) and
- Rubbish & recycling;
- Health regulatory services (i.e. water and food inspections); and
- Ranger.
- Provision and management of facilities:
  - The Kodja Place (including Visitor Centre);
  - Kojonup Airport;
  - Kojonup Library;
  - Spring Haven Lodge (22 bed aged care facility);
  - Kojonup Sports Precinct;
  - Kojonup Swimming Pool;
  - Community cemetery;
  - Playgrounds; and
  - Halls (including town hall and RSL) and community spaces.

## 6.2.2 Kojonup Park Precinct

Kojonup Park is the main park in Kojonup and is used by the community for passive physical activity and social events. It is also a popular stopping point for visitors traveling between Albany and Perth, with access to public conveniences such as toilets, barbeque, picnic area and shaded playground.

Kojonup Park, including the toilet facilities, are available to the community and visitors 24 hours a day, seven days a week, year-round as a public access venue.

The proposed operational financial projections for the Kojonup Park Precinct have been developed using current financial actuals provided by the Shire and developing scenarios based on projected assumptions. A sensitivity analysis based on likely, best and worst case scenarios is available in the Operational Management Overview.

The table below provides a 'likely case scenario' of operational financial projections over a five-year period, post construction. This scenario should be viewed in relation to the variance assumptions provided in the last column of the table.

| Scenario 1: Likely Case - Five Year Financial Projection |                  |                  |                  |                  |                  |   |
|--|------------------|------------------|------------------|------------------|------------------|---|
| DESCRIPTION  | YEAR 1           | YEAR 2           | YEAR 3           | YEAR 4           | YEAR 5           | VARIANCE ASSUMPTION   |
| <b>Expenditure Items</b>                                 |                  |                  |                  |                  |                  |   |
| Kojonup Park Conveniences - Operating                    | \$59,500         | \$62,475         | \$65,599         | \$68,879         | \$72,323         | 1st year increase by 15% and 2% each year after from the 2019/2020 FY actuals |
| Kojonup Park Conveniences - Building Maintenance         | \$3,000          | \$3,000          | \$3,000          | \$3,000          | \$3,000          | Aligns with principles of preventative and proactive building maintenance     |
| Kojonup Park - Ground Maintenance                        | \$65,454         | \$68,727         | \$72,163         | \$75,771         | \$79,560         | Increase by 5% each year from the 2019/2020 FY actuals                        |
| <b>TOTAL EXPENDITURE</b>                                 | <b>\$127,954</b> | <b>\$134,202</b> | <b>\$140,762</b> | <b>\$147,650</b> | <b>\$154,882</b> |   |
| <b>Income Items</b>                                      |                  |                  |                  |                  |                  |   |
| Kojonup Park - Operating Income                          | \$0              | \$0              | \$0              | \$0              | \$0              | Kojonup Park is a free access amenity   |
| <b>TOTAL INCOME</b>                                      | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |   |
| <b>TOTAL PROFIT / LOSS</b>                               | <b>\$127,954</b> | <b>\$134,202</b> | <b>\$140,762</b> | <b>\$147,650</b> | <b>\$154,882</b> |   |

Table 6: Kojonup Park Operational Budget

The Kojonup Park financial likely case scenario indicates that the first year of operating post-construction will likely incur a financial loss of \$127,954. This is an increase of 13.4% in comparison to the current operational loss in the 2019-2020 financial year being \$111,878 and can be directly attributed to an expected increase in patronage of facilities, creating additional cleaning and maintenance.

The key focus areas and broad outcomes relating to the redevelopment of the Kojonup Park Precinct is available in 'section 4.2.3' of this document.

### 6.2.3 The Kodja Place Precinct

The intention of The Kodja Place is to provide an enriched Kojonup visitor experience through sharing knowledge using cultural and historical tourism displays and activities. The Kodja Place is a cross-cultural community hub and is a vital and valued asset to the Kojonup community that also provides visitor Centre services.

Users of The Kodja Place include: Shire of Kojonup; Kojonup community members; visitors; school groups; tour groups; The Kodja Place Community Fund Inc; Kojonup Aboriginal Corporation; and Black Cockatoo Café tenant and patrons.

The Kodja Place is managed through the Shire of Kojonup who provide all operational management of the facility, excluding the Black Cockatoo Café which is currently leased through contractual arrangements. The lease agreement for the café is for a term of three years (term commenced 18<sup>th</sup> September 2019) and the tenants have exclusivity relating to permitted use of the premises. Rent is an annual set amount (paid in two instalments) however is reviewed in-line with CPI increases on an annual basis.

The Kodja Place operational hours are provided in the table below:

| VENUE TOUR   | DAYS   | TIME   |
|--|--|--|
| <b>The Kodja Place, including the Kodj Gallery, Storyplace, Gift Shop &amp; Kojonup Visitor Centre</b> | Open 7 days a week, except Christmas Day.          | 9am to 4pm. Guided & self-guided tours. Last entry to Gallery at 3.30pm<br>Browse at your leisure. |
| <b>Australian Rose Maze &amp; 'Three Women's Stories'</b>  | This outdoor attraction is accessible at any time. | Browse at your leisure.  |
| <b>Black Cockatoo Cafe</b>   | Open 7 days a week, except Christmas Day.          | 9am – 3pm: Monday – Friday;<br>8am – 3pm: Saturday, Sunday & public holidays                       |

Table 7: The Kodja Place Operational Hours

The key focus areas and broad outcomes relating to the redevelopment of The Kodja Place Precinct is available in 'section 4.1.34.2.3' of this document.

The proposed operational financial projections for The Kodja Place Precinct have been developed using current financial actuals provided by the Shire and developing scenarios based on projected assumptions. A sensitivity analysis based on likely, best and worst case scenarios is available in the Operational Management Overview.

The table below provides a 'likely case scenario' of operational financial projections over a five-year period, post construction. This scenario should be viewed in relation to the variance assumptions provided in the last column of the table.

| Scenario 1: Likely Case - Five Year Financial Projection |                  |                  |                  |                  |                  |  |
|--|------------------|------------------|------------------|------------------|------------------|--|
| DESCRIPTION  | YEAR 1           | YEAR 2           | YEAR 3           | YEAR 4           | YEAR 5           | VARIANCE ASSUMPTION  |
| <b>Expenditure Items</b>                                 |                  |                  |                  |                  |                  |  |
| Kodja Place - Staff Costs                                | \$179,206        | \$179,206        | \$179,206        | \$179,206        | \$179,206        | No expected increase/decrease due to this project  |
| Catering   | \$1,451          | \$1,451          | \$1,451          | \$1,451          | \$1,451          |  |
| Insurance - Various                                      | \$11,397         | \$11,397         | \$11,397         | \$11,397         | \$11,397         |  |
| Public Liability Insurance - Kodja Place                 | \$6,657          | \$6,657          | \$6,657          | \$6,657          | \$6,657          |  |
| Printing, Stationary and office expenses                 | \$4,976          | \$4,976          | \$4,976          | \$4,976          | \$4,976          |  |
| Building Maintenance                                     | \$10,670         | \$10,670         | \$10,670         | \$10,670         | \$10,670         |  |
| Building Maintenance (Cafe)                              | \$4,017          | \$4,017          | \$4,017          | \$4,017          | \$4,017          |  |
| Utilities  | \$33,206         | \$33,206         | \$33,206         | \$33,206         | \$33,206         | 5% increase based from the 2019-2020 FY and 0% each year thereafter  |
| Cleaning   | \$32,078         | \$32,078         | \$32,078         | \$32,078         | \$32,078         | No expected increase/decrease due to this project  |
| Grounds Maintenance                                      | \$47,978         | \$47,978         | \$47,978         | \$47,978         | \$47,978         | 5% increase based from the 2019-2020 FY and 0% each year thereafter  |
| Misc Expenses  | \$2,188          | \$2,188          | \$2,188          | \$2,188          | \$2,188          | No expected increase/decrease due to this project  |
| Vehicle - Operating                                      | \$2,415          | \$2,415          | \$2,415          | \$2,415          | \$2,415          |  |
| Café Sales and Minor Expenses                            | \$0              | \$0              | \$0              | \$0              | \$0              | none expected  |
| Kodja Place Website                                      | \$1,148          | \$574            | \$574            | \$574            | \$574            | 1st year 100% increase from 2019-2020 FY to update developments on website and back to 2019-2020 FY costs thereafter |
| Retail Stock - COGS                                      | \$20,900         | \$22,990         | \$25,289         | \$27,818         | \$30,600         | 10% increase based from 2019-2020 FY, following 4 years = additional 10%/annum                                       |
| Tour Guide Expenses                                      | \$3,894          | \$3,991          | \$4,091          | \$4,193          | \$4,298          | 1st year = 10% increase based from 2019-2020 FY, following 4 years = additional 2.5%/annum                           |
| Trainee - Grant  | \$30,000         | \$30,000         | \$30,000         | \$30,000         | \$30,000         | 1 Trainee expected - expense matches income  |
| Events   | \$360            | \$432            | \$518            | \$622            | \$746            | 20% increase based from 2019-2020 FY, following 4 years = additional 20%/annum                                       |
| Brochures  | \$1,500          | \$1,500          | \$1,500          | \$1,500          | \$1,500          | No expected increase/decrease due to this project  |
| <b>TOTAL EXPENDITURE</b>                                 | <b>\$394,041</b> | <b>\$395,726</b> | <b>\$398,211</b> | <b>\$400,946</b> | <b>\$403,957</b> |  |
| <b>Income Items</b>                                      |                  |                  |                  |                  |                  |  |
| Visitor Fees   | \$4,732          | \$5,205          | \$5,726          | \$6,299          | \$6,928          | 10% increase based from 2019-2020 FY, following 4 years = additional 10%/annum                                       |
| Hire Fees  | \$1,568          | \$1,724          | \$1,897          | \$2,086          | \$2,295          |  |
| Tour Groups  | \$5,740          | \$6,314          | \$6,945          | \$7,640          | \$8,404          |  |
| Activity Fees  | \$901            | \$991            | \$1,090          | \$1,199          | \$1,319          |  |
| Sundry Misc. Income - Kodja Place                        | \$11,123         | \$12,236         | \$13,459         | \$14,805         | \$16,285         |  |
| Membership Fees and Brochure Racking                     | \$145            | \$160            | \$176            | \$193            | \$213            |  |
| Retail Sales   | \$41,613         | \$45,774         | \$50,352         | \$55,387         | \$60,926         |  |
| Sales - Commissions                                      | \$120            | \$132            | \$145            | \$160            | \$176            | 1 trainee expected - expense matches income  |
| Grant - Traineeship                                      | \$30,000         | \$30,000         | \$30,000         | \$30,000         | \$30,000         |  |
| Café Lease Fees  | \$13,693         | \$13,693         | \$13,693         | \$13,693         | \$13,693         | As per lease agreement   |
| Donations  | \$1,694          | \$1,863          | \$2,050          | \$2,255          | \$2,480          | 10% increase based from 2019-2020 FY, following 4 years = additional 10%/annum                                       |
| <b>TOTAL INCOME</b>                                      | <b>\$111,329</b> | <b>\$118,092</b> | <b>\$125,532</b> | <b>\$133,716</b> | <b>\$142,718</b> |  |
| <b>TOTAL PROFIT / LOSS</b>                               | <b>\$282,712</b> | <b>\$277,634</b> | <b>\$272,679</b> | <b>\$267,230</b> | <b>\$261,239</b> |  |

Table 8: The Kodja Place Operational Budget

This table indicates that the first year of operating The Kodja Place post project construction will likely incur a financial loss of \$282,712. This is comparable to the current operational loss in the 2019-2020 financial year being \$287,629 and therefore within the Shires currently allocated budget threshold. It is worth noting that, whilst minimal, the following four years indicate a continued reduction in annual loss.

## 6.3 Shire of Kojonup Pricing Structure

Shire fees and charges are adopted annually by the Shire as part of their budget process. It is unlikely that there would be significant change to the structure and amounts of fees and charges associated with this Project within the next five years of operations. This is relevant across all Precincts aligning to this project.

Current fees and charges for each Precinct can be found within the Operational Management Overview.

## 6.4 Shire of Kojonup Management Structure

The Shire will lead both the development and future operations of the facilities aligning to this project, with the exclusion of the ongoing operations of The Kodja Place Black Cockatoo Café which is operated through a lease agreement. It is the Shires intention that the Black Cockatoo Café will continue to be managed through a lease agreement into the future.

The continued operations of the proposed facilities aligned with this project will be managed under their current operational structure with no change required.

#### 6.4.1 SOK Administration Operational Structure – Relevant to Project

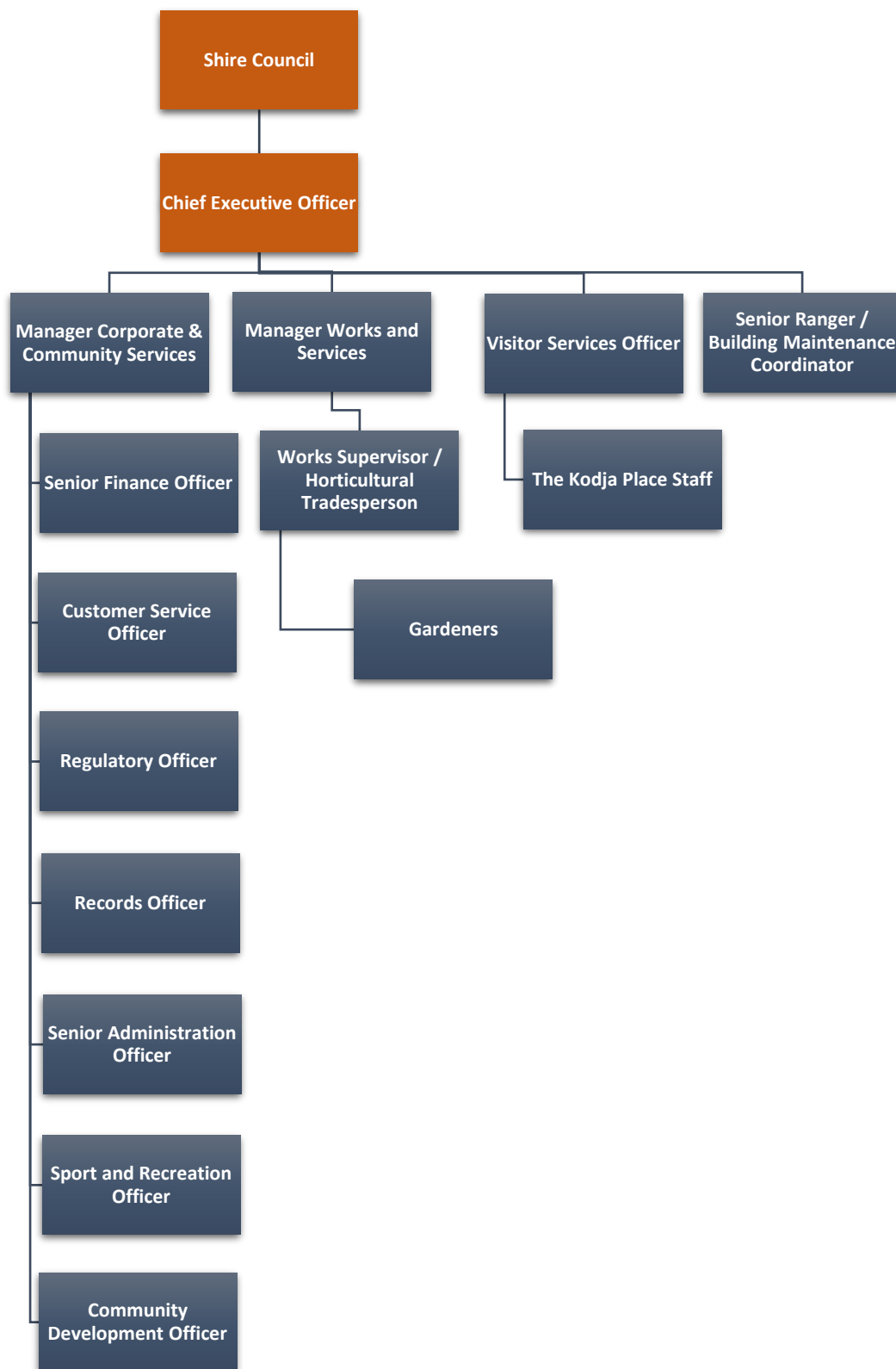


Figure 4: SOK Administration Operational Structure

## 6.5 Maintenance and Asset Management

### 6.5.1 Policy/Strategic Directive

The Shire endorsed an Asset Management Plan in 2017 which sets out how the Shire will manage service delivery, provision, maintenance and disposal of infrastructure assets over their lifecycle.

The Shire continually plans for and implements operational, maintenance, renewal and new works activities on a systematic basis to ensure:

- All assets are fit for purpose;
- All assets are operated and maintained in a safe and fit for use state at all stages of their lifecycle;
- All assets receive planned and reactive maintenance as required to ensure that they reach their full design life;
- New assets are planned for and implemented appropriately considering future needs; and
- Assets are disposed of appropriately where required.

The Shire will continue to manage their assets in line with their Asset Management Plan, Asset Management Framework, Long term Financial Plan and their Risk Management Plan. These documents are available from the Shires web site:

<https://www.kojonup.wa.gov.au/documents/planning-for-the-future>

### 6.5.2 Asset Management Activities

The Shire will undertake the following activities to ensure that the objectives of the asset management plan are achieved:

- Maintain a register of all assets;
- Undertake regular (at a minimum) condition inspections of assets to inform asset maintenance and renewal planning;
- Prepare a planned maintenance and renewal schedule for all assets;
- Appropriately cost all activities in the plan and ensure sufficient funds are available; and
- Undertake strategic planning to meet future major renewal and upgrade needs and set aside sufficient funds to cover the Shire's contribution towards these (considering reasonably foreseeable amounts the organisation may achieve from external funding sources).

## 7.0 Consideration of Alternative Options

The following alternative options were considered as part of development of this document.

### 7.1 Alternative Option 1: Implement Entire Kojonup SMART Future Project

In 2018, the Shire developed the Kojonup SMART Future Project based on the results of community consultation to develop their Community Strategic Plan titled Kojonup SMART Possibilities 2027 and other community precinct development documents.

This project in its entirety was estimated at \$20.2 million (in 2018). The construction process also indicated that certain construction priorities were required to be completed before others could commence, creating a rolling program of construction.

The Kojonup SMART Future Project has commenced as a staged development with Stage One nearing completion.

This development option was therefore not recommended.

### 7.2 Alternative Option 2: Develop Precincts Independently

The Shire has documented development pathways for several of its community precincts and they act as additional and detailed action plans to the overarching Kojonup SMART Future Project. This includes the following priority areas:

- Kojonup Sports Precinct;
- The Kodja Place Precinct;
- Kojonup Park Precinct;
- Kojonup Spring Precinct; and
- Main Street, including community meeting places, halls and historic memorials.

Implementation of upgrades and redevelopment of each precinct could occur one at a time through to completion before commencing on the next precinct development. Implementing this option would not implement whole of community priorities and would extend the completion of project delivery.

This development option was therefore not recommended.

### 7.3 Alternative Option 3: Green Field Construction

The Kojonup Park Precinct and The Kodja Place Precinct are well established and located on the main vehicle thoroughfare creating opportunity for 'passing promotion' and passive supervision. The current locations are considered ideal to attract patronage.



This development option was therefore not recommended.

## 7.4 Alternative Option 4: Do Nothing – Lost Opportunity

This option aligns with not implementing any of the identified capital work elements of the project. Each precinct infrastructure would remain as status quo and facility maintenance would continue in line with the Shires maintenance schedule.

By not pursuing the scope of works of this project, the community would not achieve the enhanced social and economic benefits that this project will promote. It will also likely lead to community disenchantment and reduce community pride and engagement.

If the project did not proceed, The Kodja Place will not be able to move towards achieving its full potential as per its defined:

1. **Mission** – to tell the stories of Kojonup Shire, and to cultivate the continuing development of its culture and community wellbeing;
2. **Mandate** – To collect, preserve and display the oral and visual stories of Kojonup Shire, and provide facilities and services that engage community members and visitors with the historical and contemporary culture of Kojonup;
3. **Objectives**
  - To be sustainable – financially, socially and culturally;
  - To be a place of community pride and engagement;
  - To nurture our future storytellers and makers; and
4. **Outcome** - A vibrant and thriving community hub that connects people and ideas, encourages participation and allows Kojonup's cultures to be experienced by a global audience.

Kojonup is the gateway to the Great Southern region and is a main central stopping point to break up the trip between Perth and Albany.

The Kojonup Park has significant and considerable untapped potential to attract visitation, revisitation and extend traveller stay within the town-site. With implementing wayfinding design, this will influence visitor access and spend at local retail businesses as well as visitation to the towns cultural and historic sites.

If the option of 'do nothing' was to occur, additional accessible toilets and infrastructure to support attraction of revisitation as well as wayfinding design to indicate access to the main street and The Kodja Place will not occur.

The impact of this will mean that economic growth opportunity will be lost:

- The community cannot take advantage of their economic opportunity to capitalise on visitation and revisitation as amenity access will not service the demand, travellers will choose to not stop or not extend their stay once stopped;

- Wayfinding infrastructure would not be implemented to attract visitors from the Kojonup Park to The Kodja Place and the main street, reducing the likelihood of extended stay and increased visitor spend in the community; and
- Access to services and retail businesses become even more centralised to other bigger regional towns and will impact on local spend.

Community pride, participation and sense of belonging support the social fabric of a small community such as Kojonup. Revitalising the town will add value to this social fabric, however, as provided by consultation feedback from the community, not implementing this project will have a detrimental effect on community pride and sense of belonging. *“We need to be comparable to other sized towns. Kojonup needs to be offering the same if not better than other rural towns we all pay rates yet don’t seem to be able to provide the same level of facility as other Shires. I think it would cause community unrest if nothing is done” and “town less attractive for people to live or work (less people relocating to Kojonup)”.*

Without providing accessible infrastructure, a community’s facilities become less attractive for both local community members and visitors to participate or use. Especially those with a disability or the elderly.

If the Project is to go ahead at a later time instead of the proposed timeline provided, costs to implement this stage will continue to escalate and will influence the timeline to implement the next staged development of full project delivery, influencing the escalation of the overall project costs.

## 8.0 Alignment with Local, State and National Imperatives

### 8.1 Shire of Kojonup Strategic Planning Documents

In April 2017, the Kojonup community embraced a vigorous engagement process that provided the direction to develop the Shire of Kojonup's Strategic Plan 2017-2027 titled 'SMART Possibilities' and the Shires Corporate Business Plan 2017-2021 titled 'SMART Implementation'.

The SMART theme extends through their planning documents with the following reflection:

**SMART KOJONUP = Agriculture + Destination + Lifestyle**

- **Smart:** Balancing living, working, visiting and educating;
- **Smart:** Partnering to achieve more;
- **Smart:** Performing strategically and excellently;
- **Smart:** Driving prosperity and economics; and
- **Smart:** Thinking with technology, data and analytics.

The Shire's CEO explains that "collaboratively, we aim to advance the community's desires of maximising our inimitable agricultural community, of driving our visitation opportunities and enhancing our lifestyle choices through 2027 and beyond" (Shire of Kojonup, 2017).

#### 8.1.1 SMART Possibilities: Kojonup 2027+

The Shire's Strategic Community Plan (2017-2027) expresses the strategic direction of the community, based on community input.

From the engagement process, a community inspired vision for Kojonup 2027 was shaped, and the key pillars defined. The key pillars are the driving mechanisms for creating change that will support Kojonup in reaching their vision, as provided in the table below.

The implementation of this Strategic Plan is explored in the Shire's Corporate Business Plan (2020-2024).

| Community Vision: SMART Kojonup<br>Agriculture + Destination + Lifestyle  |   |  |
|---|---|--|
| <i>'Kojonup is a smart region featuring a technologically advanced agricultural community, an educational and historical destination, and a healthy and enviable lifestyle'</i> |   |  |
| Key Pillar  | Statement   | Community Outcomes: By 2027 we will...   |
| <b>Key Pillar 1: Place</b>  | <b><i>Kojonup celebrates its diversity for residents and visitors</i></b>           | <b>1.1</b> Have maximised our 'One Community' program through specific events, celebration of built form and enhancement of our environment;<br><b>1.2</b> Be a happy, healthy, connected and inclusive community driven by the provision of high standard sport, recreation and open space facilities and programs;<br><b>1.3</b> Have systems in place to attract youth to the region, even in a transient manner; and<br><b>1.4</b> Be enjoying a Main Street which is an inviting meeting place where we celebrate our history and heritage in a modern way. |
| <b>Key Pillar 2: Connected</b>  | <b><i>Kojonup advances through connections, partnerships and alliances</i></b>      | <b>2.1</b> Be growing our state-wide and local tourism and shopping capabilities through regional alliances;<br><b>2.2</b> Have enhanced our aged-care and health provisions by progressing our connections with regional and state-wide groups;<br><b>2.3</b> Be providing for a safe and secure environment by working with State and Federal authorities; and<br><b>2.4</b> Have enabled and facilitated improved housing options through public and private partnerships.  |
| <b>Key Pillar 3: Performance</b>  | <b><i>Kojonup people show commitment to strategy and operational excellence</i></b> | <b>3.1</b> Be a continually engaged and strategic community which leads and organises throughout the entire stakeholder group;<br><b>3.2</b> Be exceptional in two-way communication within our community, and market our brand outside of our community;<br><b>3.3</b> Use a Building Assessment Framework and control our investment in building maintenance; and<br><b>3.4</b> Be organised and transparent with our financial management.  |
| <b>Key Pillar 4: Prosperity</b>   | <b><i>Kojonup invests in its own prosperity and drives economic growth</i></b>      | <b>4.1</b> Be providing business assistance for growth in small, local industry;<br><b>4.2</b> Have added value to the agricultural sectors to attract new people to the region;<br><b>4.3</b> Be attracting support industries and diverse and new business sectors to the region; and<br><b>4.4</b> Have collaborated to enhance and attract diverse retail to ensure a successful and renewed Main Street.  |
| <b>Key Pillar 5: Digital</b>  | <b><i>Kojonup is ambitious with technology, data and analytics</i></b>              | <b>5.1</b> Be fuelling our analytical knowledge to support business growth, operational excellence and farming productivity;<br><b>5.2</b> Be the State's tech-farming epicentre and have an Agricultural Technology Centre for Excellence;<br><b>5.3</b> Be focussing on agricultural research and have maximised the educational potential of such knowledge; and<br><b>5.4</b> Have used technology to become a smart, safe, collaborative and informed region.   |

Table 9: SMART Kojonup Key Pillars Source – SMART Possibilities: Kojonup 2027+ (2017)

### 8.1.2 SMART Implementation: Kojonup 2024+

The Shire's Corporate Business Plan (2020 - 2024) is an internal business tool that translates the community and Council's objectives and aspirations from the adopted Community Strategic Plan 'SMART Possibilities' 2017-2027, into operations that are within the capacity of the Shire's resources.

This Plan:

- Outlines the key priorities and actions to be implemented between 2020 and 2024; and
- Sets a road map to achieve the community's aspirations.

This aims to be achieved by integrating the Council's operations and setting out the specific actions that will deliver on the objectives and strategies outlined in SMART Possibilities, and as such, has been titled SMART Implementation.

This 'Kojonup SMART Future – Stage Two' project aligns with the following corporate actions identified in the SMART Implementation (2020-2024) document:

| REFERENCE                  | CORPORATE ACTIONS   |
|----------------------------|---|
| <b>Key Pillar 1: Place</b> |   |
| <b>1.1.2</b>               | Celebrate the significance of cultural, social and built heritage including local Indigenous and multicultural groups.  |
| <b>1.1.3</b>               | Grow The Kodja Place to become an iconic WA attraction.   |
| <b>1.1.10</b>              | The Kodja Place Master Plan 2A: <ul style="list-style-type: none"> <li>• Tier 1: Main highway / Roads – Identity and high level information;</li> <li>• Tier 2: Township and precinct entrance points – directional;</li> <li>• Tier 3: Precinct way finding.</li> </ul>  |
| <b>1.1.11</b>              | The Kodja Place Master Plan 2B: <ul style="list-style-type: none"> <li>• Underscore 'A real Australian Story' brand statement by developing a dramatic garden frontage inspired by the Noongar vision of the local landscape;</li> <li>• Light the Albany Highway building frontage, landscaping, entrance and signage;</li> <li>• Include a representation of the 'Three Women's Stories'.</li> </ul>  |
| <b>1.1.12</b>              | The Kodja Place Master Plan 3A: <ul style="list-style-type: none"> <li>• Improve site lines;</li> <li>• Visually and physically connect The Kodja Place and Kojonup Park precincts: <ul style="list-style-type: none"> <li>○ Align pathways between The Kodja Place and Kojonup Park so they create a strong visual siteline and direct access;</li> <li>○ Install an 'artwork' pedestrian crossing across Broomhill Road to connect Kojonup Park and The Kodja Place precincts.</li> </ul> </li> </ul> |
| <b>1.1.15</b>              | The Kodja Place Master Plan 4A:   |

| REFERENCE                        | CORPORATE ACTIONS  |
|----------------------------------|--|
|                                  | <ul style="list-style-type: none"> <li>Redevelop entire car park and landscaped area to improve functionality and traffic and pedestrian flow.</li> </ul>  |
| 1.1.16                           | <p>The Kodja Place Master Plan 4B:</p> <ul style="list-style-type: none"> <li>Introduce low-impact, natural barriers and building screens to define the precinct and guide visitors to a single entrance.</li> </ul> |
| 1.1.17                           | <p>The Kodja Place Master Plan 8A:</p> <ul style="list-style-type: none"> <li>Visitor Centre and retail area – more user friendly.</li> </ul>  |
| 1.2.3                            | Provide community infrastructure that attracts outsourced or privately-run facilities and programs.  |
| 1.2.4                            | Plan and develop appropriate passive recreation facilities.  |
| 1.2.5                            | Improve disability access to infrastructure and services.  |
| 1.4.1                            | Work with local retail outlets to build a people-friendly, active, vibrant and smart Main Street.  |
| 1.4.2                            | Plan, construct and enable improved off-street parking with a people-friendly Town Square.   |
| <b>Key Pillar 2: Connected</b>   |  |
| 2.1.1                            | Build partnerships with WA recreation, business and tourism.   |
| 2.1.2                            | Promote and facilitate Kojonup as a short-term tourism destination to and from Albany.   |
| 2.1.3                            | Cooperate to increase activation of Main Street and better use of underutilised Main Street spaces.  |
| 2.1.5                            | Foster a strong relationship with Kojonup's Aboriginal community to further recognise and grow the recognition of Aboriginal culture and leadership in the Shire.  |
| 2.1.7                            | Support local tourism initiatives.   |
| 2.3.1                            | Maximise community safety through safe urban design and advocate for enhanced emergency service provisions.  |
| 2.3.2                            | Support appropriate initiatives to improve safety and reduce crime.  |
| 2.4.2                            | Commit appropriate staff and resources to be a leader of regional planning initiatives, and services.  |
| <b>Key Pillar 3: Performance</b> |  |
| 3.1.2                            | Encourage interaction and input to the Shire of Kojonup, particularly through contemporary working party teams.  |
| 3.2.1                            | Develop uniformity of Kojonup's visual identity and encourage use by all community groups.   |

| REFERENCE                       | CORPORATE ACTIONS  |
|---------------------------------|--|
| 3.2.6                           | Promote the Shire of Kojonup as an opportunistic place to live.  |
| 3.2.7                           | Define and grow our brand, and continually promote and activate the diverse features of Kojonup.   |
| 3.3.2                           | Maximise usage of community facilities whilst reducing the financial obligation on the Shire and its people.                               |
| <b>Key Pillar 4: Prosperity</b> |  |
| 4.3.4                           | Drive population growth through the support of local industry, development of new industry and promotion of Kojonup's point of difference. |

Table 10: Key Pillars – Corporate actions 2020-2024 aligned to project

### 8.1.3 Kojonup SMART Future Project Business Case

The Kojonup SMART Future project is a revitalisation initiative that aims to transform Kojonup into a 'regional hub' through implementation of a series of interconnecting economic development projects. This initiative will evoke positive change in the way residents live, work and conduct business by building a stronger community.

Further details regarding the Kojonup SMART Future Project is provided in 'Section 3.2: About Kojonup SMART Future Project' of this document.

### 8.1.4 The Kodja Place Master Plan

The intention of The Kodja Place Master Plan is to recommend architectural, landscaping, digital and multimedia opportunities to revitalize and enrich the visitor experience, enhance the functionality as a cross-cultural community hub and expand its business revenue potential. The master plan aims to become a key part of a business case for attracting funds to develop and implement detailed design plans for The Kodja Place precinct, so that it once again becomes a vital and valued asset to the Kojonup community.

This project directly aligns to the following sections of The Kodja Place Master Plan and has a significant impact on project development.

| REFERENCE  | DESCRIPTION  |
|--|--|
| <b>Design Requirement 4: Improve ease of arrival and define precinct</b> |  |
| 4A   | Redevelop entire car park and landscaped area to improve functionality and traffic and pedestrian flow.                  |
| 4B   | Introduce low-impact, natural barriers and building screens to define the precinct and guide visitors to a single entry. |

| REFERENCE   | DESCRIPTION   |
|---|---|
| <b>Design Requirement 5: Create a unified entrance</b>                            |   |
| <b>5A</b>   | Redevelop the entrance into a singular and unified space. |
| <b>Design Requirement 6: Integrate and enhance Black Cockatoo Café facilities</b> |   |
| <b>6A</b>   | Redevelop café.   |

Table 11: The Kodja Place Master Plan alignment to project



## 8.2 Aligning to State Imperatives

The Regional Development Council of Western Australia is the peak advisory body to the Western Australian Government on regional development issues. The functions of the Council are to:

- Promote development in the regions;
- Develop policy proposals on regional issues;
- Assist commissions and relevant government agencies to work closely on regional issues; and
- Report back to the Government on matters referred to it.

The Council have released their Regional Development Policy Framework that clearly sets out the policy and project priorities that they have identified as vital to ensuring Western Australia's regions remain places people want to live, work and invest (Regional Development Council, 2011).

This framework details the vision for Regional Development in Western Australia as:

*"Regional Western Australia will continue to be a key contributor to the nation's well-being. The future success of rural and regional areas will depend on attracting investors and visitors, encouraging new residents to settle, and enabling existing residents to remain. The facilities and services in rural and regional areas of the State will provide good opportunities for accommodation and employment, high standards of health and education, and offer a lifestyle that is safe and enjoyable. People living in regional Western Australia will have opportunities to be involved in local decision-making to set the direction of their communities".*

The framework explains that it is structured around six key priority areas. The outcomes in these areas will be achieved by enhanced coordination and collaboration across the three levels of government, community and industry, with a wide range of targeted investments and regional partnership arrangements (Regional Development Council, 2011).

This 'Kojonup SMART Future – Stage Two' project aligns with the following Regional Development Policy Framework key priority areas and outcomes.

| PRIORITY  | OUTCOMES   |
|---|--|
| <b>Priority 5:<br/>Social and<br/>Environmental<br/>Amenity</b> | <ul style="list-style-type: none"><li>• Regional communities to be safe and secure places for families and people of all ages to live, where residents can confidently pursue a wide range of lawful lifestyle choices;</li><li>• Government services to be accessible, affordable and reliable and meet the current and future social needs of regional communities;</li><li>• The physical environment to be managed so that it provides a lasting and positive legacy for regional residents; and</li><li>• Cultural events that attract artists and visitors to the regions and enhance the quality of life for all residents.</li></ul> |

| PRIORITY  | OUTCOMES   |
|---|--|
| <b>Priority 6:<br/>Leadership and<br/>Decision Making</b> | <ul style="list-style-type: none"> <li>Emerging community leaders to be identified and developed and encouraged to participate in local and regional development initiatives;</li> <li>Regional groups to be well represented in decision-making and planning forums on matters that impact upon the wellbeing and development of regional communities and businesses;</li> <li>Strategic planning for regional land use, service delivery and infrastructure provision to be well integrated across and within State, Commonwealth and Local Governments. This integration includes the participation of private and not-for-profit sectors; and</li> <li>Indigenous leaders to be encouraged to develop local solutions to regional and Indigenous challenges and to enhance Indigenous representation at all levels of government policy development, program roll-out and service delivery.</li> </ul> |

Table 12: State Government key priority areas aligned with the SMART Kojonup Project  
Source – Regional Development Policy Framework (Regional Development Council, 2011)

### 8.2.1 Government of Western Australia: Department of Local Government, Sport and Cultural Industries

The Department of Local Government, Sport and Cultural Industries (DLGSCI) works collaboratively with government, community organisations, peak bodies and other stakeholders to achieve their vision of creating a vibrant, inclusive and connected WA community.

This 'Kojonup SMART Future – Stage Two' project aligns with the DLGSCI portfolios of sport and recreation as well as culture through the following DLGSCI statements:

- The DLGSCI promotes participation and achievement in sport and recreation to support a healthy lifestyle for all Western Australians through physical activity;
- The DLGSCI recognises and values the talents of Aboriginal artists and acknowledges the depth and diversity of Aboriginal cultures; and
- The DLGSCI are committed to improving access to arts and culture and acknowledge the importance of finding new ways to support those who are producing world class work in regional, rural and remote locations" (DLGSC, n.d.)

### 8.2.2 Government of Western Australia: Tourism WA

Tourism WA is the leading State Government agency responsible for delivering the following key tourism functions:

- Marketing WA as a tourism destination;
- Sponsoring major international and home-grown events that attract visitation to and around WA; and

- Facilitating major tourism infrastructure and investment.

Tourism WA's strategic direction is defined in the document 'State Government Strategy for Tourism in Western Australia 2020'. This document states that the overall vision for tourism in Western Australia is "through partnership between private sector and Government, the State's tourism industry will achieve its full potential by delivering against the tourism brand promise – Experience Extraordinary Western Australia".

Tourism WA expands on this vision and provides a 'stretch goal' for tourism in WA, which is "to double the value of tourism in Western Australia – from \$6 billion in 2010 to \$12 billion by 2020".

Tourism in Western Australia is unique and expansive and therefore a collaborative effort across all sectors of the tourism industry is required that supports and promotes participation in the overall tourism vision for the State. This can be achieved by:

- Delivering on the Experience Extraordinary brand promise through product development and service delivery;
- Integrating the Government's tourism objectives into ongoing strategic, tactical and operational decisions and initiatives; and
- Working in collaboration with Government to represent the market perspective and feed into critical decisions.

Tourism WA have identified seven strategic pillars and detailed that supporting all pillars are the ongoing operational focus areas for the organisation. This is in addition to a continued focus on "WA's established international markets, policy development and guidance, industry research and analysis, as well as continued communication with Government and other stakeholders". The seven strategic pillars are outlined in the figure below:



Figure 5: Tourism WA Strategic Pillars  
Source – Tourism WA

The table below extends these seven strategic pillars into detailed outcomes:

| STRATEGIC PILLARS     | OUTCOMES  | DETAILS  |
|-----------------------|---|--|
| <b>Brand</b>          | Firmly establish the Experience Extraordinary brand                       | The Experience Extraordinary brand represents a significant opportunity to stimulate awareness and demand in key markets, and at the same time provide industry with a clear and aspirational benchmark for the delivery of high-quality products and services. It also offers the opportunity for brand extension – Extraordinary Western Australia – which can be used across Government to promote the State and benefit the tourism industry at the same time. |
| <b>Infrastructure</b> | Expand hotel, aviation and workforce infrastructure to support the growth | Government and industry partnership are critical to address systemic shortfalls in hotels, aviation and transport, workforce development and other infrastructure areas.   |

| STRATEGIC PILLARS         | OUTCOMES  | DETAILS  |
|---------------------------|---|--|
| <b>Business Travel</b>    | Increase the contribution and leverage of business travel to WA                     | With the growth of WA's economy, the business travel segment represents a major opportunity to drive growth in both international and domestic visitation – for business and leisure.  |
| <b>Asian Markets</b>      | Grow WA's share of high-yield Asian markets   | It is critical to focus on international growth markets. To ensure that WA grows its share, strategies must be in place to meet target market requirements in terms of the routes to get here, and the quality and relevance of the products, service and experience they receive once here.                           |
| <b>Events</b>             | Position WA as a recognised events destination for locals and visitors              | Events are a powerful yet currently underutilised asset to help energise intrastate and interstate demand, appeal to overseas markets and support the Experience Extraordinary brand promise.  |
| <b>Regional Travel</b>    | Increase visitors to regional WA  | Many of the Extraordinary Experiences available in Western Australia are located in regional areas, as are many of the leisure-based tourism businesses in the State. To enable visitors to enjoy these experiences and to support the regional tourism businesses, increasing visitors to regional areas is critical. |
| <b>Indigenous Tourism</b> | Provide every visitor with the opportunity to have an Aboriginal tourism experience | Extending the reach and impact of Aboriginal tourism experiences is an important element of differentiation in overseas markets and delivers on the Experience Extraordinary brand promise.  |

Table 13: Tourism WA Strategic Pillars and Expected Outcomes  
Source – Tourism WA

Implementation of this Project has significant alignment to the Western Australian Government strategic priorities.

### 8.3 Alignment to Regional State Imperatives

The Great Southern Regional Blueprint strives to broadly plan the Great Southern region's future out to 2040. It sets out an aspirational vision with short, medium and long-term ambitions. The Blueprint details four 'regional imperatives' as key points of reference which include:

1. Economic growth and diversification;
2. Infrastructure and services;
3. Knowledge and innovation; and
4. Community and environment.

The Blueprint refers to a series of aspirational economic, social and environmental indicators. These were developed from an analysis of relevant research data, information collected, consultation and feedback from a wide variety of sources. A step towards achieving these indicators is achievable through the development of quality amenities and supporting participation in sport, cultural activities and volunteering.

Through partnerships with government organisations, community members and local businesses the Blueprint seeks to engage in transformational project opportunities that drives sustainability, growth and increased liveability in the Great Southern region.

The Great Southern Development Commission envisages that “the Great Southern in 2040 will be a diversified economy aligned to national and international opportunity supporting healthy, safe and resilient communities” (GSDC, 2015). The successful implementation of this project will assist in achieving the Great Southern Regional Blueprints Vision. It should be noted that this project aligns directly with all five of the Mission points of the Blueprint:

1. ‘Respect and enhance the region’s environment and heritage assets’;
2. ‘Grow and diversify the region’s economy through enhanced engagement with existing and emerging markets’;
3. ‘Improve and maintain essential infrastructure and services’;
4. ‘Encourage knowledge and innovation that benefits the region’; and
5. ‘Build strong communities’.

### 8.3.1 Alignment to Regional Development Australia (RDA) Great Southern WA Imperative

The Regional Development Australia – Great Southern (RDA Great Southern) has a key role in assisting the alignment of Local, State and Federal Government planning initiatives, so that priority projects can be undertaken to build more resilient and diversified regional economies for our communities.

**Vision:** “Empowering Local Communities.”

**Mission:** “To work in partnership with the community to develop a thriving sustainable region.”

| PRIORITY AREAS   | OUTCOMES  |
|--|---|
| Industry and infrastructure development, including tourism | <ul style="list-style-type: none"><li>• Support improved regional planning to promote growth and development of safe and efficient infrastructure, including improved road and rail major service networks;</li><li>• Encourage capital investment in utilities, transport and the Albany Port to support trade and attract commerce and industry;</li><li>• Support implementation of new information technology and improve access to communication services; and</li></ul> |

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>Strengthen regional tourism marketing and coordination to develop destination branding and maximise tourism opportunities.</li> </ul>  |
| <b>Education, training and employment</b>                         | <ul style="list-style-type: none"> <li>Increase retention and completion rates through strengthening education and training opportunities and strategies that extend higher education and vocational training pathways;</li> <li>Support planning for larger regional schools to provide education services equal to metropolitan standards, including ICT education infrastructure;</li> <li>Advocate for increased engagement and opportunity of the Great Southern's Indigenous people;</li> <li>Support strategies that address generational poverty, disadvantage, and greater parental engagement in education; and</li> <li>Promote initiatives that attract and retain skilled workers in service and labour occupations, and which grow employment opportunities.</li> </ul> |
| <b>Environment and NRM, including water and land use planning</b> | <ul style="list-style-type: none"> <li>Encourage improved strategic leadership and community partnerships and services which promote the health and wellbeing of residents;</li> <li>Support initiatives to access medical specialists, services and infrastructure;</li> <li>Encourage sufficient planning for our growing proportion of aged persons across all service areas; and</li> <li>Support the arts as major economic cultural and social contributor and foster a coordinated approach to provide community development and infrastructure for the arts, sport and recreation.</li> </ul>   |
| <b>Community development and social inclusion</b>                 | <ul style="list-style-type: none"> <li>Encourage improved strategic leadership and community partnerships and services which promote the health and wellbeing of residents;</li> <li>Support initiatives to access medical specialists, services and infrastructure;</li> <li>Encourage sufficient planning for our growing proportion of aged persons across all services areas; and</li> <li>Support the arts as a major economic, cultural and social contributor and foster a coordinated approach to provide community development and infrastructure for the arts, sport and recreation.</li> </ul>   |

Table 14: Regional Plan 2013-2018 – Four Key Priority Areas  
Source – Regional Development Great Southern WA (RDA Great Southern WA, 2013)



## 8.4 Alignment to National Imperatives

The Australian Government's policy document on regional development, *Regions 2030*, acknowledges that regional Australians care about (Commonwealth of Australia, 2017):

- The health of their families;
- The education of their children;
- The ability to access the benefits of technology;
- Employment; and
- Economic growth.

The policy document details that the Regional Australia Ministerial Taskforce will ensure that the "challenges and opportunities facing regional Australia are at the very heart of government decision-making by bringing together key Ministers from across government including health, education, infrastructure, employment and industry" (Commonwealth of Australia, 2017).

The Taskforce's objective is to improve the lives of people living in rural, regional and remote Australia. It will position Australia's regions to unlock economic opportunities and ensure the benefits of the growing economy are felt in all corners of the nation (Commonwealth of Australia, 2017).

The *Regions 2030* agenda signals a marked shift in the Government's approach to regional development. It is a recognition that:

- 'One-size-fits-all' initiatives will not work in all regions;
- That local communities often have better solutions than government; and
- When communities and government work in partnership, we can achieve long lasting and great outcomes.

Through significant investments across the five key focus areas of Jobs and Economic Development; Infrastructure; Health; Education; and Communications; *Regions 2030* outlines the Australian Government's commitment to regional Australia and its future as detailed below:



| KEY FOCUS AREA                       | TOWARDS 2030...  |
|--------------------------------------|--|
| <b>Jobs and Economic Development</b> | Regional communities will benefit from national growth, attract more investment, create and maintain jobs and unlock their economic potential.   |
| <b>Infrastructure</b>                | Regional Australia is serviced by high-quality and safe land transport infrastructure that connects communities with markets and new opportunities, and enables safe journeys from home, to work and across the country. |
| <b>Health</b>                        | Regional communities will have better access to vital health services, improving long-term health outcomes.  |
| <b>Education</b>                     | Regional communities will have access to better opportunities to learn, train and gain qualifications.   |
| <b>Communication</b>                 | Regional Australians will access modern and effective telecommunications and digital technology and services, no matter where they live.   |

Table 15: Regions 2030 – Key focus areas  
Source – Regions 2030 (Commonwealth of Australia, 2017)

The Agenda recognises that Australia is largely driven by the contribution of its regions. It states that “as we work towards 2030, let’s embrace the challenges, seize the opportunities and make regional Australia an even better place in which to live, work and invest.” (Commonwealth of Australia, 2017).

The Australian Government also recognises that:

*“it is important to respect, recognise and invest in Aboriginal and Torres Strait Islander people’s cultures. Aboriginal and Torres Strait Islander people have told us repeatedly that it is central to their lives, and identified culture as a key factor in improving and maintaining wellbeing. It shapes Indigenous identity, linking people to their community and country, and importantly is a contributing factor to health and wellbeing.*

*The Australian Government is working towards a nation where the status of Aboriginal and Torres Strait Islander people as First Peoples is recognised and respected and the many dynamic aspects of Indigenous cultures are preserved, celebrated and embraced for the benefit of all...*

*Building an understanding of Aboriginal and Torres Strait Islander cultures within the broader population is crucial to Indigenous people’s health, social, economic and emotional wellbeing, and the overall unity and pride of our nation...”*

#### 8.4.1 Australian Government: Department of Industry, Innovation and Science

The Department of Industry, Innovation and Science drives “growth and job creation for a more prosperous Australia, by facilitating economic transformation and boosting business

competitiveness... [the Department has] administrative and regulatory functions that help Australian industries prosper” (Department of Industry, Innovation and Science, n.d.).

This Department contributes to the development of policies that align directly to the ‘Kojonup SMART Future – Stage Two’ project. This project aligns to the Departments ‘Building Better Regions’ clear objectives of driving economic growth and building stronger regional communities into the future. There is also significant alignment to the Building Better Regions intended outcomes, which include (Department of Industry, Innovation and Science, n.d.):

- Creating jobs;
- Having a positive impact on economic activity, including Indigenous economic participation through employment and supplier-use outcomes;
- Enhancing community facilities;
- Enhancing leadership capacity; and
- Encouraging community cohesion and sense of identity.

#### 8.4.2 Australian Government: Department of the Prime Minister and Cabinet (Indigenous Affairs)

Indigenous Affairs remains a national priority for the Australian Government and is initiated and administered through the Department of the Prime Minister and Cabinet (DPM&C), known as the ‘Indigenous Affairs Group’. The DPM&C is committed to improving the lives of all Aboriginal and Torres Strait Islander people.

The Indigenous Affairs Group recognises that each community is unique, and therefore their team includes people around Australia who are working closely with communities to make sure policies, programmes and services address these unique needs.

They work to influence policy across the entire Australian Government and liaise closely with State and Territory Governments to ensure that Indigenous programmes and services are aiming for united objectives.

The current initiatives under the Indigenous Affairs portfolio that relate to this project includes:

##### **Closing the Gap**

Closing the Gap aims to reduce Indigenous disadvantage. All Australian Governments have committed to achieve Indigenous health equality within a generation.

##### **Community Safety**

Ensuring that Indigenous Australians grow up and live their lives in a safe home and community.

##### **Culture and Capability**

Culture is vitally important to Australia’s Indigenous peoples. Pride in culture shapes the hopes and choices of Aboriginal and Torres Strait Islander people.

### **Economic Development**

Aboriginal and Torres Strait Islander people should have the same opportunities for economic participation as other Australians. Economic development policies and programs are about creating the right enabling environment.

### **Employment**

Being employed improves the health, living standards and the social and emotional wellbeing of individuals, families and communities.

### **Empowered Communities**

The Australian Government is moving to a new way of working with Indigenous leaders and communities – one that supports Indigenous ownership, enables true partnerships with Government, and recognises the diversity of cultures and circumstances of Indigenous Australians. This aligns with the Prime Minister’s commitment to ‘work with Aboriginal and Torres Strait Islander people’.

### **Health and Wellbeing**

Improving the health and wellbeing of Aboriginal and Torres Strait Islander people is one of our most important priorities.

## 9.0 Kojonup Park Precinct Upgrade – Qualitative Benefits

### 9.1 Introduction: Public Playground Toilet Amenities and Wayfinding Design

#### 9.1.1 Public Playground Definition

A public playground can be defined as a playground that is freely available for the general public to use.

There are different types and designs of playgrounds. Finding the right playground type means considering different play experiences, age groups and abilities that challenge kids, and in some instances adults, to explore, learn and interact with each other. These include (but may not be limited to):

- Inclusive playgrounds;
- Fitness Playground;
- Nature Playground;
- Adventure Playground; or
- A combination of the above.

#### 9.1.2 Public Toilet Definition

A public toilet can be defined as a toilet that is freely available for the general public to use.

Public toilets usually provide additional amenities such as hand washing basins. Other amenities that you will likely find at a public toilet facility include baby change table, mirrors, hand dryers and infrastructure that supports disability access.

The usual spots that you would find public toilet facilities includes playgrounds, parks, streetscapes and community access buildings throughout operational hours (example: halls, cultural centres, Council administration, shopping centres, restaurants, hospitals, cinema's etc). They can also be temporary facilities provided for a specific once off purpose, like festivals.

#### 9.1.3 Wayfinding Design Definition

Wayfinding can be described as the strategies people use, or that is available to them, to find their way in unfamiliar or new settings, based on their perceptual and cognitive abilities and habits.

Types of wayfinding design relating to this project includes (but may not be limited to):

- Signage;
- Maps;

- Well designed pathways and access points;
- Interpretive artwork used to attract attention; and
- Smartly placed landscape solutions, retaining and building screens that guide new visitors.

## 9.2 Introduction: Public Playground Toilet Amenities and Wayfinding Design in Australia

Public toilets are essential to equitable access to public outdoor spaces. They allow for the space to become a destination for extended periods for socialising, exercise, commuting and accessing community and commercial services. This is true for streetscapes and open spaces such as parks and gardens.

*"It is recognised that public toilets provide a distinct qualitative value for the community, predominantly health benefits associated with toilet provision such as encouraging physical activity, reducing social isolation, enhancing community hygiene, and assisting people manage inflammatory bowel disease, as many people plan their recreational activities around the provision of a public toilet. Nearly five million Australians have bladder or bowel control problems. This means many can't confidently leave their homes unless they know toilets will be available.*

*Some economic benefits associated with public toilets include increased tourism and local economic spending in retail, dining and entertainment" (City of South Perth, 2020).*

Kidsafe WA explain that well-planned and well-designed playgrounds have the potential to become well-used and highly valued community and visitor assets. Each playground site and location is unique, with different strengths and limitations (Kidsafe WA, n.d.).

The Australian Government Department of Health, as part of the National Continence Program, has funded the National Public Toilet Map which is managed through the Continence Foundation of Australia.

The National Public Toilet Map shows the location of more than 19,000 public and private public facilities across Australia, including toilets, adult change and baby care. Information is provided about each toilet, such as location, accessibility details, opening hours and features like sharps disposal and showers.

The Toilet Map improves independence and quality of life for the estimated 4.8 million Australians who are affected by incontinence. It is also convenient for people with young families and those holidaying or travelling to new locations.

There is a growing niche towards wayfinding practices within Australia. Wayfinding has traditionally been carried out by architects teaming up with graphic designers, but the niche is maturing to become a vital and specialised spatial exploration. Clients, and users, are pressing for deeper understanding and clearer flows in user experiences. Architects also want to differentiate themselves from

competitors and one of the most increasingly popular ways is through wayfinding and user experience research (Australian Design Review, 2018).

## 9.3 Public Playground Toilet Amenities and Wayfinding Design in Australia: A Closer Look

### 9.3.1 Public Toilets

Travel and tourism researchers, Carolyn Childs and Bronwyn White have conducted focus groups and quantitative research on the impact of public toilets in tourism destinations. They describe that we may be on the verge of a renaissance when it comes to toilets and the spaces they inhabit.

Findings of their research shows that the quality of a restroom matters, a lot! Their research revealed that well-designed bathrooms, not the perfunctory standard stall types, but colourful, truly accessible, even entertaining toilets are revenue boosters for surrounding businesses. Thoughtfully designed bathrooms can even become destinations in their own right, encouraging repeat visits (Ability Magazine, n.d.).



#### **ABC South West**

December 11, 2017 at 1:19 PM ·

##### **BEST TOILETS IN WA?**

Manjimup's public toilet block is being called the best public toilets in WA.

The dunny was built a year ago as part of the town's revitalisation plan and cost hundreds of thousands of dollars.

With its striking architecture and hotel class facilities, visitors are calling it 'next to perfect.'

Comedian and author Jon Doust is probably the toilet's biggest fan.

"This is incredible, I've never seen a toilet like this anywhere," he says.

Image source: [manjimup.wa.gov.au](http://manjimup.wa.gov.au)

Access to toilet facilities is often the main reason why a traveller stops which can lead to 'stimulating the local visitor economy'. Some economic benefits associated with public toilets include increased tourism and local economic spending in retail, dining and entertainment.

Public toilet design is generally guided by the Building Code of Australia (BCA); the introduction of the Disability Standards (Access to Premises-Buildings); and more recent demand for 'Changing Places' facilities that advocates for public toilets with full sized adult change tables and hoists to meet the needs of people with severe and profound disabilities.

In its article, Toilet Tourism Make a Marketing Splash, it states that "the provision of clean toilets is closely related with health issues.... It is also linked to safety, especially that of women. The UN held the World Toilet Day on 19 November 2014 with Theme, "Equality, Dignity and the Link Between Gender-Based Violence and Sanitation" (My Travel Research, n.d.). The UN also noted that not having access to proper sanitation, including toilets or latrines, has dramatic consequences on human health, dignity and security, the environment, and social and economic development".

It added: "World Toilet Day seeks to put a spotlight on the threat of sexual violence that women and girls face due to the loss of privacy as well as the inequalities that are present in usability" (My Travel Research, n.d.).

Good toilet provision is also an issue of access for people with disabilities. Travellers in wheelchairs prefer to know in advance if there are facilities for them.

### 9.3.2 Wayfinding Design

The purpose of wayfinding can be described as a way to educate and inform a visitor of their new surroundings to help familiarise themselves with the features, amenities and function of the space they find themselves in.

In the article titled 'The Importance of Wayfinding', the author details that "when you have a great experience in an unfamiliar place, chances are you were able to navigate your visit easily without much frustration. When you enjoy [the] experience you will find yourself wanting to frequent that destination more often, and venture out into new cities or places" (Create, n.d.).

## 9.4 Public Playground Toilet Amenities and Wayfinding Design: A Kojonup Perspective

"In just about every demographic, especially seniors and families, toilets come up as a reason for travellers to stop at a destination. They don't just visit the toilet, they have lunch, fill up on petrol, buy supplies and may even spend a night or two in the place" (White, 2015).

Kojonup places a considerable value on the current benefits of providing a safe, accessible and attractive playground and supporting amenities that is patronised by both locals and visitors. The community understand that this value can be increased and expanded on through ensuring that facilities meet the demand of the consumer, thus attracting revisitation and town exploration.

*"Councils that place a high priority on parks and open spaces are helping build more vibrant communities and reaping the economic benefits. Communities with well-designed parks and playgrounds experience an increase to house prices and are attractive to retirees, young home-buyers, established home-buyers and businesses. Frederick Law's study tracked the value of property immediately adjacent to Central Park in New York City over a 17 year period.*



*The study found a clear correlation between proximity to green space and above-average property values. As our cities transition into higher-density living methods, open and green space and playground proximity becomes more desirable in the property market, increasing popularity of the community and attracting increased business and development activity and driving economic benefits skyward” (Urban Play, n.d.).*

Providing additional toilet facilities at the playground, increasing the access to shaded eating and seating spots as well as wayfinding design to other town amenities and attractions will provide the following identified benefits:

- Increased visitation and revisitation;
- Increased visitor stay;
- Local business economic growth through additional traffic that have been enticed to access the main street or The Kodja Place;
- Provide safer and more accessible facilities;
- Increase community pride;
- Increase social connection and sense of belonging;
- Decrease sedentary lifestyles;
- Provide safer road crossing points;
- Reduce likelihood of adverse health factors relating to sun exposure;
- Reduce driver fatigue consequences; and
- Reduce stress and frustration levels.

## 9.5 Kojonup Park Upgrade: Introduction and Importance

The general intent of the scope of works for the Kojonup Park Upgrade is to:

- Entice new visitation and revisitation by travellers of all demographics by creating destination toilet facilities, leading to increased visitor stay and spending in retail, dining and entertainment within the town;
- Encourage extended stay and additional community use of the park and playground facilities through the inclusion of an undercover kitchen area available for community and visitor use;
- To create safe and accessible pedestrian crossing points (x2) over the open creek, linking town historical sites and the main street to the park;
- Construct a gazebo with barbeque, seating and table facilities as a replacement of a decommissioned water tank, leading to access to additional facilities that are frequently in demand;
- Construct gazebo with seating and table facilities adjacent to the RV rest area; and



- Include a pedestrian pathway connecting Kojonup Park, the RV Rest Area and the Kojonup Sports Precinct.

This project will also encourage tourists to stop in and have a look around the community's historical sites including the RSL Hall, the Brigadier Potts Memorial and the Memorial Hall through providing clear access links. This then leads to clear wayfinding to main street and local retail amenities.

The two Halls and the Brigadier Potts Memorial are of extreme importance to the Kojonup community, the town's history and its identity. Encouraging the locals and tourists to engage with these places of historical and cultural importance (when travelling by car and caravan) can only happen through the provision of sound, adequate parking facilities and public amenities such as toilets.

The new pedestrian access bridges linking Kojonup Park with the towns historical sites and main street will likely urge people to spend more time in the area, walking over the landscaped trails and pathways between these key Kojonup features. By spending more time in the area, there can be an expected increase in visitor spending at the local café and shops in the surrounding spaces.

## 10.0 The Kodja Place Precinct Upgrade – Qualitative Benefits

### 10.1 Introduction: Historical and Cultural Tourism in Australia

Tourism is fast becoming the major export earner for Australia, with gainful employment for hundreds of thousands of workers and a key driver of growth in the economy. Across Australia, the benefits of tourism are widespread, with almost half of all expenditure going into regional areas (Tourism Research Australia, 2018a).

There has been considerable growth reported in tourism levels for Australia over the past five years (Stafford Strategy, 2018). From 2012-2016, total visitation across Australia increased by 14% (or just over 3% per annum), which was driven by:

- Increases in international visitation of 33%;
- Increases in domestic overnight visitation of 22%; and
- Increases in domestic day trips of 9%.

Of all Australian states, Western Australia recorded the largest increase in total visitation for the 2012-2016 period, being 45% (Stafford Strategy, 2018).

Australia's historical and cultural offerings form a significant component of the tourism industry, acting as a critical demand driver within the \$110 billion visitor economy.

A review of existing definitions of 'historical and cultural tourism' shows that the terms 'cultural tourism' and 'historical (or heritage) tourism' have been used to describe not only the consumption of art, monuments and folklore; but also, to describe the experiences pursued by, and the motivations of travellers at certain destinations (Alzua, et al., 1998).

A person can be defined as a historical and cultural tourist if they participate in at least one of the following activities or experiences during a trip (Australian Bureau of Statistics, 2014):

- Attend Theatre, a concert, or other performing arts event;
- Visit a museum or art gallery;
- Visit art and/or craft workshop or studio;
- Attend a festival, fair or similar cultural event;
- Experience Aboriginal art, craft or cultural display;
- Visit an Aboriginal site or community; and
- Visit an historical and/or heritage building, site or monument.

## 10.2 Historical and Cultural Tourism in Australia: A Closer Look

In 2015, cultural and heritage activities in Australia were undertaken by:

- 3.7 million international visitors;
- 14.5 million domestic overnight visitors;
- 13.8 million domestic day visitors (Tourism & Transport Forum Australia, 2016).

Engaging with heritage buildings and sites is a very popular activity, with spending by overnight tourists participating in those activities totalling \$14.8 billion in 2015, a significant contribution to the economy (The Mawland Group, 2017). Of all international visitors, 33.3% participate in some form of historical and cultural tourism during their stay in Australia.

These historical and cultural tourists are a high-yield market segment, they spend more and stay longer than the average tourist to Australia (The Mawland Group, 2017). In 2016-2017, visitor consumption spend on 'recreational, cultural and gambling' tourism products amounted to approximately \$6.47 billion (Tourism Research Australia, 2017).

A report titled *Understanding Repeat Visitation to Western Australia* (Tourism Research Australia, 2018b) documents the research undertaken between April and June 2017 on why visitors would return to a particular destination. The following key statistics for Western Australia were found:

- On their two most recent trips, repeat visitors undertook the following activities:
  - 75% of repeat visitors to WA went to museums, art galleries etc.;
  - 38% of repeat visitors to WA went to cultural events.
- Repeat visitors outnumber one-time visitors for the first time:
  - Over the past ten years, approximately 1.86 million adult Australians (11.6%) visited WA once, while 2.1 million (13.4%) visited more than once;
  - Converting 10%\* of those 1.86 million one-time visitors into ongoing repeat visitors would yield an estimated \$35.2m of direct spend per year (\*half of the 20% who say they will 'definitely return' for a leisure trip within 'a couple of years').

The above data shows there is strong interest in Western Australia's historical and cultural offerings, and that there is potential for Kojonup to encourage repeat visitation to the region with what it has to offer.

History and culture are important factors in understanding the story of Western Australia – its heritage, identity and its people. A recent national survey showed that 92% of Australians value heritage as a core part of our national identity (Heritage Council, 2018). Therefore, the retention and management of historical and cultural places is vital in conserving the environment, creating stronger communities and sustaining the local economies.

Retaining historical and cultural places and practices contributes to the quality of life and cultural identity of communities (Heritage Perth, n.d.). For example, many heritage places such as halls,

churches, open spaces and gardens, are a main venue for community gatherings and events. Privately-owned heritage places and heritage precincts also contribute to the town's streetscapes and enhance the communities' sense of belonging (Hossain, et al., 2005).

Preservation and utilisation of historical and cultural places for tourism purposes takes advantage of the area's unique history and built heritage to then generate local, national and international awareness (Heritage Council of WA, 2006). This in turn creates increased diversity of visitor experiences and provides improved sustainability for heritage places through higher public profile and educational awareness.

### **10.3 Historical and Cultural Tourism: A Kojonup Perspective**

Kojonup has relied heavily on the agricultural sector as the main industry to drive economic benefits to the community. To be a prosperous and sustainable community it is good business to develop additional industry to encourage both economic and community growth.

Kojonup has a rich history of both agriculture operations and Indigenous culture. As such it is a natural progression for Kojonup to harness and preserve this history through the development of the tourism sector.

Being strategically located at a transport 'cross-point' within the region, Kojonup has a number of historical, cultural, and Indigenous places of interest that are easily accessible from the main travel routes. This cultural tourism project will further harness the interest of travellers passing through the area, influencing people to slow down and view Kojonup as a natural rest-point. Some historical, Indigenous and military places of interest include:

- Indigenous:
  - Kojonup Spring;
  - The Kodja Place;
  - Indigenous and local bush tucker tours; and
  - Noongar-Indigenous art and crafts.
- Historical:
  - Historical town walk – Fifty-two sites form the Historical Town Walk Trail, linking historical hotels, churches, railway station, various schools, Memorial Town Hall and homes of various town identities;
  - Australian Rose Garden – Woven into the Maze's rich tapestry of roses, pergolas, seating and pathways are the voices of symbolic Noongar-Indigenous, English and Italian women; and
  - Kojonup Cemetery, surveyed 1862.
- Military:
  - Military Barracks;
  - Kojonup Memorial Hall; and
  - A.W. Potts Kokoda Track Memorial Statue.

## 10.4 The Kodja Place Upgrade: Introduction and Importance

The Kodja Place Upgrade Project aims to revamp The Kodja Place as the primary visitor centre and cultural tourism attraction in Kojonup. Elements of this sub-project include:

- Improving the facility's street appeal and increasing its connectivity to other historical sites and points of interest in the town;
- Improving ease of arrival and a defined precinct by redeveloping entire car park and landscaped area to improve functionality and traffic and pedestrian flow;
- Visually and physically connecting The Kodja Place and Kojonup Park precincts by:
  - Aligning pathways between The Kodja Place and Kojonup Park so they create a strong visual siteline and direct access; and
  - Installing an 'artwork' pedestrian crossing across Broomhill Road to connect Kojonup Park and The Kodja Place precincts.
- Creating a unified entrance by introducing low-impact, natural barriers and building screens to define the precinct and guide visitors to a single entrance;
- Underscoring 'A real Australian Story' brand statement by developing a dramatic garden frontage inspired by the Noongar vision of the local landscape;
- Lighting the Albany Highway building frontage, landscaping, entrance and signage;
- Including a representation of the 'Three Women's Stories' to the main entrance; and
- Integrating and enhancing the Black Cockatoo Café facilities.

The refurbishments and upgrades to The Kodja Place will further cement the facility as an attractive and must-see destination for cultural tourism. It was reported in 2015 that international and domestic tourists ranked the most popular cultural activity to be visits to museums and art galleries, and historical or heritage building sites or monuments (Tourism & Transport Forum Australia, 2016).

The Rose Maze has large potential for attracting heritage tourists to the town as it is a unique presentation of the stories of three 20<sup>th</sup> century women, including Noongar women, whose experiences are not often documented and shared in official histories. Drawing on experiences from the Kojonup area, the stories also echo the challenges and change faced by countless other Australian country women (The Kodja Place, 2013).

The boost in cultural and heritage tourism will provide many positive flow-on effects to Kojonup, and more than likely encourage visitors to stay overnight, or an extra night, bringing even further economic benefits to the region.

The upgraded parking facilities will include modifications to offer better parking options and improvements made to the pedestrian access ways to link Kojonup Park to The Kodja Place and the Rose Maze.

The revamped pedestrian access ways linking Kojonup Park with The Kodja Place and the Rose Maze will likely urge people to spend more time in the area, walking over the landscaped trails and pathways

between these key Kojonup features. By spending more time in the area, there can be an expected increase in visitor spending at the local café and shops in the surrounding spaces.

A case study of a project with similarities to the refurbishment of The Kodja Place is the development of the Derby Visitors' Centre in Western Australia's Kimberley region.

The project has contributed to the capacity of the Shire to upgrade its infrastructure and to develop the local economy. It also resulted in the new visitors' centre being easier to find as well as becoming a more energy efficient building with lower maintenance and utility costs. (Dept. Regional Development, n.d.)

The total cost of the new visitors' centre was \$3,250,927 and was funded by:

- Department of Regional Australia: \$1,250,000;
- Shire of Derby West Kimberley: \$1,000,927;
- Kimberley Development Commission: \$500,000;
- Derby Visitors' Centre: \$300,000; and
- Royalties for Regions: \$200,000.

The new Derby Visitors' Centre is now located in front of the Shire's administration offices in Loch Street and was completed in 2011. The project has contributed to the Shire's capacity to develop the local economy. The project has achieved this in the following ways:

- The project has provided the Shire with a greater understanding of the economic potential of tourism, with enhanced Shire and community interest in tourism as a key priority area for the town and region; and
- The reduced ongoing costs of the new visitors' centre have released funds for the Shire to invest in strategic tourism projects.

The following feedback was provided in relation to the new facility and enhanced service provision (Dept. Regional Development, n.d.):

- "Relocating the visitors' centre to the town's main strip has built community awareness of the importance of tourism to the local economy and the opportunities it brings."
- "With the new visitors' centre clearly visible to Shire staff, local businesses and community members, there is renewed interest in tourism and in maximising the potential it can bring to the region."
- "A higher profile of tourism for the community has resulted in this sector of the economy being a key focus within the Shire's strategic plan."
- "If the visitor centre didn't go forward, we are unlikely to have been able to undertake the future expansion of the (Shire's) offices."

- “We are looking at a much more diversified economy and tourism is a big part of it. Because of the higher profile of tourism through the centre, it has built a momentum building exercise – people drive past and the locals see the car park full and they think that's great – it's a snowball effect. It makes it visible for the community.”
- “The Shire is starting to think more about getting the place physically suited for visitors and their needs and to improve the facilities and ambience.”
- “It's a more energy efficient building. The old building (visitors' centre) was a car sales workshop so it wasn't suited for this use.”

It is expected that the redevelopment of The Kodja Place will achieve the same benefits and flow-on effects seen by the Derby Visitors' Centre.

## 11.0 Cost Benefit Analysis – Summary



### 11.1 What is a Cost Benefit Analysis / Economic Impact Modelling?

According to Regional Development Australia:

*“Economic impact modelling is an analysis technique used to determine the amount of economic activity supported by a project within a pre-determined geography. It is applied to both the construction phase and the annual operation phase to demonstrate the direct and flow-on activity expected to be supported within the regional economy.” (2017)*

RDA details that the economic contribution of a project can be traced through the economic system via ‘Direct Impacts’ which are the “First Round Effects from direct operational expenditure on goods and services” (2017) and ‘Flow on Impacts’ which “comprise the second and subsequent round effects of increased purchases by suppliers in response to increased sales” (RDA, 2017).

A full Cost Benefit Analysis (CBA) has been prepared for this project and is available as a stand-alone document – ‘Attachment: Cost Benefit Analysis’. The CBA provides the cost benefit methodology; social and economic benefits overview; identified qualitative benefits of the project; the quantifiable benefits of the project; and the methodology for identifying consequential benefits.

### 11.2 Qualitative Benefits - Overview

Qualitative research was undertaken to identify the broad range of additional benefits applicable to the project. The stand-alone CBA for this Project outlines the qualitatively assessed benefits, these are also provided in section ‘9.0: Kojonup Park Precinct Upgrade – Qualitative Benefits’ and section ‘10.0: The Kodja Place Precinct Upgrade – Qualitative Benefits The Kodja Place Precinct’.



## 11.3 Cost Benefit Analysis Results: Shire of Kojonup (Quantified)

The following total costs and benefits were identified for Kojonup resulting from the project.

| Kojonup SMART Future Project – Stage Two |  | Benefits to Kojonup (\$)                  |             |              |              |              |
|--|--|---|-------------|--------------|--------------|--------------|
|  |  | Net Present Value (Discount rate of 3.4%) |             |              |              |              |
| COSTS                                    |  | Initial                                   | NPV 5 Years | NPV 10 Years | NPV 15 Years | NPV 20 Years |
|  | Direct capital costs                               | 4,303,000                                 | 4,303,000   | 4,303,000    | 4,303,000    | 4,303,000    |
|  | Additional ongoing operations costs (annual)       | 64,979                                    | 304,220     | 561,606      | 779,367      | 963,605      |
| BENEFITS                                 |  |   |             |              |              |              |
| C  | Benefit from capital spend                         | 5,083,000                                 | 5,083,000   | 5,083,000    | 5,083,000    | 5,083,000    |
| O  | Benefit from operations spend (annual)             | 78,000                                    | 365,182     | 674,144      | 935,543      | 1,156,700    |
| CO1                                      | Conseq. Benefit 1 (Increased tourism)              | 4,247,775                                 | 19,887,299  | 36,712,998   | 50,948,422   | 62,992,338   |
| CO2                                      | Conseq. Benefit 2 (Aboriginal Culture and Health)  | 3,050,944                                 | 14,283,956  | 26,368,932   | 36,593,457   | 45,243,941   |
| CO3                                      | Conseq. Benefit 3 (Population - households)        | 2,695,726                                 | 12,620,893  | 23,298,831   | 32,332,927   | 39,976,247   |
| CO4                                      | Conseq. Benefit 4 (Visitors - casual stop offs)    | 1,923,175                                 | 9,003,951   | 16,621,766   | 23,066,838   | 28,519,707   |
| CO5                                      | Conseq. Benefit 5 (Population - house occupancy)   | 261,039                                   | 1,222,135   | 2,256,125    | 3,130,935    | 3,871,071    |
| CO7                                      | Conseq. Benefit 6 (Population - businesses)        | 202,392                                   | 947,560     | 1,749,245    | 2,427,513    | 3,001,363    |
| CO8                                      | Conseq. Benefit 7 (Reduced Road Trauma)            | 200,000                                   | 936,363     | 1,728,575    | 2,398,829    | 2,965,898    |
| CO9                                      | Conseq. Benefit 8 (Volunteering)                   | 108,189                                   | 506,520     | 935,063      | 1,297,633    | 1,604,386    |
| CO10                                     | Conseq. Benefit 9 (Visitors - Indigenous Heritage) | 97,500                                    | 456,477     | 842,681      | 1,169,429    | 1,445,875    |
| CO11                                     | Conseq. Benefit 10 (Increased levels of education) | 96,249                                    | 450,618     | 831,864      | 1,154,419    | 1,427,317    |
| COST BENEFIT RATIOS                      |  |   |             |              |              |              |
| TC                                       | Total costs  | 4,367,979                                 | 4,607,220   | 4,864,606    | 5,082,367    | 5,266,605    |
| TB                                       | Total benefits                                     | 18,043,988                                | 65,763,954  | 117,103,226  | 160,538,945  | 197,287,843  |
| BCR                                      | Benefit cost ratio                                 | 4.13                                      | 14.27       | 24.07        | 31.59        | 37.46        |
| JOBS CREATED                             |  |   |             |              |              |              |
| CJD                                      | Construction related jobs (Direct)                 | 6.0                                       | 0.0         | 0.0          | 0.0          | 0.0          |
| CJI                                      | Construction related jobs (Indirect)               | 10.4                                      | 0.0         | 0.0          | 0.0          | 0.0          |
| JOD                                      | Jobs ongoing from operations (Direct)              | 2.0                                       | 2.0         | 2.0          | 2.0          | 2.0          |
| JOI                                      | Jobs ongoing from operations (Indirect)            | 8.0                                       | 8.0         | 8.0          | 8.0          | 8.0          |

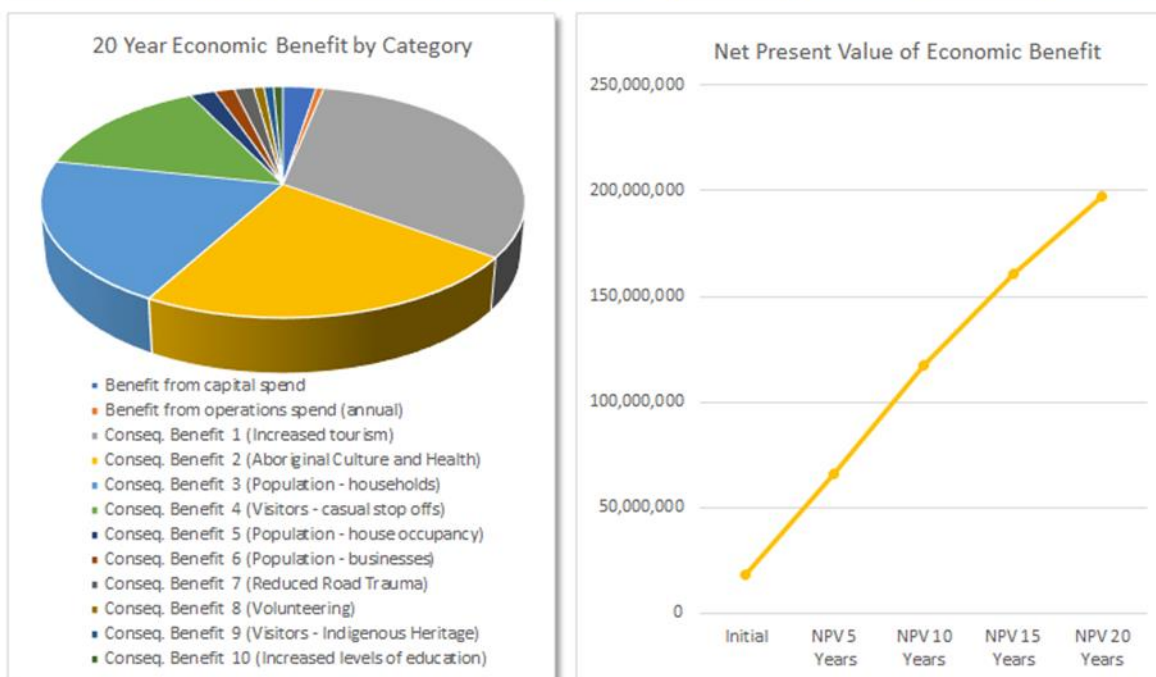


Figure 6: Initial and 20-year benefits (Kojonup)

Modelling results predict that the **Kojonup SMART Future – Stage 2 Project** will have an initial total benefit of **\$18.043 million** for the Kojonup area and an initial **Benefit Cost Ratio of 4.13**.

The 20-year accumulated 'Net Present Value' of benefits for Kojonup for this project is **\$197.287 million** with a **Benefit Cost Ratio of 37.46**.

Jobs created in Kojonup during construction are estimated at **6.0 direct** construction jobs and **10.4 indirect** construction jobs; and **2 direct** and **8 indirect** ongoing jobs.

Based on current statistics of Indigenous employment within the Shire and the nature of the development, it is expected that 1.0 FTE of direct construction jobs and 1.0 FTE of direct ongoing jobs will be undertaken by an Indigenous person.

## 11.4 Cost Benefit Analysis Results – Australia (Quantified)

The following total costs and benefits were identified for Australia resulting from the project.

| Kojonup SMART Future Project – Stage Two |  | Benefits to Australia                     |             |              |              |              |
|--|--|---|-------------|--------------|--------------|--------------|
|  |  | Net Present Value (Discount rate of 3.4%) |             |              |              |              |
| COSTS                                    |  | Initial                                   | NPV 5 Years | NPV 10 Years | NPV 15 Years | NPV 20 Years |
|  | Direct capital costs                               | 4,303,000                                 | 4,303,000   | 4,303,000    | 4,303,000    | 4,303,000    |
|  | Additional ongoing operations costs (annual)       | 64,979                                    | 304,220     | 561,606      | 779,367      | 963,605      |
| BENEFITS                                 |  |   |             |              |              |              |
| C  | Benefit from capital spend                         | 11,566,000                                | 11,566,000  | 11,566,000   | 11,566,000   | 11,566,000   |
| O  | Benefit from operations spend (annual)             | 138,000                                   | 646,091     | 1,192,717    | 1,655,192    | 2,046,470    |
| CO1                                      | Conseq. Benefit 1 (Increased tourism)              | 4,247,775                                 | 19,887,299  | 36,712,998   | 50,948,422   | 62,992,338   |
| CO2                                      | Conseq. Benefit 2 (Aboriginal Culture and Health)  | 3,050,944                                 | 14,283,956  | 26,368,932   | 36,593,457   | 45,243,941   |
| CO3                                      | Conseq. Benefit 3 (Population - households)        | 2,695,726                                 | 12,620,893  | 23,298,831   | 32,332,927   | 39,976,247   |
| CO4                                      | Conseq. Benefit 4 (Visitors - casual stop offs)    | 1,923,175                                 | 9,003,951   | 16,621,766   | 23,066,838   | 28,519,707   |
| CO5                                      | Conseq. Benefit 5 (Population - house occupancy)   | 261,039                                   | 1,222,135   | 2,256,125    | 3,130,935    | 3,871,071    |
| CO7                                      | Conseq. Benefit 6 (Population - businesses)        | 202,392                                   | 947,560     | 1,749,245    | 2,427,513    | 3,001,363    |
| CO8                                      | Conseq. Benefit 7 (Reduced Road Trauma)            | 200,000                                   | 936,363     | 1,728,575    | 2,398,829    | 2,965,898    |
| CO9                                      | Conseq. Benefit 8 (Volunteering)                   | 108,189                                   | 506,520     | 935,063      | 1,297,633    | 1,604,386    |
| CO10                                     | Conseq. Benefit 9 (Visitors - Indigenous Heritage) | 97,500                                    | 456,477     | 842,681      | 1,169,429    | 1,445,875    |
| CO11                                     | Conseq. Benefit 10 (Increased levels of education) | 96,249                                    | 450,618     | 831,864      | 1,154,419    | 1,427,317    |
| COST BENEFIT RATIOS                      |  |   |             |              |              |              |
| TC                                       | Total costs  | 4,367,979                                 | 4,607,220   | 4,864,606    | 5,082,367    | 5,266,605    |
| TB                                       | Total benefits                                     | 24,586,988                                | 72,527,863  | 124,104,799  | 167,741,594  | 204,660,612  |
| BCR                                      | Benefit cost ratio                                 | 5.63                                      | 15.74       | 25.51        | 33.00        | 38.86        |
| JOBS CREATED                             |  |   |             |              |              |              |
| CJD                                      | Construction related jobs (Direct)                 | 6.0                                       | 0.0         | 0.0          | 0.0          | 0.0          |
| CJI                                      | Construction related jobs (Indirect)               | 36.0                                      | 0.0         | 0.0          | 0.0          | 0.0          |
| JOD                                      | Jobs ongoing from operations (Direct)              | 2.0                                       | 2.0         | 2.0          | 2.0          | 2.0          |
| JOI                                      | Jobs ongoing from operations (Indirect)            | 12.0                                      | 12.0        | 12.0         | 12.0         | 12.0         |

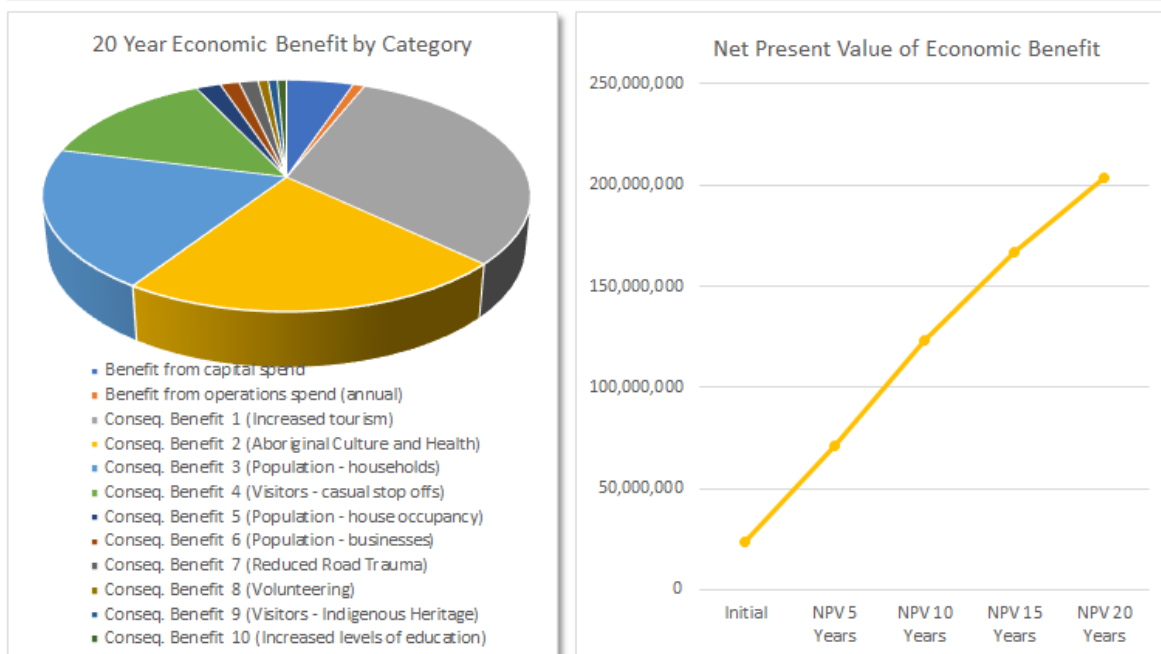


Figure 7: Initial and 20-year benefits (Australia)

Modelling results predict that **Kojonup SMART Future – Stage 2 Project** will have an initial total benefit of **\$24.587 million** for Australia and an initial **Benefit Cost Ratio of 5.63**.

The 20-year accumulated 'Net Present Value' of benefits for the Australian economy from this project is **\$204.660 million** with a **Benefit Cost Ratio of 38.86**.

Jobs created Australia wide as a result of construction are estimated at **6.0** direct construction jobs and **36.0** indirect construction jobs; and **2.0** direct and **12.0** indirect ongoing jobs.

## 12.0 Capacity and Capability

The Shire of Kojonup have both the capacity and capability to implement this project on time, on budget and to the quality standard required. Details of this is provided in '**Attachment: Project Management Plan**'.

A summary of the Project Management Team, as it currently stands, is provided below.

### 12.1 Shire Personnel

This Business Case was prepared with extensive input from and strategic direction by Shire of Kojonup senior staff and Councillors. The Shire's leadership team is represented by Chief Executive Officer Grant Thompson, Manager of Corporate and Community Services Anthony Middleton and Shire President Cr Ned Radford.

#### 12.1.1 Chief Executive Officer – Grant Thompson

Grant Thompson, GAICD, has extensive execution and delivery experience in large asset and construction projects. Grant is an experienced executive manager with a strong skill set in project management and operations management having 25 years of major operational leadership roles and program management experience across diverse projects.



Proven capability in Program managing large scale automated front end systems to improve efficiency of logistics, customer service, and demand processes and their interfaces with the organisation's enterprise systems. Responsible as Program Manager for business acceptance and installation of a major business bespoke system of \$35 Million value.

Involved as responsible manager in large capital projects related to Agribusiness with significant Port Infrastructure and grain storage upgrade projects of upto \$100 Million in value. More recently responsible for projects such as construction and manufacture of key rail and supply chain infrastructure and rolling stock, manufactured in the USA and shipped to Australia.

#### 12.1.2 Manager of Corporate and Community Services – Anthony Middleton

Anthony is employed with the Shire of Kojonup as the Manager of Corporate and Community Services. Anthony has 24 years experience in Senior Local Government Management roles, including his current role, Chief Financial Officer and Chief Executive Officer.



Anthony has managed numerous capital works projects with relevance to this project, including:

- Kojonup Sports Precinct Stage One and Two Upgrades;

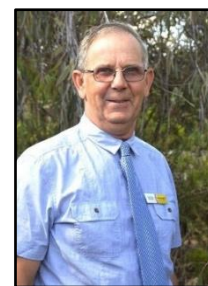
- Cranbrook Sporting Pavilion;
- Brookton Main Street Redevelopment;
- Great Southern Housing Initiative (construction of 10 dwellings);
- Southern Inland Health Initiative (grant administration of 6 dwellings); and
- Frankland River oval/tennis/netball/amphitheatre construction.

Through his role as Manager of Corporate and Community Services for the Shire, Anthony has provided key direction for the document and conceptual development of the Kojonup SMART Future Stage Two Project to date.

### 12.1.3 Shire President – Cr Ned Radford

Cr Ned Radford is the newly appointed Shire President for Kojonup. His role includes the role of a normal Councillor as well as (but not limited to):

- Presiding at council meetings (in this role, the president is required to ensure that meetings are conducted in a correct and orderly manner and to remain impartial when chairing the meeting);
- Carry out civic and ceremonial duties (such as conducting citizenship ceremonies);
- Speak on behalf of the local government as a corporate entity;
- Liaise with the CEO on the local government's affairs and the performance of its functions; and
- Provide leadership and guidance to the community.



## 12.2 Aboriginal Leadership and Involvement

### 12.2.1 Manager of Works and Services – Craig McVee

Craig McVee is a local Aboriginal leader and the Shire's Manager of Works and Services. Craig has had significant involvement in the scoping and development of this project from:

- Engagement with local community around development of tourism components;
- Review of scope to ensure benefits are maximised for both Aboriginal and non-Aboriginal people;
- Review of workforce requirements and planning for Indigenous employment during the construction and operational phases.



"Being a local Aboriginal Elder is about encouraging and helping people 'have a voice' in the community. Promoting a healthy way of life and moving forward to a better place and better way is how we will activate the people.



We are proud of our current achievements and are looking forward to the next stage. It is great to see the planning coming together for what will be a better place.”

## 12.3 Technical Development Team

Technical elements of the report were prepared by Consulting Great Southern, supported by a team including project Architects, H + H Architects; Quantity Surveyor, Chris O’Keefe; and research and administration staff.

A summary of lead team member experience is as follows:

### 12.3.1.1 *Brian Martin (Economist)*

Brian is an economist with a PhD from the University of WA, and degrees in Agricultural Science and Economics, also from the University of WA. He is a Graduate of the Australian Institute of Company Directors course.

Brian has had a diverse career in private enterprise and as an economic analyst and policy adviser with the State and Commonwealth Governments. Brian has extensive experience in major infrastructure projects, cost benefit analysis, business case development, economic impact (multiplier) analysis, and funding applications.



### 12.3.1.2 *Mark Weller (Project Overseer)*

With a background in local government, government and not-for-profit (health), Mark now works as a private consultant delivering projects for clients around Australia.

Mark has Master of Business Administration from Deakin University a Bachelor of Social Science from Edith Cowan University.

Mark has extensive experience in preparation of feasibility studies, and cost benefit assessments. Mark also consults and delivers training in the field of Asset Management.



### 12.3.1.3 *Tricia White (Project Manager, Research and Engagement)*

Tricia White is a consulting professional dedicated to helping organisations achieve results in project development and management. Throughout her career Tricia lived and worked in both small and large communities with unique and diverse identities across the Great Southern and Wheatbelt regions of Western Australia.

Tricia has a Post Graduate Diploma of Business (Sport Management) from Edith Cowan University.



### 12.3.2 H+H Architects – Julie De-Jong (Project Architect)

H+H Architects is the largest regional architectural practice in WA with a range of skilled professional staff including: architects; draftspeople; contract administrators; heritage consultants; project managers; registered builders; landscape designers; playground designers; and interior designers.

Director Julie De-Jong enjoys all aspects of architectural practice and has a strong focus on successful project delivery. She works on a range of residential, commercial, government and community projects, combining her interest in sustainable design principles with practical design solutions. Julie also brings to the practice specialist heritage planning and conservation knowledge.





## 13.0 COVID-19 Impact and Recovery

### 13.1 Impacts of COVID-19 on the Region

*“The COVID-19 crisis has hit the tourism economy hard, with unprecedented effects on jobs and businesses. Tourism was one of the first sectors to be deeply impacted by the pandemic, as measures introduced to contain the virus led to a near-complete cessation of tourism activities around the world. The sector also risks being among one of the last to recover, with the ongoing travel restrictions and the global recession. This has consequences beyond the tourism economy, with the many other sectors that support, and are supported by, tourism also significantly impacted” (OECD, n.d.).*

The following information details the main impacts COVID-19 has had of the region that relate to the Kojonup SMART Future Stage Two Project.

#### 13.1.1 Impact on Visitation to the Region

TransWA provides train and bus services linking over 240 destinations across Western Australia. Road coaches operate 130 services each week employing 36 Road Coach Operators for the fleet of five-star, luxury road coaches (Public Transport Authority, n.d.). TransWA operates from Perth to Albany via Williams and Kojonup seven days per week and this includes a return to Perth from Albany each day with stops at the Kojonup Visitor Centre each way, except for on a Saturday when a one-way service is provided to Albany via Narrogin (TransWA, n.d.).

Strict state border controls were in place from 11.59pm on Sunday 5 April 2020 to limit the spread of COVID-19 and only those with an exemption are granted access (Government of Western Australia, n.d.). Regional border restrictions were also imposed on 18 May 2020 for the Great Southern region. Whilst TransWA service were able to continue services to regional areas, only passengers who completed a regional travel exemption form to prove they were permitted to travel despite the regional lockdown, were able to access the service (ABC, n.d.).

According to Main Roads WA traffic map from Monday to Friday, an average of 1,830 vehicles travel the Albany Highway (South of Beaufort Road) per week with around 81.9% (1499) being cars and 18.1% (331) being trucks (Main Roads WA, n.d.).

The graph below shows daily volume of traffic by month on the appropriate stretch of the Albany Highway leading to Kojonup. The impact due to travel restrictions in April 2020 is evidenced by the significant drop in traffic numbers with some recovery in May 2020.

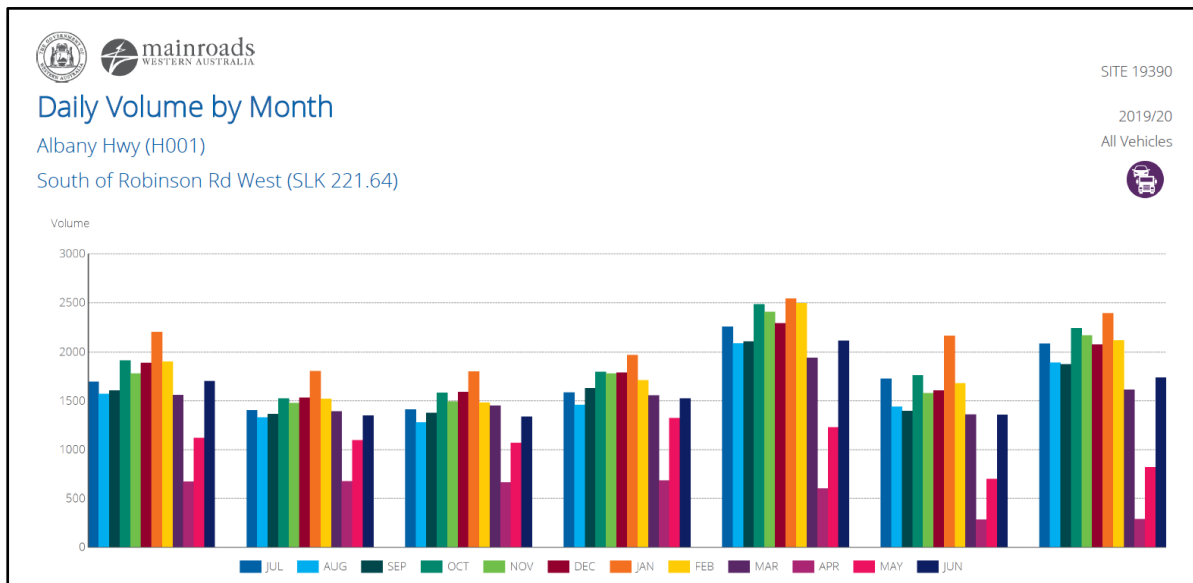


Image 6: Daily Traffic Volume – Albany Highway

### 13.1.2 Industry Impact

The WA Impact Statement dated December 2020 for the COVID-19 Pandemic and produced by the Government of Western Australia, highlights the impacts to the regions (Government of Western Australia, n.d.):

- Arts, culture and sports facilities closures impacted economically and socially, and recent travel restrictions continued to impact on the industry;
- The closure of the international border has hurt tourism businesses that rely on these markets including hotel and transport operators;

The graph below shows the biggest impact by job changes by industry on Arts & Recreation Services, and Accommodation and Food Services for the periods 14 March to 18 April 2020, and 14 March to 28 November 2020.

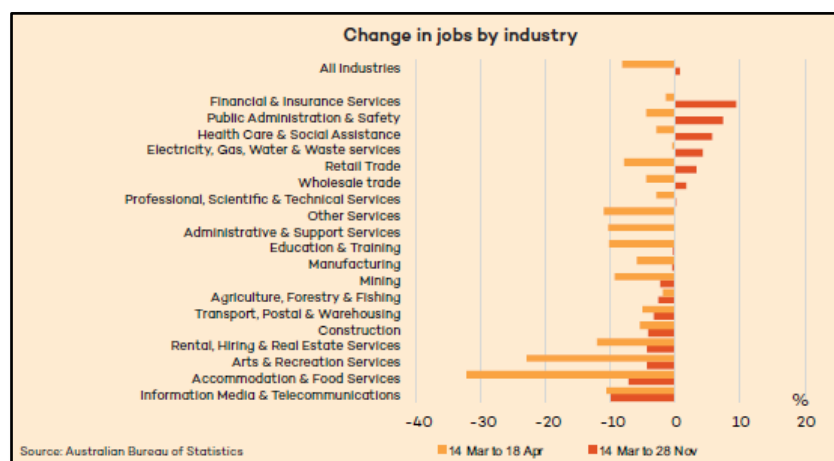


Image 7: Change in Job by Industry

### 13.1.3 Kojonup Retail Business - Case Study

***“Each region faces several unique challenges and opportunities that affect its social and economic recovery. The international border closure has had a disproportionate impact on the regions. The tourism, hospital, retail, arts and recreation sectors have been impacted the most.”***

***Invalid source specified..***

As an example of the impact of COVID-19 on Kojonup businesses, the Kojonup Country Kitchen owner advised the Shire of Kojonup that the business had a decreased revenue of approximately 35% in March 2020, 65% in April 2020 and 27% in May 2020 (Shire of Kojonup , n.d.).

## 13.2 Project Impact on Recovery from COVID-19

The ‘Wander out Yonder’ campaign was launched in June 2020, by the WA Government to boost the local tourism sector through the COVID-19 pandemic due to the hard border closure. WA Tourism Minister Paul Papalia said the campaign would cost around \$2 million and would be ‘the biggest holiday in Western Australia campaign the state has ever seen’, and ‘a moment in time where West Australians can get out there and explore and experience their own state and see what the rest of the world already knew about.’

The revitalised The Kodja Place project will support the ‘Wander out Yonder’ campaign in providing ‘compelling experiences to entice Aussies to go further, stay for long and explore more of the wonders that WA has to offer’.



Source: Tourism WA Wander Out Yonder Factsheet

The tourism industry is encouraged to get involved with the campaign in a number of ways featured on the factsheet (Tourism WA, 2021) including downloading the industry toolkit to access the campaign logo and other tools for marketing. The project will encourage travellers to stop in Kojonup and to increase spend in a range of other businesses including cafes and gift shops.

Having attractive and accessible facilities, including public toilets, available when the car and caravan travel returns, and significantly increases, will enhance the likelihood of visitor stoppage in the town as it will cater for the current and future demand of such facilities.

Kojonup is the Gateway to the Great Southern region of Western Australia and is identified as a midway point for visitors to stop when travelling between Perth and Albany.

Access to the toilets and playground infrastructure is one of the main reasons why travellers will stop in Kojonup. Kojonup want to capitalise on this through attracting increased visitor stop and increase visitor stay once stopped.

By providing enhanced facilities to attract travellers to stop and wayfinding design to attract them to retail shops and community attractions will influence local business and local facility economic growth. This can be attributed to an increase in visitors accessing local retail businesses as well as lead to additional visitation to the prominent local cultural and history sharing attraction of The Kodja Place which will contribute to the financial and social recovery from COVID-19.

## 14.0 Conclusion and Recommendations

This Business Case documents the Shire's current knowledge in relation to development of the proposed 'Kojonup SMART Future – Stage Two Project'.

This project, being stage two, presents a realistic and prioritised scope of works to continue progressing towards implementation of the full community revitalisation project.

The Shire meets all eligibility criteria to submit an application in the current round of the Building Better Regions Fund to seek the Australian Government contribution as provided in 'section 5.2: Funding Strategy' of this document.

Additionally, this document identifies the impact that COVID-19 has had on the community and that this is an integral tourism related project that will not only aid in the recovery from COVID-19 but will also act as a step towards Kojonup going from surviving to thriving.

Based on results of assessment the following recommendations are made:

- Recommendation 1:** *That this document is utilised as supporting information for formal submissions for capital funding of the proposed infrastructure;*
- Recommendation 2:** *That a Building Better Regions Fund application is presented in the current round to request contribution from the Australian Government to implement this project; and*
- Recommendation 3:** *That the Project Communication Plan is implemented to provide the community of Kojonup with project updates.*

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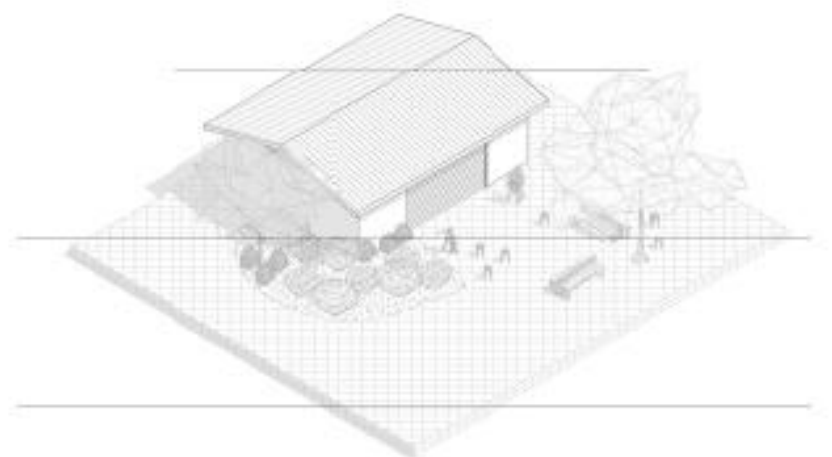
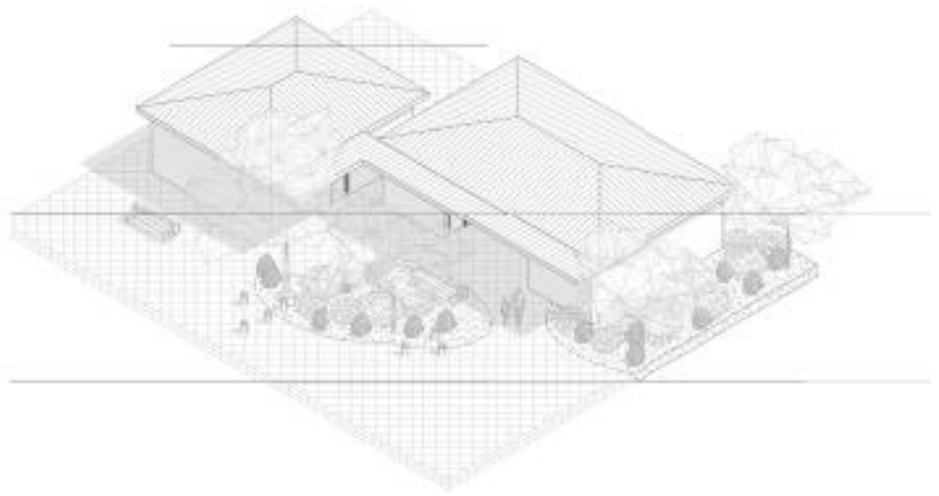
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**Shire of Kojonup**

**Kojonup SMART Future – Stage Two**

**Project Management Plan**



| DOCUMENT CONTROL  |   |
|---|---|
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| <p><b>Synopsis:</b> This plan summarises Shire of Kojonup’s current identified knowledge relating to the delivery of the Kojonup SMART Future Stage Two Project. The plan identifies the methodology to be undertaken to successfully achieve the projects goals and contains the following information:</p> <ul style="list-style-type: none"> <li>• Project information and deliverables;</li> <li>• Tasks and timeframes;</li> <li>• Key stakeholders and communication;</li> <li>• Budget;</li> <li>• Risk Management and Treatment Plan;</li> <li>• Procurement Management; and</li> <li>• Approvals.</li> </ul> |   |

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*This document is a preliminary project plan for the purposes of sourcing project funding. This document is not suitable to be used exclusively for the final design, construction and management phases of the project. A fully revised set of project management documents will be required to be prepared and utilised for project initiation once funding is sourced.*

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*Cover image: Conceptual Designs by H+H Architects*

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## 1.0 Executive Summary

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The Kojonup SMART Future project is a revitalisation initiative that aims to transform Kojonup into a 'regional hub' through implementation of a series of interconnecting economic development projects. This initiative will evoke positive change in the way residents live, work and conduct business by building a stronger community.

Stage Two of the Kojonup SMART Future Project is the subject of this Project Management Plan and incorporates upgrades in the Kojonup Park Precinct and the Kodja Place Precinct. Construction elements include:

### The Kodja Place Precinct Upgrade

- Visually and physically connect the Kodja Place and Kojonup Park precincts;
- Improve facility street appeal, ease of arrival and define the precinct;
- Create a unified entrance; and
- Integrate and enhance Black Cockatoo Café facilities.

The total indicative cost estimate for project development is **\$4,303,000 (ex GST)**. This includes cost escalation and contingencies until November 2022 when project construction is expected to commence (pending confirmation of all funding attributed to capital costs is secured). It is expected that the project will be complete, including grant funding acquittals, by end September 2024.

This plan sets the methodology of the project's construction implementation and will be a working document designed to guide the overall management of the project. Implementation of the Project Management Plan ensures the planning, development, control and delivery of this project is defined and communicated.

The Shire, as the project sponsor, will be responsible for ensuring all project implementation requirements are met, including but not limited to:

- Project implementation according to the defined scope, quality, timeframe and budget;
- Regulatory approvals;
- Tender processes;
- Procurement;
- Implementing a Risk Management and Treatment Plan; and
- Implementing a Project Communications Plan.

It is expected that the Shire will contract an appropriately experienced and qualified external Project Manager and Architect to ensure that they meet the above-mentioned responsibilities. The Shire has a good understanding of Project Management and has the expertise within their staff structure to undertake the role of internal project management and project sponsor.

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Project evaluation will occur at key intervals throughout and on completion of the project delivery to ensure project scope and deliverables are being met. The Project Manager will be responsible for leading the evaluation including defining when evaluation will occur. Project implementation and deliverables will be assessed based on meeting the requirements for quality, time, budget and scope.

The Shire will be responsible for implementing the Project Communication Plan prior to, during and post construction.

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## 2.0 Project Information and Deliverables

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### 2.1 Introduction

This plan summarises the Shire of Kojonup's (Shires) current identified knowledge relating to the delivery of the Kojonup SMART Future Stage Two Project and identifies the methodology to be undertaken to successfully achieve the projects goals.

This plan is intended as a preliminary document. The plan will be fully reviewed and updated to consider all factors once project funding has been secured.

### 2.2 Background

The Kojonup SMART Future project is a revitalisation initiative that aims to transform Kojonup into a 'regional hub' through implementation of a series of interconnecting economic development projects. This initiative will evoke positive change in the way residents live, work and conduct business by building a stronger community.

The general intent of the SMART Future project is to develop new community infrastructure that has both economic and social significance. This includes:

- Create a town meeting place (town square);
- Renew the main street;
- Relocate Council functions to the Memorial Hall;
- Upgrade Kojonup Sports Precinct;
- Rehabilitate Kojonup Spring;
- Create a new 'business hub' with a focus on agri-business;
- Upgrade communications;
- Refurbishment and fit-out for a Youth 'Drop-in' Centre;
- Co-locate the Men's Shed and Historical Society Machinery Collection to the Railway Precinct;
- Upgrade the Kodja Place and the Rose Maze;
- Formalise RV visitor facilities;
- Create a parade ground, streetscaping and interpretive links to the RSL Hall;
- Improve Kojonup Park including the extension of ablution facilities as well as car and caravan parking layout; and
- Increase residential housing lots through subdivision of vacant land.

These developments will have strong positive social and economic impacts for Kojonup including:

- Attracting new visitors to Kojonup;



- Increasing tourism spend and tourist length of stay;
- Enhancing the image of Kojonup with positive social impacts resulting from increased community pride;
- Attracting investment through increasing the quality of the town centre;
- Increasing opportunities for job creation;
- Increasing land and property values in Kojonup; and
- Driving population growth through attracting new residents.

This project will have significant and life changing benefits for people living in the Kojonup community. It will position Kojonup to unlock its economic opportunities and ensure the ongoing prosperity of industry development.

### **2.2.1 Kojonup SMART Future Project – Stage Two Elements**

Stage Two of the Kojonup SMART Future Project is the subject of this Project Management Plan. The table in 'section 2.5 Scope of Works' of this document provides an overview of the project elements broken into two sub-project defined as individual precincts.



## 2.3 Project Location

### 2.3.1 Kojonup Park Precinct



Image 1: Location of Kojonup Park Precinct  
Source: Google Maps Pro

Kojonup Park Precinct (Kojonup Park) is situated on the main town thoroughfare on the corner of Albany Highway and Broomehill-Kojonup Road, creating a convenient and easily accessible location to stop. Kojonup Park is located adjacent to the Kodja Place Precinct. The GPS coordinates for Kojonup Park are:

33°50'15.4"S; 117°09'42.59"E.

### 2.3.2 The Kodja Place Precinct



Image 2: Location of the Kodja Place Precinct  
Source: Google Maps Pro

The Kodja Place Precinct (Kodja Place) is situated along the Albany Highway on the junction of 143 Albany Highway and Broomehill Road. The Kodja Place is located across the road to Kojonup Park. The GPS coordinates for Kojonup Park are:

33°50'15.4"S; 117°09'42.59"E.

### 2.3.3 Shire of Kojonup

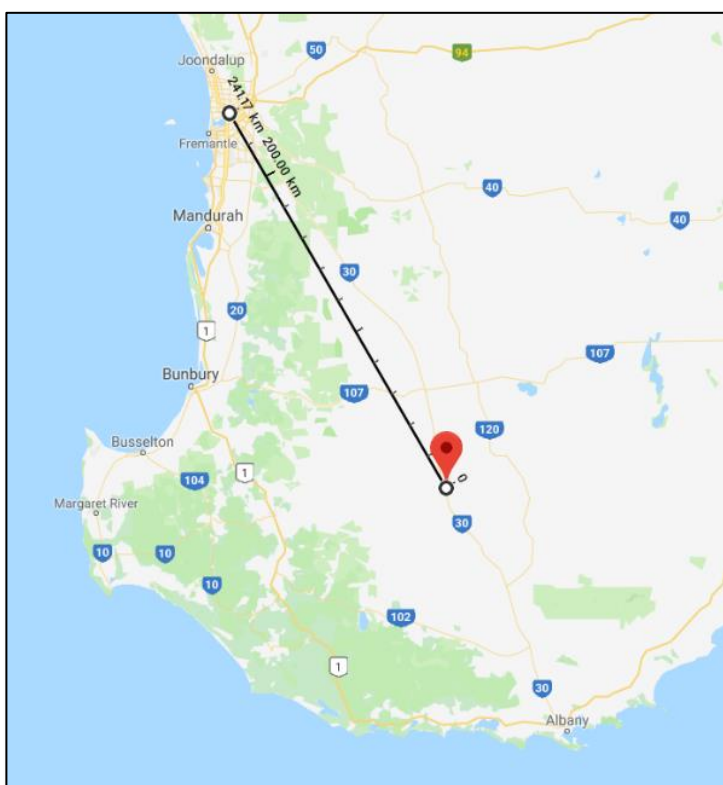


The Shire of Kojonup covers an area of approximately 2,931km<sup>2</sup> in the Great Southern region of Western Australia, situated 241kms south-east of Perth, about a 2.5-hour drive. The 2016 Census recorded the Shire as having a population of 1,985.

Image 3: Location of Kojonup in relation to Perth, Western Australia

Source: Google Maps

### 2.3.4 Great Southern Region



The Great Southern region is located on the south coast of Western Australia, adjoining the Southern Ocean, where the coast extends for approximately 250kms. Bounded by the South West region on the west and the Wheatbelt region to the north, the total land area of the Great Southern region amounts to approximately 39,007km<sup>2</sup>.

Figure 1: Great Southern region map

Source – Great Southern Development Commission

## 2.4 Project Implementation Methodology

This plan sets the methodology of the project's implementation and will be a working document designed to guide the overall management of the project. Implementation of the Project Management Plan ensures the planning, development, control and delivery of this project is defined and communicated.

## 2.5 Scope of Works

The scope of the project includes:

- Further engagement with key stakeholders;
- Confirmation of the conceptual scope and indicative cost estimates;
- Identification and sourcing of funding for construction; and
- Construction of the Kojonup SMART Future Stage Two Project to accommodate the elements listed in the table below (the subject of this Project Management Plan):

| SUB-PROJECT                                | ELEMENT  |
|--|--|
| <b>1. Kojonup Park Precinct Upgrade</b>    | 1.1 Extension of toilet facilities to create 'destination toilets' and include a community kitchen.  |
|  | 1.2 Additional drain pedestrian crossing points (x2).  |
|  | 1.3 Construct gazebo with barbeque, seating and table facilities adjacent to new car park;<br>Construct gazebo with seating and table facilities adjacent to the RV rest area; and<br>Include a pedestrian pathway connecting Kojonup Park, the RV Rest Area and the Kojonup Sports Precinct.  |
| <b>2. The Kodja Place Precinct Upgrade</b> | 2.1 Visually and physically connect the Kodja Place and Kojonup Park precincts by: <ul style="list-style-type: none"> <li>• Aligning pathways between the Kodja Place and Kojonup Park so they create a strong visual siteline and direct access; and</li> <li>• Installing an 'artwork' pedestrian crossing across Broomhill Road to connect Kojonup Park and the Kodja Place precincts.</li> </ul>   |
|  | 2.2 Improve facility street appeal, ease of arrival and define the precinct by: <ul style="list-style-type: none"> <li>• Redeveloping the car park;</li> <li>• Creating distinct precinct access points and traffic flow;</li> <li>• Creating interpretive landscaped areas;</li> <li>• Constructing wayfinding pedestrian pathways;</li> <li>• Introducing low-impact, natural barriers and building screens to define the precinct and guide visitors to a single entrance;</li> </ul> |



| SUB-PROJECT | ELEMENT  |
|-------------|--|
|             | <ul style="list-style-type: none"> <li>• Underscoring 'A real Australian Story' brand statement by developing a dramatic garden frontage inspired by the Noongar vision of the local landscape;</li> <li>• Lighting the Albany Highway building frontage, landscaping, entrance and signage; and</li> <li>• Including a representation of the Three Women stories to the main entrance.</li> </ul>   |
|             | <p>2.3 Create a unified entrance by:</p> <ul style="list-style-type: none"> <li>• Capturing visitors at a single point of entry to increase revenue from ticket sales to the precinct's attractions, including the Rose Maze, Courtyard, Kodj Gallery/StoryPlace, Jack's Indigenous Tours and retail sales;</li> <li>• Provide a space for visitors (incl. tour groups) to decompress and assemble in the lobby (up to two coach groups at a time);</li> <li>• Provide visitors with a consistent and appropriate 'welcome' space that orientates them and informs them of what the Kodja Place is about and what is available to see and do;</li> <li>• Provide queuing and ticketing functions;</li> <li>• Provide local visitor information functions;</li> <li>• Provide exhibition display space (permanent and temporary); and</li> <li>• Has the flexibility to be used as a function space.</li> </ul>   |
|             | <p>2.4 Integrate and enhance Black Cockatoo Café facilities through:</p> <ul style="list-style-type: none"> <li>• Creating direct access between the café and new entrance lobby by relocating the kitchen;</li> <li>• Extending the kitchen facilities and capacity to allow for full service;</li> <li>• Adding a servery between the function room and café kitchen;</li> <li>• Creating a secured dry store, chemical store and small office;</li> <li>• Relocating and integrating cold store into the new layout;</li> <li>• Redeveloping the café interior (due to reoriented kitchen);</li> <li>• Installing a zincalume balustrade around the existing café verandah perimeter;</li> <li>• Creating booth seating on the verandah;</li> <li>• Providing external heating;</li> <li>• Installing a double roller system across the front of the verandah and acrylic screens;</li> <li>• Extending the verandah roof and including a young children's play area; and</li> <li>• Installing signage in the café promoting the Kodja Place and other attractions.</li> </ul> |

Table 1: Kojonup SMART Future Stage Two - Project Elements

Conceptual designs and quotes/indicative cost estimates have been provided for this project as per **‘attachment: Concept Designs’** and **‘attachment: Indicative Cost Estimates’**.

An Operational Management Overview has been prepared as part of the project feasibility assessment to identify considerations relating to management of the proposed facilities. This includes an overview of the proposed operational model.

## 2.6 Conceptual Drawings

The full set of Conceptual Drawings for the Project is provided as an attachment.

Below is an overview of the concept for the Kojonup Park Precinct.



Image 4: Kojonup Park Precinct Concept Design

ELEMENT 2.2  
REDEVELOP CARPARK

[illegible]

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## 2.7 Evaluation Plan and Main Deliverables

Project evaluation will occur at key intervals throughout and on completion of the project delivery to ensure project scope and deliverables are being met. The project manager will be responsible for leading the evaluation including defining when evaluation will occur.

The Kojonup SMART Future Stage Two Project includes two sub-projects and several elements within each sub-project (elements identified in Section 2.5). Implementation will occur as a collation of all sub-projects and elements. Project evaluation will be performed against the following main Deliverables (D) and Measurable Indicators (M) for each element of the project:

### **Deliverable 1: Sourcing/Confirmation of Construction and Operational Funding (Shire)**

- D1.1 – Engage with key stakeholders and confirm conceptual scope of project;
- D1.2 – Prepare and submit final documentation for funding requests;
- M1.1 – All construction and operational project funding secured in writing.

### **Deliverable 2: Confirm Operational Management Model (Shire and Department of Education)**

- D2.1 – Engage with key stakeholders and confirm operational terms and conditions;
- D2.2 – Prepare and confirm Operational Management Overview;
- M2.1 – Operational management documents completed and endorsed.

### **Deliverable 3: Planning and Development Application**

- D3.1 – Authority approvals and endorsement process;
- D3.2 – Consideration of early work packages;
- M3.1 – Development approvals confirmed.

### **Deliverable 4: Contract Documentation**

- D4.1 – Preparation of detailed working drawings etc. ready for market;
- D4.2 – Pre-tender estimates;
- M4.1 – All tender documentation ready.

### **Deliverable 5: Project Procurement Tender**

- D5.1 – Request for tender vendor assessment;
- D5.2 – Tender review;
- D5.3 – Negotiated contract offer;
- M5.1 – Construction contract awarded;
- M5.2 – Obtain Certificate of Design Compliance.

### **Deliverable 6: Construction**

- D6.1 – Implement construction of elements that will be managed in-house;
- D6.2 – Contract administration;
- D6.3 - Construction elements;
- D6.4 – Ongoing reporting (funding);



- 
- M6.1 – Practical completion of construction.

**Deliverable 7: Commissioning and Handover**

- D7.1 – Certificate of Construction Compliance (if applicable);
- D7.2 – Commencement of Defects Liability Period;
- D7.3 – Management, operational and leasing agreements (if applicable);
- M7.1 – Building/project commissioning and handover;
- M7.2 – Funding acquittals finalised.

## 2.8 Assessment of Measurable Indicators

Project implementation and deliverables will be assessed based on meeting quality, time, budget and scope as per the below table:

| INDICATOR TYPE | INDICATOR DESCRIPTION   | EVALUATION MEASURE TYPE |
|----------------|---|-------------------------|
| Quality        | The project is completed in accordance with the quality standards listed in the detailed working drawings and accompanying technical specifications/ descriptions issued by the Project Architect and specialist consultants. This includes compliance with any heritage regulations. | Yes/No                  |
| Quality        | Prior to preparation for commissioning and opening of facilities, a list of relevant standards and industry practices will be prepared. The preparation for the commissioning and opening phase will ensure that all standards relevant to this phase are met.                        | Yes/No                  |
| Time           | The project is completed in accordance with the time schedule detailed within the Project Management Plan.  | Yes/No                  |
| Budget         | The project is completed in accordance with the project budget.   | Yes/No                  |
| Scope          | The project is completed in accordance with the scope specifications listed in the detailed working drawings and accompanying technical specifications / descriptions issued by the Project Architect and specialist consultants.   | Yes/No                  |

Table 2: Measurable Indicators

## 2.9 Exclusions

- Elements not specifically identified within the scope.
- The project will not proceed without all required funding is in place.

## 2.10 Constraints

All elements of the project will be completed in accordance with the requirements of:

- Relevant legislation and regulations; and
- Relevant and applicable conservation documentation.

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## 3.0 Tasks and Timeframes

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The following GANTT chart provides the tasks and expected timeframes for completion of the Kojonup SMART Future Stage One Project.

Where possible, the timeline has considered commencement of construction to cause the least disruption to facility usage and contingency for inclement weather and other circumstances that may cause delays, such as COVID-19 restrictions.

This timeframe is a 'working document'. If changes occur due to external funding entity requirements or other funding circumstances, then the below GANTT chart will be changed accordingly.

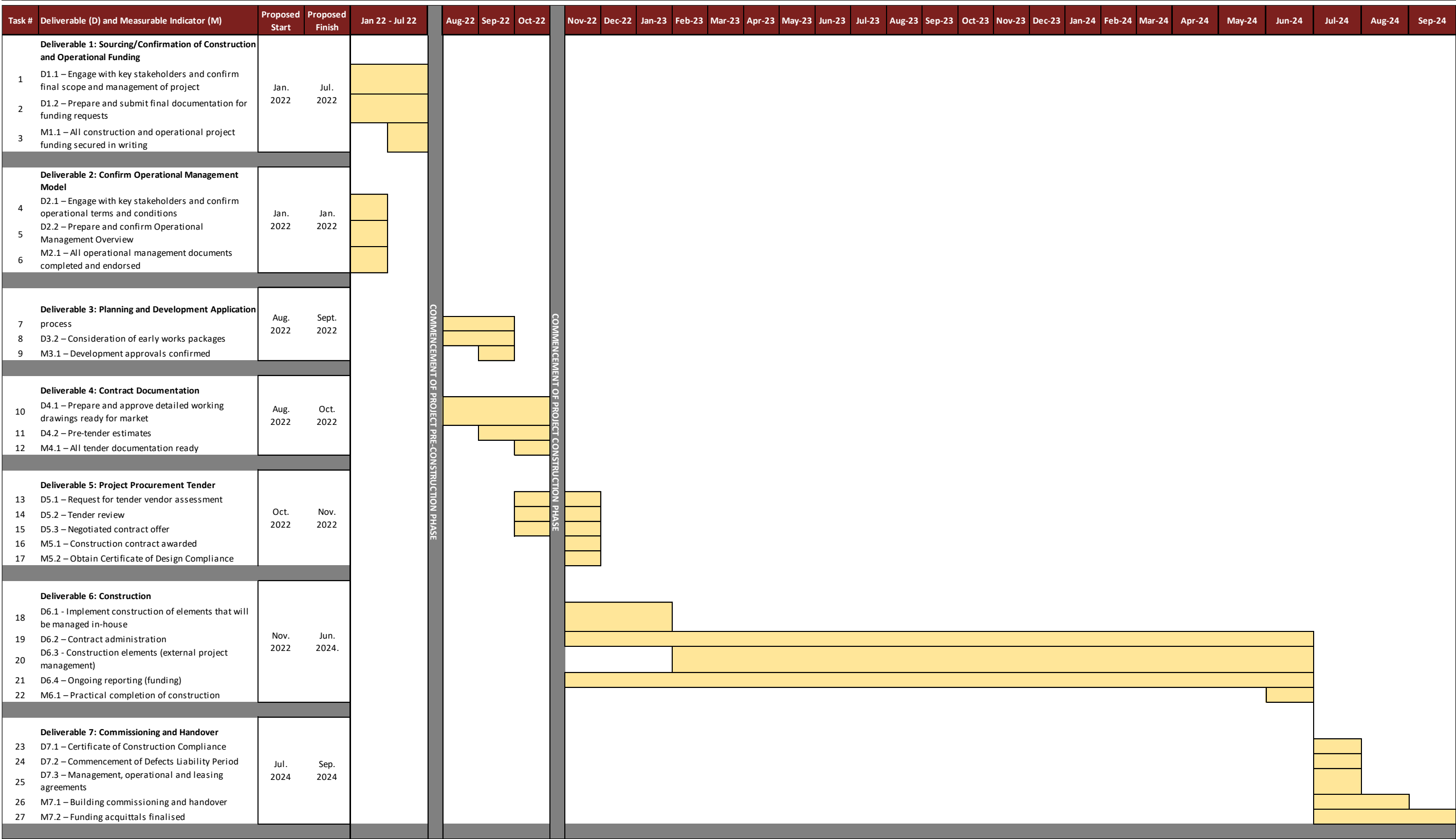


Figure 2: Timeline GANTT Chart

## 4.0 Key Stakeholders and Communication

### 4.1 Stakeholders

The following stakeholders and stakeholder relationships are applicable to the project:

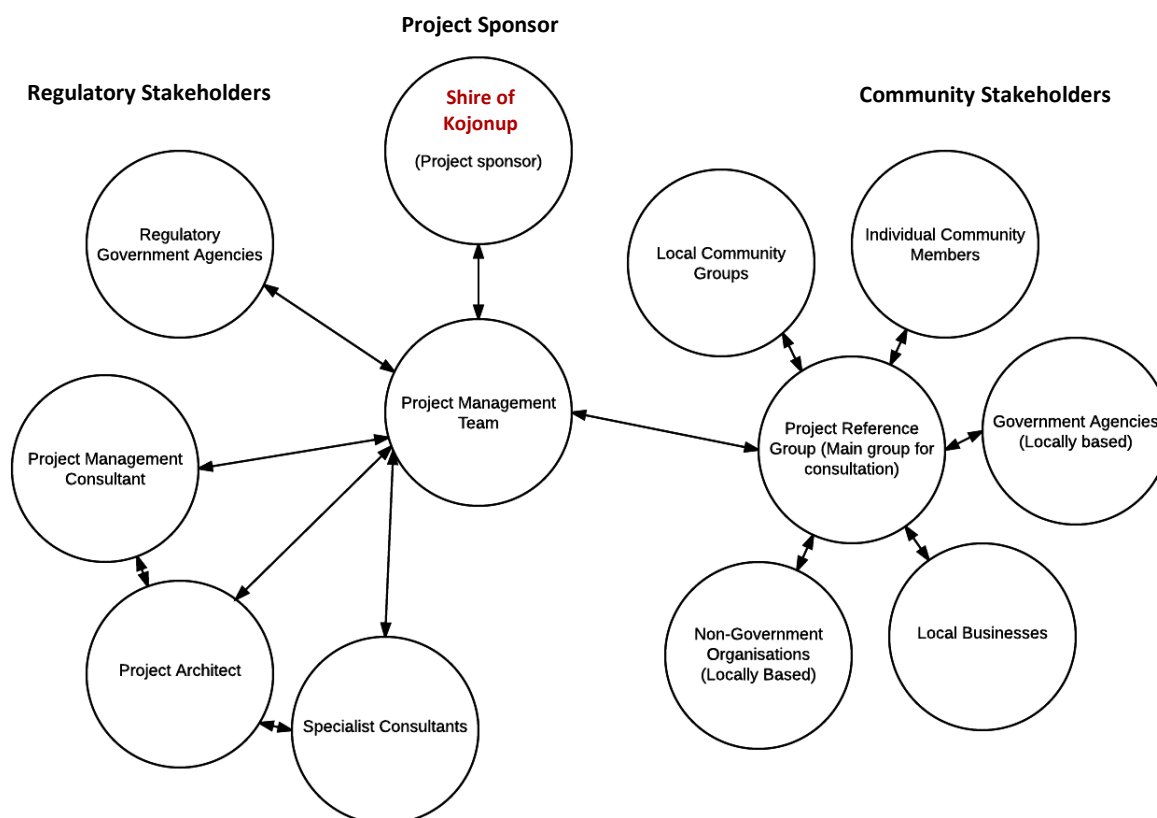


Figure 3: Stakeholder Relationship Diagram

Project stakeholders have been categorised by type including the project sponsor, regulatory stakeholders, community stakeholders and project design and management stakeholders. Each stakeholder and their role / involvement in the project is identified below.

| STAKEHOLDER  | PROJECT ROLE/ INVOLVEMENT   |
|--|---|
| Shire of Kojonup   | Project Sponsor   |
| Project Management Team                                  | Responsible for overall management of the project   |
| External Project Manager (Project Management Consultant) | Will be responsible for technical project management activities and ensuring deliverables, reporting to the Project Management Team |
| Regulatory Government Agencies                           | Responsible for standards advice and compliance (Regulation)  |
| Project Architect  | Design and documentation for defined aspects  |

| STAKEHOLDER                                  | PROJECT ROLE/ INVOLVEMENT   |
|--|---|
| Specialist Consultants                       | Design, specification, documentation and technical advice                                       |
| Project Reference Group                      | Conduit to the Project Management Team for community and stakeholder consultation at key stages |
| Local Community Groups                       | Provide input at key stages   |
| Individual Community Members                 | Provide input at key stages   |
| Government Agencies (Locally Based)          | Provide input at key stages   |
| Local Business                               | Provide input at key stages   |
| Non-Government Organisations (Locally based) | Provide input at key stages   |

Table 3: Project Stakeholder Roles

## 4.2 Communication Plan

### 4.2.1 Objectives

The Communication Plan will further the delivery of the project's key objectives as set out below:

- Establish a channel for communicating the project and its benefits to the community;
- Collaborate with government agencies and other stakeholders in the development of the project;
- Develop a series of alliances with key trade organisations and trade stakeholders; and
- Coordinate the gathering of data and information on the sector to ensure relevant benchmarking and transparency in the project's development.

### 4.2.2 Communications Principles

The guiding principles of the project's communications activity is:

- Respect for the role of Government and Regulators in the development of the project;
- Common sense and an understanding of the needs of the communities in the region;
- An efficient and positive communications channel for the range of stakeholders identified earlier; and
- There will be one point of contact for all communications.

### 4.2.3 Communications Resources

The Project Manager will oversee the communications activity while the Project Management Team will provide practical guidance to deliver communications activity, in accordance with this plan, and to sign-off on communications activity.

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The point of contact for communications will measure the effectiveness of the Communication Plan by keeping a communication log and reviewing it regularly.

The following materials will be required to be signed-off by the Shire's Chief Executive Officer:

- Press releases (Print/TV/Radio);
- Website material;
- Collateral (brochures, publications etc.);
- Co-ordination of interviews including key messages; and
- Seeking further opportunities to maximise exposure.

During the pre-operational phase, any communications with government agencies will be conducted via the Project Management Team.

#### **4.2.4 Communication Schedule**

There will be a multitude of works occurring at any given time throughout project delivery. Communication and documentation of communication is an essential component to the effective delivery of the project in its entirety.

The following is a communication schedule for communication which will occur throughout the project in its entirety:

| COMMUNICATION TYPE   | PERSONNEL INVOLVED   | FREQUENCY                          | RECORD   |
|--|--|------------------------------------|--|
| <b>Day to day discussion between project team members as issues arise</b>        | All Project Team members   | As required.                       | Any minor decisions (assessed as low risk utilising the Risk Rating Tables in the risk management section of the project summary above) are documented in an email between parties cc to the 'Project Manager', other team members as necessary and the 'Project Documentation and Administration' role for record keeping. Decisions relating to issues with a higher than 'low' risk rating are to be fully documented using a file note.            |
| <b>Day to day discussion and direction issued to contractors as issues arise</b> | Project Team members with supervision responsibilities and contractors | As required.                       | Any minor decisions/ direction (assessed as low risk utilising the Risk Rating Tables in the risk management section of the project summary above) are documented in an email between parties cc to the 'Project Manager', other team members as necessary and the 'Project Documentation and Administration' role for record keeping. Decisions relating to issues with a higher than 'low' risk rating are to be fully documented using a file note. |
| <b>Weekly progress meeting with contractors (teleconference or in person)</b>    | Project Team members with supervision responsibilities and contractors | One meeting minimum per week.      | The issues discussed, and resolution/ information attained to be recorded in a project file note.  |
| <b>Weekly project team meeting (teleconference)</b>                              | All Project Team members   | One meeting minimum per fortnight. | The issues discussed, and resolution/ information attained to be recorded in a project file note.  |



| COMMUNICATION TYPE                          | PERSONNEL INVOLVED  | FREQUENCY   | RECORD  |
|---|---|---|---|
| <b>Site meetings</b>                        | All Project Team members to travel to site  | For a minimum of three site meetings during construction. One at commencement of contract; one mid-way; and one for defect / compliance assessment prior to practical completion. | The issues discussed, and resolution/ information attained to be recorded in a project file note. |
| <b>Kojonup Council briefing</b>             | Project Manager / other Project Team members as relevant and Councillors                      | The Council to be briefed on status of the project prior to or during each Ordinary Council meeting.  | A briefing note will be provided to Councillors, summarising the content of the briefing.         |
| <b>Kojonup Council Agenda Items</b>         | Project Manager to prepare formal agenda item for the Kojonup Council meeting                 | As required. Agenda items for decision will only be required if significant variations or changes are required to the original project scope and budget.                          | Kojonup Council meeting minutes in accordance with their legislative requirements.                |
| <b>Meeting with project reference group</b> | Project Team members and reference group  | Schedule to be decided by Project Manager.  | File note.  |
| <b>Community consultation/ information</b>  | Project Manager, Project Team and Project Reference Group consultation with community members | Schedule to be decided by Project Manager.  | File note.  |

| COMMUNICATION TYPE                  | PERSONNEL INVOLVED  | FREQUENCY  | RECORD                            |
|-------------------------------------|---|--|-----------------------------------|
| <b>Community information notice</b> | <p>Notices will be issued as required at key stages of the project for the purposes of:</p> <ul style="list-style-type: none"> <li>Informing community members of key project dates and milestones (i.e. commencement of works, opening);</li> <li>Informing community members of issues effecting services; and the interim measures and timeframes involved.</li> </ul> | Monthly updates to be provided by the Project Manager and to be posted on the Shire's website, notice boards and other as deemed appropriate by the Project Manager. | Copy of notice on project record. |

Table 4: Communication's Schedule

### 4.3 Project Management Team Members

| NAME                  | JOB ROLE                | PROJECT ROLE  | RELEVANT QUALIFICATIONS  | RELEVANT EXPERIENCE   |
|-----------------------|-------------------------|---|--|---|
| <b>Grant Thompson</b> | Chief Executive Officer | <b>Internal Project Manager (Shire)</b><br>Lead and oversee all aspects of project delivery. Ultimate responsibility for achievement of project deliverables and measurable indicators. Has | Bachelor Business (Agri) Curtin University (BBus)<br><br>Executive MBA University of WA (EMBA)<br><br>Graduate Australian Institute of Company Directors (GAICD) | <p>Grant Thompson, GAICD, has extensive execution and delivery experience in large asset and construction projects. Grant is an experienced executive manager with a strong skill set in project management and operations management having 25 years of major operational leadership roles and program management experience across diverse projects.</p> <p>Proven capability in Program managing large scale automated front end systems to improve efficiency of logistics, customer service, and demand processes and their interfaces with the organisation's</p> |

| NAME                     | JOB ROLE                                    | PROJECT ROLE   | RELEVANT QUALIFICATIONS           | RELEVANT EXPERIENCE  |
|--------------------------|---|--|-----------------------------------|--|
|                          |   | authority to issue variation. All external and internal project roles report to the Project Manager. |                                   | <p>enterprise systems. Responsible as Program Manager for business acceptance and installation of a major business bespoke system of \$35 Million value.</p> <p>Involved as responsible manager in large capital projects related to Agribusiness with significant Port Infrastructure and grain storage upgrade projects of up to \$100 Million in value. More recently responsible for projects such as construction and manufacture of key rail and supply chain infrastructure and rolling stock, manufactured in the USA and shipped to Australia.</p>  |
| <b>Anthony Middleton</b> | Manager of Corporate and Community Services | <b>Internal Project Coordination</b>   | Bachelor of Business, Management. | <p>Anthony is employed with the Shire of Kojonup as the Manager of Corporate and Community Services. Anthony has 24 years experience in Senior Local Government Management roles, including his current role, Chief Financial Officer and Chief Executive Officer.</p> <p>Anthony has managed numerous capital works projects with relevance to this project, including:</p> <ul style="list-style-type: none"> <li>• Cranbrook Sporting Pavilion;</li> <li>• Brookton Main Street Redevelopment;</li> <li>• Great Southern Housing Initiative (construction of 10 dwellings);</li> <li>• Southern Inland Health Initiative (grant administration of 6 dwellings); and</li> <li>• Frankland River oval/tennis/netball/amphitheatre construction.</li> </ul> <p>Through his role as Manager of Corporate and Community Services</p> |

| NAME                   | JOB ROLE                         | PROJECT ROLE                                   | RELEVANT QUALIFICATIONS                       | RELEVANT EXPERIENCE   |
|------------------------|----------------------------------|--|---|---|
|                        |                                  |  |   | for the Shire, Anthony has provided key direction for the document and conceptual development of the Kojonup SMART Future Stage Two Project to date.  |
| <b>Paul Retallack</b>  | Building Maintenance Coordinator | <b>Internal Project Assistance</b>             | Participation in relevant training workshops. | <p>Paul has worked in various infrastructure and equipment maintenance roles across Western Australia and has been working with the Shire of Kojonup for the past ten years as the Building Maintenance Coordinator. Within this role he has assisted managers with the coordination of capital works projects, implemented the annual building maintenance schedule and liaised with contractors and suppliers for scheduling approved works.</p> <p>Paul's role places a high regard on the importance of risk management and legal compliance across the organisation and it is part of his role to apply measures that mitigate and reduce exposure to risk in the course of providing services, functions and activities, including those provided by contractors.</p> |
| <b>Heather Marland</b> | Senior Finance Officer           | <b>Internal Project Financial Coordination</b> | Participation in relevant training workshops. | Heather has been employed as the Senior Finance Officer for the Shire of Kojonup for the last 18 years and is responsible for coordinating all financial aspects of the Shire. This including the financial coordination of projects as well as ensuring financial processes are performed according to relevant policies and legislation. Heather has also managed all financial aspects of owning a business for 11 years.  |

| NAME   | JOB ROLE        | PROJECT ROLE                                | RELEVANT QUALIFICATIONS   | RELEVANT EXPERIENCE  |
|--|-----------------|---|---|--|
| <b>Claire Servaas</b>  | Records Officer | <b>Internal Project Record Coordination</b> | Introduction to Local Government and Local Government Act Training.<br><br>IRIS Record and document Management Basics and IRIS - Archives Management Basics.<br><br>Records Training (Synergy). | Claire has been employed with the Shire of Kojonup as the Records Officer for three years and is responsible for coordinating and controlling all aspects of records management for the Shire. This includes the continual integration of the Synergy Software program as well as filing and archiving records according to relevant policies and legislation. |
| <b>Appointment to be confirmed.</b><br>Currently Mark Weller                   | Project Manager | <b>External Project Manager</b>             | Relevant Project Management related qualifications  | Significant experience in delivery of similar roles (External project Manager).<br><br>(External Project Manager - profile provided in section 4.4).   |
| <b>Appointment to be confirmed.</b><br>Currently H+H Architects (Julie DeJong) | Architect       | <b>External Architect</b>                   | Registered Architect  | Significant experience in delivery of similar roles (Project Architect).   |

Table 5: Project Management Team

## 4.4 Current External Project Manager Profile

Consulting Great Southern offers the following services to Local Governments, State Government Departments, Not-For-Profit Agencies, Community Groups and Corporate Clients:

- Economic analysis, research, project development and funding;
- Project management;
- Organisational development/ human resource (HR) management; and
- Customised training.

Our mission is to “work with people to provide solutions for our region”. Our values are “reliability, respect, integrity, teamwork, people-focused, innovation, efficiency, sustainability and health”. Over the past nine years Principal Consultant, Mark Weller, has delivered services to a diverse range of clients’ through-out Australia. We are fastidious about delivering quality and ensuring the highest possible levels of customer satisfaction.

Consulting Great Southern has a core team of employees with a range of expertise and in-depth experience. We also partner with a number of other businesses to provide additional expertise when our clients need this – particularly in peak periods for large projects. All of our personnel are committed to providing excellent, quality outcomes for our clients.





## CV - Mark Weller

### Principal Consultant – Consulting Great Southern

**Project Role: Project Manager - Final Responsibility for Deliverables, Peer Review and Oversight**

#### Career Overview:

Over his career Mark has developed extensive experience in local government, state government, private enterprise and not-for-profit industries. Mark's areas of expertise include project management; business analysis; strategic planning; leadership; human resource management; business development; and project development and grant writing.



#### Qualifications:

- Master of Business Administration – Deakin University (Major in Project Management and Change Management)
- Bachelor of Social Science – Edith Cowan University
- Certificate IV in Training and Assessment
- Other qualifications: Private Pilot Licence

#### Training:

- IAP2 Certificate in Public Participation (in progress)
- Agile Project Management (in progress)
- Accredited Provider 'Click Colours' Personal Development Tool;
- Deakin University Management Communications Residential (incl. Professional Media Training) – one-week course;
- Deakin University Change Management Residential – one-week course;
- ISO-9000 Training Course;
- Enterprise Risk Management Workshop;
- Disability Awareness Workshop;
- Asset Management Workshop;
- Asset Based Community Development Short Course;

#### Employment:

- Core Business – Executive Associate (Current);
- University of Western Australia - Tutor in Leadership;
- Silver Chain – Rural Services Coordinator;
- City of Albany - Manager of Community Development;
- City of Albany – A/Executive Manager of Corporate Services; and
- Department of Sport and Recreation – Assistant Manager – Ern Halliday Camp

## CV - Mark Toohey

### Consultant | Senior Project Manager – Consulting Great Southern

**Project Role: Project Support/ Delivery Available for Contingency**

#### Career Overview:

Mark has a 40-year career from Army NCO tradesman to Senior Executive roles in both private and public enterprises in Australia and 50 other countries. Mark has cultivated a profound understanding of project development and delivery; team building and leadership; efficiency; financial control and concise meaningful reporting.



Mark's areas of expertise include portfolio/ project development and management; clear efficient planning; tangible clear KPI measurement and reporting; cost avoidance; proactive problem avoidance/ management; start-ups; crisis management; leadership and team building.

#### Qualifications:

- Industry Executive MBA – “Digicel University” in conjunction with the University of Texas;
- BSc – Engineering Management equivalency certified for USA Dept. of Homeland Security;
- Associate Diploma – Electrical Engineering (Electronics) – Chisholm Institute; and
- Certificate of Technology –Electronics – Chisholm Institute.

#### Other Training:

- Project Management Institute/ Project Management Professional. 2013 – 2016; and
- PRINCE2 Foundation and Practitioner 2013 – 2018.

#### Previous Employment:

- Liberty Latin America – Vice President Governance, Technology and Innovation;
- Cable And Wireless – Vice President, Project Management Office;
- Myanmar Tower Company – General and Country Manager;
- Las Torres de Costa Rica – General and Country Manager;
- Digicel Group – CTO Mergers and Acquisitions; and
- Digicel Group – Director, Network Rollout.



## 5.0 Budget / Cost Estimates

### 5.1 Adopted Capital Budget

Project Quantity Surveyor, Chris O'Keefe, has formulated detailed costings for the project based on the conceptual plans and notational study endorsed by the Shire. The detailed costings are attached as an appendix.

The table below provides the total project indicative cost estimates.

| PROJECT DESCRIPTION                                      | \$ COST EX GST     | \$ COST INC GST    |
|--|--------------------|--------------------|
| <b>Sub Project One: Kojonup Park Precinct Upgrade</b>    |                    |                    |
| 1.1 Destination Toilets and Community Kitchen            | \$873,500          | \$960,850          |
| 1.2 Additional Drainage Crossing Points                  | \$36,900           | \$40,590           |
| 1.3 Carpark Picnic Node, RV Rest Area and Pathways       | \$150,400          | \$165,440          |
| <b>Sub-Project One Total</b>                             | <b>\$1,060,800</b> | <b>\$1,166,880</b> |
| <b>Sub Project Two: The Kodja Place Precinct Upgrade</b> |                    |                    |
| 2.1 Pathways and Pedestrian Crossings                    | \$58,300           | \$64,130           |
| 2.2 Arrival and Parking Upgrade                          | \$671,800          | \$738,980          |
| 2.3 Entry Upgrade  | \$1,479,200        | \$1,627,120        |
| 2.4 Kitchen Upgrade                                      | \$1,032,900        | \$1,136,190        |
| <b>Sub-Project Two Total</b>                             | <b>\$3,242,200</b> | <b>\$3,566,420</b> |
| <b>TOTAL PROJECT EXPENDITURE</b>                         | <b>\$4,303,000</b> | <b>\$4,733,300</b> |

Table 6: Project Overall Capital Cost Budget

## 5.2 Capital Works Funding Sources

It is proposed that the capital works funding breakdown will consist of:

| SOURCE OF FUNDING  | \$AMOUNT<br>EX GST | \$AMOUNT<br>INC GST | FUNDING<br>CONFIRMED<br>Y / N | % OF<br>ELIGIBLE<br>COSTS | COMMENTS  |
|--|--------------------|---------------------|-------------------------------|---------------------------|---|
| <b>Eligible Costs associated with BBRF Guidelines</b><br><br>Shire of Kojonup - Applicant                              | \$2,151,500        | \$2,366,650         | Y                             | 50%                       | Confirmation document attached  |
| <b>Eligible Costs associated with BBRF Guidelines</b><br><br>Federal Government funding – Building Better Regions Fund | \$2,151,500        | \$2,366,650         | N                             | 50%                       | Subject of this application.<br><br>Project must have all other funding confirmed prior to applying |
| <b>Total project funding</b>   | <b>\$4,303,000</b> | <b>\$4,733,300</b>  |                               |                           |   |

Table 7: Funding Scenario

All project costs are eligible items for funding as per the Building Better Regions Fund Guidelines and these projects will not commence until all funding is confirmed. All care is taken to confirm that contingencies, locality allowance and cost escalation is attributed to the project. If project costs do exceed the allocated budget, then minor changes to the project scope could occur. This may reduce the quality and life expectancy of final fixtures and fittings however the project would be finalised to Australian standards.

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## 6.0 Procurement Management Plan

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All procurement will be completed in accordance with the following policy:

- Shire of Kojonup Purchasing and Creditor Control Policy; and
- Local Government Act 1995 and subsidiary legislation relating to procurement.

The procurement policy will attempt, where possible, to source construction materials and services from local providers with an aim to re-invest in the regional economy. The Shire of Kojonup has some expertise to undertake design and project management, but external expertise will be engaged as required, with a suitable external Project Manager / Architect employed to oversee the project's implementation (factored into the project budget). Additional employees will be recruited to supplement as required. Procurement will be managed by the external Project Manager, who will:

- Ensure that procurements are adequately and timely planned;
- Ensure that for all services, a quotation shall be provided;
- Manage procurement directly to the specification document requirements using traditional procurement lump sum supply and install contract;
- Maintain all quotations and service agreements for procurement items;
- Maintain budgetary planning and monitoring;
- Where services, skills or products are classed as specialised and/or regulated, seek evidence of certification, legislative approval and qualification;
- Manage contract administration; and
- Ensure that the construction contingency fund is managed effectively.

The project will follow the Shire of Kojonup procurement policy that ensures that purchasing transactions are carried out ethically and with integrity, that all parties receive value for money, give due regard to environmental and social impacts, and promotes effective governance.

This policy ensures consistency and accountability in all purchasing activities specifically in respect to compliance with the Local Government Act and the Local Government (Functions and General) Regulations and ensures that all project staff are aware of the extent of their purchasing authority, purchasing limits and their role and responsibilities in the purchasing process.

The following details the Shire of Kojonup's Purchasing and Creditor Control Policy (Shire of Kojonup, 2016):

## 2.1.2 PURCHASING & CREDITOR CONTROL

|  |   |                                  |       |
|--|---|----------------------------------|-------|
| <b>Adopted or Reviewed by Council:</b> | 17/5/2016   | <b>Council Minute Reference:</b> | 60/16 |
| <b>Reviewer:</b>                       | Manager of Corporate Services   |                                  |       |
| <b>Local Law:</b>                      |   |                                  |       |
| <b>Procedure:</b>                      |   |                                  |       |
| <b>Delegation:</b>                     | ADMIN 015 - Inviting Tenders or Quotations for the Supply of Goods & Services<br>ADMIN 016 - Acquisition & Disposal of Property |                                  |       |

### **PURPOSE**

To clearly articulate the parameters for purchasing on behalf of the Shire of Kojonup.

### **OBJECTIVES**

- To provide compliance with the Local Government Act, 1995 and the Local Government (Functions and General) Regulations, 1996 and the Local Government (Financial Management) Regulations 1996;
- To deliver a best practice approach and procedures to internal purchasing; and
- To ensure consistency for all purchasing activities that integrates within all the Shire's operational areas.

### **PRINCIPLES**

#### **1.1 Ethics and Integrity**

All employees of the Shire of Kojonup shall observe the highest standards of ethics and integrity in undertaking purchasing activity and act in an honest and professional manner that supports the standing of the Shire of Kojonup.

The following principles, standards and behaviours must be observed and enforced through all stages of the purchasing process to ensure the fair and equitable treatment of all parties:

- Full accountability shall be taken for all purchasing decisions and the efficient, effective and proper expenditure of public monies based on achieving value for money;
- All purchasing practices shall comply with relevant legislation, regulations, and requirements consistent with the Shire of Kojonup policies and code of conduct;
- Purchasing is to be undertaken on a competitive basis in which all potential suppliers are treated impartially, honestly and consistently;
- All processes, evaluations and decisions shall be transparent, free from bias and fully documented in accordance with applicable policies and audit requirements;
- Any actual or perceived conflicts of interest are to be identified, disclosed and appropriately managed; and
- Any information provided to the Shire of Kojonup by a supplier shall be treated as commercial-in-confidence and should not be released unless

authorised by the supplier or relevant legislation.

## 1.2 Purchasing Thresholds

Where the value of procurement (excluding GST) for the value of the contract over the full contract period (including options to extend) is, or is expected to be:

| Amount of Purchase        | Policy  | Authorised Officers                                  |
|---------------------------|---|--|
| <b>\$0 to \$40</b>        | <b>No formal process</b><br>Small incidental purchases made from local suppliers with a running monthly account to the value of \$40 do not require quotations or purchase orders e.g. Milk from the Supermarket. All care and responsibility must still be taken as is expected spending public money.   | Shire of Kojonup Employees                           |
| <b>\$40 - \$2,000</b>     | <b>Direct purchase from suppliers requiring only one verbal quotation.</b><br>Where the value of procurement of goods or services does not exceed \$2,000, purchase on the basis of at least one verbal quotation is permitted. However it is recommended to use professional discretion and occasionally undertake market testing with a greater number or more formal forms of quotation to ensure best value is maintained.<br>This purchasing method is suitable where the purchase is relatively small and low risk.<br>A purchase order is required for all purchases.  | CEO, Senior Managers & delegated Purchasing Officers |
| <b>\$2,000 - \$20,000</b> | <b>Obtain at least two verbal or written quotations.</b><br>Where possible, at least two verbal or written quotations (or a combination of both) are required. A "Record of Quotes" form must be completed where no written quote is available, i.e. for verbal quotations or where multiple quotes is not practical, e.g. due to limited suppliers, it must be noted by completing a statement form.<br>The general principles for obtaining verbal quotations are: Ensure that the requirement / specification is clearly understood by the employee seeking the verbal quotations.<br>Ensure that the requirement is clearly, accurately and consistently communicated to each of the suppliers being invited to quote.<br>Read back the details to the Supplier contact person to confirm their accuracy.<br>Written notes detailing each verbal quotation must be recorded.<br>Record keeping requirements must be maintained in accordance with record keeping policies.<br>A purchase order is required for all purchases. | CEO, Senior Managers & delegated Purchasing Officers |

|  |   |                       |
|--|---|-----------------------|
| <b><i>\$20,000 - \$50,000</i></b>            | <p><b>Where possible, obtain at least two written quotations</b></p> <p>The responsible officer is expected to demonstrate due diligence seeking quotes and to comply with any record keeping and audit requirements. Record keeping requirements must be maintained in accordance with record keeping policies.</p> <p>It is required to obtain at least three written quotes. Should three quotes not be possible, a "Record of Quotes" form is to be completed and attached to the purchase order.</p> <p><b>NOTE:</b> The general principles relating to written quotations are:</p> <ul style="list-style-type: none"> <li>• An appropriately detailed specification should communicate requirement(s) in a clear, concise and logical fashion;</li> <li>• The request for written quotation should include as a minimum;</li> <li>• Written Specification</li> <li>• Selection Criteria to be applied</li> <li>• Price Schedule</li> <li>• Conditions of responding</li> <li>• Validity period of offer</li> <li>• Invitations to quote should be issued simultaneously to ensure that all parties receive an equal opportunity to respond.</li> <li>• Offer to all prospective suppliers at the same time any new information that is likely to change the requirements.</li> <li>• Responses should be assessed for compliance, then against the selection criteria, and then value for money and all evaluations documented.</li> <li>• Respondents should be advised in writing as soon as possible after the final determination is made and approved.</li> </ul> <p>A purchase order is required for all purchases.</p> | CEO & Senior Managers |
| <b><i>\$50,000 - less than \$150,000</i></b> | <p><b>Obtain at least three written quotations containing price and specification of goods and services.</b></p> <p>For the procurement of goods or services where the value exceeds \$50,000 but is less than \$150,000 it is required to obtain at least three written quotations containing price and a sufficient amount of information relating to the specification of goods and services being purchased. Record keeping requirements must be maintained in accordance with record keeping policies.</p> <p>For this procurement range, the selection should not be based on price alone, and the CEO shall consider some of the qualitative factors such as quality, stock availability, accreditation, time for completion or delivery, warranty conditions, technology, maintenance requirements, organisation's capability, previous relevant experience and any other relevant factors as part of the assessment of the quote. A purchase order is required for all purchases.</p>  | CEO                   |
| <b><i>\$150,000 and above</i></b>            | <p><b>TENDER</b></p> <p>Conduct a public tender process</p>   | Full Council          |

Other purchasing threshold points to note:

- Where it is considered beneficial, tenders may be called in lieu of seeking quotations for purchases under the \$150,000 threshold (excluding GST). If a decision is made to seek public tenders for contracts of less than \$150,000, the tender process outlined in the Local Government Act 1995 must be followed in full. (r13)
- Where a WALGA preferred supplier is used, the need to obtain quotes is removed.
- When assessing quotes please refer to section 1.3.4 Regional Price Preference of this policy.
- The authorised officer that is signatory on the purchase order must also be the signatory on the corresponding invoice.

### **1.3 REGULATORY COMPLIANCE**

#### **1.3.1 Tender Exemption**

In the following instances public tenders or quotation procedures are not required (regardless of the value of expenditure):

- An emergency situation as defined by the Local Government Act 1995;
- The purchase is under a contract of WALGA (Preferred Supplier Arrangements), Department of Treasury and Finance (permitted Common Use Arrangements), Regional Council, or another Local Government;
- The purchase is under auction which has been authorised in advance by the Council;
- The contract is for petrol, oil, or other liquid or gas used for internal combustion engines;
- Any of the other exclusions under Regulation 11 of the Functions and General Regulations apply.

#### **1.3.2 Sole Source of Supply (Monopoly Suppliers)**

The procurement of goods and/or services available from only one private sector source of supply, (i.e. manufacturer, supplier or agency) is permitted without the need to call competitive quotations provided that there must genuinely be only one source of supply. Every endeavour to find alternative sources must be made. Written confirmation of this must be kept on file for later audit and must be approved in writing by the CEO.

**Note:** The application of provision "sole source of supply" should only occur in limited cases and procurement experience indicates that generally more than one supplier is able to provide the requirements.

#### **1.3.3 Anti-Avoidance**

Authorised Officers shall not enter two or more contracts of a similar nature for the purpose of splitting the value of the contracts to take the value of consideration below the level of \$150,000, thereby avoiding the need to publicly tender.

#### **1.3.4 Regional Price Preference**

Council may give preference to a regional supplier by assessing the quote from that regional supplier as if the quote were reduced by:

- 5% for goods or services for a supplier from within the Shire of Kojonup; and
- 2.5% for goods or services for a supplier from a Shire within the Great Southern Region of Western Australia (as defined by the Great Southern Zone of the Western Australian Local Government Association).

(If price then demonstrates best value outcome for the Shire).

### **1.4 RECORDS MANAGEMENT**

All records associated with the tender process or a direct purchase process must be recorded and retained. For a tender process this includes:

- Tender documentation;
- Internal documentation;
- Evaluation documentation;
- Enquiry and response documentation; and
- Notification and award documentation.

For a direct purchasing process this includes:

- Quotation documentation;
- Internal documentation; and
- Order forms and requisitions.

Record retention shall be in accordance with the minimum requirements of the State Records Act, and the Shire of Kojonup's internal records management policy.

### **1.5 PAYMENT OF CREDITORS**

The Chief Executive Officer is delegated authority to make payments from the Municipal Fund or the Trust Fund. Each payment from the Municipal Fund or the Trust Fund is to be noted on a list compiled for each month showing:

- The payee's name;
- The amount of the payment;
- The date of the payment; and
- Sufficient information to identify the transaction.

The list referred to above is to be presented to the Council at each ordinary meeting of the Council and is to be recorded in the minutes of the meeting at which it is presented.



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## 7.0 Details of Regulatory Approvals

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The following regulatory approvals are required:

- Planning scheme consent; and
- Building licence.

Assessment by the Shire indicates that it is anticipated there will be no issues obtaining the above.

The Shire of Kojonup will ensure that it is compliant with all relevant laws and regulations. This includes:

- Building Code 20162 (Building Code) - The Building Code is administered by relevant state and territory administrations under relevant state or territory legislation on behalf of the Fair Work Building and Construction Commission; and
- Australian Government Building and Construction WHS Accreditation Scheme<sup>3</sup> (WHS Scheme)  
- The WHS Scheme is administered by the Office of the Federal Safety Commissioner.

## 8.0 Risk Management

The following preliminary risk management and treatment plan is proposed.

| RISK / THREAT  | CONSEQUENCES  | PROBABILITY | IMPACT | SCORE<br>P X I | MITIGATING CONTROL ACTIONS  | POST-<br>CONTROL<br>SCORE | OWNER      |
|--|---|-------------|--------|----------------|---|---------------------------|------------|
| <b>FINANCIAL</b>   |   |             |        |                |   |                           |            |
| The construction / redevelopments exceed the budget  | Inability to complete project without securing additional funding | 2           | 4      | 8              | <ul style="list-style-type: none"> <li>The proposed budget includes a reserve for the mitigation of such.</li> </ul>              | 4                         | PM         |
| Financial management of project  | Budget exceeded jeopardising completion and/or funding            | 1           | 5      | 5              | <ul style="list-style-type: none"> <li>Engage a suitably qualified Project Manager.</li> </ul>                                    | 4                         | PM / Shire |
| Interest rates adversely affect initial quotations   | Cost increase   | 2           | 3      | 6              | <ul style="list-style-type: none"> <li>The proposed budget includes a reserve for the mitigation of such.</li> </ul>              | 4                         | PM         |
| Unforeseen events affect funders ability to fund project                                     | Insufficient funding to complete project                          | 2           | 4      | 8              | <ul style="list-style-type: none"> <li>New funding sources to be secured. Possible re-scope of development.</li> </ul>            | 6                         | Shire      |
| Scope Creep: Risk of budget increase due to design requirements                              | Increase in costs and timescale                                   | 2           | 2      | 4              | <ul style="list-style-type: none"> <li>Close project management;</li> <li>Engage a suitably qualified Project Manager.</li> </ul> | 2                         | PM         |
| Design Contingency: Escalation of scope beyond design contingency allowance                  | Increase in costs and timescale                                   | 2           | 2      | 4              | <ul style="list-style-type: none"> <li>Close project management;</li> <li>Engage a suitably qualified Project Manager.</li> </ul> | 4                         | PM         |
| Construction Contingency: escalation of construction variations beyond contingency allowance | Increase in costs and timescale                                   | 2           | 2      | 4              | <ul style="list-style-type: none"> <li>Close project management;</li> <li>Engage a suitably qualified Project Manager.</li> </ul> | 2                         | PM         |

| RISK / THREAT  | CONSEQUENCES  | PROBABILITY | IMPACT | SCORE<br>P X I | MITIGATING CONTROL ACTIONS  | POST-CONTROL<br>SCORE | OWNER      |
|--|---|-------------|--------|----------------|---|-----------------------|------------|
| Cost Planning – Budget Approval Delays with funding authority and approval                                 | Increase in costs and timescale. Inability to complete project without securing additional funding.     | 2           | 4      | 8              | <ul style="list-style-type: none"> <li>New funding sources to be secured. Possible re-scope of development;</li> <li>Steering Group intervention.</li> </ul>  | 6                     | Shire / PM |
| <b>EXTERNAL SUPPLIERS</b>  |   |             |        |                |   |                       |            |
| External supplier ceases trading   | Contractor unable to start / complete work due to financial or other factor. Causes construction delay. | 1           | 4      | 4              | <ul style="list-style-type: none"> <li>Carry out a financial analysis of external suppliers to ensure they are financially stable and viable going forward.</li> </ul>  | 4                     | PM         |
| Interim milestones and key components not delivered within specified timescales                            | Increase in costs and timescale. Delay to completion.   | 3           | 4      | 12             | <ul style="list-style-type: none"> <li>Phased investment approach with agreed milestones integrated into contract with critical deliverables to incentivise development.</li> <li>A micro-management approach will be taken for the technical development work packages.</li> </ul> | 6                     | PM         |
| Contractor availability  | Delay to completion   | 3           | 2      | 6              | <ul style="list-style-type: none"> <li>Project Manager to provide direction.</li> </ul>   | 4                     | PM / Shire |
| Materials Availability / Production Availability of contractors to provide competitive tender bids         | Increase in costs and timescale   | 2           | 2      | 4              | <ul style="list-style-type: none"> <li>Close project management;</li> <li>Engage suitably qualified Project Manager;</li> <li>Sourcing from outside of the region if required.</li> </ul>   | 2                     | PM         |
| Contractor Performance: Contractors unable to adequately resource themselves and maintain project momentum | Increase in costs and timescale. Delay to completion.   | 2           | 2      | 4              | <ul style="list-style-type: none"> <li>Close project management;</li> <li>Engage suitably qualified Project Manager;</li> <li>Sourcing from outside of the region if required.</li> </ul>   | 2                     | PM         |

| RISK / THREAT   | CONSEQUENCES  | PROBABILITY | IMPACT | SCORE<br>P X I | MITIGATING CONTROL ACTIONS  | POST-<br>CONTROL<br>SCORE | OWNER         |
|---|---|-------------|--------|----------------|---|---------------------------|---------------|
| Project Consultants & Design:<br>Underperforming consultants<br>and contractors   | Increase in costs and<br>timescale. Delay to<br>completion.   | 2           | 2      | 4              | <ul style="list-style-type: none"> <li>Close project management;</li> <li>Engage suitably qualified Project Manager;</li> <li>Sourcing from outside of the region if required.</li> </ul> | 2                         | PM            |
| <b>LEGAL</b>  |   |             |        |                |   |                           |               |
| State Planning Approvals:<br>Delay in planning approvals<br>impacts on project budget   | Increase in costs and timescale   | 3           | 4      | 12             | <ul style="list-style-type: none"> <li>Early consideration of planning issues and approvals;</li> <li>Steering Group intervention.</li> </ul>   | 8                         | PM /<br>Shire |
| Local Government Planning<br>Approvals  | Increase in costs and timescale   | 2           | 4      | 8              | <ul style="list-style-type: none"> <li>Early consideration of planning issues and approvals.</li> </ul>   | 4                         | PM /<br>Shire |
| <b>DESIGN AND DEVELOPMENT</b>   |   |             |        |                |   |                           |               |
| That the design of the<br>infrastructure is not suited to<br>deliver intended services  | Increased operational costs,<br>further maintenance /<br>redevelopment required   | 1           | 4      | 4              | <ul style="list-style-type: none"> <li>Design consultation and third party technical consultants undertaken.</li> </ul>   | 2                         | PM            |
| Design obsolescence   | The infrastructure would not<br>suit the projected needs,<br>requiring further<br>development, redevelopment<br>or relocation | 1           | 5      | 5              | <ul style="list-style-type: none"> <li>Careful design;</li> <li>Project management expertise.</li> </ul>  | 3                         | PM            |
| Technical obsolescence  | Additional costs incurred to<br>provide remedial solution   | 1           | 4      | 4              | <ul style="list-style-type: none"> <li>Project focuses solely on construction using standard and regulated technologies and qualified contractors.</li> </ul>                             | 2                         | PM            |
| Infrastructure Life Cycle:<br>Design and selection of<br>infrastructure components not<br>appropriate to infrastructure<br>life cycle | Infrastructure not fit for<br>purpose. Steering Group does<br>not sign-off on project. Project<br>delay. Increased costs.     | 2           | 4      | 8              | <ul style="list-style-type: none"> <li>Careful design;</li> <li>Project management expertise.</li> </ul>  | 6                         | PM            |

| RISK / THREAT  | CONSEQUENCES   | PROBABILITY | IMPACT | SCORE<br>P X I | MITIGATING CONTROL ACTIONS  | POST-<br>CONTROL<br>SCORE | OWNER      |
|--|--|-------------|--------|----------------|---|---------------------------|------------|
| Media: Perception of project in the community                            | Stakeholder disenchantment. Threat to funding.                                 | 2           | 4      | 8              | <ul style="list-style-type: none"> <li>Communication Plan.</li> </ul>   | 4                         | PM         |
| OSH: Design not compliant with OSH regulations                           | Stakeholder disenchantment. Threat to funding. Delays and additional costs.    | 2           | 4      | 8              | <ul style="list-style-type: none"> <li>Communication Plan;</li> <li>Formal consultations, site visits and inspections.</li> </ul>   | 4                         | PM / Shire |
| <b>OVERALL PROJECT</b>   |  |             |        |                |   |                           |            |
| Adverse weather conditions delay construction                            | Increased development costs/delays and potential for reduced service offerings | 2           | 3      | 6              | <ul style="list-style-type: none"> <li>The proposed budget will include a reserve for the mitigation of such;</li> <li>Scheduling has been set during favourable seasons, reducing risk.</li> </ul> | 2                         | PM         |
| Adverse weather conditions damage construction / infrastructure          | Increased development costs/delays. Remedial work necessary.                   | 2           | 3      | 6              | <ul style="list-style-type: none"> <li>The proposed budget will include a reserve for the mitigation of such.</li> </ul>  | 4                         | PM         |
| Environmental damage as result of construction                           | Delay to completion and costs of clean-up incurred                             | 1           | 4      | 4              | <ul style="list-style-type: none"> <li>Private operator to carry suitable insurance.</li> </ul>   | 2                         | PM         |
| Access to site limited / restricted                                      | Construction vehicles, contractors and materials have insufficient site access | 2           | 2      | 4              | <ul style="list-style-type: none"> <li>Project Manager provides evaluation prior to commencement and seeks necessary authorisation.</li> </ul>  | 2                         | PM         |
| Native title / cultural heritage or natural heritage                     | Delays to project completion. Possible termination of project.                 | 1           | 5      | 5              | <ul style="list-style-type: none"> <li>Infrastructure footprint not affected limiting native title or cultural heritage issues;</li> <li>Consultation sought, and issue identified.</li> </ul>      | 5                         | PM         |
| Timeline management  | Possible delays; exceed budget   | 1           | 5      | 5              | <ul style="list-style-type: none"> <li>Engage a suitably qualified Project Manager.</li> </ul>  | 4                         | PM         |
| Events of force majeure adversely affect the ability to complete project | Delays, failure to complete project, funding withdrawn                         | 1           | 5      | 5              | <ul style="list-style-type: none"> <li>Private operators and Project Manager suitably insured.</li> </ul>   | 2                         | PM         |

| RISK / THREAT  | CONSEQUENCES  | PROBABILITY | IMPACT | SCORE<br>P X I | MITIGATING CONTROL ACTIONS  | POST-<br>CONTROL<br>SCORE | OWNER      |
|--|---|-------------|--------|----------------|---|---------------------------|------------|
| Industrial relations   | Delays to project completion  | 2           | 4      | 8              | <ul style="list-style-type: none"> <li>Project Manager to monitor and manage communications.</li> </ul>   | 6                         | PM / Shire |
| General economic downturn  | Demand for contracted services effected   | 3           | 2      | 6              | <ul style="list-style-type: none"> <li>Private operators to ensure satisfactory financial structure.</li> </ul>   | 4                         | PM         |
| Project Delivery in Stages: Limited expertise in management of complex project with staged delivery  | Increase in costs and timescale   | 2           | 2      | 4              | <ul style="list-style-type: none"> <li>Close project management;</li> <li>Engage a suitably qualified Project Manager.</li> </ul>   | 2                         | PM / Shire |
| Project Communication: Misinformation, levels of authority, competing stakeholder interest, personal and public beliefs associated with commercial contracting | Delays. Stakeholder disenchantment. Risk to funding.  | 2           | 2      | 4              | <ul style="list-style-type: none"> <li>Close project management;</li> <li>Engage a suitably qualified Project Manager;</li> <li>Communications Plan.</li> </ul>   | 2                         | PM / Shire |
| Occurrence of workplace injury/accident  | Delays and increase in costs. Investigation and reputation impact. Medical impact on person/s | 3           | 2      | 6              | <ul style="list-style-type: none"> <li>Engage a suitably qualified Project Manager;</li> <li>Implement all required WHS and OHS measures;</li> <li>Contractors to hold all relevant insurance</li> </ul>  | 3                         | PM / Shire |
| Health risks associated with COVID-19  | Increase in costs and timescale. Investigation and reputation impact. Health impact on people | 3           | 3      | 9              | <ul style="list-style-type: none"> <li>Engage a suitably qualified Project Manager;</li> <li>Develop and implement a COVID-19 Safety/Mitigation Plan for construction project;</li> <li>Align development and decisions to advice provided direct from the State Government.</li> </ul> | 6                         | PM / Shire |

Table 8: Preliminary Risk Management and Treatment Plan

| RISK MANAGEMENT DESCRIPTIONS |   |                                    |
|------------------------------|---|------------------------------------|
| PROBABILITY                  |   |                                    |
| Rank                         | Description   | Level or Probability               |
| 0                            | Almost non-existent likelihood  | <1%                                |
| 1                            | Extremely unlikely to occur   | 1-10%                              |
| 2                            | Unlikely but not impossible to occur  | 11-25%                             |
| 3                            | Fairly likely to occur  | 26-50%                             |
| 4                            | More likely to occur than not   | 51-75%                             |
| 5                            | Almost certain to occur   | >75%                               |
| IMPACT                       |   |                                    |
| Rank                         | Description   | Level or Increase                  |
| 0                            | Almost non-existent impact  | 1-2 days and/or <1% financial      |
| 1                            | Minimal loss, delay, inconvenience or interruption. Can be easily remedied.   | 2-10 days and/or 1-5% financial    |
| 2                            | Minor loss, delay, inconvenience or interruption. Short- to medium-term effect.   | 11-20 days and/or 6-15% financial  |
| 3                            | Significant waste of time or resources. Impact on operational efficiency, output and quality. Medium-term effect that may be expensive to recover.                  | 1-3 months and/or 16-30% financial |
| 4                            | Major impact on costs and objectives. Serious impact on output and/or quality and reputation. Medium to long- term effect and expensive to recover.                 | 3-6 months and/or 31-50% financial |
| 5                            | Critical impact on the achievement of objectives and overall performance. Huge impact on costs and/or reputation. Very difficult and possibly long-term to recover. | Indefinite and/or >50% financial   |

Table 9: Risk Management Descriptions

For further details on this Project Management  
Plan (Preliminary) please contact:



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## Kojonup SMART Future Project (Stage Two)

January 2022

# COST BENEFIT ASSESSMENT

| DOCUMENT CONTROL  |            |  |   |
|---|------------|--|---|
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**Cover Photo:** *Kojonup Park Precinct Conceptual Drawing – H+H Architects*

## 1.0 Executive Summary

Kojonup is the gateway to the Great Southern region as well as a convenient and popular stopping point for visitors travelling between Albany and Perth.

The Kojonup SMART Future - Stage Two Project will upgrade and expand community infrastructure that has both economic and social significance.

This project aims to revitalise and capitalise on the already built environment of the town, specifically the Kojonup Park Precinct and the Kodja Place Precinct. Undertaking the upgrade elements identified within each of these precincts will allow the Shire to progress the overarching revitalisation project of Kojonup, leading to driving economic growth and building a stronger community into the future.

The project will have considerable and life changing benefits for people living in the Kojonup community. It will position Kojonup to unlock its economic opportunities and ensure the ongoing prosperity of industry development and small business activities.

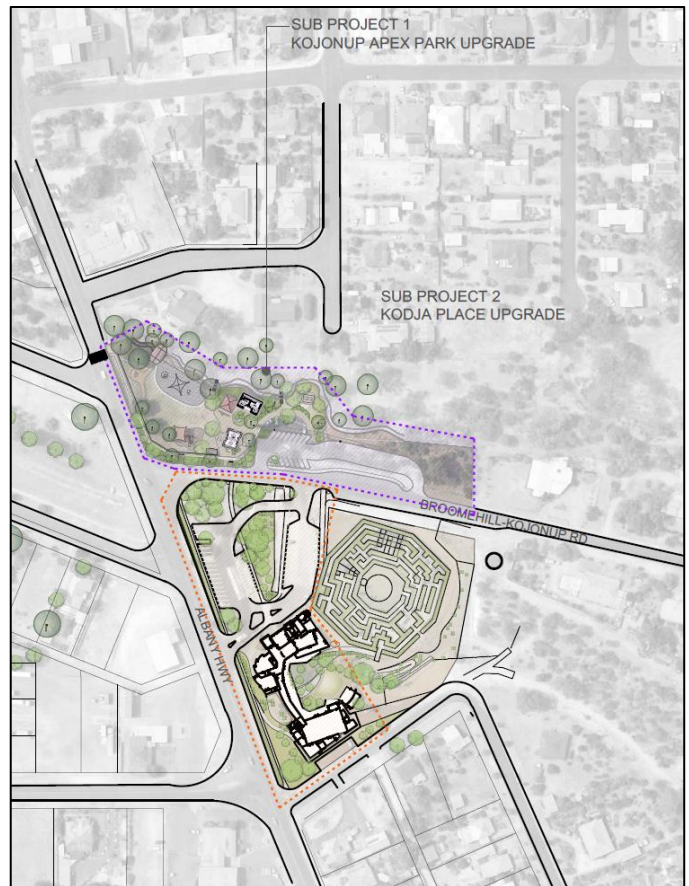


Figure 1: Kojonup SMART Future Project

The assessment finds that based on a construction cost of **\$4,303,000**:

There is a Net Present Value (NPV) benefit of **\$37.46** for every \$1 spent after 20 years for the Kojonup Region as well as **6.0** direct construction jobs and **10.4** indirect construction jobs; and **2.0** direct and **8.0** indirect ongoing jobs.

There is also a Net Present Value (NPV) benefit of **\$5.63** for every \$1 spent after 20 years for the Australian economy as well as over **6.0** direct construction jobs and **36.0** indirect construction jobs; and **2.0** direct and **12.0** indirect ongoing jobs.

Based on current statistics of Indigenous employment within the Shire and the nature of the development, it is expected that 1.0 FTE of direct construction jobs and 1.0 FTE of direct ongoing jobs will be undertaken by an Indigenous person.

Full details in relation to calculation methodology can be found in section 7.0 Cost Benefit Analysis – Quantifiable Benefits.



Kojonup SMART Future Project – Stage Two

|                     |  | Benefits to Kojonup (\$)                  |             |              |              |              |
|---------------------|--|---|-------------|--------------|--------------|--------------|
|                     |  | Net Present Value (Discount rate of 3.4%) |             |              |              |              |
| COSTS               |  | Initial                                   | NPV 5 Years | NPV 10 Years | NPV 15 Years | NPV 20 Years |
|                     | Direct capital costs                               | 4,303,000                                 | 4,303,000   | 4,303,000    | 4,303,000    | 4,303,000    |
|                     | Additional ongoing operations costs (annual)       | 64,979                                    | 304,220     | 561,606      | 779,367      | 963,605      |
| BENEFITS            |  |   |             |              |              |              |
| C                   | Benefit from capital spend                         | 5,083,000                                 | 5,083,000   | 5,083,000    | 5,083,000    | 5,083,000    |
| O                   | Benefit from operations spend (annual)             | 78,000                                    | 365,182     | 674,144      | 935,543      | 1,156,700    |
| CO1                 | Conseq. Benefit 1 (Increased tourism)              | 4,247,775                                 | 19,887,299  | 36,712,998   | 50,948,422   | 62,992,338   |
| CO2                 | Conseq. Benefit 2 (Aboriginal Culture and Health)  | 3,050,944                                 | 14,283,956  | 26,368,932   | 36,593,457   | 45,243,941   |
| CO3                 | Conseq. Benefit 3 (Population - households)        | 2,695,726                                 | 12,620,893  | 23,298,831   | 32,332,927   | 39,976,247   |
| CO4                 | Conseq. Benefit 4 (Visitors - casual stop offs)    | 1,923,175                                 | 9,003,951   | 16,621,766   | 23,066,838   | 28,519,707   |
| CO5                 | Conseq. Benefit 5 (Population - house occupancy)   | 261,039                                   | 1,222,135   | 2,256,125    | 3,130,935    | 3,871,071    |
| CO7                 | Conseq. Benefit 6 (Population - businesses)        | 202,392                                   | 947,560     | 1,749,245    | 2,427,513    | 3,001,363    |
| CO8                 | Conseq. Benefit 7 (Reduced Road Trauma)            | 200,000                                   | 936,363     | 1,728,575    | 2,398,829    | 2,965,898    |
| CO9                 | Conseq. Benefit 8 (Volunteering)                   | 108,189                                   | 506,520     | 935,063      | 1,297,633    | 1,604,386    |
| CO10                | Conseq. Benefit 9 (Visitors - Indigenous Heritage) | 97,500                                    | 456,477     | 842,681      | 1,169,429    | 1,445,875    |
| CO11                | Conseq. Benefit 10 (Increased levels of education) | 96,249                                    | 450,618     | 831,864      | 1,154,419    | 1,427,317    |
| COST BENEFIT RATIOS |  |   |             |              |              |              |
| TC                  | Total costs  | 4,367,979                                 | 4,607,220   | 4,864,606    | 5,082,367    | 5,266,605    |
| TB                  | Total benefits                                     | 18,043,988                                | 65,763,954  | 117,103,226  | 160,538,945  | 197,287,843  |
| BCR                 | Benefit cost ratio                                 | 4.13                                      | 14.27       | 24.07        | 31.59        | 37.46        |
| JOBS CREATED        |  |   |             |              |              |              |
| CJD                 | Construction related jobs (Direct)                 | 6.0                                       | 0.0         | 0.0          | 0.0          | 0.0          |
| CJI                 | Construction related jobs (Indirect)               | 10.4                                      | 0.0         | 0.0          | 0.0          | 0.0          |
| JOD                 | Jobs ongoing from operations (Direct)              | 2.0                                       | 2.0         | 2.0          | 2.0          | 2.0          |
| JOI                 | Jobs ongoing from operations (Indirect)            | 8.0                                       | 8.0         | 8.0          | 8.0          | 8.0          |

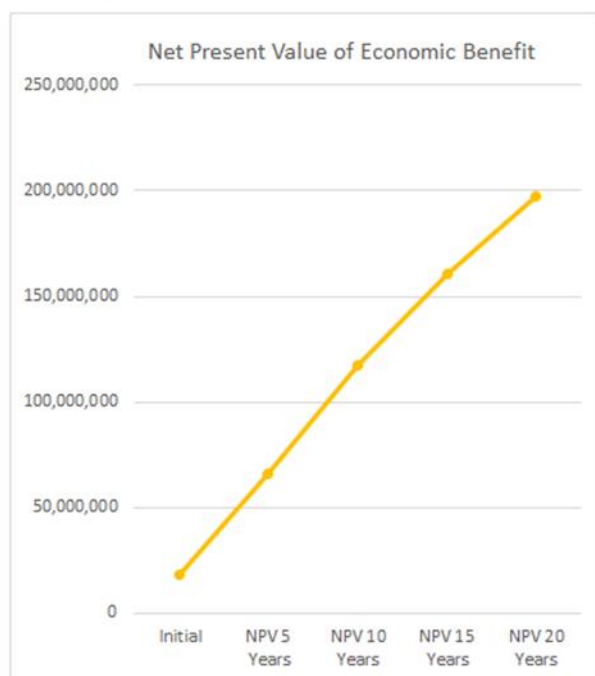
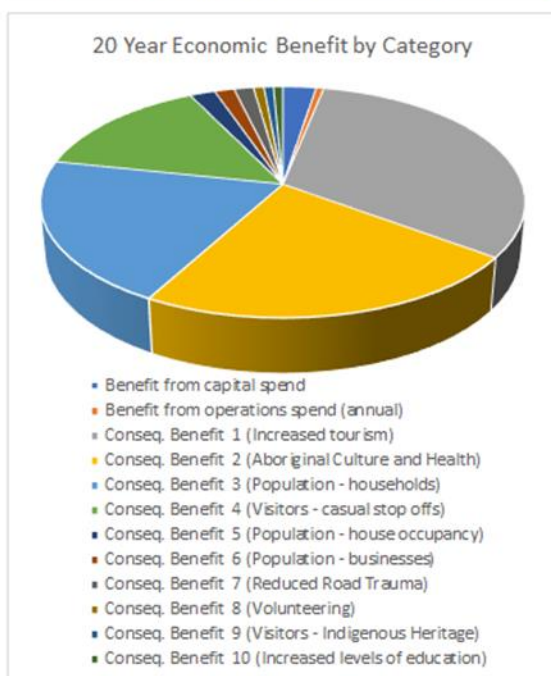


Table 1 – Executive Summary – Summary of Benefits (Kojonup Region)

## 2.0 Cost Benefit Analysis - Introduction



### 2.1 What is a Cost Benefit Analysis/Economic Impact Modelling?

According to Regional Development Australia:

*“Economic impact modelling is an analysis technique used to determine the amount of economic activity supported by a project within a pre-determined geography. It is applied to both the construction phase and the annual operation phase to demonstrate the direct and flow-on activity expected to be supported within the regional economy.” (2017)*

RDA details that the economic contribution of a project can be traced through the economic system via ‘Direct Impacts’ which are the “First Round Effects from direct operational expenditure on goods and services” (2017) and ‘Flow on Impacts’ which “comprise the second and subsequent round effects of increased purchases by suppliers in response to increased sales” (RDA, 2017).

Benefits are also derived and apply at different stages of a project. For the Kojonup SMART Future Project – Stage Two, this includes benefits accrued in three distinct phases – ‘Initial Benefit from Capital Spend (C)’, ‘Annual Benefit from Operations Spend (O)’, ‘Consequential Benefits (CO1, CO2, CO3)’ and ‘Construction Related Jobs (CJ); and Jobs Ongoing from Operations (JO)’.

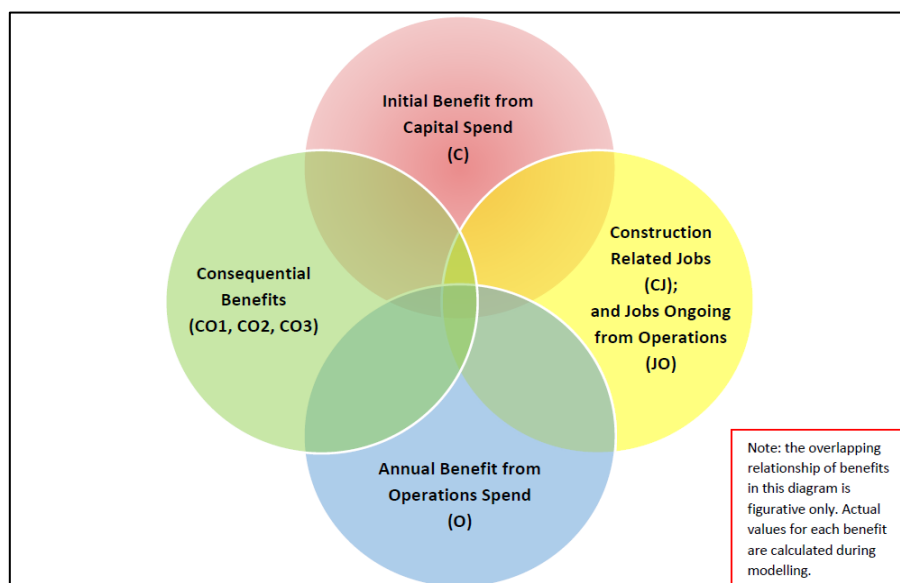


Figure 2: Economic Benefit Types Applying to the Kojonup SMART Future Project – Stage Two

This cost benefit analysis documents the systematic process and results from assessment of the net economic impact of the individual subcomponents, and the total overall net impact of the project.

## 2.2 What is an Economic Benefit?

An *economic benefit* is the net result of implementation of a project, that can be quantified in terms of money generated or saved.

The total net economic benefit (measured as outputs) is generally greater than the sum of the initial expenditure (inputs).

A key underlying principle which influences this result is that of the ‘Multiplier Effect’.

### 2.2.1 The ‘Multiplier Effect’

The multiplier effect is a concept that has been recognised from the time of John Maynard Keynes in the 1930’s. The concept of the multiplier is that an initial change, in this case an investment in a major convention facility, is followed by “rounds” or ripples of incomes and production effects.

An example of the initial effect is the payment for the construction work for a project. This is the value of the “Direct Output”. This payment is used by the prime contractor to pay sub-contractors for their services, and providers of materials are also paid. This second round of income is used by the subcontractors to pay their staff and for the materials they use. These payments become income in the hands of the suppliers of materials and services who, in turn, use the income to pay for their business and household needs. The process of successive waves of income and expenditure go on until they are exhausted.

With each successive round, the economic impact is reduced because there are losses from the economic system. This happens as businesses spend on imports and households either do the same or don’t spend the income at all and save it instead.

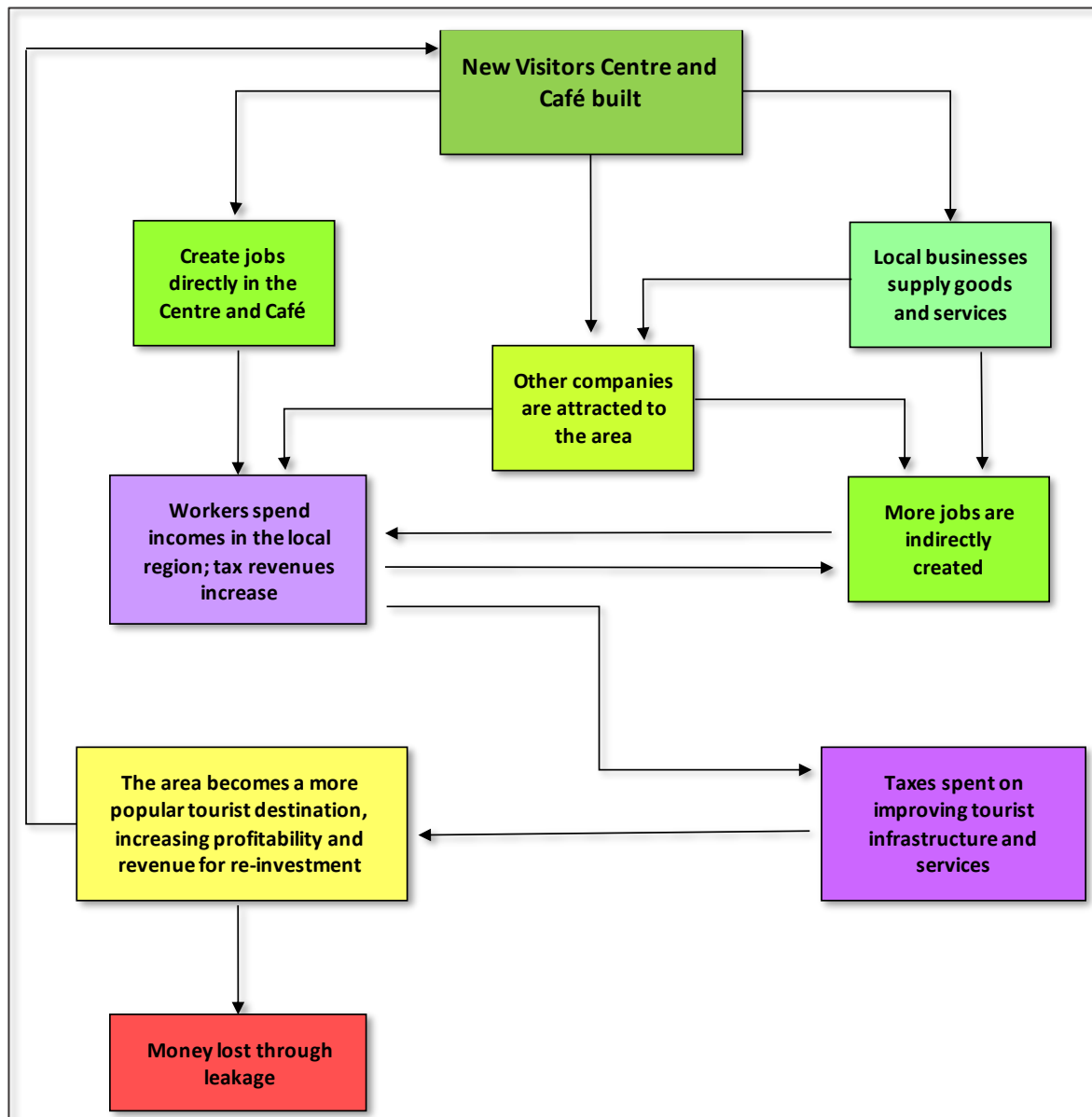
This progressive loss due to purchase of imports from outside of the system will clearly be less for large economic areas such as a State or the whole of Australia than for a Local Government Authority or region. The smaller proportion of losses from the economic system for large economic areas (because they have a wider economic base) means that the flow on economic impacts will be greater and the multipliers will be larger. For this reason, there is not a single measure for the multiplier – its value will depend on the size of the economic area being chosen for analysis.

The size of the multiplier also depends on the nature of the expenditure being undertaken. If all expenditure is on materials that are imported from outside the area there will be a zero multiplier. If a large proportion of the inputs can be provided locally, the multiplier will be relatively large.

The ‘multiplier’ for a particular benefit is expressed as a numerical value, for example a multiplier of ‘2.5’ means that for every initial dollar spent, the total net benefit is \$2.50.

The simplified diagram below demonstrates the multiplier effect and process, using the example of a government funding the building of a new Visitors Centre including a café:





*Figure 3: Example of How the Multiplier Effect Works in An Economy*

The method for calculation of the multiplier for each project benefit is detailed in the 'methodology' below.

## 3.0 Cost Benefit Assessment Methodology

The methodology for assessment used within this report is as follows.

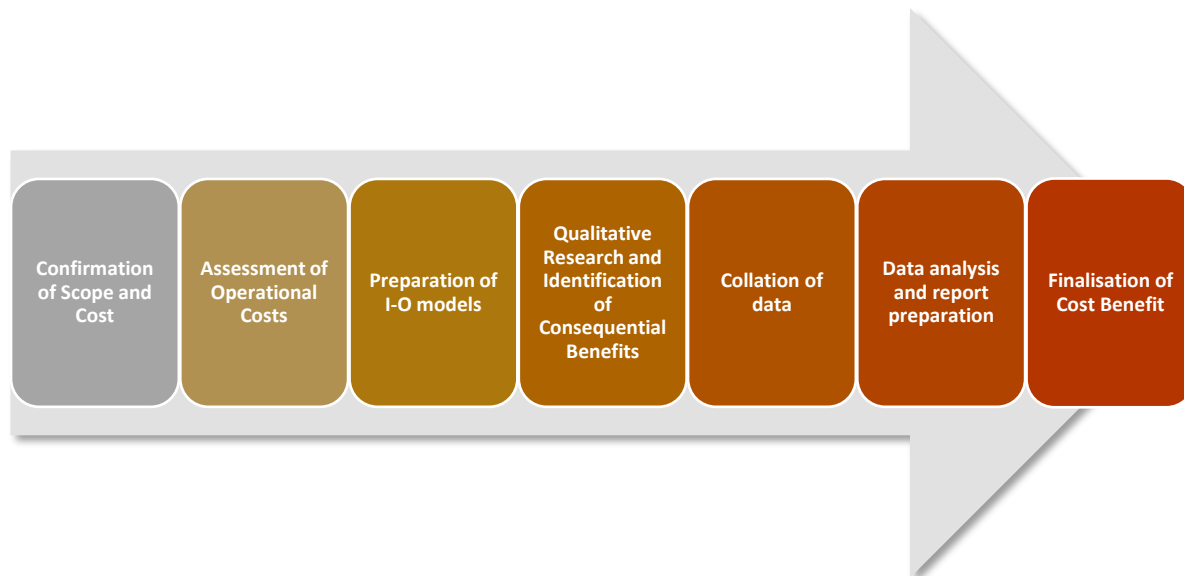


Figure 4: Methodology

### 3.1 Confirmation of Scope and Cost

The scope and capital costs for the Kojonup SMART Future Project – Stage Two were confirmed by project Architects and a Quantity Surveyor through liaison with other project team members, review of existing plans and studies as well as additional elemental assessment. The scope and cost were reviewed and confirmed by the Shire of Kojonup Executive Management Team.

### 3.2 Assessment of Operational Costs

Operational costs were assessed through a combination of review of historical costs, comparative costs and development of an elemental forecast. The forecast considered:

- Operational costs – such as staffing, administration, cost of goods for sale, cleaning and utilities;
- Operational revenue – such as grants, admission fees, membership fees, sales and donations; and
- Maintenance costs – such as planned and unplanned maintenance activities including plant, administration, labour and materials.

### 3.3 Preparation of Input-Output Models for Construction and Operation

Consulting Great Southern has a sophisticated, validated, proprietary modelling tool which utilises data from Australian Bureau of Statistics 'Australian National Accounts: Input-Output Tables' to

provide output multipliers, outputs and jobs for the Region, Western Australia and Australia, for given inputs.

For this project, two input-output (I-O) models were prepared. One assessed the impact from construction; the other assessed the impact from operations. Data from each project was loaded into each model and the results collated.

| Economic Impact Analysis Tool |                         |              |                      |              |
|-------------------------------|-------------------------|--------------|----------------------|--------------|
| • Data outputs                |                         |              |                      |              |
| OUTPUT<br>\$'million          |                         | Collie (\$)  | Western<br>Australia | Australia    |
|                               |                         |              |                      |              |
|                               | Direct                  | 1.320        | 1.320                | 1.320        |
|                               | Indirect Effect         | 1.634        | 2.611                | 2.864        |
|                               | Type 1 Multiplier       | 1.238        | 1.979                | 2.170        |
|                               | Induced Effect          | 0.122        | 0.294                | 0.332        |
|                               | Type 2 Multiplier       | 0.092        | 0.223                | 0.251        |
|                               | Total Effect            | 1.755        | 2.905                | 3.196        |
|                               | <b>Total Multiplier</b> | <b>1.330</b> | <b>2.201</b>         | <b>2.422</b> |
|                               |                         |              |                      |              |
| JOBS<br>Number                |                         | Collie (\$)  | Western<br>Australia | Australia    |
|                               |                         |              |                      |              |
|                               | Direct                  | 1.981        | 1.981                | 1.981        |
|                               | Indirect Effect         | 3.059        | 5.940                | 6.674        |
|                               | Type 1 Multiplier       | 1.544        | 2.999                | 3.369        |
|                               | Induced Effect          | 0.572        | 1.224                | 1.402        |
|                               | Type 2 Multiplier       | 0.289        | 0.618                | 0.708        |
|                               | Total Effect            | 3.631        | 7.164                | 8.076        |
|                               | <b>Total Multiplier</b> | <b>1.833</b> | <b>3.616</b>         | <b>4.077</b> |
|                               |                         |              |                      |              |
| INCOME<br>\$'million          |                         | Collie (\$)  | Western<br>Australia | Australia    |
|                               |                         |              |                      |              |
|                               | Direct                  | 0.387        | 0.387                | 0.387        |
|                               | Indirect Effect         | 0.656        | 1.064                | 1.169        |
|                               | Type 1 Multiplier       | 1.697        | 2.751                | 3.023        |
|                               | Induced Effect          | 0.044        | 0.126                | 0.025        |
|                               | Type 2 Multiplier       | 0.113        | 0.325                | 0.064        |
|                               | Total Effect            | 0.700        | 1.189                | 1.194        |
|                               | <b>Total Multiplier</b> | <b>1.810</b> | <b>3.076</b>         | <b>3.088</b> |
|                               |                         |              |                      |              |
| VALUE ADDED<br>\$'million     |                         | Collie (\$)  | Western<br>Australia | Australia    |
|                               |                         |              |                      |              |
|                               | Direct                  | 0.397        | 0.397                | 0.397        |
|                               | Indirect Effect         | 0.677        | 1.104                | 1.213        |
|                               | Type 1 Multiplier       | 1.705        | 2.778                | 3.053        |
|                               | Induced Effect          | 0.046        | 0.132                | 0.137        |
|                               | Type 2 Multiplier       | 0.117        | 0.332                | 0.345        |
|                               | Total Effect            | 0.724        | 1.235                | 1.350        |
|                               | <b>Total Multiplier</b> | <b>1.822</b> | <b>3.110</b>         | <b>3.398</b> |

Figure 5: Example results from I-O model

### 3.4 Qualitative Research

Qualitative research was undertaken to identify the broad range of additional benefits applicable to the project. Potential consequential benefits were identified for each project and modelling undertaken, with the results collated in summary tables.

### 3.5 Data Analysis and Report Preparation

All data was critically analysed, and a summary report prepared. The report was reviewed through a Quality Assurance 'QA' process and finalised for submission.

### 3.6 Summary of Key Elements of Assessment

The key features of the analysis used in this project, which mirror those in the Regional Development Australia guidelines and accepted sound economic analysis practice, are:

- The project or change is assessed in terms of the net difference that is made. Costs and benefits are estimated with reference to a base case or counterfactual – which is the situation that would apply if the projects were not to proceed;
- An associated principle is that of opportunity cost. This means that items are valued in terms of their best alternate use;
- Costs and benefits occur over the life of a project, with costs tending to occur more in the initial years and benefits continuing over time. These are brought to a single measure by summing the discounted values over the whole of life of the project;
- Not all significant costs or benefits can be assigned an economic value. While every reasonable effort has been made to estimate economic values, some significant benefits can only be discussed – however, this does not detract from their potential value. These benefits are listed within this report as 'Qualitatively Assessed' benefits.

Costs and benefits have been estimated for each project under different categories, as follows:

- **Direct project costs:** Expenditures have been calculated for capital costs and for ongoing operations and maintenance;
- **Indirect project costs:** Indirect costs during construction potentially include such items as disruption costs (for example if pedestrian or road traffic is detoured around a project under construction, for example) or noise or light pollution. Most often, these are recognised and mitigated by those undertaking the works. The principle of materiality is applied, as only significant costs are included;
- **Indirect costs during operations:** Ongoing costs can potentially include the same categories as considered for the construction phase;
- **Indirect benefits during construction:** Just as there is the possibility for indirect costs during the construction phase, there is also the possibility of indirect benefits;
- **Direct benefits of operations:** Benefits of operations are the main area of analysis as this addresses the values and core purpose of the project. These benefits are in two parts – local expenditures and employment; and consequential benefits from the operations or presence of the project;
- **Project expenditures:** Expenditures during both the construction and operations phases generate benefits to the extent that these expenditures go to local businesses, workers or

Government. The analysis in this report separates out, from the total expenditures, this local expenditure as the local “value added” by the project. This is done separately for the construction and operations phases;

- **Consequential benefits:** Consequential benefits are the advantages and opportunities created by the project. As discussed in the introduction, the focus is on net changes resulting from the project and does not include other developments that are already anticipated to occur in the area; and
- **A benefit-cost ratio of more than unity:** means that a project has benefits exceeding costs and is, with due consideration for risk, and for the costs and benefits that could not be assigned a value, worth proceeding with. The analysis can also assist with comparing projects and assigning project priorities.

## 4.0 Social and Economic Benefits Overview

### 4.1 Introduction: What is a Social Benefit?

A *social benefit* can be defined as the total benefit to society from a transaction whereby a good or service is produced or consumed (Pettinger, 2016). The social benefit is calculated on the private benefits gained by the individual directly involved with the transaction, together with the external benefits gained by third parties not directly involved with the transaction.

An example of this would be: The social benefit of a community who start riding their bikes to work includes the private benefits of each person getting fitter, and the external benefits of lower congestion on the roads, lower pollution levels etc. (Pettinger, 2016).

### 4.2 Introduction: What is an Economic Benefit?

An *economic benefit* is a benefit that can be quantified in terms of money generated or saved, as a direct or indirect result of an action. Making a business case for a new strategy, project or product idea usually involves researching and highlighting the economic benefits of the proposal to decision-makers, enabling them to measure the financial effects of the proposed change.

An example of this would be a community sports club recently upgraded their facilities and acquired a bigger oval with grandstand seating, for a total cost of \$1 million. As a result, the club is now able to hold more community sporting events and music concerts at the venue, bringing in an extra \$500,000 in revenue to the town each year through boosted tourism and resident retention. As will be detailed within this analysis, there is a flow on impact where initial spending in an economy results in further benefit as the money is 're-circulated'. An example of this is when a tourist attending a sporting event then purchases a meal at the local restaurant. Some of the money from the purchase is used (flows on) for wages for the wait staff. Wait staff then use their 'pay' to purchase groceries and other good from local shops. New money flowing into an economy is said to help 'grow' that economy.

## 5.0 *Qualitative Benefits Kojonup Park Upgrade*

### 5.1 Introduction: Public Playground Toilet Amenities and Wayfinding Design

#### 5.1.1 Public Playground Definition

A public playground can be defined as a playground that is freely available for the general public to use.

There are different types and designs of playgrounds. Finding the right playground type means considering different play experiences, age groups and abilities that challenge kids, and in some instances adults, to explore, learn and interact with each other. These include (but may not be limited to):

- Inclusive playgrounds;
- Fitness Playground;
- Nature Playground;
- Adventure Playground; or
- A combination of the above.

#### 5.1.2 Public Toilet Definition

A public toilet can be defined as a toilet that is freely available for the general public to use.

Public toilets usually provide additional amenities such as hand washing basins. Other amenities that you will likely find at a public toilet facility include baby change table, mirrors, hand dryers and infrastructure that supports disability access.

The usual spots that you would find public toilet facilities includes playgrounds, parks, streetscapes and community access buildings throughout operational hours (example: halls, cultural centres, Council administration, shopping centres, restaurants, hospitals, cinema's etc). They can also be temporary facilities provided for a specific once off purpose, like festivals.

#### 5.1.3 Wayfinding Design Definition

Wayfinding can be described as the strategies people use, or that is available to them, to find their way in unfamiliar or new settings, based on their perceptual and cognitive abilities and habits.

Types of wayfinding design relating to this project includes (but may not be limited to):

- Signage;
- Maps;
- Well designed pathways and access points;
- Interpretive artwork used to attract attention; and

- Smartly placed landscape solutions, retaining and building screens that guide new visitors.

## 5.2 Introduction: Public Playground Toilet Amenities and Wayfinding Design in Australia

Public toilets are essential to equitable access to public outdoor spaces. They allow for the space to become a destination for extended periods for socialising, exercise, commuting and accessing community and commercial services. This is true for streetscapes and open spaces such as parks and gardens.

*“It is recognised that public toilets provide a distinct qualitative value for the community, predominantly health benefits associated with toilet provision such as encouraging physical activity, reducing social isolation, enhancing community hygiene, and assisting people manage inflammatory bowel disease, as many people plan their recreational activities around the provision of a public toilet. Nearly five million Australians have bladder or bowel control problems. This means many can’t confidently leave their homes unless they know toilets will be available.*

*Some economic benefits associated with public toilets include increased tourism and local economic spending in retail, dining and entertainment” (City of South Perth, 2020).*

Kidsafe WA explain that well-planned and well-designed playgrounds have the potential to become well-used and highly valued community and visitor assets. Each playground site and location is unique, with different strengths and limitations (Kidsafe WA, n.d.).

The Australian Government Department of Health, as part of the National Continence Program, has funded the National Public Toilet Map which is managed through the Continence Foundation of Australia.

The National Public Toilet Map shows the location of more than 19,000 public and private public facilities across Australia, including toilets, adult change and baby care. Information is provided about each toilet, such as location, accessibility details, opening hours and features like sharps disposal and showers.

The Toilet Map improves independence and quality of life for the estimated 4.8 million Australians who are affected by incontinence. It is also convenient for people with young families and those holidaying or travelling to new locations.

There is a growing niche towards wayfinding practices within Australia. Wayfinding has traditionally been carried out by architects teaming up with graphic designers, but the niche is maturing to become a vital and specialised spatial exploration. Clients, and users, are pressing for deeper understanding and clearer flows in user experiences. Architects also want to differentiate themselves from competitors and one of the most increasingly popular ways is through wayfinding and user experience research (Australian Design Review, 2018).



## 5.3 Public Playground Toilet Amenities and Wayfinding Design in Australia: A Closer Look

### Public Toilets

Travel and tourism researchers, Carolyn Childs and Bronwyn White have conducted focus groups and quantitative research on the impact of public toilets in tourism destinations. They describe that we may be on the verge of a renaissance when it comes to toilets and the spaces they inhabit.

Findings of their research shows that the quality of a restroom matters, a lot! Their research revealed that well-designed bathrooms, not the perfunctory standard stall types, but colourful, truly accessible, even entertaining toilets are revenue boosters for surrounding businesses. Thoughtfully designed bathrooms can even become destinations in their own right, encouraging repeat visits (Ability Magazine, n.d.).



#### ABC South West

December 11, 2017 at 1:19 PM ·

#### BEST TOILETS IN WA?

Manjimup's public toilet block is being called the best public toilets in WA.

The dunny was built a year ago as part of the town's revitalisation plan and cost hundreds of thousands of dollars.

With its striking architecture and hotel class facilities, visitors are calling it 'next to perfect.'

Comedian and author Jon Doust is probably the toilet's biggest fan.

"This is incredible, I've never seen a toilet like this anywhere," he says.

*Image source: [manjimup.wa.gov.au](http://manjimup.wa.gov.au)*

Access to toilet facilities is often the main reason why a traveller stops which can lead to 'stimulating the local visitor economy'. Some economic benefits associated with public toilets include increased tourism and local economic spending in retail, dining and entertainment.

Public toilet design is generally guided by the Building Code of Australia (BCA); the introduction of the Disability Standards (Access to Premises-Buildings); and more recent demand for 'Changing Places' facilities that advocates for public toilets with full sized adult change tables and hoists to meet the needs of people with severe and profound disabilities.

In its article, Toilet Tourism Make a Marketing Splash, it states that “the provision of clean toilets is closely related with health issues.... It is also linked to safety, especially that of women. The UN held the World Toilet Day on 19 November 2014 with Theme, “Equality, Dignity and the Link Between Gender-Based Violence and Sanitation” (My Travel Research, n.d.). The UN also noted that not having access to proper sanitation, including toilets or latrines, has dramatic consequences on human health, dignity and security, the environment, and social and economic development”.

It added: “World Toilet Day seeks to put a spotlight on the threat of sexual violence that women and girls face due to the loss of privacy as well as the inequalities that are present in usability” (My Travel Research, n.d.).

Good toilet provision is also an issue of access for people with disabilities. Travellers in wheelchairs prefer to know in advance if there are facilities for them.

### Wayfinding Design

The purpose of wayfinding can be described as a way to educate and inform a visitor of their new surroundings to help familiarise themselves with the features, amenities and function of the space they find themselves in.

In the article titled ‘The Importance of Wayfinding’, the author details that “when you have a great experience in an unfamiliar place, chances are you were able to navigate your visit easily without much frustration. When you enjoy [the] experience you will find yourself wanting to frequent that destination more often, and venture out into new cities or places” (Create, n.d.).

## 5.4 Public Playground Toilet Amenities and Wayfinding Design: A Kojonup Perspective

“In just about every demographic, especially seniors and families, toilets come up as a reason for travellers to stop at a destination. They don’t just visit the toilet, they have lunch, fill up on petrol, buy supplies and may even spend a night or two in the place” (White, 2015).

Kojonup places a considerable value on the current benefits of providing a safe, accessible and attractive playground and supporting amenities that is patronised by both locals and visitors. The community understand that this value can be increased and expanded on through ensuring that facilities meet the demand of the consumer, thus attracting revisitation and town exploration.

*“Councils that place a high priority on parks and open spaces are helping build more vibrant communities and reaping the economic benefits. Communities with well-designed parks and playgrounds experience an increase to house prices and are attractive to retirees, young home-buyers, established home-buyers and businesses. Frederick Law’s study tracked the value of property immediately adjacent to Central Park in New York City over a 17 year period. The study found a clear correlation between proximity to green space and above-average property values. As our cities transition into higher-density living methods, open and green space and playground proximity becomes more desirable in the property market, increasing popularity of the community and attracting increased business and development activity and driving economic benefits skyward” (Urban Play, n.d.).*

Providing additional toilet facilities at the playground, increasing the access to shaded eating and seating spots as well as wayfinding design to other town amenities and attractions will provide the following identified benefits:

- Increased visitation and revisitation;
- Increased visitor stay;
- Local business economic growth through additional traffic that have been enticed to access the main street or The Kodja Place;
- Provide safer and more accessible facilities;
- Increase community pride;
- Increase social connection and sense of belonging;
- Decrease sedentary lifestyles;
- Provide safer road crossing points;
- Reduce likelihood of adverse health factors relating to sun exposure;
- Reduce driver fatigue consequences; and
- Reduce stress and frustration levels.

## **5.5 Kojonup Park Upgrade: Introduction and Importance**

The general intent of the scope of works for the Kojonup Park Upgrade is to:

- Entice new visitation and revisitation by travellers of all demographics by creating destination toilet facilities, leading to increased visitor stay and spending in retail, dining and entertainment within the town;
- Encourage extended stay and additional community use of the park and playground facilities through the inclusion of an undercover kitchen area available for community and visitor use;
- To create safe and accessible pedestrian crossing points (x2) over the open creek, linking town historical sites and the main street to the park;
- Construct a gazebo with barbeque, seating and table facilities as a replacement of a decommissioned water tank, leading to access to additional facilities that are frequently in demand;
- Construct gazebo with seating and table facilities adjacent to the RV rest area; and
- Include a pedestrian pathway connecting Kojonup Park, the RV Rest Area and the Kojonup Sports Precinct.

This project will also encourage tourists to stop in and have a look around the communities historical sites including the RSL Hall, the Brigadier Potts Memorial and the Memorial Hall through providing clear access links. This then leads to clear wayfinding to main street and local retail amenities.

The two Halls and the Brigadier Potts Memorial are of extreme importance to the Kojonup community, the town's history and its identity. Encouraging the locals and tourists to engage with these places of historical and cultural importance (when travelling by car and caravan) can only happen through the provision of sound, adequate parking facilities and public amenities such as toilets.

The new pedestrian access bridges linking Kojonup Park with the towns historical sites and main street will likely urge people to spend more time in the area, walking over the landscaped trails and pathways between these key Kojonup features. By spending more time in the area, there can be an expected increase in visitor spending at the local café and shops in the surrounding spaces.

## 6.0 *Qualitative Benefits - The Kodja Place*

### 6.1 Introduction: Historical and Cultural Tourism in Australia

Tourism is fast becoming the major export earner for Australia, with gainful employment for hundreds of thousands of workers and a key driver of growth in the economy. Across Australia, the benefits of tourism are widespread, with almost half of all expenditure going into regional areas (Tourism Research Australia, 2018a).

There has been considerable growth reported in tourism levels for Australia over the past five years (Stafford Strategy, 2018). From 2012-2016, total visitation across Australia increased by 14% (or just over 3% per annum), which was driven by:

- Increases in international visitation of 33%;
- Increases in domestic overnight visitation of 22%; and
- Increases in domestic day trips of 9%.

Of all Australian states, Western Australia recorded the largest increase in total visitation for the 2012-2016 period, being 45% (Stafford Strategy, 2018).

Australia's historical and cultural offerings form a significant component of the tourism industry, acting as a critical demand driver within the \$110 billion visitor economy.

A review of existing definitions of 'historical and cultural tourism' shows that the terms 'cultural tourism' and 'historical (or heritage) tourism' have been used to describe not only the consumption of art, monuments and folklore; but also, to describe the experiences pursued by, and the motivations of travellers at certain destinations (Alzua, et al., 1998).

A person can be defined as a historical and cultural tourist if they participate in at least one of the following activities or experiences during a trip (Australian Bureau of Statistics, 2014):

- Attend Theatre, a concert, or other performing arts event;
- Visit a museum or art gallery;
- Visit art and/or craft workshop or studio;
- Attend a festival, fair or similar cultural event;
- Experience Aboriginal art, craft or cultural display;
- Visit an Aboriginal site or community; and
- Visit an historical and/or heritage building, site or monument.

### 6.2 Historical and Cultural Tourism in Australia: A Closer Look

In 2015, cultural and heritage activities in Australia were undertaken by:

- 3.7 million international visitors;
- 14.5 million domestic overnight visitors;
- 13.8 million domestic day visitors (Tourism & Transport Forum Australia, 2016).

Engaging with heritage buildings and sites is a very popular activity, with spending by overnight tourists participating in those activities totalling \$14.8 billion in 2015, a significant contribution to the economy (The Mawland Group, 2017). Of all international visitors, 33.3% participate in some form of historical and cultural tourism during their stay in Australia.

These historical and cultural tourists are a high-yield market segment, they spend more and stay longer than the average tourist to Australia (The Mawland Group, 2017). In 2016-2017, visitor consumption spend on 'recreational, cultural and gambling' tourism products amounted to approximately \$6.47 billion (Tourism Research Australia, 2017).

A report titled *Understanding Repeat Visitation to Western Australia* (Tourism Research Australia, 2018b) documents the research undertaken between April and June 2017 on why visitors would return to a particular destination. The following key statistics for Western Australia were found:

- On their two most recent trips, repeat visitors undertook the following activities:
  - 75% of repeat visitors to WA went to museums, art galleries etc.;
  - 38% of repeat visitors to WA went to cultural events.
- Repeat visitors outnumber one-time visitors for the first time:
  - Over the past ten years, approximately 1.86 million adult Australians (11.6%) visited WA once, while 2.1 million (13.4%) visited more than once;
  - Converting 10%\* of those 1.86 million one-time visitors into ongoing repeat visitors would yield an estimated \$35.2m of direct spend per year (\*half of the 20% who say they will 'definitely return' for a leisure trip within 'a couple of years').

The above data shows there is strong interest in Western Australia's historical and cultural offerings, and that there is potential for Kojonup to encourage repeat visitation to the region with what it has to offer.

History and culture are important factors in understanding the story of Western Australia – its heritage, identity and its people. A recent national survey showed that 92% of Australians value heritage as a core part of our national identity (Heritage Council, 2018). Therefore, the retention and management of historical and cultural places is vital in conserving the environment, creating stronger communities and sustaining the local economies.

Retaining historical and cultural places and practices contributes to the quality of life and cultural identity of communities (Heritage Perth, n.d.). For example, many heritage places such as halls, churches, open spaces and gardens, are a main venue for community gatherings and events. Privately-owned heritage places and heritage precincts also contribute to the town's streetscapes and enhance the communities' sense of belonging (Hossain, et al., 2005).

Preservation and utilisation of historical and cultural places for tourism purposes takes advantage of the area's unique history and built heritage to then generate local, national and international awareness (Heritage Council of WA, 2006). This in turn creates increased diversity of visitor

experiences and provides improved sustainability for heritage places through higher public profile and educational awareness.

### 6.3 Historical and Cultural Tourism: A Kojonup Perspective

Kojonup has relied heavily on the agricultural sector as the main industry to drive economic benefits to the community. To be a prosperous and sustainable community it is good business to develop additional industry to encourage both economic and community growth.

Kojonup has a rich history of both agriculture operations and Indigenous culture. As such it is a natural progression for Kojonup to harness and preserve this history through the development of the tourism sector.

Being strategically located at a transport ‘cross-point’ within the region, Kojonup has a number of historical, cultural, and Indigenous places of interest that are easily accessible from the main travel routes. This cultural tourism project will further harness the interest of travellers passing through the area, influencing people to slow down and view Kojonup as a natural rest-point. Some historical, Indigenous and military places of interest include:

- Indigenous:
  - Kojonup Spring;
  - The Kodja Place;
  - Indigenous and local bush tucker tours; and
  - Noongar-Indigenous art and crafts.
- Historical:
  - Historical town walk – Fifty-two sites form the Historical Town Walk Trail, linking historical hotels, churches, railway station, various schools, Memorial Town Hall and homes of various town identities;
  - Australian Rose Garden – Woven into the Maze’s rich tapestry of roses, pergolas, seating and pathways are the voices of symbolic Noongar-Indigenous, English and Italian women; and
  - Kojonup Cemetery, surveyed 1862.
- Military:
  - Military Barracks;
  - Kojonup Memorial Hall; and
  - A.W. Potts Kokoda Track Memorial Statue.

## 6.4 The Kodja Place Upgrade: Introduction and Importance

The Kodja Place Upgrade Project aims to revamp The Kodja Place as the primary visitor centre and cultural tourism attraction in Kojonup. Elements of this sub-project includes:

- Improving the facility's street appeal and increasing its connectivity to other historical sites and points of interest in the town;
- Improving ease of arrival and a defined precinct by redeveloping entire car park and landscaped area to improve functionality and traffic and pedestrian flow;
- Visually and physically connecting The Kodja Place and Kojonup Park precincts by:
  - Aligning pathways between The Kodja Place and Kojonup Park so they create a strong visual siteline and direct access; and
  - Installing an 'artwork' pedestrian crossing across Broomhill Road to connect Kojonup Park and The Kodja Place precincts.
- Creating a unified entrance by introducing low-impact, natural barriers and building screens to define the precinct and guide visitors to a single entrance;
- Underscoring 'A real Australian Story' brand statement by developing a dramatic garden frontage inspired by the Noongar vision of the local landscape;
- Lighting the Albany Highway building frontage, landscaping, entrance and signage;
- Including a representation of the 'Three Women's Stories' to the main entrance; and
- Integrating and enhancing the Black Cockatoo Café facilities.

The refurbishments and upgrades to The Kodja Place will further cement the facility as an attractive and must-see destination for cultural tourism. It was reported in 2015 that international and domestic tourists ranked the most popular cultural activity to be visits to museums and art galleries, and historical or heritage building sites or monuments (Tourism & Transport Forum Australia, 2016).

The Rose Maze has large potential for attracting heritage tourists to the town as it is a unique presentation of the stories of three 20<sup>th</sup> century women, including Noongar women, whose experiences are not often documented and shared in official histories. Drawing on experiences from the Kojonup area, the stories also echo the challenges and change faced by countless other Australian country women (The Kodja Place, 2013).

The boost in cultural and heritage tourism will provide many positive flow-on effects to Kojonup, and more than likely encourage visitors to stay overnight, or an extra night, bringing even further economic benefits to the region.

The upgraded parking facilities will include modifications to offer better parking options and improvements made to the pedestrian access ways to link Kojonup Park to The Kodja Place and the Rose Maze.

The revamped pedestrian access ways linking Kojonup Park with The Kodja Place and the Rose Maze will likely urge people to spend more time in the area, walking over the landscaped trails and pathways between these key Kojonup features. By spending more time in the area, there can be an expected increase in visitor spending at the local café and shops in the surrounding spaces.



A case study of a project with similarities to the refurbishment of The Kodja Place is the development of the Derby Visitors' Centre in Western Australia's Kimberley region.

The project has contributed to the capacity of the Shire to upgrade its infrastructure and to develop the local economy. It also resulted in the new visitors' centre being easier to find as well as becoming a more energy efficient building with lower maintenance and utility costs. (Dept. Regional Development, n.d.)

The total cost of the new visitors' centre was \$3,250,927 and was funded by:

- Department of Regional Australia: \$1,250,000;
- Shire of Derby West Kimberley: \$1,000,927;
- Kimberley Development Commission: \$500,000;
- Derby Visitors' Centre: \$300,000; and
- Royalties for Regions: \$200,000.

The new Derby Visitors' Centre is now located in front of the Shire's administration offices in Loch Street and was completed in 2011. The project has contributed to the Shire's capacity to develop the local economy. The project has achieved this in the following ways:

- The project has provided the Shire with a greater understanding of the economic potential of tourism, with enhanced Shire and community interest in tourism as a key priority area for the town and region; and
- The reduced ongoing costs of the new visitors' centre have released funds for the Shire to invest in strategic tourism projects.

The following feedback was provided in relation to the new facility and enhanced service provision (Dept. Regional Development, n.d.):

- "Relocating the visitors' centre to the town's main strip has built community awareness of the importance of tourism to the local economy and the opportunities it brings."
- "With the new visitors' centre clearly visible to Shire staff, local businesses and community members, there is renewed interest in tourism and in maximising the potential it can bring to the region."
- "A higher profile of tourism for the community has resulted in this sector of the economy being a key focus within the Shire's strategic plan."
- "If the visitor centre didn't go forward, we are unlikely to have been able to undertake the future expansion of the (Shire's) offices."
- "We are looking at a much more diversified economy and tourism is a big part of it. Because of the higher profile of tourism through the centre, it has built a momentum building exercise – people drive past and the locals see the car park full and they think that's great – it's a snowball effect. It makes it visible for the community."

- “The Shire is starting to think more about getting the place physically suited for visitors and their needs and to improve the facilities and ambience.”
- “It's a more energy efficient building. The old building (visitors' centre) was a car sales workshop so it wasn't suited for this use.”

It is expected that the redevelopment of The Kodja Place will achieve the same benefits and flow-on effects seen by the Derby Visitors' Centre.

## 7.0 Cost Benefit Analysis – Quantifiable Benefits

### 7.1 Cost Benefit Analysis Results – Shire of Kojonup

The following total costs and benefits were identified for Kojonup resulting from the project.

| Kojonup SMART Future Project – Stage Two |  | Benefits to Kojonup (\$)                  |             |              |              |              |
|--|--|---|-------------|--------------|--------------|--------------|
|  |  | Net Present Value (Discount rate of 3.4%) |             |              |              |              |
| COSTS                                    |  | Initial                                   | NPV 5 Years | NPV 10 Years | NPV 15 Years | NPV 20 Years |
|  | Direct capital costs                               | 4,303,000                                 | 4,303,000   | 4,303,000    | 4,303,000    | 4,303,000    |
|  | Additional ongoing operations costs (annual)       | 64,979                                    | 304,220     | 561,606      | 779,367      | 963,605      |
| BENEFITS                                 |  |   |             |              |              |              |
| C  | Benefit from capital spend                         | 5,083,000                                 | 5,083,000   | 5,083,000    | 5,083,000    | 5,083,000    |
| O  | Benefit from operations spend (annual)             | 78,000                                    | 365,182     | 674,144      | 935,543      | 1,156,700    |
| CO1                                      | Conseq. Benefit 1 (Increased tourism)              | 4,247,775                                 | 19,887,299  | 36,712,998   | 50,948,422   | 62,992,338   |
| CO2                                      | Conseq. Benefit 2 (Aboriginal Culture and Health)  | 3,050,944                                 | 14,283,956  | 26,368,932   | 36,593,457   | 45,243,941   |
| CO3                                      | Conseq. Benefit 3 (Population - households)        | 2,695,726                                 | 12,620,893  | 23,298,831   | 32,332,927   | 39,976,247   |
| CO4                                      | Conseq. Benefit 4 (Visitors - casual stop offs)    | 1,923,175                                 | 9,003,951   | 16,621,766   | 23,066,838   | 28,519,707   |
| CO5                                      | Conseq. Benefit 5 (Population - house occupancy)   | 261,039                                   | 1,222,135   | 2,256,125    | 3,130,935    | 3,871,071    |
| CO7                                      | Conseq. Benefit 6 (Population - businesses)        | 202,392                                   | 947,560     | 1,749,245    | 2,427,513    | 3,001,363    |
| CO8                                      | Conseq. Benefit 7 (Reduced Road Trauma)            | 200,000                                   | 936,363     | 1,728,575    | 2,398,829    | 2,965,898    |
| CO9                                      | Conseq. Benefit 8 (Volunteering)                   | 108,189                                   | 506,520     | 935,063      | 1,297,633    | 1,604,386    |
| CO10                                     | Conseq. Benefit 9 (Visitors - Indigenous Heritage) | 97,500                                    | 456,477     | 842,681      | 1,169,429    | 1,445,875    |
| CO11                                     | Conseq. Benefit 10 (Increased levels of education) | 96,249                                    | 450,618     | 831,864      | 1,154,419    | 1,427,317    |
| COST BENEFIT RATIOS                      |  |   |             |              |              |              |
| TC                                       | Total costs  | 4,367,979                                 | 4,607,220   | 4,864,606    | 5,082,367    | 5,266,605    |
| TB                                       | Total benefits                                     | 18,043,988                                | 65,763,954  | 117,103,226  | 160,538,945  | 197,287,843  |
| BCR                                      | Benefit cost ratio                                 | 4.13                                      | 14.27       | 24.07        | 31.59        | 37.46        |
| JOBS CREATED                             |  |   |             |              |              |              |
| CJD                                      | Construction related jobs (Direct)                 | 6.0                                       | 0.0         | 0.0          | 0.0          | 0.0          |
| CJI                                      | Construction related jobs (Indirect)               | 10.4                                      | 0.0         | 0.0          | 0.0          | 0.0          |
| JOD                                      | Jobs ongoing from operations (Direct)              | 2.0                                       | 2.0         | 2.0          | 2.0          | 2.0          |
| JOI                                      | Jobs ongoing from operations (Indirect)            | 8.0                                       | 8.0         | 8.0          | 8.0          | 8.0          |

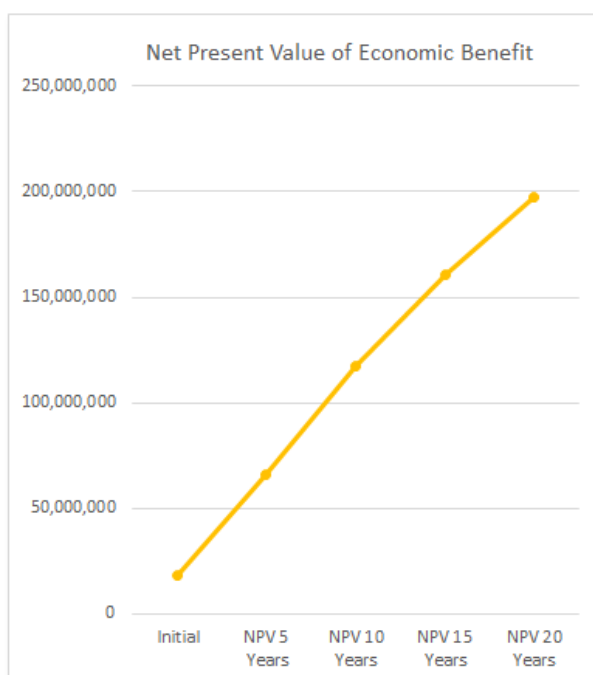
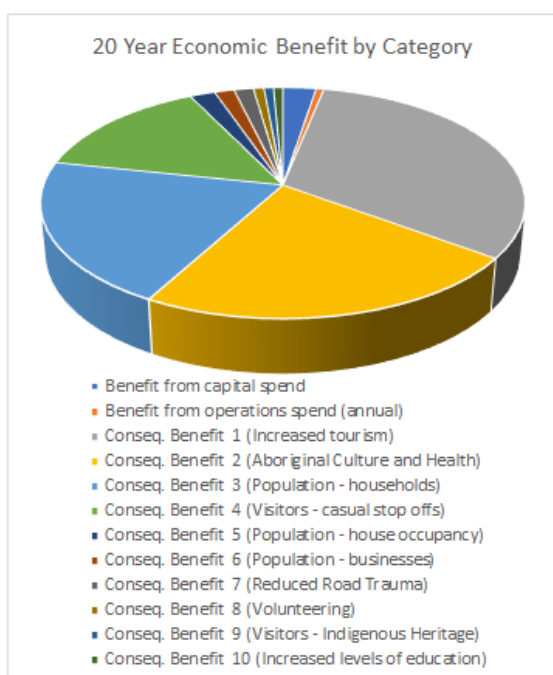


Figure 6: Initial and 20-year benefits (Kojonup)

Modelling results predict that the **Kojonup SMART Future – Stage 2 Project** will have an initial total benefit of **\$18.043 million** for the Kojonup area and an initial **Benefit Cost Ratio of 4.13**.

The 20-year accumulated 'Net Present Value' of benefits for Kojonup for this project is **\$197.287 million** with a **Benefit Cost Ratio of 37.46**.

Jobs created in Kojonup during construction are estimated at **6.0 direct** construction jobs and **10.4 indirect** construction jobs; and **2 direct** and **8 indirect** ongoing jobs.

Based on current statistics of Indigenous employment within the Shire and the nature of the development, it is expected that 1.0 FTE of direct construction jobs and 1.0 FTE of direct ongoing jobs will be undertaken by an Indigenous person.

## 7.2 Cost Benefit Analysis Results –Australia

The following total costs and benefits were identified for Australia resulting from the project.

| Kojonup SMART Future Project – Stage Two |  | Benefits to Australia                     |             |              |              |              |
|--|--|---|-------------|--------------|--------------|--------------|
|  |  | Net Present Value (Discount rate of 3.4%) |             |              |              |              |
| COSTS                                    |  | Initial                                   | NPV 5 Years | NPV 10 Years | NPV 15 Years | NPV 20 Years |
|  | Direct capital costs                               | 4,303,000                                 | 4,303,000   | 4,303,000    | 4,303,000    | 4,303,000    |
|  | Additional ongoing operations costs (annual)       | 64,979                                    | 304,220     | 561,606      | 779,367      | 963,605      |
| BENEFITS                                 |  |   |             |              |              |              |
| C  | Benefit from capital spend                         | 11,566,000                                | 11,566,000  | 11,566,000   | 11,566,000   | 11,566,000   |
| O  | Benefit from operations spend (annual)             | 138,000                                   | 646,091     | 1,192,717    | 1,655,192    | 2,046,470    |
| CO1                                      | Conseq. Benefit 1 (Increased tourism)              | 4,247,775                                 | 19,887,299  | 36,712,998   | 50,948,422   | 62,992,338   |
| CO2                                      | Conseq. Benefit 2 (Aboriginal Culture and Health)  | 3,050,944                                 | 14,283,956  | 26,368,932   | 36,593,457   | 45,243,941   |
| CO3                                      | Conseq. Benefit 3 (Population - households)        | 2,695,726                                 | 12,620,893  | 23,298,831   | 32,332,927   | 39,976,247   |
| CO4                                      | Conseq. Benefit 4 (Visitors - casual stop offs)    | 1,923,175                                 | 9,003,951   | 16,621,766   | 23,066,838   | 28,519,707   |
| CO5                                      | Conseq. Benefit 5 (Population - house occupancy)   | 261,039                                   | 1,222,135   | 2,256,125    | 3,130,935    | 3,871,071    |
| CO7                                      | Conseq. Benefit 6 (Population - businesses)        | 202,392                                   | 947,560     | 1,749,245    | 2,427,513    | 3,001,363    |
| CO8                                      | Conseq. Benefit 7 (Reduced Road Trauma)            | 200,000                                   | 936,363     | 1,728,575    | 2,398,829    | 2,965,898    |
| CO9                                      | Conseq. Benefit 8 (Volunteering)                   | 108,189                                   | 506,520     | 935,063      | 1,297,633    | 1,604,386    |
| CO10                                     | Conseq. Benefit 9 (Visitors - Indigenous Heritage) | 97,500                                    | 456,477     | 842,681      | 1,169,429    | 1,445,875    |
| CO11                                     | Conseq. Benefit 10 (Increased levels of education) | 96,249                                    | 450,618     | 831,864      | 1,154,419    | 1,427,317    |
| COST BENEFIT RATIOS                      |  |   |             |              |              |              |
| TC                                       | Total costs  | 4,367,979                                 | 4,607,220   | 4,864,606    | 5,082,367    | 5,266,605    |
| TB                                       | Total benefits                                     | 24,586,988                                | 72,527,863  | 124,104,799  | 167,741,594  | 204,660,612  |
| BCR                                      | Benefit cost ratio                                 | 5.63                                      | 15.74       | 25.51        | 33.00        | 38.86        |
| JOBS CREATED                             |  |   |             |              |              |              |
| CJD                                      | Construction related jobs (Direct)                 | 6.0                                       | 0.0         | 0.0          | 0.0          | 0.0          |
| CJI                                      | Construction related jobs (Indirect)               | 36.0                                      | 0.0         | 0.0          | 0.0          | 0.0          |
| JOD                                      | Jobs ongoing from operations (Direct)              | 2.0                                       | 2.0         | 2.0          | 2.0          | 2.0          |
| JOI                                      | Jobs ongoing from operations (Indirect)            | 12.0                                      | 12.0        | 12.0         | 12.0         | 12.0         |

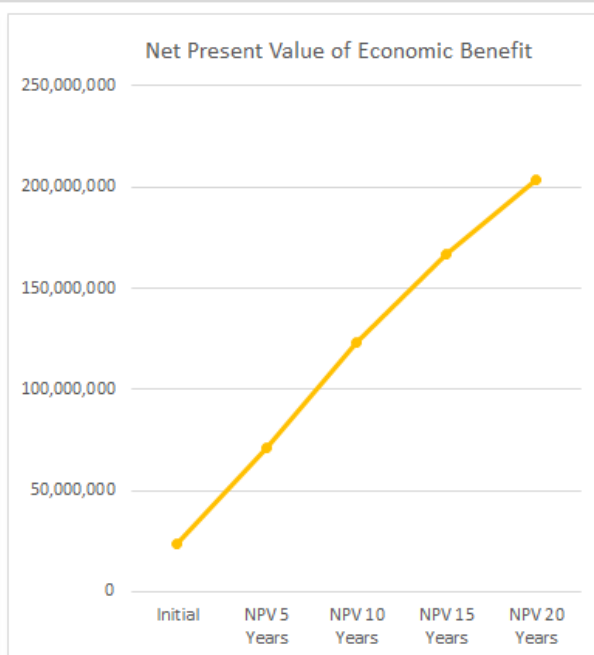
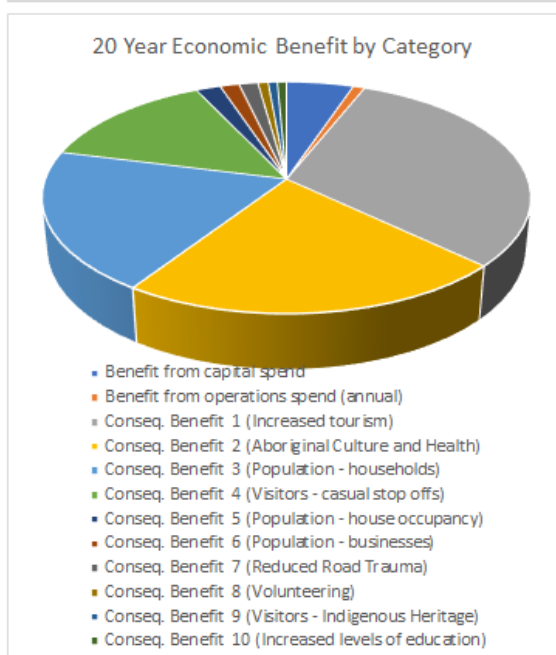


Figure 7: Initial and 20-year benefits (Australia)

Modelling results predict that **Kojonup SMART Future – Stage 2 Project** will have an initial total benefit of **\$24.587 million** for Australia and an initial **Benefit Cost Ratio of 5.63**.

The 20-year accumulated ‘Net Present Value’ of benefits for the Australian economy from this project is **\$204.660 million** with a **Benefit Cost Ratio of 38.86**.

Jobs created Australia wide as a result of construction are estimated at **6.0** direct construction jobs and **36.0** indirect construction jobs; and **2** direct and **12** indirect ongoing jobs.

## 7.3 Methodology for Identifying Consequential Benefits

### Kojonup Smart Futures 2. Consequential Benefits

Investment in public infrastructure, tourism and education facilities generates significant consequential benefits from the increased utilisation and participation by both residents and visitors.

This project, as a subset of the Shire of Kojonup’s SMART Future Project Plan, will contribute towards key objectives including population growth, increased tourism and more engagement in sport, cultural and recreational activity. These activities have been assessed to estimate their consequential benefit to Kojonup and Australia over 20 years and the annual average.

#### Context provided by wider objectives for regional WA

The 2014 “Living in the Regions” report highlighted the importance of the regions and of regional communities to Western Australia. The report pointed to the natural assets and lifestyle as an attractor of populations. It noted that the top-ranking reasons for choosing to live in Regional WA are happiness, lifestyle, and safety. WA Government Department of Regional Development Living in the Regions, 2013. Page 18.

Government of Western Australia, Living in the Regions Insights Report, 2016 Page 13.  
<http://www.drd.wa.gov.au/Publications/Documents/Living%20in%20the%20Regions%202016.pdf>

At the same time, it is generally accepted that for many residents the choice of regional living comes at a cost of reduced economic opportunities. The Department of Primary Industries and Regional Development Statement of Strategic Intent, 2018-21, recognised this in its stated Priority 4 which is “Capturing regional opportunities to drive economic growth, jobs creation, local capability and social amenity”.Page 2. [https://dpiird.wa.gov.au/sites/default/files/Strategic\\_intent\\_trifold\\_FINAL\\_web.pdf](https://dpiird.wa.gov.au/sites/default/files/Strategic_intent_trifold_FINAL_web.pdf)

The State Regional Development Strategy (State Regional Development Strategy 2016-25. Building vibrant regions with strong economies), stressed the need for development to be built on the natural and development resources of an area. Strategy Page 1. It also stated that “The State Government will direct greater resources towards establishing the socio-economic foundations for development.” Strategy Page 1.

The Great Southern Regional Investment Blueprint takes up this challenge in the Regional Development Strategy when it states: “Growth of the sort envisaged in the Regional Blueprint has the potential to induce step changes in regional population growth beyond the ‘business as usual’ forecasts of bodies such as the Western Australian Planning Commission, ensuring residents of the Great Southern have access to services and amenities comparable to the metropolitan area will

therefore remain a priority in offering an alternative to living in Perth or other major cities. Thus, the Great Southern will play its part in easing population pressure on these environments.” Great Southern Regional Investment Blueprint, Page 10, Paragraph 3.

On the development of local cultural assets, the Blueprint notes that “participation in artistic and cultural activity is one of the building blocks of sustainable regional communities, as it builds social amenity and helps communities attract and retain an engaged and vibrant workforce. Great Southern Regional Investment Blueprint, Page 63, Paragraph 1.

The Blueprint notes some of the attractions of the Great Southern which contribute to an attractive and liveable environment: “the Great Southern is nationally and internationally recognised for its biodiversity, high value ecological assets, pristine coastal and marine environments, and attractive landscapes. the amenity of the region and its ecological characteristics are a key comparative advantage and underpin economic activity, population growth and tourism visitation.” Great Southern Regional Investment Blueprint, Page 64, Paragraph 1.

The Blueprint also notes the attractions of the local natural environment when it reports that “a diverse natural environment and a range of world class tourist attractions and activities underpin a resilient and dynamic tourism sector in the Great Southern. In addition to internationally recognised ecotourism assets, the region’s tourism sector is supported by a range of major events, activities and attractions.” Great Southern Regional Investment Blueprint, Page 30, Paragraph 1.

The infrastructure projects proposed in this submission overtly address two significant factors for economic growth and population growth identified in the Great Southern Investment Blueprint – enhancement of local community infrastructure and the development of cultural (particularly Aboriginal) awareness and access. In addition, there is the development of tourist attractions which is another focus of the Blueprint.

### **7.3.1 Consequential Benefit 1: Increased Tourism**

An important benefit of the project is that it will help to put the Shire of Kojonup ‘on the map’ as a significant place to visit. Attractions will include the Aboriginal and non-Aboriginal heritage values that are available to see and enjoy, the local fresh produce, and the varied and extensive land-forms and natural assets.

The Shire of Kojonup estimates that there are 140,000 unique visitors each year and visitors purchased 26,600 bed nights. The rate of increase in Tourist expenditure has averaged over four per cent in the five years to 2019, and it is considered that a future growth rate of 3.0 per cent a year is conservative and a reasonably achievable target.

Tourism is one of the fastest growing service industries on a world-wide basis and there is a special interest in the longer-term development of Indigenous tourism in the Shire.

#### Tourists to Australia's South West 2014-15

|                             | International | Domestic Overnight | Domestic Day Trip |
|-----------------------------|---------------|--------------------|-------------------|
| Visitor number ('000)       | 159           | 2409               | 3407              |
| Average stay (nights)       | 15            | 3                  |                   |
| Average spend per trip (\$) | 987           | 551                | 121               |
| Average spend per day (\$)  | 68            | 171                | 121               |

Source: *Tourism Research Australia, Australia, South West. 2014-15*

Note that 2014-15 is the latest complete data set that could be found. In 2020, Tourism Research Australia reported that for the year ended December 2019, there were 3,076 overnight visitors to the South West for a total spend of \$1,643 million – an average spend per trip of \$534 suggesting that the rates of expenditure per visit were being maintained. (Source: Tourism Research Australia, Data and Research, Tourism Regions, WA. 2020. Table 10.)

In August 2020, Tourism Research Australia reported on the developing and prospective development of the tourism industry as Australia emerges from the COVID 19 emergency.

**“In coming months, a resurgent day-trip market is likely, with people already taking more short spontaneous journeys as restrictions on gatherings gradually ease.”** (Tourism Research Australia, Moving Forward. The role of domestic travel in Australia's tourism recovery, August 2020. Page 4.)

Both the Commonwealth and State Governments have identified tourism as an industry to be fostered to enhance the economic recovery in Australia from the COVID-19 pandemic. This attitude to the industry is well represented in the Prime Minister's media release in January 2020 as part of the bushfire recovery plan. The statement emphasised the importance of tourism to the Australian economy and the Government's commitment to engaging with this sector to be a key part of leading the Australian economic recovery. (Prime Minister's Media Release, Bushfire Recovery Plan. 19 January 2020.)

The vision embedded in the development of Kojonup as a tourism option is for the town to become a more recognised stop-off for travellers along the Albany Highway, for a quick lunch or a more leisurely stroll around the town and its environs, or an overnight stopover. Kojonup has the distinct advantage of being a natural stop-off for traffic between the Greater Perth Area and Albany.

The value of anticipated increase in tourism expenditure in Kojonup is estimated to total \$84.955 million without any discounting. This represents an annual average value of \$4,247,775.

### 7.3.2 Consequential Benefit 2: Aboriginal Culture and Health

There is an extensive literature on the significance of Aboriginal Culture. Redevelopment of The Kodja Place Centre is anticipated to recognise, affirm and strengthen the value of culture for the Aboriginal and non-Aboriginal communities of the Kojonup region and beyond.

In 2012, the United Nations held a forum on 'The Study on the role of languages and culture in the promotion and protection of the rights and identity of indigenous peoples'. A strong theme was the inter-related importance of language, indigenous peoples' ways of life, culture and identities. (United Nations General Assembly paper, fifth session, Expert Mechanism on the Rights of Indigenous Peoples: Study on the role of languages and culture in the promotion and protection of the rights and identity of indigenous peoples, 2012, p. 8.)



The National Congress of Australia's First Peoples commented in its submission to the United Nations Forum that: Language is central to Aboriginal and Torres Strait Islander cultures. The two are intertwined. Language describes cultural attachment to place, cultural heritage items, and puts meaning within the many cultural activities that people do. Furthermore, language plays a fundamental part in binding communities together as a culture, and individuals to each other in a society.

It has long been argued that culture is a protective factor “central to identity...who we are, how we think, how we communicate, what we value and what is important to us”, and that denying cultural identity is detrimental to development and wellbeing. (Bamblett, M (2006). Self-determination and culture as protective factors for Aboriginal children. *Developing practice*, 14: 9-18.)

In contrast, “children who grow and develop within families and communities and who are strong in their culture will have a high self-esteem and a nourished sense of identity” as a result of the protective environment provided by this cultural connectedness.

There is now a growing body of evidence supporting the notion that connectedness to culture and cultural strengthening leads to better outcomes for Indigenous people. (Colquhoun, S, and Dockery, AM (2012). *The link between Indigenous culture and wellbeing: qualitative evidence for Australian Aboriginal peoples*. Centre for Labour Market Research and School of Economics and Finance, Curtin University.

In Australia, data from the 2002 National Aboriginal and Torres Strait Islander Social Survey (NATSISS) suggests that stronger attachment to traditional culture is associated with better outcomes for Indigenous Australians on a range of indicators such as: self-assessed health, educational attainment, employment status, the probability of having been arrested and alcohol abuse. (Dockery, AM (2009). Cultural dimensions of Indigenous participation in education and training. NCVER Monograph Series 02/2009, National Centre for Vocational Education Research, Adelaide; Dockery, AM (2010). Culture and wellbeing: the case of Indigenous Australians. *Social Indicators Research*, 99(2): 315-332.)

The importance of cultural connectedness and cultural strengthening has been recognised by Australian Governments working as CoAG. Governments agreed that “keeping Indigenous culture strong is a necessary part of the solution to Indigenous disadvantage in Australia and to providing a positive future for Aboriginal and Torres Strait Islander children”. (Department of the Prime Minister and Cabinet (2013).

A study by Price Waterhouse Cooper in 2017 provides an assessment of the fiscal values of Aboriginal culture. The study includes the costs associated with loss of culture in terms of levels of incarceration, the cost of recidivism; the intergenerational effects on the families of those imprisoned where offspring are much more likely to get into trouble with the law; the impacts on educational attainment, income levels, health including both physical and mental wellbeing; social exclusion and racism; family violence; and the costs of child protection and child-caring while a parent is in prison.

The PWC study provides a basis for deriving a value for the cultural benefits for every Aboriginal person who is positively influenced by The Kodja Place redevelopment. Such involvement may be as a visitor or a participant in displaying or selling their art or involvement in explaining the importance of culture and in story-telling. The result is an estimated value of \$33,435 per person per year.

It is anticipated that the redeveloped The Kodja Place could lead to a positive impact on 10 Aboriginal persons a year. For the sake of the calculation, it is assumed that this personal impact lasts for 10 years in 50 per cent of cases, and 20 years in the rest of cases.

The value of the recognition and development of Aboriginal Culture and Health is estimated to total \$61.019 million without any discounting. This represents an annual average value of \$3,050,944.

### **7.3.3 Consequential Benefit 3: Population – Households**

The total population of the Great Southern region was 60,234 at the time of the 2016 Census. (ABSCensus Quickstats2016)

Since that time, it is estimated to have grown to 60,993 in 2019. (REMPLAN Report for the Great Southern Development Commission, 2020.)

In 2016 the population of Kojonup was 1,981 persons and in 2019 it was 1,939 persons. REMPLAN Report for the Great Southern Development Commission. Select “Kojonup” from the interactive map, Page 3.

These data indicate that the population of the Great Southern grew at a rate of 2.38 per cent over the three years to 2019, whereas the population of Kojonup declined at a rate of 0.06 per cent per year in this same time.

The Great Southern Regional Investment Blueprint has a target of 140,000 people living in the region by 2040, (Page V111, final paragraph on Community and Environment). This target is described as “Aspirational” (Blueprint Report, Page 10). This equates to a population growth rate of 2.38 per cent per annum over the next 20 years.

A population growth rate of 2.38 per cent is considered realistic in the circumstances of the next 10 or 20 years, given the State Government’s desire to see a shift to the Regions as a matter of stated policy. This view is reinforced by the current situation as the State emerges from the COVID-19 pandemic and there is an emphasis on renewed growth following a period of economic and community difficulty.

While the Shire has experienced a lower population growth rate than other Shires of the Great Southern, translating this into prospective growth rates into the future needs to be tempered by the objectives set out in the Great Southern Blueprint that growth should be distributed across the Region. (Great Southern Development Commission Blueprint, Page 9, paragraph 1.)

In this current analysis it is assumed that Kojonup can anticipate a population growth rate of 1.2 per cent, half that anticipated for the Region. In addition, this rate needs to be adjusted because not all of the anticipated growth can be attributed to the current suite of projects being proposed by the Shire. Given this further consideration, it is adjudged that half of this anticipated growth rate might be assigned to the current suite of projects – suggesting a prospective growth rate for this analysis of 0.6 per cent a year, and then just for the first ten years of the 20 year term of the current analysis.

This would equate to assigning to the current suite of projects an increase in the population of Kojonup of 120 residents over the next 10 years, followed by a plateauing of the population numbers. The value of the income generated in the Kojonup Shire by the current projects is estimated to total, over 20 years, \$53.914million without any discounting. This represents an annual average value of \$2.296 million.

This is considered to be a middle-bound prospect.

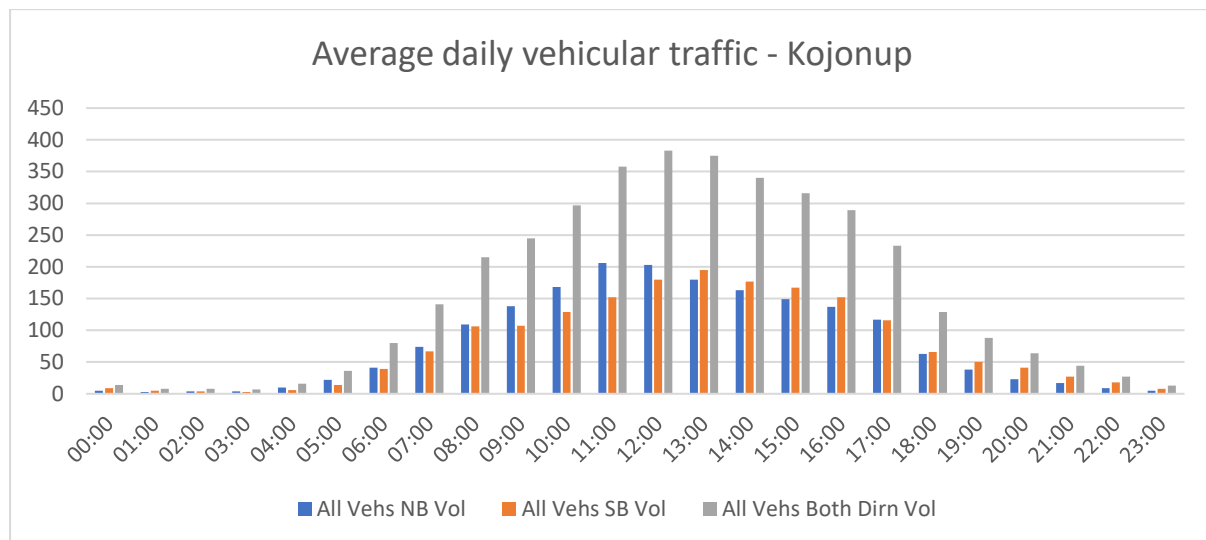
#### 7.3.4 Consequential Benefit 4: Visitors – Casual Stop-offs

Traffic count numbers from Main Roads WA are used to identify the number of vehicles travelling up and down the Albany Highway at Kojonup. These total 3,700 a day at the closest traffic counter.

As shown in the figure below, the number of vehicles travelling up and down the Albany Highway at Kojonup is mainly during daylight hours – a little over 90 per cent of the total travel through the town during normal trading hours, say between 9.00am and 6.00pm.

One of the main attractions for a stop in Kojonup is the cafe at The Kodja Place. The kitchen at The Kodja Place is open for regular, but limited, hours each day. This means that as demand expands there is capacity to expand the hours of service.

The potential value of increased stop-offs is calculated assuming a 2% increase in traffic stop-off numbers in the first year with 5% of that gain in each of the next nine years before plateauing out.



The value of the increased number of stop-offs by passing traffic is estimated to total \$38.463 million without any discounting. This represents an annual average value of \$1,923,175.

#### 7.3.5 Consequential Benefit 5: Population – House occupancy

There are currently 95 houses in Kojonup that are unoccupied. (REIWA web site.) This represents a vacancy rate of 16.2 per cent. The median rental for a house in Kojonup is \$160 a week. (ABS Quickstats.)

The additional population anticipated to be moving to Kojonup will reduce the number of unoccupied dwellings. While some new build will occur, the majority of new arrival households are assumed to take up rentals. There will always be some that remain unoccupied in the normal “churn” of the market.

It is assumed that, for Kojonup with the anticipated growth in population, there will be a reduction in the percentage of unoccupied houses. The working assumption is that 60% of new arrivals rent and 40% will build. The vacancy percentage will be reduced from 16.2 per cent to 10.5 per cent of the total over the course of ten years.

Under this scenario the number of vacant houses would be reduced by slightly over three each year for ten years. At a median rental value of \$160 a week, this represents a value generated of \$25,708

a year, accumulating each year over ten years and then plateauing. New dwelling construction would be at slightly over 2 per year over the same period. The assumption is an averaged construction cost of \$300,000 per dwelling and a benefit to the local economy of 20%.

The value of this local expenditure over 20 years sums to \$5.220 million without any discounting. This represents an annual average value of \$261,039 a year.

### **7.3.6 Consequential Benefit 6: New Businesses**

Just as the number of active businesses in a town will decline with declining population numbers, so will the number of active businesses increase with increases in the local population.

This generalisation will hold more for non-primary industries which are more dependent on the local demand than for primary industries where external factors are more relevant. Accordingly, agriculture and forestry have been excluded from the analysis of the value of this benefit.

The total number of businesses in Kojonup in 2019 was 499, of which 273 are in non-primary industry. Most non-primary businesses in Kojonup would be categorised as small businesses.

The normal process for business start-ups is for a business to start out as a nano-business and, while many remain in this category a small percentage will grow into small businesses. A nano business is normally started up as a means of supplementing the main income stream, rather than replacing it.

The average income for a nano-business in Western Australia is \$12,000 and for a small business it is \$24,000. (WA Government Small Business Development Commission, 2019. Page 2.) The most frequent process for business start-ups is for a start to be made as a nano business, and then a small percentage of these grow into small businesses. A nano business is usually a means of supplementing a main source of income for the individual or household. (Australian Council of Small Business, 2019. Small Business Counts.)

Small businesses in WA employ 493,650 people and make a value contribution to the economy of \$50.1 billion. (WA Government Small Business Development Commission 2019. Small Business Facts and Statistics, Page 2.) This represents an average value per person employed of \$101,489.

In assessing the value generated by this component it is assumed that 10 per cent of household start up a nano business or commence a source of supplementary income each year for four years to produce a total of 40 per cent of new households. It is further assumed that 25 per cent of these progress to being small businesses after 10 years.

The value of this local expenditure over 20 years sums to \$4.048 million without any discounting. This represents an average value of \$202,391 a year.

### **7.3.7 Consequential Benefit 7: Reduced Road Trauma**

The value of reduced trauma from road traffic accidents is estimated by recognising that fatigue is a major factor in road accidents, and drawing on traffic numbers information from Main Roads WA. <https://trafficmap.mainroads.wa.gov.au/>

Over the five years of most recent available data, the number of serious road accidents on Albany Highway between Woodanilling and Mount Barker was three involving a death and 18 involving a hospitalisation. Fatigue was a main contributing factor in 24 per cent of cases. Speed accounted for a further 25 per cent.

A share of the total costs of road accidents was assigned to these two factors, and then an estimation was made of the potential reduction in accidents that might result from drivers electing to take a break in Kojonup.

The value of the reduction in road trauma is estimated to total \$4.000 million without any discounting. This represents an annual average value of \$200,000.

### **7.3.8 Consequential Benefit 8: Volunteering**

Volunteer work has a value which has been formally recognised and evaluated by Volunteering Australia (WA). It reports that there are 600,000 volunteers in Western Australia and their volunteer work is valued at \$39 billion. (Volunteering Australia, WA 2020, The economic social and cultural value of volunteering in Western Australia. Pages 2 and 3.)

The definition of volunteer work more usually adopted by Treasury and the ABS is restricted to statistics that are more reliable and verifiable, not simply self-reported. The definition includes volunteering through formal organisations like Bush Fire Brigades and the Red Cross, and voluntary assistance to disabled persons.

The Volunteering Australia valuation has a much wider scope. For example, the ABS reports that 28.8 per cent of adults in WA undertake some voluntary work, compared with the Volunteering Australia analysis which reports the percentage is 80 per cent. The Volunteer Australia study also adopts an “opportunity cost” approach to valuing time spent volunteering, uses Contingency Value Methodology and includes an economic multiplier.

Until such time as the Volunteering Australia Methodology gains more general acceptance, and to make this current analysis consistent with other consequential values in this report, Consulting Great Southern employs a more conservative methodology. Selecting the more comparable components from the Volunteering Australia report and stripping out the multiplier impacts, gives a total valuation of volunteering in Western Australia of \$1,942 million, and an annual value per volunteer of \$3,236. The discussion of population increases for Kojonup, at Consequential Benefit 1, considers a population increase of 12 residents a year for the next 10 years with an annual value for volunteering by new residents in Kojonup of \$13,960. This value accumulates with increasing numbers of new residents.

The value of this local contribution to volunteering over 20 years sums to \$2.163 million without any discounting. This represents an annual average value of \$108,189.

### **7.3.9 Consequential Benefit 9: Visitors – Indigenous**

The value of visitors to The Kodja Place is used as this is a measure that is specific to Aboriginal people and culture. In its strategic plan, the management of The Kodja Place stated that the opportunities for an expanded display and museum centre could result in a 30 per cent increase in visitor numbers, from 20,000 a year to 26,000 a year.

The increased revenues from this change with an increase in entrance fees as well as the increased patronage was estimated at \$97,500 a year. This value is adopted in the current analysis as the anticipated benefit.

The value of the increase in visitor numbers that will result from redeveloped facilities at The Kodja Place have a total estimated value over 20 years of \$1.950 million without any discounting. This represents an annual average value of \$97,500.

### 7.3.10 Consequential Benefit 10: Improved Levels of Education

The Institute of Public Education has estimated the total economic costs for Australia of declining education levels and the costs of inequality in education achievement. It reports a total cost of \$113.7 billion. [https://publiceducationfoundation.org.au/wp-content/uploads/2018/04/Issues-Paper\\_What-Price-The-Gap.pdf](https://publiceducationfoundation.org.au/wp-content/uploads/2018/04/Issues-Paper_What-Price-The-Gap.pdf)

The benefit of achieving an improvement in education achievement and reduced inequality are taken to be of a same value. Then this value of benefit is apportioned to the potential contribution of The Kodja Place as a source of inspiration and education.

The assessed benefit value is calculated in the above report using a discount rate of 3.0 per cent a year and assuming that the full impact of the costs takes 10 years to take effect.

The reverse of these calculations is used to find a value that is undiscounted and annual. The value of the total benefit for Australia is allocated to Kojonup using population numbers. The Kojonup value is apportioned to The Kodja Place redevelopment assuming it can make a 10 per cent contribution to the total potential benefit.

The value of the improvement in education is estimated to total \$1.925 million without any discounting. This represents an annual average value of \$96,249.

### 7.3.11 Consequential Benefit 12: Youth Retention

The proposed projects will add to the sense of community and involvement by all age groups, including for young people.

The City of Greater Bendigo has identified the top ten reasons given for young people choosing to leave the locality. (City of Greater Bendigo, Youth Strategy 2017-2021) They are:

1. Lack of public transport;
2. Shortage of education and training opportunities;
3. Employment opportunities;
4. Low community morale;
5. Discrimination against people of non-Anglo-Saxon heritage;
6. Shortage of health services;
7. Lower opportunities to participate in business and community life;
8. Shortage of recreational opportunities;
9. Shortage of housing; and
10. Less access to arts and culture.

The proposed developments in the three project components will address at least four of these ten factors – factors 3, 4, 7, and 10.

The benefits of youth retention have not been separately assessed in this analysis because there would be a considerable concern about double-counting with the other population driven benefits.

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# The Kodja Place and Kojonup Park Operational Management Overview

Revised January 2022



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|   | <b>Project Manager:</b> Anthony Middleton<br><b>Author:</b> Tricia White<br><b>Date:</b> Revised January 2022 |
| <b>Synopsis:</b> This document outlines the operational management model for the Kodja Place and Kojonup Park precincts. In particular, it details the roles and responsibilities of the Shire regarding the operational management of the proposed precinct upgrades, the financial projections and the expected outcomes. |   |

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*Front Page Images Source: Shire of Kojonup and the Kodja Place Website*

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## 1.0 Executive Summary

This Operational Management Overview has been developed to align the scope of the revitalisation project with future operational management of the Kodja Place Precinct (Kodja Place) and the Kojonup Park Precinct (Kojonup Park).

The Shire of Kojonup (Shire) owns the land and facilities located at the Kodja Place and Kojonup Park and is responsible for their ongoing operations and maintenance, noting that the Kodja Place café facilities are operated under an external lease agreement. Current facilities include:

| THE KODJA PLACE                        | KOJONUP PARK  |
|--|---|
| Visitor Centre Services                | Vehicle parking   |
| Kodj Gallery / Storyplace              | Ablution block – One male toilet and urinal, two female toilets and two unisex abilities toilet |
| Rose Maze Garden                       | Shaded playground   |
| Outdoor Performance and Activity Space | Barbeque with sheltered picnic tables   |
| Gift Shop                              | Brigadier Arnold Potts War Memorial   |
| Black Cockatoo Cafe                    | Pedestrian pathways and bridge  |

Table 1: Precinct Facilities

The revitalisation project involves the following elements:

### The Kodja Place

- Visually and physically connect the Kodja Place and Kojonup Park Precincts by:
  - Aligning pathways between the Kodja Place and Kojonup Park so they create a strong visual site-line and direct access; and
  - Installing an ‘artwork’ pedestrian crossing across Broomehill Road to connect Kojonup Park and the Kodja Place precincts.
- Improve facility street appeal, ease of arrival and define the precinct by:
  - Redeveloping the car park;
  - Creating distinct precinct access points and traffic flow;
  - Creating interpretive landscaped areas;
  - Constructing wayfinding pedestrian pathways;
  - Introducing low-impact, natural barriers and building screens to define the precinct and guide visitors to a single entrance;
  - Underscoring ‘A real Australian Story’ brand statement by developing a dramatic garden frontage inspired by the Noongar vision of the local landscape;

- Lighting the Albany Highway building frontage, landscaping, entrance and signage; and
  - Including a representation of the Three Women stories to the main entrance.
- Create a unified entrance by:
  - Capturing visitors at a single point of entry to increase revenue from ticket sales to the precinct's attractions, including the Rose Maze, Courtyard, Kodj Gallery/Story Place and retail sales;
  - Provide a space for visitors (incl. tour groups) to decompress and assemble in the lobby (up to two coach groups at a time);
  - Provide visitors with a consistent and appropriate 'welcome' space that orientates them and informs them of what the Kodja Place is about and what is available to see and do;
  - Provide queuing and ticketing functions;
  - Provide local visitor information functions;
  - Provide exhibition display space (permanent and temporary); and
  - Has the flexibility to be used as a function space.
- Integrate and enhance Black Cockatoo Café facilities through:
  - Creating direct access between the café and new entrance lobby by relocating the kitchen;
  - Extending the kitchen facilities and capacity to allow for full service;
  - Adding a servery between the function room and café kitchen;
  - Creating a secured dry store, chemical store and small office;
  - Relocating and integrating cold store into the new layout;
  - Redeveloping the café interior (due to reoriented kitchen);
  - Installing a zincalume balustrade around the existing café verandah perimeter;
  - Creating booth seating on the verandah;
  - Providing external heating;
  - Installing a double roller system across the front of the verandah and acrylic screens;
  - Extending the verandah roof and including a young children's play area; and
  - Installing signage in the café promoting the Kodja Place and other attractions.

### **Kojonup Park**

- Extension of toilet facilities to create 'destination toilets', including:
  - Connecting pathway;
  - Three additional male toilets and one urinal;



- Four additional female toilets;
- Two additional unisex abilities/family toilets.
- Construct a community kitchen (including bench space, sinks, tables and seating);
- Additional drain pedestrian crossing points (x2);
- Construct gazebo with barbeque, seating and table facilities adjacent to new car park;
- Construct gazebo with seating and table facilities adjacent to the RV rest area; and
- Include a pedestrian pathway connecting Kojonup Park, the RV Rest Area and the Kojonup Sports Precinct.

Implementing the revitalisation project with the elements outlined above will not change the current management structure of the facilities. It will however enhance operational outcomes, increase facility usage and provide ongoing community and regional benefits.

This overview details the responsibilities of the Shire and defines the operational management framework of the facilities.

A five-year operational financial projection (likely case scenario) was developed for the Kodja Place and Kojonup Park using the 2019-2020 financial actuals. Additionally, a sensitivity analysis indicating best and worst case scenarios has also been designed to assist in ensuring planning takes key operational factors into consideration.

The Kodja Place financial likely case scenario indicates that the first year of operating post-construction will likely incur a financial loss of \$282,712. This is comparable to the current operational loss in the 2019-2020 financial year being \$287,629 and therefore within the Shires currently allocated budget threshold. It is worth noting that, whilst minimal, the following four years indicate a continued reduction in annual loss.

The Kojonup Park financial likely case scenario indicates that the first year of operating post-construction will likely incur a financial loss of \$127,954. This is an increase of 13.4% in comparison to the current operational loss in the 2019-2020 financial year being \$111,878 and can be directly attributed to an expected increase in patronage of facilities, creating additional cleaning and maintenance. It is worth noting that the following four years indicate a continued increase in annual loss aligning to future increased patronage and usage.

A risk treatment plan indicating the core risks of operations and the associated controls is provided. Associated controls are aimed at bringing the post control risk rating to the Shires identified tolerance of low or below (where possible). Please note that an operational risk associated with possible future restrictions due to COVID-19 has been included.



## 2.0 Introduction

### 2.1 Introduction

The town precincts of the Kodja Place and Kojonup Park are situated adjacent to each other on the junction of 143 Albany Highway and Broomehill Road. The Shire of Kojonup owns the land and facilities relating to these two precincts and is responsible for their ongoing operations and maintenance.

The Kodja Place opened in September 2002 and provides visitor services and a local cultural and historic experience.

Kojonup Park is a public access park with amenities that attracts visitors and community members to participate in passive physical activity and social interaction as well as the use of the toilets as a popular traveller stopping point.

#### 2.1.1 Facilities Aligning to This Operational Management Overview

This Overview has been developed to define the operational management model of the following proposed asset improvements at the two identified precincts:

##### The Kodja Place

- Vehicle and caravan parking;
- Facility front entrance;
- Black Cockatoo Café; and
- Landscaping, pathways and access wayfinding infrastructure.

##### Kojonup Park

- Toilet facilities;
- Community Kitchen;
- Gazebos and picnic facilities;
- Drain crossing points; and
- Pathways

#### 2.1.2 Operational Management Overview Purpose

The purpose of this Overview is to define the role and responsibilities of the Shire in operating the two identified precincts as well as the following aspects of operational management (in relation to the facilities listed in section 2.1.1):

- The operational management framework;
- Facility design considerations;
- Operational key focus areas and objectives;

- Alignment to local imperatives;
- Asset management and maintenance;
- Licences and permits;
- Financial plan; and
- Risk management.

## 2.2 Shire of Kojonup: Vision, Mission and Outcomes

| <b>Community Vision: SMART Kojonup</b><br><b>Agriculture + Destination + Lifestyle</b>   |   |  |
|--|---|--|
| <i><b>‘Kojonup is a smart region featuring a technologically advanced agricultural community, an educational and historical destination, and a healthy and enviable lifestyle’</b></i> |   |  |
| KEY PILLAR   | STATEMENT   | COMMUNITY OUTCOMES: BY 2027 WE WILL...   |
| Key Pillar 1:<br>Place   | <i><b>Kojonup celebrates its diversity for residents and visitors</b></i>           | <b>1.1</b> Have maximised our ‘One Community’ program through specific events, celebration of built form and enhancement of our environment;<br><b>1.2</b> Be a happy, healthy, connected and inclusive community driven by the provision of high standard sport, recreation and open space facilities and programs;<br><b>1.3</b> Have systems in place to attract youth to the region, even in a transient manner; and<br><b>1.4</b> Be enjoying a Main Street which is an inviting meeting place where we celebrate our history and heritage in a modern way. |
| Key Pillar 2:<br>Connected   | <i><b>Kojonup advances through connections, partnerships and alliances</b></i>      | <b>2.1</b> Be growing our state-wide and local tourism and shopping capabilities through regional alliances;<br><b>2.2</b> Have enhanced our aged-care and health provisions by progressing our connections with regional and state-wide groups;<br><b>2.3</b> Be providing for a safe and secure environment by working with State and Federal authorities; and<br><b>2.4</b> Have enabled and facilitated improved housing options through public and private partnerships.  |
| Key Pillar 3:<br>Performance   | <i><b>Kojonup people show commitment to strategy and operational excellence</b></i> | <b>3.1</b> Be a continually engaged and strategic community which leads and organises throughout the entire stakeholder group;<br><b>3.2</b> Be exceptional in two-way communication within our community, and market our brand outside of our community;<br><b>3.3</b> Use a Building Assessment Framework and control our investment in building maintenance; and  |

|                                 |  |  |
|---------------------------------|--|--|
|                                 |  | <b>3.4</b> Be organised and transparent with our financial management.   |
| <b>Key Pillar 4: Prosperity</b> | <i><b>Kojonup invests in its own prosperity and drives economic growth</b></i> | <b>4.1</b> Be providing business assistance for growth in small, local industry;<br><b>4.2</b> Have added value to the agricultural sectors to attract new people to the region;<br><b>4.3</b> Be attracting support industries and diverse and new business sectors to the region; and<br><b>4.4</b> Have collaborated to enhance and attract diverse retail to ensure a successful and renewed Main Street.  |
| <b>Key Pillar 5: Digital</b>    | <i><b>Kojonup is ambitious with technology, data and analytics</b></i>         | <b>5.1</b> Be fuelling our analytical knowledge to support business growth, operational excellence and farming productivity;<br><b>5.2</b> Be the State's tech-farming epicentre and have an Agricultural Technology Centre for Excellence;<br><b>5.3</b> Be focussing on agricultural research and have maximised the educational potential of such knowledge; and<br><b>5.4</b> Have used technology to become a smart, safe, collaborative and informed region. |

Table 2: SMART Kojonup Key Pillars

Source – SMART Possibilities: Kojonup 2027+ (2017)

## 2.3 Shire of Kojonup: Description of Business

The Shire is a Local Government Authority located in the Great Southern region of Western Australia. The key roles and responsibilities of the Shire includes:

- Strategic planning and development;
- Corporate services including human resources;
- Provision of services, including:
  - Aged care services;
  - Community development;
  - Tourism;
  - Regulatory Services (land care and natural resource management);
  - Works & Services (roads, drainage, footpaths);
  - Building inspections, licencing, certification and enforcement;
  - Planning and development approvals;
  - Facility hire administration;
  - Cats & Dogs registration of ownership;
  - Rates information and collection;
  - Registration and Licensing Agency (Department of Transport) and
  - Rubbish & recycling;
  - Health regulatory services (i.e. water and food inspections); and
  - Ranger.
- Provision and management of facilities:
  - The Kodja Place (including Visitor Centre);

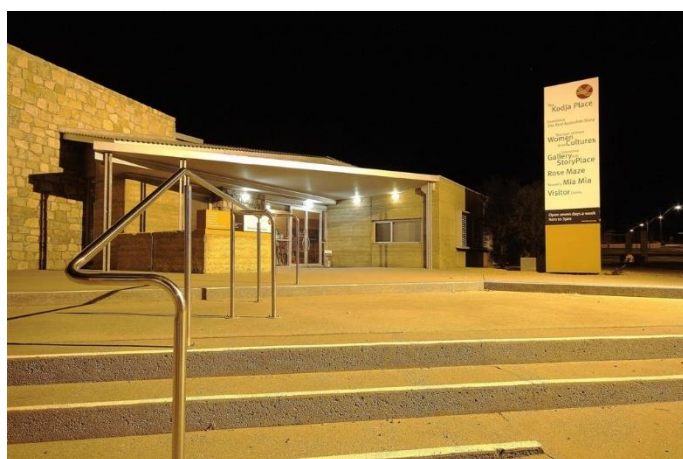
- Kojonup Airport;
- Kojonup Library;
- Spring Haven Lodge (22 bed aged care facility);
- Kojonup Sports Precinct;
- Kojonup Swimming Pool;
- Community cemetery;
- Playgrounds; and
- Halls (including town hall and RSL) and community spaces.

### **2.3.1 The Kodja Place: Description of Business**

The intention of the Kodja Place is to provide an enriched Kojonup visitor experience through sharing knowledge by using cultural and historical tourism displays and activities. The Kodja Place is a cross-cultural community hub and is a vital and valued asset to the Kojonup community that also provides Visitor Centre services.

Users of the Kodja Place include:

- Shire of Kojonup;
- Kojonup community members;
- Visitors;
- School groups;
- Tour groups;
- The Kodja Place Community Fund Inc;
- Kojonup Aboriginal Corporation; and
- Black Cockatoo Café tenant and patrons.





### 2.3.2 Kojonup Park: Description of Business

Kojonup Park is the main park in Kojonup and is used by the community for passive physical activity and social events. It is also a popular stopping point for visitors traveling between Albany and Perth, with access to public conveniences (24 hours a day) such as toilets, barbeque, picnic area and shaded playground.



### 3.0 Construction Development Elements

The table below provides an overview of the project elements broken into two sub-project defined as individual precincts.

| SUB-PROJECT                         | ELEMENT  |
|-------------------------------------|--|
| 1. Kojonup Park Precinct Upgrade    | 1.1 Extension of toilet facilities to create 'destination toilets' and include a community kitchen.  |
|                                     | 1.2 Additional drain pedestrian crossing points (x2).  |
|                                     | 1.3 Construct gazebo with barbeque, seating and table facilities adjacent to new car park;<br>Construct gazebo with seating and table facilities adjacent to the RV rest area; and<br>Include a pedestrian pathway connecting Kojonup park, the RV Rest Area and the Kojonup Sports Precinct.  |
| 2. The Kodja Place Precinct Upgrade | 2.1 Visually and physically connect the Kodja Place and Kojonup Park precincts by: <ul style="list-style-type: none"> <li>Aligning pathways between the Kodja Place and Kojonup Park so they create a strong visual siteline and direct access; and</li> <li>Installing an 'artwork' pedestrian crossing across Broomehill Road to connect Kojonup Park and the Kodja Place precincts.</li> </ul>  |
|                                     | 2.2 Improve facility street appeal, ease of arrival and define the precinct by: <ul style="list-style-type: none"> <li>Redeveloping the car park;</li> <li>Creating distinct precinct access points and traffic flow;</li> <li>Creating interpretive landscaped areas;</li> <li>Constructing wayfinding pedestrian pathways;</li> <li>Introducing low-impact, natural barriers and building screens to define the precinct and guide visitors to a single entrance;</li> <li>Underscoring 'A real Australian Story' brand statement by developing a dramatic garden frontage inspired by the Noongar vision of the local landscape;</li> <li>Lighting the Albany Highway building frontage, landscaping, entrance and signage; and</li> <li>Including a representation of the Three Women stories to the main entrance.</li> </ul> |
|                                     | 2.3 Create a unified entrance by:  |

| SUB-PROJECT | ELEMENT  |
|-------------|--|
|             | <ul style="list-style-type: none"> <li>• Capturing visitors at a single point of entry to increase revenue from ticket sales to the precinct's attractions, including the Rose Maze, Courtyard, Kodj Gallery/Storyplace and retail sales;</li> <li>• Provide a space for visitors (incl. tour groups) to decompress and assemble in the lobby (up to two coach groups at a time);</li> <li>• Provide visitors with a consistent and appropriate 'welcome' space that orientates them and informs them of what the Kodja Place is about and what is available to see and do;</li> <li>• Provide queuing and ticketing functions;</li> <li>• Provide local visitor information functions;</li> <li>• Provide exhibition display space (permanent and temporary); and</li> <li>• Has the flexibility to be used as a function space.</li> </ul>   |
|             | <p>2.4 Integrate and enhance Black Cockatoo Café facilities through:</p> <ul style="list-style-type: none"> <li>• Creating direct access between the café and new entrance lobby by relocating the kitchen;</li> <li>• Extending the kitchen facilities and capacity to allow for full service;</li> <li>• Adding a servery between the function room and café kitchen;</li> <li>• Creating a secured dry store, chemical store and small office;</li> <li>• Relocating and integrating cold store into the new layout;</li> <li>• Redeveloping the café interior (due to reoriented kitchen);</li> <li>• Installing a zincalume balustrade around the existing café verandah perimeter;</li> <li>• Creating booth seating on the verandah;</li> <li>• Providing external heating;</li> <li>• Installing a double roller system across the front of the verandah and acrylic screens;</li> <li>• Extending the verandah roof and including a young children's play area; and</li> <li>• Installing signage in the café promoting the Kodja Place and other attractions.</li> </ul> |

Table 3: Kojonup SMART Future Stage Two Scope of Works

## **4.0 Operational Management Model**

The information provided below details the operational management model of the facilities provided at the Kodja Place and Kojonup Park.

### **4.1 Management Structure and Framework**

The Shire will lead both the development and future operations of the facilities located at the Kodja Place and Kojonup Park, which will align under their current management structure.

The facilities operate through the implementation of the following Shire of Kojonup documents:

- Policy Manual;
- Customer Service Charter;
- Adopted Annual Budget;
- Disability Access and Inclusion Plan;
- Strategic Community Plan;
- Corporate Business Plan;
- Risk Management Plan;
- Works Schedule; and
- The Kodja Place Procedures Manual.

### **4.2 Shire Responsibilities**

The following information should be noted when viewing the management structure diagram in section 4.2.2 of this document:

- The Kodja Place, excluding the Black Cockatoo Café facilities, is managed by the Shire with employment of relevant staff;
- The Black Cockatoo Café is operated under a three-year formal lease agreement (term commenced 18<sup>th</sup> September 2019) between the Shire and external tenants. The tenants have exclusivity relating to permitted use of the premises. Rent is an annual set amount (paid in two instalments) however is reviewed in-line with CPI increases on an annual basis;
- Whilst the Shire will lead the management of facilities, input from the Kodja Place and Kojonup Park user groups and community user feedback guide decision making;
- The Shire is responsible for:
  - Developing and implementing annual budgets and financial reporting;
  - All Shire HR related tasks (payroll, OSH, administration);
  - Ensuring all Shire employees will be suitably qualified to undertake the tasks assigned;



- Facilitating and administering bookings at the Kodja Place;
  - Administering visitor services;
  - Upkeep of the car parks, grounds, playground infrastructure, pathways and gardens (including waste removal);
  - Upkeep of facilities (including waste removal);
  - Provision of access to services (electricity, gas, water);
  - Ongoing asset management, auditing and record keeping;
  - Reporting any facility issues to the relevant user group;
  - Ongoing user group consultation; and
  - Facility security.
- Tenants of the Black Cockatoo Café are responsible for upholding the agreed terms of use within their lease agreement with the Shire; and
  - Kojonup Park is maintained by the Shire as a public access venue. The Shire does not provide supervision of this venue however does undertake cleaning and maintenance tasks daily.

#### **4.2.1 Human Resource/Staffing**

The Management Structure relating to the Kodja Place and Kojonup Park is provided in section 4.2.2 of this overview as a visual chart. This chart displays the Shire staff that contribute to the operations of the precincts in some capacity and the relationship of facility users.

In viewing the staffing structure of the precincts it is important to align it with the Shire responsibilities defined in section 4.2.

## 4.2.2 Management Structure Diagram

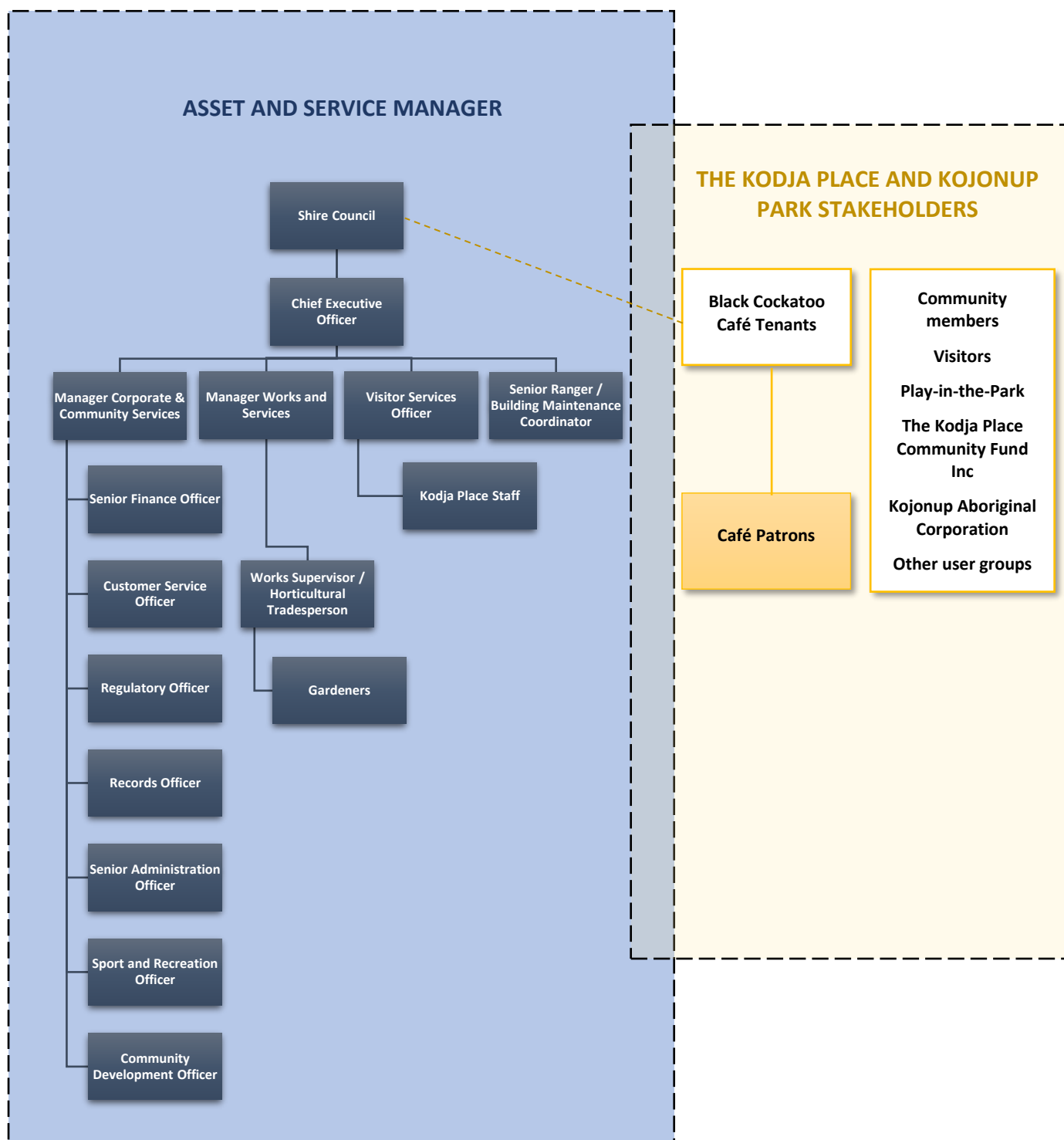


Figure 1: Precinct Management Structure

## 4.3 Operational Hours

### 4.3.1 The Kodja Place Operational Hours

The Kodja Place operational hours are provided in the table below:

| VENUE TOUR   | DAYS   | TIME   |
|--|--|--|
| <b>The Kodja Place, including the Kodj Gallery, Storyplace, Gift Shop &amp; Kojonup Visitor Centre</b> | Open 7 days a week, except Christmas Day.          | 9am to 4pm. Guided & self-guided tours. Last entry to Gallery at 3.30pm<br>Browse at your leisure. |
| <b>Australian Rose Maze &amp; Three Women's Stories</b>  | This outdoor attraction is accessible at any time. | Browse at your leisure.  |
| <b>Black Cockatoo Cafe</b>   | Open 7 days a week, except Christmas Day.          | 9am – 3pm: Monday – Friday;<br>8am – 3pm: Saturday, Sunday & public holidays                       |

*Table 4: The Kodja Place Operational Hours*

The Kodja Place is also available to hire after hours for weddings, concerts, cocktail events and meetings which can all be accommodated in the spacious and attractive settings of the venue.

A range of indoor and outdoor venues are available for hire during and after hours and on weekends:

- The Australian Rose Maze;
- The courtyard and outdoor stage;
- One gallery space; and
- Two meeting rooms.

All venues have wheelchair access, and basic kitchen facilities are also available.

### 4.3.2 Kojonup Park Operational Hours

Kojonup Park, including the toilet facilities, are available to the community and visitors 24 hours a day, seven days a week, year-round as a public access venue.

## 4.4 Pricing Structure

Fees and charges are adopted annually by the Shire as part of their budget process. The table provided below represents the current fees and charges relating to the Kodja Place and this project. It is unlikely that there would be significant change to the structure and amounts of these fees and charges within the next five years of operations.

| VENUE / TOUR                                 | PRICES                 |
|--|------------------------|
| Australian Rose Maze & Three Women's Stories | Entry by donation box. |
| Kodj Gallery and Storyplace                  | Entry by donation.     |

Table 5: The Kodja Place fees and charges

Kojonup Park is a free public access venue and therefore no fees and charges apply.

## 4.5 Licences and Permits

### 4.5.1 APRA AMCOS Licence and PPCA Licence

APRA AMCOS is a music rights organisation who represents songwriters, composers and music publishers. APRA AMCOS is the licensing body for organisations to play, perform, copy, record or make available their members' music, and subsequently distributes the royalties to their members.

Phonographic Performance Company of Australia (PPCA) is a national, non-government, non-profit organisation that represents the interest of record companies and Australian recording artists.

The Shire holds a current APRA AMCOS License for some of their facilities, including the Kodja Place. The Shire notifies users that depending on the use of the venue if music or television is being broadcast, played or performed they may need to obtain a separate temporary APRA or PPCA licence and to contact APRA and PPCA directly for further information.

### 4.5.2 Other Licences / Permits

All other required licences and operational permits will be obtained and maintained when the need arises.



## 5.0 Key Focus Areas and Operational Outcomes

This management overview provides a guide only to the potential key focus areas and operational outcomes of implementing this revitalisation project.

### 5.1 Key Focus Areas

Key focus areas associated with the Kodja Place and Kojonup Park improvements (operationally) have been determined through analysing project stakeholder engagement documents and consultation with Shire management. The key focus areas are;

1. Experience Kojonup;
2. Community liveability and sense of pride;
3. Accessibility and attraction; and
4. Operational sustainability and efficiency.

### 5.2 Operational Outcomes

The following table outlines broad operational outcomes that connect with the identified key focus areas outlined in Section 5.1 of this overview.

| KEY FOCUS AREA   | BROAD OUTCOMES  |
|--|---|
| <b>Focus Area 1:</b><br>Experience Kojonup                       | <ol style="list-style-type: none"> <li>1. Facilities act as a catalyst for attracting and retaining traveller revisitation and extended stay in the town;</li> <li>2. Wayfinding designs are implemented that join precincts and direct visitors to the main street of Kojonup and the Kodja Place, leading to economic development; and</li> <li>3. Increase visitation to the Kodja Place attractions to extend knowledge and provide a cultural and historic experience to travellers and the community.</li> </ol>  |
| <b>Focus Area 2:</b><br>Community liveability and sense of pride | <ol style="list-style-type: none"> <li>4. Revitalised facilities have increased the liveability of the community through attracting people to actively participate and contribute; and</li> <li>5. Revitalised facilities enhance a sense of community pride and belonging.</li> </ol>  |
| <b>Focus Area 3:</b><br>Accessibility and attraction             | <ol style="list-style-type: none"> <li>6. Community spaces and places are accessible and attractive for people to participate in passive physical activity. This includes but is not limited to participation by people with a disability and low-income earners;</li> <li>7. Accessibility and attraction of attending the Kodja Place is enhanced through clear directional design leading to one unified entrance; and</li> <li>8. Amenities meet the current and proposed future demand at key community locations, creating accessible spaces and places.</li> </ol> |

| KEY FOCUS AREA  | BROAD OUTCOMES   |
|---|--|
| <b>Focus Area 4:</b><br>Operational Sustainability and Efficiency | <p>9. The design features and operational model of facilities promotes sustainable and effective practices leading to increasing the attraction to visit the Kodja Place and Kojonup Park Precincts and capitalises on the economic benefit;</p> <p>10. Construction design elements have influenced operational efficiencies. This includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• LED lighting;</li> <li>• Energy efficient equipment and infrastructure;</li> <li>• Quality infrastructure with higher life expectancy; and</li> <li>• Infrastructure that can be maintained from a local or regional level.</li> </ul> |

*Table 6: The Kodja Place and Kojonup Park improvements: broad outcomes*

#### 5.2.1 Kojonup Strategic Imperatives Connected to Operational Outcomes

The above operational outcomes (section 5.2) directly align to the following Shire strategic imperatives:

1. SMART Possibilities 2027: Kojonup Strategic Community Plan;
2. SMART Implementation 2020 - 2024: Kojonup Corporate Business Plan;
3. Disability Access and Inclusion Plan (2020 – 2025);
4. Asset Management Plan 2017; and
5. Risk Management Framework.

### 5.3 The Kodja Place and Kojonup Park Upgrade Project – Evaluation Plan

The table below provides a plan to recognise the outputs post construction and evaluate project success factors.

| OUTCOMES  | DELIVERABLES / OUTPUTS   | DATA/EVIDENCE COLLECTION METHOD  | RESPONSIBILITY   | DATA COLLECTION STATUS <input checked="" type="checkbox"/>   |
|---|--|--|------------------|--|
| <b>OUTCOME 1:</b><br><br>Facilities act as a catalyst for attracting and retaining traveller revisitation and extended stay in the town.  | <ul style="list-style-type: none"> <li>Increased visitation to the Kodja Place by a minimum of 10% within three years;</li> <li>Increase visitation to the Kojonup Park by a minimum of 20% within three years;</li> <li>Businesses report an increase in visitation and spend.</li> </ul> | <ul style="list-style-type: none"> <li>Photographs</li> <li>Case studies/stories</li> <li>Business feedback</li> <li>Usage/booking statistics</li> <li>Community survey</li> </ul>     | Shire of Kojonup | <input type="checkbox"/> Complete<br><br><input type="checkbox"/> Incomplete<br><br><input type="checkbox"/> Ongoing |
| <b>OUTCOME 2:</b><br><br>Wayfinding designs are implemented that join precincts and direct visitors to the main street of Kojonup and the Kodja Place, leading to economic development. | <ul style="list-style-type: none"> <li>Increased visitation to the Kodja Place by a minimum of 10% within three years;</li> <li>Increase visitation to the Kojonup Park by a minimum of 20% within three years;</li> <li>Businesses report an increase in visitation and spend.</li> </ul> | <ul style="list-style-type: none"> <li>Photographs</li> <li>Case studies/stories</li> <li>Business feedback</li> <li>Usage/booking statistics</li> <li>Community survey</li> </ul>     | Shire of Kojonup | <input type="checkbox"/> Complete<br><br><input type="checkbox"/> Incomplete<br><br><input type="checkbox"/> Ongoing |
| <b>OUTCOME 3:</b><br><br>Increase visitation to the Kodja Place attractions to extend knowledge and provide a cultural and historic experience to travellers and the community.         | <ul style="list-style-type: none"> <li>Increased visitation to the Kodja Place by a minimum of 10% within three years;</li> <li>Positive reports and approval ratings from participants/visitors.</li> </ul>   | <ul style="list-style-type: none"> <li>Photographs</li> <li>Case studies/stories</li> <li>User group feedback</li> <li>Visitor/booking statistics</li> <li>Community survey</li> </ul> | Shire of Kojonup | <input type="checkbox"/> Complete<br><br><input type="checkbox"/> Incomplete<br><br><input type="checkbox"/> Ongoing |

| OUTCOMES   | DELIVERABLES / OUTPUTS   | DATA/EVIDENCE COLLECTION METHOD   | RESPONSIBILITY   | DATA COLLECTION STATUS <input checked="" type="checkbox"/>   |
|--|--|---|------------------|--|
| <b>OUTCOME 4:</b><br><br>Revitalised facilities have increased the liveability of the community through attracting people to actively participate and contribute.  | <ul style="list-style-type: none"> <li>Project construction is implemented in accordance with Australian Design Standards;</li> <li>Project construction is implemented according to project scope;</li> <li>Shire residents feel that their community has greater liveability;</li> <li>The Kodja Place user group volunteer base increases by 5% within the first year.</li> </ul> | <ul style="list-style-type: none"> <li>Photographs</li> <li>Case studies/stories</li> <li>User Group feedback</li> <li>User group volunteer statistics</li> <li>Usage/booking statistics</li> <li>Community survey</li> </ul> | Shire of Kojonup | <input type="checkbox"/> Complete<br><br><input type="checkbox"/> Incomplete<br><br><input type="checkbox"/> Ongoing |
| <b>OUTCOME 5:</b><br><br>Revitalised facilities enhance a sense of community pride and belonging.  | <ul style="list-style-type: none"> <li>Shire residents have a greater sense of community pride;</li> <li>Shire residents have a greater sense of community belonging.</li> </ul>   | <ul style="list-style-type: none"> <li>Photographs</li> <li>Case studies/stories</li> <li>User Group feedback</li> <li>Community survey</li> </ul>  | Shire of Kojonup | <input type="checkbox"/> Complete<br><br><input type="checkbox"/> Incomplete<br><br><input type="checkbox"/> Ongoing |
| <b>OUTCOME 6:</b><br><br>Community spaces and places are accessible and attractive for people to participate in passive physical activity. This includes but is not limited to participation by people with a disability and low-income earners. | <ul style="list-style-type: none"> <li>Assist with increasing passive recreation use at the Kojonup Park by more than 10,000 visitations within three years post construction;</li> <li>Project construction is implemented in accordance</li> </ul>   | <ul style="list-style-type: none"> <li>Construction 'sign-off' documentation</li> <li>Photographs</li> <li>Case studies/stories</li> </ul>  | Shire of Kojonup | <input type="checkbox"/> Complete<br><br><input type="checkbox"/> Incomplete<br><br><input type="checkbox"/> Ongoing |



| OUTCOMES   | DELIVERABLES / OUTPUTS   | DATA/EVIDENCE<br>COLLECTION<br>METHOD  | RESPONSIBILITY   | DATA COLLECTION<br>STATUS <input checked="" type="checkbox"/>  |
|--|--|--|------------------|--|
|  | <ul style="list-style-type: none"> <li>with Australian Design Standards;</li> <li>• Project construction is implemented on schedule, within budget and according to project scope;</li> <li>• Cost of access to infrastructure and facilities remain aligned to the Shire of Kojonup's fees and charges (adopted annually);</li> <li>• Free and enhanced access to playground and amenities;</li> <li>• Users feel that the precincts are more accessible to use.</li> </ul> | <ul style="list-style-type: none"> <li>• User Group feedback</li> <li>• Usage / booking statistics</li> <li>• Community survey</li> </ul>                            |                  |  |
| <b>OUTCOME 7:</b><br><br>Accessibility and attraction of attending the Kodja Place is enhanced through clear directional design leading to one unified entrance. | <ul style="list-style-type: none"> <li>• Increased visitation to the Kodja Place by a minimum of 10% within three years.</li> </ul>  | <ul style="list-style-type: none"> <li>• Photographs</li> <li>• Case studies/stories</li> <li>• User Group feedback</li> <li>• Usage / booking statistics</li> </ul> | Shire of Kojonup | <input type="checkbox"/> Complete<br><br><input type="checkbox"/> Incomplete<br><br><input type="checkbox"/> Ongoing |
| <b>OUTCOME 8:</b>  | <ul style="list-style-type: none"> <li>• Increase visitation to Kojonup Park by a minimum of 20% within three years;</li> <li>• Positive reports and approval ratings from</li> </ul>  | <ul style="list-style-type: none"> <li>• Photographs</li> <li>• Case studies/stories</li> <li>• User Group feedback</li> </ul>                                       | Shire of Kojonup | <input type="checkbox"/> Complete<br><br><input type="checkbox"/> Incomplete   |

| OUTCOMES  | DELIVERABLES / OUTPUTS   | DATA/EVIDENCE COLLECTION METHOD   | RESPONSIBILITY   | DATA COLLECTION STATUS <input checked="" type="checkbox"/>   |
|---|--|---|------------------|--|
| Amenities meet the current and proposed future demand at key community locations, creating accessible spaces and places.  | participants/visitors/community members/user groups.   | <ul style="list-style-type: none"> <li>Usage / booking statistics</li> </ul>  |                  | <input type="checkbox"/> Ongoing   |
| <b>OUTCOME 9:</b><br>The design features and operational model of facilities promotes sustainable and effective practices leading to increasing the attraction to visit the Kodja Place and Kojonup Park Precincts and capitalises on the economic benefit;   | <ul style="list-style-type: none"> <li>Within three years of project completion, visitation of the Kodja Place has increased by a minimum of 10%;</li> <li>Within three years of project completion, visitation of the Kojonup Park has increased by a minimum of 20%.</li> </ul>  | <ul style="list-style-type: none"> <li>Photographs</li> <li>Case studies/stories</li> <li>User Group feedback</li> <li>Visitation statistics</li> <li>Usage/booking statistics</li> </ul>   | Shire of Kojonup | <input type="checkbox"/> Complete<br><input type="checkbox"/> Incomplete<br><input type="checkbox"/> Ongoing |
| <b>OUTCOME 10:</b><br>Construction design elements have influenced operational efficiencies. This includes, but is not limited to: <ul style="list-style-type: none"> <li>LED lighting;</li> <li>Energy efficient equipment and infrastructure;</li> <li>Quality infrastructure with higher life expectancy; and</li> </ul> | <ul style="list-style-type: none"> <li>Reduce the amount of maintenance costs on current infrastructure in accordance with the projects Lifecycle Cost Analysis;</li> <li>Project construction is implemented in accordance with Australian Design Standards;</li> <li>Project construction is implemented according to identified project scope;</li> <li>Shires 'Buy Local' purchasing policy is implemented when</li> </ul> | <ul style="list-style-type: none"> <li>Construction 'sign-off' documentation</li> <li>Photographs</li> <li>Maintenance reports</li> <li>User Group feedback</li> <li>Financial reports</li> <li>Usage/booking statistics</li> </ul> | Shire of Kojonup | <input type="checkbox"/> Complete<br><input type="checkbox"/> Incomplete<br><input type="checkbox"/> Ongoing |

| OUTCOMES  | DELIVERABLES / OUTPUTS  | DATA/EVIDENCE<br>COLLECTION<br>METHOD | RESPONSIBILITY | DATA COLLECTION<br>STATUS <input checked="" type="checkbox"/> |
|---|---|---------------------------------------|----------------|---|
| <ul style="list-style-type: none"> <li>Infrastructure that can be maintained from a local or regional level.</li> </ul> | infrastructure or equipment requires maintenance outside the warranty period. |                                       |                |   |

Table 7: Project Outcomes - Evaluation Plan



## **6.0 Facility Design Considerations**

The following design considerations will influence operational controls, efficiencies and outcomes.

### **6.1 Disability Access and Inclusion**

The Shire of Kojonup is committed to ensuring an accessible and inclusive community for people with disability, their families and carers. The Shire's Disability Access and Inclusion Plan (2020 - 2025) outlines seven outcomes that will be taken into consideration when developing the Kodja Place and Kojonup Park to ensure that it is operationally accessible and inclusive for people with a disability. These outcomes consist of:

1. People with disability have the same opportunities as other people to access the services of, and any events organised by the Shire of Kojonup;
2. People with disability have the same opportunities as other people to access the buildings and facilities of the Shire of Kojonup;
3. People with disability receive information from the Shire of Kojonup in a format that will enable them to access the information as readily as other people are able to access it;
4. People with disability receive the same level and quality of service from the staff of the Shire of Kojonup as other people receive from the city areas;
5. People with disability have the same opportunities as other people to make complaints to the Shire of Kojonup;
6. People with disability have the same opportunities as other people to participate in any public consultation by the Shire of Kojonup; and
7. People with disability have the same opportunities as other people to obtain and maintain employment within the Shire of Kojonup.

### **6.2 Australian Design Standards**

Facilities will be constructed to meet relevant Australian Design Standards and Codes of Practice. This will assist in minimising risks associated with ongoing operational management of facilities, in particular maintenance and replacement.

### **6.3 Facility Supervision**

#### **6.3.1 The Kodja Place**

The Kodja Place has active supervision of the internal facilities by Shire staff during operational hours. A tour guide is available through various times of the day to guide visitors around the Kodj Gallery and Storyplace.

The Black Cockatoo Café is supervised during operational hours by the external tenant and in accordance with their lease agreement.

The Rose Maze garden and Three Stories, as outdoor attractions, are accessible through donation and are not actively supervised.

The Shire inspects and maintains the Kodja Place facilities and surrounding carparks and landscapes in accordance with their policies, procedures and works program.

### **6.3.2 Kojonup Park**

Kojonup Park offers infrastructure that is accessed casually for passive use, the Shire does not provide active supervision of this area. Shire staff attends the park daily to undertake cleaning.

It is expected that children are supervised by an adult whilst located at Kojonup Park.

Park design features allow for passive supervision from people passing by and surrounding businesses through visual site lines and facility location being on the main street.

The Shire inspects and maintains Kojonup Park facilities and surrounding carparks and landscapes in accordance with their policies, procedures and works program.

## **6.4 Access for Low Income Earners**

A key outcome of facility improvements is accessibility. Operationally, this extends into continuing to provide free access to the Kojonup Park playground and toilet facilities as well as increasing capacity to enhance the attraction.

The Kodja Place outdoor attractions of the Rose Maze Garden and three stories will also continue to be provided as free access (donations requested).

## **6.5 The Kodja Place Black Cockatoo Cafe**

Design considerations to enhance operations and access to the Black Cockatoo Cafe are based on improving work-flow, traffic-flow and attendance throughout the facility as a whole.

The design improvements are based on the approved concepts provided in the Kodja Place Master Plan. The objectives and functional requirements detailed in the Master Plan include:

- Integrate and connect the Café with the rest of the building;
- Prevent free access from the Cafe's deck into the Courtyard/Rose Maze;
- Provide a multi-functional, full service kitchen facility (breakfast, snacks, lunch, dinner);
- Provide year-round, full service capability for the deck area;
- Consolidate kitchen facilities and functions; and
- Allow servicing of adjacent Function Room from kitchen.

## **6.6 The Kodja Place Facility Entrance**

The design improvements are based on the approved concepts provided in the Kodja Place Master Plan. The objectives and functional requirements detailed in the Master Plan include:

- Capture visitors at a single point of entry to increase revenue from ticket sales to the precinct's attractions, including the Rose Maze, Courtyard, Kodj Gallery/Storyplace and retail sales;
- Provide a space for visitors (including tour groups) to decompress and assemble in the lobby (up to two coach groups at a time);
- Provide visitors with a consistent and appropriate 'welcome' space that orientates them and informs them of what the Kodja Place is about and what is available to see and do;
- Provide queuing and ticketing functions;
- Provide local visitor information functions;
- Provide exhibition display space (permanent and temporary); and
- Has the flexibility to be used as a function space.

## 6.7 Kojonup Park Amenities Expansion

Facility considerations at Kojonup Park are aimed at increasing access to toilet, picnic and barbeque facilities.

Toilet facilities will include additional male and female ablutions as well as combined accessibility and family toilet facilities to meet the current and proposed future demand of these facilities.

The addition of a community kitchen as well as barbeque and picnic facilities also allow for meeting demand and attracting additional community use.

## 6.8 Parking and Landscaping

Landscaping, retaining, pathways and access points will act to link precinct infrastructure together, including way-finding and visual appeal.

The design improvements are based on the approved concepts provided in the Kodja Place Master Plan and other precinct design elements. The objectives and functional requirements detailed in the Master Plan include:

- Create a welcoming, safe and consistent arrival/staging area that clearly defines a single precinct entrance and leads the visitor to it;
- Raise awareness of offering to passing traffic (day and night);
- Inform people of where to stop; and
- Make it easy for people to know where to go once in car park.

Design will link the precincts and main street at safe and appropriate locations using attractive way-finding mechanisms. This includes:

- Indigenous interpretive artwork as an informal road crossing point linking the Kodja Place to Kojonup Park;
- Pathways and gardens that act to direct people to facilities;
- Pedestrian bridges across the drain linking Kojonup Park to the main street; and
- Pathway from the RV Rest Area to the entrance of the Kojonup Sports Precinct.



## **7.0      *Asset Management Plan***

### **7.1      Policy/Strategic Directive**

The Shire endorsed an Asset Management Plan in 2017 which sets out how the Shire will manage service delivery, provision, maintenance and disposal of infrastructure assets over their lifecycle.

The Shire continually plans for and implements operational, maintenance, renewal and new works activities on a systematic basis to ensure:

- All assets are fit for purpose;
- All assets are operated and maintained in a safe and fit for use state at all stages of their lifecycle;
- All assets receive planned and reactive maintenance as required to ensure that they reach their full design life;
- New assets are planned for and implemented appropriately considering future needs; and
- Assets are disposed of appropriately where required.

The Shire will continue to manage their assets in line with their Asset Management Plan, Asset Management Framework, Long term Financial Plan and their Risk Management Plan. These documents are available from the Shires web site:

<https://www.kojonup.wa.gov.au/council/agenda-2018-2/integrated-planning/>

### **7.2      Asset Management Activities**

The Shire will undertake the following activities to ensure that the objectives of the asset management plan are achieved:

- Maintain a register of all assets;
- Undertake regular (at a minimum) condition inspections of assets to inform asset maintenance and renewal planning;
- Prepare a planned maintenance and renewal schedule for all assets;
- Appropriately cost all activities in the plan and ensure sufficient funds are available; and
- Undertake strategic planning to meet future major renewal and upgrade needs and set aside sufficient funds to cover the Shire's contribution towards these (considering reasonably foreseeable amounts the organisation may achieve from external funding sources).

## 8.0 Budget / Financial Plan

### 8.1 Current Operational Expenditure and Income

The following operational expenditure and income was recorded for the 2019/2020 financial year relating to the Kodja Place.

| 2019/2020 Financial Year Actuals         |                  |
|--|------------------|
| DESCRIPTION                              | 2019/2020        |
| <b>Expenditure Items</b>                 |                  |
| Kodja Place - Staff Costs                | \$179,206        |
| Catering                                 | \$1,451          |
| Insurance - Various                      | \$11,397         |
| Public Liability Insurance - Kodja Place | \$6,657          |
| Printing, Stationary and office expenses | \$4,976          |
| Building Maintenance                     | \$10,670         |
| Building Maintenance (Cafe)              | \$4,017          |
| Utilities                                | \$31,625         |
| Cleaning                                 | \$32,078         |
| Grounds Maintenance                      | \$45,693         |
| Misc Expenses                            | \$2,188          |
| Vehicle - Operating                      | \$2,415          |
| Café Sales and Minor Expenses            | \$5,522          |
| Kodja Place Website                      | \$574            |
| Retail Stock - COGS                      | \$19,000         |
| Tour Guide Expenses                      | \$3,540          |
| Trainee - Grant                          | \$0              |
| Events                                   | \$300            |
| Brochures                                | \$1,500          |
| <b>TOTAL EXPENDITURE</b>                 | <b>\$362,809</b> |
| <b>Income Items</b>                      |                  |
| Visitor Fees                             | \$4,302          |
| Hire Fees                                | \$1,425          |
| Tour Groups                              | \$5,218          |
| Activity Fees                            | \$819            |
| Sundry Misc. In come - Kodja Place       | \$10,112         |
| Membership Fees and Brochure Racking     | \$132            |
| Retail Sales                             | \$37,830         |
| Sales - Commissions                      | \$109            |
| Grant Traineeship                        | \$0              |
| Café Lease Fees                          | \$13,693         |
| Donations                                | \$1,540          |
| <b>TOTAL INCOME</b>                      | <b>\$75,180</b>  |
| <b>TOTAL PROFIT / LOSS</b>               | <b>\$287,629</b> |

Table 8: The Kodja Place operational actuals 2019/2020

The above table indicates that the Shire operated the Kodja Place at a financial loss of \$287,629 in the 2019/2020 financial year.



### 8.1.1 Kojonup Park

The following operational expenditure and income was recorded for the 2019/2020 financial year relating to Kojonup Park.

| DESCRIPTION                                      | 2019/2020        |
|--|------------------|
| <b>Expenditure Items</b>                         |                  |
| Kojonup Park Conveniences - Operating            | \$47,600         |
| Kojonup Park Conveniences - Building Maintenance | \$1,941          |
| Kojonup Park - Ground Maintenance                | \$62,337         |
| <b>TOTAL EXPENDITURE</b>                         | <b>\$111,878</b> |
| <b>Income Items</b>                              |                  |
| Kojonup Park - Operating Income                  | \$0              |
| <b>TOTAL INCOME</b>                              | <b>\$0</b>       |
| <b>TOTAL PROFIT / LOSS</b>                       | <b>\$111,878</b> |

Table 9: Kojonup Park operational actuals 2019/2020

The above table indicates that the Shire operated Kojonup Park at a financial loss of \$111,878 in the 2019/2020 financial year.

## 8.2 Projected Operational Expenditure and Income

The proposed operational financial projections for the Kodja Place and Kojonup Park have been developed using current financial actuals provided by the Shire and developing scenarios based on projected assumptions. Assumptions for each scenario are provided to acknowledge the differences of each and to create a 'sensitivity analysis'.

The sensitivity analysis investigates likely, best and worst case scenarios which have been developed to investigate the Shire's threshold of operational input. The Shire has indicated that based on worst case scenario they have the capacity to cover operational deficit between proposed expenditure and income (scenario 3). In fact, the focus of this project is increased attendance and revisitation of Kojonup Park and the Shire is predicting expenditure increases in-line with usage and community satisfaction.

It should be noted that the operational financial projections below do not include contribution to a reserve fund to set aside money assigned for replacement. A Life Cycle Cost Benefit Analysis will indicate this contribution and would not affect the decisions made regarding the operational projections provided in the below scenarios. It should be noted that the Shire does have an existing reserve fund and contributes to this annually.

Each of the below scenarios should be viewed in relation to the following information:

- Any increase on expenditure between the 2019-2020 financial year actuals and the operational expenditure post construction is to allow for:
  - The construction gap;
  - Increased use of facilities post construction; and

- Increased upkeep of newly established infrastructure.
- Costs to maintain the precincts will likely increase regardless of infrastructure developments; and
- Scenarios should be viewed in relation to the variance assumptions provided in the last column of each table.

#### 8.2.1 The Kodja Place Sensitivity Analysis

The Kodja Place operational budget sensitivity analysis provided in the below three tables indicates that:

- Based on the **likely-case scenario**, the first year of operating the Kodja Place post project construction will likely incur a financial loss of \$282,712. This is comparable to the current operational loss in the 2019-2020 financial year being \$287,629 and therefore within the Shires currently allocated budget threshold. It is worth noting that, whilst minimal, the following four years indicate a continued reduction in annual loss;
- Based on the **best-case scenario**, the first year of operating the Kodja Place post project construction will likely incur a financial loss of \$271,371. This is comparable to the current operational loss in the 2019-2020 financial year being \$287,629 and therefore within the Shires currently allocated budget threshold. It is worth noting that, whilst minimal, the following four years indicate a continued reduction in annual loss;
- Based on the **worst-case scenario**, the first year of operating the Kodja Place post project construction will likely incur a financial loss of \$295,541. This is comparable to the current operational loss in the 2019-2020 financial year being \$287,629 and therefore within the Shires currently allocated budget threshold. It is worth noting that, whilst minimal, the following four years indicate a continued increase in annual loss. To reduce the likelihood of this scenario occurring, the Shire will implement operational mitigation and control strategies.

## 8.2.2 The Kodja Place Likely Case Scenario

| Scenario 1: Likely Case - Five Year Financial Projection |                  |                  |                  |                  |                  |  |
|--|------------------|------------------|------------------|------------------|------------------|--|
| DESCRIPTION  | YEAR 1           | YEAR 2           | YEAR 3           | YEAR 4           | YEAR 5           | VARIANCE ASSUMPTION  |
| <b>Expenditure Items</b>                                 |                  |                  |                  |                  |                  |  |
| Kodja Place - Staff Costs                                | \$179,206        | \$179,206        | \$179,206        | \$179,206        | \$179,206        | No expected increase/decrease due to this project  |
| Catering   | \$1,451          | \$1,451          | \$1,451          | \$1,451          | \$1,451          |  |
| Insurance - Various                                      | \$11,397         | \$11,397         | \$11,397         | \$11,397         | \$11,397         |  |
| Public Liability Insurance - Kodja Place                 | \$6,657          | \$6,657          | \$6,657          | \$6,657          | \$6,657          |  |
| Printing, Stationary and office expenses                 | \$4,976          | \$4,976          | \$4,976          | \$4,976          | \$4,976          |  |
| Building Maintenance                                     | \$10,670         | \$10,670         | \$10,670         | \$10,670         | \$10,670         |  |
| Building Maintenance (Cafe)                              | \$4,017          | \$4,017          | \$4,017          | \$4,017          | \$4,017          |  |
| Utilities  | \$33,206         | \$33,206         | \$33,206         | \$33,206         | \$33,206         | 5% increase based from the 2019-2020 FY and 0% each year thereafter  |
| Cleaning   | \$32,078         | \$32,078         | \$32,078         | \$32,078         | \$32,078         | No expected increase/decrease due to this project  |
| Grounds Maintenance                                      | \$47,978         | \$47,978         | \$47,978         | \$47,978         | \$47,978         | 5% increase based from the 2019-2020 FY and 0% each year thereafter  |
| Misc Expenses  | \$2,188          | \$2,188          | \$2,188          | \$2,188          | \$2,188          | No expected increase/decrease due to this project  |
| Vehicle - Operating                                      | \$2,415          | \$2,415          | \$2,415          | \$2,415          | \$2,415          |  |
| Café Sales and Minor Expenses                            | \$0              | \$0              | \$0              | \$0              | \$0              | none expected  |
| Kodja Place Website                                      | \$1,148          | \$574            | \$574            | \$574            | \$574            | 1st year 100% increase from 2019-2020 FY to update developments on website and back to 2019-2020 FY costs thereafter |
| Retail Stock - COGS                                      | \$20,900         | \$22,990         | \$25,289         | \$27,818         | \$30,600         | 10% increase based from 2019-2020 FY, following 4 years = additional 10%/annum                                       |
| Tour Guide Expenses                                      | \$3,894          | \$3,991          | \$4,091          | \$4,193          | \$4,298          | 1st year = 10% increase based from 2019-2020 FY, following 4 years = additional 2.5%/annum                           |
| Trainee - Grant  | \$30,000         | \$30,000         | \$30,000         | \$30,000         | \$30,000         | 1 Trainee expected - expense matches income  |
| Events   | \$360            | \$432            | \$518            | \$622            | \$746            | 20% increase based from 2019-2020 FY, following 4 years = additional 20%/annum                                       |
| Brochures  | \$1,500          | \$1,500          | \$1,500          | \$1,500          | \$1,500          | No expected increase/decrease due to this project  |
| <b>TOTAL EXPENDITURE</b>                                 | <b>\$394,041</b> | <b>\$395,726</b> | <b>\$398,211</b> | <b>\$400,946</b> | <b>\$403,957</b> |  |
| <b>Income Items</b>                                      |                  |                  |                  |                  |                  |  |
| Visitor Fees   | \$4,732          | \$5,205          | \$5,726          | \$6,299          | \$6,928          | 10% increase based from 2019-2020 FY, following 4 years = additional 10%/annum                                       |
| Hire Fees  | \$1,568          | \$1,724          | \$1,897          | \$2,086          | \$2,295          |  |
| Tour Groups  | \$5,740          | \$6,314          | \$6,945          | \$7,640          | \$8,404          |  |
| Activity Fees  | \$901            | \$991            | \$1,090          | \$1,199          | \$1,319          |  |
| Sundry Misc. Income - Kodja Place                        | \$11,123         | \$12,236         | \$13,459         | \$14,805         | \$16,285         |  |
| Membership Fees and Brochure Racking                     | \$145            | \$160            | \$176            | \$193            | \$213            |  |
| Retail Sales   | \$41,613         | \$45,774         | \$50,352         | \$55,387         | \$60,926         |  |
| Sales - Commissions                                      | \$120            | \$132            | \$145            | \$160            | \$176            | 1 trainee expected - expense matches income  |
| Grant - Traineeship                                      | \$30,000         | \$30,000         | \$30,000         | \$30,000         | \$30,000         |  |
| Café Lease Fees  | \$13,693         | \$13,693         | \$13,693         | \$13,693         | \$13,693         | As per lease agreement   |
| Donations  | \$1,694          | \$1,863          | \$2,050          | \$2,255          | \$2,480          | 10% increase based from 2019-2020 FY, following 4 years = additional 10%/annum                                       |
| <b>TOTAL INCOME</b>                                      | <b>\$111,329</b> | <b>\$118,092</b> | <b>\$125,532</b> | <b>\$133,716</b> | <b>\$142,718</b> |  |
| <b>TOTAL PROFIT / LOSS</b>                               | <b>\$282,712</b> | <b>\$277,634</b> | <b>\$272,679</b> | <b>\$267,230</b> | <b>\$261,239</b> |  |

Table 10: The Kodja Place operational costs – likely case

### 8.2.3 The Kodja Place Scenario 2: Best Case

| Scenario 2: Best Case - Three Year Financial Projection |                  |                  |                  |                  |                  |  |
|---|------------------|------------------|------------------|------------------|------------------|--|
| DESCRIPTION   | YEAR 1           | YEAR 2           | YEAR 3           | YEAR 4           | YEAR 5           | ASSUMPTION   |
| <b>Expenditure Items</b>                                |                  |                  |                  |                  |                  |  |
| Kodja Place - Staff Costs                               | \$179,206        | \$179,206        | \$179,206        | \$179,206        | \$179,206        | No expected increase/decrease due to this project                              |
| Catering  | \$1,451          | \$1,451          | \$1,451          | \$1,451          | \$1,451          |  |
| Insurance - Various                                     | \$11,397         | \$11,397         | \$11,397         | \$11,397         | \$11,397         |  |
| Public Liability Insurance - Kodja Place                | \$6,657          | \$6,657          | \$6,657          | \$6,657          | \$6,657          |  |
| Printing, Stationary and office expenses                | \$4,976          | \$4,976          | \$4,976          | \$4,976          | \$4,976          |  |
| Building Maintenance                                    | \$10,670         | \$10,670         | \$10,670         | \$10,670         | \$10,670         |  |
| Building Maintenance (Cafe)                             | \$4,017          | \$4,017          | \$4,017          | \$4,017          | \$4,017          | 2% increase based from the 2019-2020 FY and 0% each year thereafter            |
| Utilities   | \$32,258         | \$32,258         | \$32,258         | \$32,258         | \$32,258         |  |
| Cleaning  | \$32,078         | \$32,078         | \$32,078         | \$32,078         | \$32,078         | No expected increase/decrease due to this project                              |
| Grounds Maintenance                                     | \$45,693         | \$45,693         | \$45,693         | \$45,693         | \$45,693         | 0% increase based from the 2019-2020 FY and 0% each year thereafter            |
| Misc Expenses   | \$2,188          | \$2,188          | \$2,188          | \$2,188          | \$2,188          | No expected increase/decrease due to this project                              |
| Vehicle - Operating                                     | \$2,415          | \$2,415          | \$2,415          | \$2,415          | \$2,415          |  |
| Café Sales and Minor Expenses                           | \$0              | \$0              | \$0              | \$0              | \$0              | none expected  |
| Kodja Place Website                                     | \$574            | \$574            | \$574            | \$574            | \$574            | No expected increase/decrease  |
| Retail Stock - COGS                                     | \$22,800         | \$27,360         | \$32,832         | \$39,398         | \$47,278         | 20% increase based from 2019-2020 FY, following 4 years = additional 20%/annum |
| Tour Guide Expenses                                     | \$3,540          | \$3,540          | \$3,540          | \$3,540          | \$3,540          | No expected increase/decrease  |
| Events  | \$300            | \$300            | \$300            | \$300            | \$300            |  |
| Brochures   | \$1,500          | \$1,500          | \$1,500          | \$1,500          | \$1,500          |  |
| Trainee - Grant   | \$30,000         | \$30,000         | \$30,000         | \$30,000         | \$30,000         | 1 trainee expected - expense matches income                                    |
| <b>TOTAL EXPENDITURE</b>                                | <b>\$391,720</b> | <b>\$396,280</b> | <b>\$401,752</b> | <b>\$408,318</b> | <b>\$416,198</b> |  |
| <b>Income Items</b>                                     |                  |                  |                  |                  |                  |  |
| Visitor Fees  | \$4,947          | \$5,689          | \$6,543          | \$7,524          | \$8,653          | 15% increase based from 2019-2020 FY, following 4 years = additional 15%/annum |
| Hire Fees   | \$1,639          | \$1,885          | \$2,167          | \$2,492          | \$2,866          |  |
| Tour Groups   | \$6,001          | \$6,901          | \$7,936          | \$9,126          | \$10,495         |  |
| Activity Fees   | \$942            | \$1,083          | \$1,246          | \$1,432          | \$1,647          |  |
| Sundry Misc. In come - Kodja Place                      | \$11,629         | \$13,373         | \$15,379         | \$17,686         | \$20,339         |  |
| Membership Fees and Brochure Racking                    | \$152            | \$175            | \$201            | \$231            | \$265            | 20% increase based from 2019-2020 FY, following 4 years = additional 20%/annum |
| Retail Sales  | \$45,396         | \$54,475         | \$65,370         | \$78,444         | \$94,133         |  |
| Sales - Commissions                                     | \$125            | \$144            | \$166            | \$191            | \$219            | 15% increase based from 2019-2020 FY, following 4 years = additional 15%/annum |
| Grant Traineeship                                       | \$30,000         | \$30,000         | \$30,000         | \$30,000         | \$30,000         | 1 trainee expected - expense matches income                                    |
| Café Lease Fees   | \$15,747         | \$18,109         | \$20,825         | \$23,949         | \$27,542         | 15% increase based from 2019-2020 FY, following 4 years = additional 15%/annum |
| Donations   | \$1,771          | \$2,037          | \$2,342          | \$2,693          | \$3,097          |  |
| <b>TOTAL INCOME</b>                                     | <b>\$118,349</b> | <b>\$133,871</b> | <b>\$152,175</b> | <b>\$173,770</b> | <b>\$199,257</b> |  |
| <b>TOTAL PROFIT / LOSS</b>                              | <b>\$273,371</b> | <b>\$262,409</b> | <b>\$249,577</b> | <b>\$234,548</b> | <b>\$216,940</b> |  |

Table 11: The Kodja Place operational costs - best case

## 8.2.4 The Kodja Place Scenario 3: Worst Case

| Scenario 3: Worst Case - Three Year Financial Projection |                  |                  |                  |                  |                  |  |
|--|------------------|------------------|------------------|------------------|------------------|--|
| DESCRIPTION  | YEAR 1           | YEAR 2           | YEAR 3           | YEAR 4           | YEAR 5           | ASSUMPTION   |
| <b>Expenditure Items</b>                                 |                  |                  |                  |                  |                  |  |
| Kodja Place - Staff Costs                                | \$182,790        | \$182,790        | \$182,790        | \$182,790        | \$182,790        | 2% increase based from the 2019-2020 FY and 0% each year thereafter  |
| Catering   | \$1,480          | \$1,480          | \$1,480          | \$1,480          | \$1,480          |  |
| Insurance - Various                                      | \$11,625         | \$11,625         | \$11,625         | \$11,625         | \$11,625         |  |
| Public Liability Insurance - Kodja Place                 | \$6,790          | \$6,790          | \$6,790          | \$6,790          | \$6,790          |  |
| Printing, Stationary and office expenses                 | \$5,076          | \$5,076          | \$5,076          | \$5,076          | \$5,076          |  |
| Building Maintenance                                     | \$10,883         | \$10,883         | \$10,883         | \$10,883         | \$10,883         |  |
| Building Maintenance (Cafe)                              | \$4,097          | \$4,097          | \$4,097          | \$4,097          | \$4,097          |  |
| Utilities  | \$34,788         | \$35,483         | \$36,193         | \$36,917         | \$37,655         | 10% increase based from the 2019-2020 FY and 2% each year thereafter   |
| Cleaning   | \$32,720         | \$32,720         | \$32,720         | \$32,720         | \$32,720         | 2% increase based from the 2019-2020 FY and 0% each year thereafter  |
| Grounds Maintenance                                      | \$50,262         | \$51,268         | \$52,293         | \$53,339         | \$54,406         | 10% increase based from the 2019-2020 FY and 2% each year thereafter   |
| Misc Expenses  | \$2,232          | \$2,232          | \$2,232          | \$2,232          | \$2,232          | 2% increase based from the 2019-2020 FY and 0% each year thereafter  |
| Vehicle - Operating                                      | \$2,463          | \$2,463          | \$2,463          | \$2,463          | \$2,463          |  |
| Café Sales and Minor Expenses                            | \$0              | \$0              | \$0              | \$0              | \$0              | none expected  |
| Kodja Place Website                                      | \$1,148          | \$574            | \$574            | \$574            | \$574            | 1st year 100% increase from 2019-2020 FY to update developments on website and back to 2019-2020 FY costs thereafter |
| Retail Stock - COGS                                      | \$19,000         | \$19,000         | \$19,000         | \$19,000         | \$19,000         | No increase/decrease from 2019-2020 FY   |
| Tour Guide Expenses                                      | \$3,540          | \$3,540          | \$3,540          | \$3,540          | \$3,540          |  |
| Events   | \$300            | \$300            | \$300            | \$300            | \$300            |  |
| Brochures  | \$1,500          | \$1,500          | \$1,500          | \$1,500          | \$1,500          | 1 trainee expected - expense matches income  |
| Trainee - Grant  | \$30,000         | \$30,000         | \$30,000         | \$30,000         | \$30,000         |  |
| <b>TOTAL EXPENDITURE</b>                                 | <b>\$400,694</b> | <b>\$401,821</b> | <b>\$403,556</b> | <b>\$405,326</b> | <b>\$407,131</b> |  |
| <b>Income Items</b>                                      |                  |                  |                  |                  |                  |  |
| Visitor Fees   | \$4,302          | \$4,302          | \$4,302          | \$4,302          | \$4,302          | 0% increase based from 2019-2020 FY, following 4 years = 0%/annum  |
| Hire Fees  | \$1,425          | \$1,425          | \$1,425          | \$1,425          | \$1,425          |  |
| Tour Groups  | \$5,218          | \$5,218          | \$5,218          | \$5,218          | \$5,218          |  |
| Activity Fees  | \$819            | \$819            | \$819            | \$819            | \$819            |  |
| Sundry Misc. In come - Kodja Place                       | \$10,112         | \$10,112         | \$10,112         | \$10,112         | \$10,112         |  |
| Membership Fees and Brochure Racking                     | \$132            | \$132            | \$132            | \$132            | \$132            |  |
| Retail Sales   | \$37,830         | \$37,830         | \$37,830         | \$37,830         | \$37,830         |  |
| Sales - Commissions                                      | \$109            | \$109            | \$109            | \$109            | \$109            | 1 trainee expected - expense matches income  |
| Grant Traineeship  | \$30,000         | \$30,000         | \$30,000         | \$30,000         | \$30,000         |  |
| Café Lease Fees  | \$13,693         | \$13,693         | \$13,693         | \$13,693         | \$13,693         | 0% increase based from 2019-2020 FY, following 4 years = 0%/annum  |
| Donations  | \$1,540          | \$1,540          | \$1,540          | \$1,540          | \$1,540          |  |
| <b>TOTAL INCOME</b>                                      | <b>\$105,180</b> | <b>\$105,180</b> | <b>\$105,180</b> | <b>\$105,180</b> | <b>\$105,180</b> |  |
| <b>TOTAL PROFIT / LOSS</b>                               | <b>\$295,514</b> | <b>\$296,641</b> | <b>\$298,376</b> | <b>\$300,146</b> | <b>\$301,951</b> |  |

Table 12: The Kodja Place operational costs - worst case

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#### 8.2.5 Kojonup Park Sensitivity Analysis

The Kojonup Park operational budget sensitivity analysis provided in the below three tables indicates that:

- Based on the **likely-case scenario**, the first year of operating Kojonup Park post project construction will likely incur a financial loss of \$127,954. This is an increase of 13.4% in comparison to the current operational loss in the 2019-2020 financial year being \$111,878 and can be directly attributed to an expected increase in patronage of facilities, creating additional cleaning and maintenance. It is worth noting that the following four years indicate a continued increase in annual loss aligning to future increased patronage and usage;
- Based on the **best-case scenario**, the first year of operating Kojonup Park post project construction will likely incur a financial loss of \$117,197. This is slightly more than the current operational loss in the 2019-2020 financial year being \$111,878. It is worth noting that, whilst minimal, the following four years indicate a continued reduction in annual loss;
- Based on the **worst-case scenario**, the first year of operating Kojonup Park post project construction will likely incur a financial loss of \$130,201. This is an increase of 14.1% to the current operational loss in the 2019-2020 financial year being \$111,878 and can be directly attributed to an expected increase in patronage of facilities, creating additional cleaning and maintenance. It is worth noting that the following four years indicate a continued increase in annual loss aligning to future increased patronage and usage.

## 8.2.6 Kojonup Park Likely Case Scenario

| Scenario 1: Likely Case - Five Year Financial Projection |                  |                  |                  |                  |                  |   |
|--|------------------|------------------|------------------|------------------|------------------|---|
| DESCRIPTION  | YEAR 1           | YEAR 2           | YEAR 3           | YEAR 4           | YEAR 5           | VARIANCE ASSUMPTION   |
| <b>Expenditure Items</b>                                 |                  |                  |                  |                  |                  |   |
| Kojonup Park Conveniences - Operating                    | \$59,500         | \$62,475         | \$65,599         | \$68,879         | \$72,323         | 1st year increase by 15% and 2% each year after from the 2019/2020 FY actuals |
| Kojonup Park Conveniences - Building Maintenance         | \$3,000          | \$3,000          | \$3,000          | \$3,000          | \$3,000          | Aligns with principles of preventative and proactive building maintenance     |
| Kojonup Park - Ground Maintenance                        | \$65,454         | \$68,727         | \$72,163         | \$75,771         | \$79,560         | Increase by 5% each year from the 2019/2020 FY actuals                        |
| <b>TOTAL EXPENDITURE</b>                                 | <b>\$127,954</b> | <b>\$134,202</b> | <b>\$140,762</b> | <b>\$147,650</b> | <b>\$154,882</b> |   |
| <b>Income Items</b>                                      |                  |                  |                  |                  |                  |   |
| Kojonup Park - Operating Income                          | \$0              | \$0              | \$0              | \$0              | \$0              | Apex Park is a free access amenity  |
| <b>TOTAL INCOME</b>                                      | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |   |
| <b>TOTAL PROFIT / LOSS</b>                               | <b>\$127,954</b> | <b>\$134,202</b> | <b>\$140,762</b> | <b>\$147,650</b> | <b>\$154,882</b> |   |

Table 13: Kojonup Park Likely Case Scenario

## 8.2.7 Kojonup Park Best Case Scenario

| Scenario 2: Best Case - Three Year Financial Projection |                  |                  |                  |                  |                  |   |
|---|------------------|------------------|------------------|------------------|------------------|---|
| DESCRIPTION   | YEAR 1           | YEAR 2           | YEAR 3           | YEAR 4           | YEAR 5           | ASSUMPTION  |
| <b>Expenditure Items</b>                                |                  |                  |                  |                  |                  |   |
| Kojonup Park Conveniences - Operating                   | \$52,360         | \$52,884         | \$53,412         | \$53,947         | \$54,486         | 1st year increase by 10% and 1% each year after from the 2019/2020 FY actuals |
| Kojonup Park Conveniences - Building Maintenance        | \$2,500          | \$2,500          | \$2,500          | \$2,500          | \$2,500          | Aligns with principles of preventative and proactive building maintenance     |
| Kojonup Park - Ground Maintenance                       | \$62,337         | \$62,337         | \$62,337         | \$62,337         | \$62,337         | Remain the same as the 2019/2020 FY actuals                                   |
| <b>TOTAL EXPENDITURE</b>                                | <b>\$117,197</b> | <b>\$117,721</b> | <b>\$118,249</b> | <b>\$118,784</b> | <b>\$119,323</b> |   |
| <b>Income Items</b>                                     |                  |                  |                  |                  |                  |   |
| Kojonup Park - Operating Income                         | \$0              | \$0              | \$0              | \$0              | \$0              | Apex Park is a free access amenity  |
| <b>TOTAL INCOME</b>                                     | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |   |
| <b>TOTAL PROFIT / LOSS</b>                              | <b>\$117,197</b> | <b>\$117,721</b> | <b>\$118,249</b> | <b>\$118,784</b> | <b>\$119,323</b> |   |

Table 14: Kojonup Park Best Case Scenario

## 8.2.8 Kojonup Park Worst Case Scenario

| Scenario 3: Worst Case - Three Year Financial Projection |                  |                  |                  |                  |                  |   |
|--|------------------|------------------|------------------|------------------|------------------|---|
| DESCRIPTION  | YEAR 1           | YEAR 2           | YEAR 3           | YEAR 4           | YEAR 5           | ASSUMPTION  |
| <b>Expenditure Items</b>                                 |                  |                  |                  |                  |                  |   |
| Kojonup Park Conveniences - Operating                    | \$59,500         | \$62,475         | \$65,599         | \$68,879         | \$72,323         | 1st year increase by 25% and 2% each year after from the 2019/2020 FY actuals |
| Kojonup Park Conveniences - Building Maintenance         | \$4,000          | \$4,080          | \$4,162          | \$4,245          | \$4,330          | Potential increased vandalism and breakage                                    |
| Kojonup Park - Ground Maintenance                        | \$66,701         | \$71,370         | \$76,366         | \$81,711         | \$87,431         | Increase by 7% each year from the 2019/2020 FY actuals                        |
| <b>TOTAL EXPENDITURE</b>                                 | <b>\$130,201</b> | <b>\$137,925</b> | <b>\$146,126</b> | <b>\$154,835</b> | <b>\$164,083</b> |   |
| <b>Income Items</b>                                      |                  |                  |                  |                  |                  |   |
| Kojonup Park - Operating Income                          | \$0              | \$0              | \$0              | \$0              | \$0              | Apex Park is a free access amenity  |
| <b>TOTAL INCOME</b>                                      | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |   |
| <b>TOTAL PROFIT / LOSS</b>                               | <b>\$130,201</b> | <b>\$137,925</b> | <b>\$146,126</b> | <b>\$154,835</b> | <b>\$164,083</b> |   |

Table 15: Kojonup Park Worst Case Scenario



## 8.3 Budget Control Activities

The Shire will undertake the following review activities in relation to the five-year financial plan and present them to Council:

- Review the five-year financial plan as circumstances warrant but no less than annually;
- Set and implement an annual budget as per Council policy;
- Produce budget vs. actual reports on a monthly basis;
- Produce end of year reports in accordance with the Shires policies and procedures; and
- Take action as required to ensure forecast or actual budget variances are treated appropriately and action put in place to ensure sustainability in each instance.



## 9.0 Risk Management

The following core project risks are identified. Associated controls are aimed at bringing the post control risk rating to the Shires identified tolerance of low or below (where possible). The construction risk management and treatment plan is provided in more detail within the Project Management Plan.

| RISK  | RISK RATING          | CONTROL   | POST CONTROL RATING |
|---|----------------------|---|---------------------|
| <b>Pre-Construction and Construction Risk</b>                       |                      |   |                     |
| Funding not achieved  | <b>C 3 – High</b>    | <ul style="list-style-type: none"> <li>• Demonstrate the need and community support for the project, as well as sound project planning; in all funding applications;</li> <li>• Allow for contingencies and price rises within the development of the budget; and</li> <li>• Project does not proceed until full funding is achieved.</li> </ul>  | <b>D 2 – Low</b>    |
| Final design does not meet expectations/ requirements               | <b>C 4 – Extreme</b> | <ul style="list-style-type: none"> <li>• Facilitated review of plans at key stages by the Project Manager, Shire of Kojonup and facility architect;</li> <li>• Ensure facilities and designed and constructed to Australian Design standards and meet relevant codes of practice;</li> <li>• Engage specialist assistance for design review as required.</li> </ul>   | <b>D 2 – Low</b>    |
| Project not delivered on time, on budget or to quality expectations | <b>C 3 – High</b>    | <ul style="list-style-type: none"> <li>• Project will be managed in accordance with the Project Management Plan;</li> <li>• Allow contingencies within the timeline to compensate for any disruptions;</li> <li>• Allow contingencies within the budget to compensate for any disruptions (i.e COVID-19 related disruptions or price increases); and</li> <li>• Utilise the suitably qualified internal and external</li> </ul> | <b>D 2 – Low</b>    |

| RISK  | RISK RATING           | CONTROL   | POST CONTROL RATING   |
|---|-----------------------|---|-----------------------|
|   |                       | expertise for project management and technical advice as required.  |                       |
| Adverse PR due to failure to communicate information about project to community/ stakeholders and managing expectations.      | <b>B 3 – High</b>     | <ul style="list-style-type: none"> <li>Implement an appropriate communication plan.</li> </ul>  | <b>D 2 – Low</b>      |
| Safety risk during construction   | <b>B 4 – Extreme</b>  | <ul style="list-style-type: none"> <li>Implement WHS plan to all relevant standards prior to and during construction.</li> </ul>  | <b>D 2 – Low</b>      |
| Natural disaster or severe weather patterns   | <b>C 3 – High</b>     | <ul style="list-style-type: none"> <li>Allow contingencies within the timeline to compensate for unexpected weather; and</li> <li>Ensure appropriate insurance is sought through construction phase.</li> </ul>   | <b>C 4 – Low</b>      |
| Delay in reporting and acquitting any funding   | <b>D 3 – Moderate</b> | <ul style="list-style-type: none"> <li>Project Manager to monitor reporting dates, obtain relevant report templates and ensure completion prior to deadlines.</li> </ul>  | <b>E 2 – Low</b>      |
| <b>Operational and Management Risks</b>   |                       |   |                       |
| Failure to achieve operational outcomes.  | <b>B 3 – High</b>     | <ul style="list-style-type: none"> <li>Review and update the Operational Management Overview as required;</li> <li>Ensure roles and responsibilities are well defined;</li> <li>Where appropriate, increase exposure and access of the facilities at a local and regional level;</li> <li>Implement a facilities inspection audit.</li> </ul> | <b>D 2 – Low</b>      |
| Damage to the precincts through vandalism, accidental or natural occurrences such as flooding from adverse weather conditions | <b>C 3 – High</b>     | <ul style="list-style-type: none"> <li>Ensure correct insurance is maintained;</li> <li>Ensure any gutters and drainage systems are kept free from blockages;</li> </ul>  | <b>D 3 – Moderate</b> |

| RISK  | RISK RATING       | CONTROL  | POST CONTROL RATING |
|---|-------------------|--|---------------------|
|   |                   | <ul style="list-style-type: none"> <li>• Report and repair any maintenance issues in a timely manner.</li> </ul>   |                     |
| Maintenance and cleanliness of the precincts is not to an acceptable standard                                   | <b>B 2 – High</b> | <ul style="list-style-type: none"> <li>• Ensure roles and responsibilities are well defined and communicated;</li> <li>• Ensure general maintenance and upkeep duties for new and improved facilities are included within the Shire’s works program;</li> <li>• Continue to ensure the cleanliness and upkeep of facilities are maintained through current procedures and usage agreements;</li> <li>• Implement a facilities inspection audit;</li> <li>• Implement a cleaning schedule; and</li> <li>• Report and repair all maintenance issues in a timely manner.</li> </ul> | <b>D 2 – Low</b>    |
| The Kodja Place and Kojonup Park facilities are not accessible short-term due to COVID-19 pandemic restrictions | <b>B 2 – High</b> | <ul style="list-style-type: none"> <li>• Communicate restrictions to users and Kojonup community; and</li> <li>• Where appropriate, reduce operational expenditure.</li> </ul>   | <b>B 2 – High</b>   |
| Ongoing community consultation and managing expectations  | <b>B 3 – High</b> | <ul style="list-style-type: none"> <li>• Implement an appropriate communication plan.</li> </ul>   | <b>D 2 – Low</b>    |

Table 16: Risk Assessment and Treatment Plan

## 9.1 Risk Assessment Rating Tables

The following tables will be utilised to assess risk during completion of the project.

### Risk: Likelihood vs. Consequence Rating

| Likelihood of the Consequence | Maximum Reasonable Consequence |            |              |            |                  |
|-------------------------------|--------------------------------|------------|--------------|------------|------------------|
|                               | (1) Insignificant              | (2) Minor  | (3) Moderate | (4) Major  | (5) Catastrophic |
| (A) Almost certain            | 11 High                        | 16 High    | 20 Extreme   | 23 Extreme | 25 Extreme       |
| (B) Likely                    | 7 Moderate                     | 12 High    | 17 High      | 21 Extreme | 24 Extreme       |
| (C) Occasionally              | 4 Low                          | 8 Moderate | 13 High      | 18 Extreme | 22 Extreme       |
| (D) Unlikely                  | 2 Low                          | 5 Low      | 9 Moderate   | 14 High    | 19 Extreme       |
| (E) Rare                      | 1 Low                          | 3 Low      | 6 Moderate   | 10 High    | 15 High          |

Source: AS/NZS 4360:2004 Risk Management

Table 17: Risk Likelihood vs. Consequence Rating Table

### Risk: Description of Likelihood

| Level | Descriptor     | Description  | Guideline                               |
|-------|----------------|--|---|
| A     | Almost Certain | Consequence is expected to occur in most circumstances.  | Occurs more than once per month.        |
| B     | Likely         | Consequence will probably occur in most circumstances.   | Occurs once every 1 month – 1 year.     |
| C     | Occasionally   | Consequence should occur at some time.                   | Occurs once every 1 year - 10 years.    |
| D     | Unlikely       | Consequence could occur at some time.                    | Occurs once every 10 years – 100 years. |
| E     | Rare           | Consequence may only occur in exceptional circumstances. | Occurs less than once every 100 years.  |

Source: AS/NZS 4360:2004 Risk Management

Table 18: Description of Likelihood Ratings

**Risk: Description of Consequence Ratings**

| Consequence          | Category | Description   |
|----------------------|----------|---|
| <b>Catastrophic</b>  | <b>5</b> | Financial impact of more than \$1 million; death or permanent disablement; public embarrassment, high widespread multiple news profile, third party actions; major breach of environmental legislation, extensive contamination or environmental damage requiring third party intervention; non-achievement of key organisation objectives. |
| <b>Major</b>         | <b>4</b> | Financial impact of \$500,000 to \$1 million; extensive injuries or disablement, substantial public embarrassment, high impact news profile; non- achievement of major organisational deliverables, minor breach of environmental legislation or significant contamination or damage requiring third party assistance.                      |
| <b>Moderate</b>      | <b>3</b> | Financial impact of \$100,000-\$500,000; medical treatment required; moderate public embarrassment, moderate news profile, significant delays to organisational deliverables, environmental damage requiring restitution or internal clean-up   |
| <b>Minor</b>         | <b>2</b> | Financial impact of \$1,000-\$100,000; first aid treatment required; low level public embarrassment, low news item; inconvenient delays to organisational objectives, minor damage or contamination.  |
| <b>Insignificant</b> | <b>1</b> | Financial impact of up to \$1,000; consequence would be dealt with by routine operations, e.g. no injuries, no financial loss.  |

*Table 19: Description of Consequence Ratings*

## ***10.0 Review***

This 'Operational Management Overview' is intended to provide initial details only as supporting information for business case development and funding approvals.

The Shire of Kojonup will adopt a schedule for document evaluation, updating and review of this document upon approval of capital funding for project construction.

For further details on this Operational Management Overview please contact:



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## Design Requirement 4: Improve ease of arrival and define precinct

### CURRENT OBSERVATIONS & CHALLENGES

With multiple points of vehicle entry/exit it is difficult to navigate arrival into the car park.

The car park in general is under developed and not very inviting. Significant areas are unsealed or in need of resurfacing.

Lack of marked parking is causing inappropriate parking which impinges on capacity.

The TransWA bus stop significantly impacts on parking availability for the small amount of time it is used each day.

Once visitors alight from their vehicle they have multiple choices on how to access The Kodja Place precinct, which is confusing.

There is a lack of wayfinding signage in the car park to signify where the main entrance is. Existing signage entices visitors to visit the Cafe and gain free entry to the Rose Maze by bypassing the main entrance altogether.

Foot traffic is often not separated from vehicles and there is a lack of structured pathways from the car park to a defined single entrance.

There is a lack of night lighting in the eastern car park and approaches.

### OBJECTIVES AND FUNCTIONAL REQUIREMENTS:

- Create a welcoming, safe and consistent arrival/staging area that clearly defines a single precinct entrance and leads the visitor to it



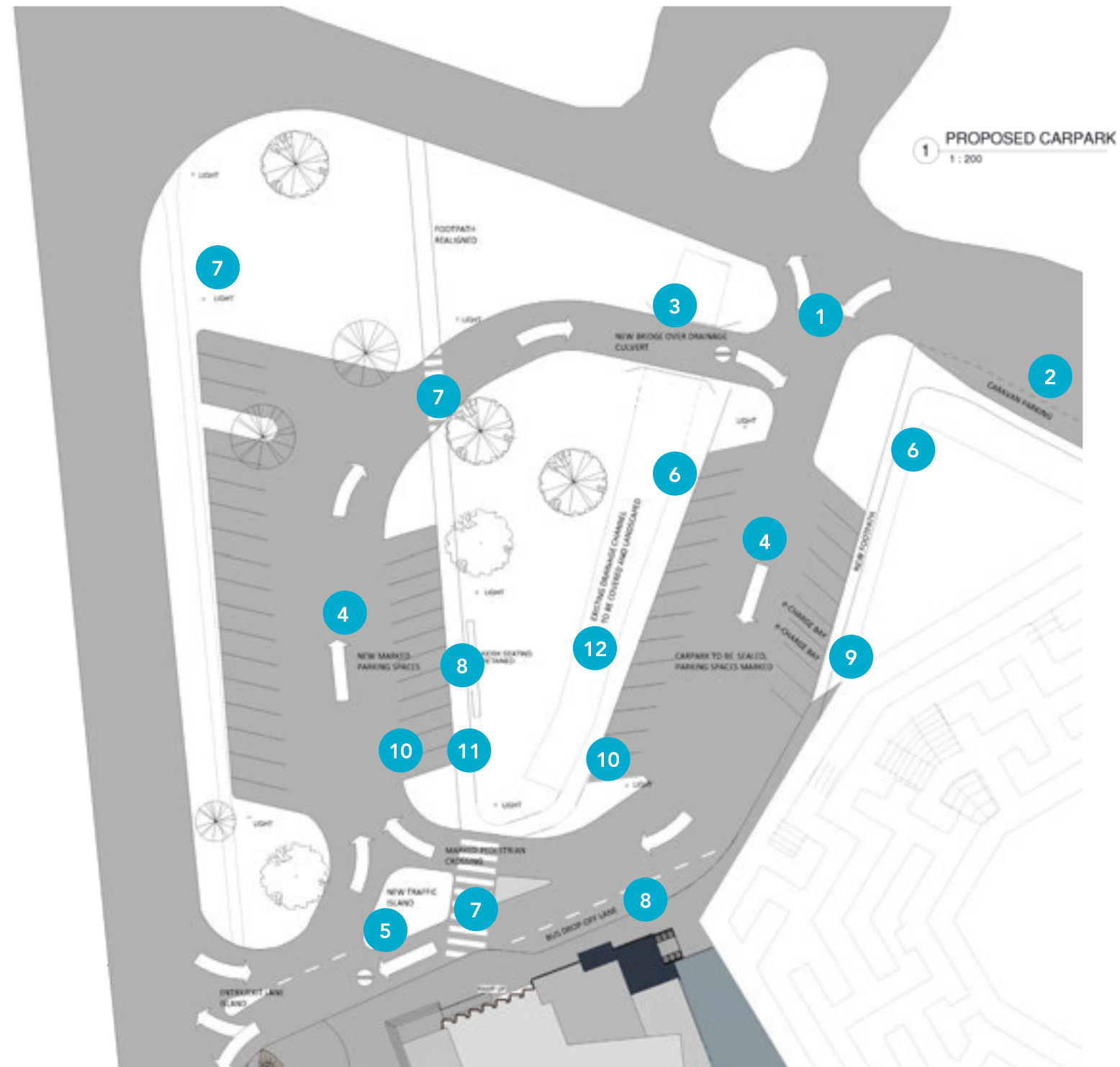
## DR4 - Recommendations

### 4A - REDEVELOP ENTIRE CAR PARK & LANDSCAPED AREA TO IMPROVE FUNCTIONALITY & TRAFFIC & PEDESTRIAN FLOW

- 1 Consolidate the vehicle entrance/exit on Broomehill Road to a single entrance/exit located further away from Albany Highway.
- 2 Create a dedicated caravan and mobile-home parking bay located at the northern perimeter between the Rose Maze and Broomehill Road. Use entrance signage to re-direct these vehicles types.
- 3 Link the car parks with a new asphalt road over the drainage channel to afford one way traffic flow.
- 4 Asphalt entire car park and mark angled car parking bays (indicating E-charge and disabled parking).
- 5 Use island traffic controls, signage and painted arrows to direct traffic in one direction.
- 6 Provide pedestrian footpaths from car parking, caravan parking and Apex Park that all lead to a single building entrance.
- 7 Provide marked pedestrian crossings and footpath lighting for night time accessibility (see Recommendation 11G).
- 8 Relocate the TransWA bus stop near the building's front entrance. Provide sheltered seating and tourist information within the building's covered entrance (to meet tourist information accreditation requirements).
- 9 Provide electric car charging points.
- 10 Meet disabled car parking requirements.
- 11 Remove or relocate phone box.
- 12 Existing drainage channel to be covered and landscaped.

#### Considerations and Notes

The new bus stop is drop-off/pick up only. Tour buses can also use the space to drop off guests at the entrance and then park at the rear car park on Crescent Road.





## DR4 - Recommendations

### 4B. INTRODUCE LOW-IMPACT, NATURAL BARRIERS & BUILDING SCREENS TO DEFINE THE PRECINCT & GUIDE VISITORS TO A SINGLE ENTRANCE

Install an artistically designed gate between the Rose Maze and Café to deter the general public from entering the precinct at this point.

Fence off service area behind the stage to deter traffic and improve safety. Fit a sliding/hinged gate for ease of access.

Create a garden service access gate for vehicles between the Rose Maze and the Embankment on the south east side of the maze.

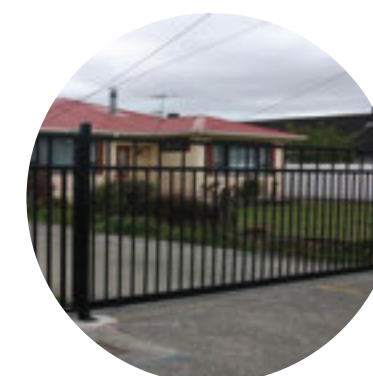
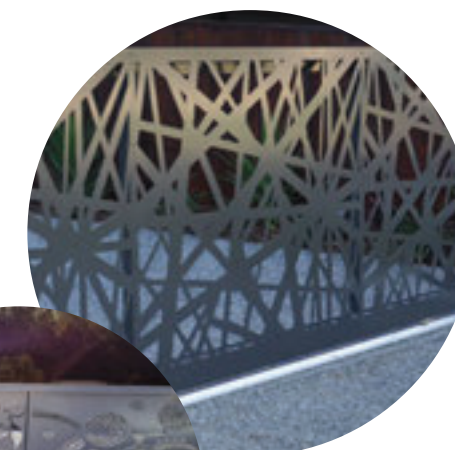
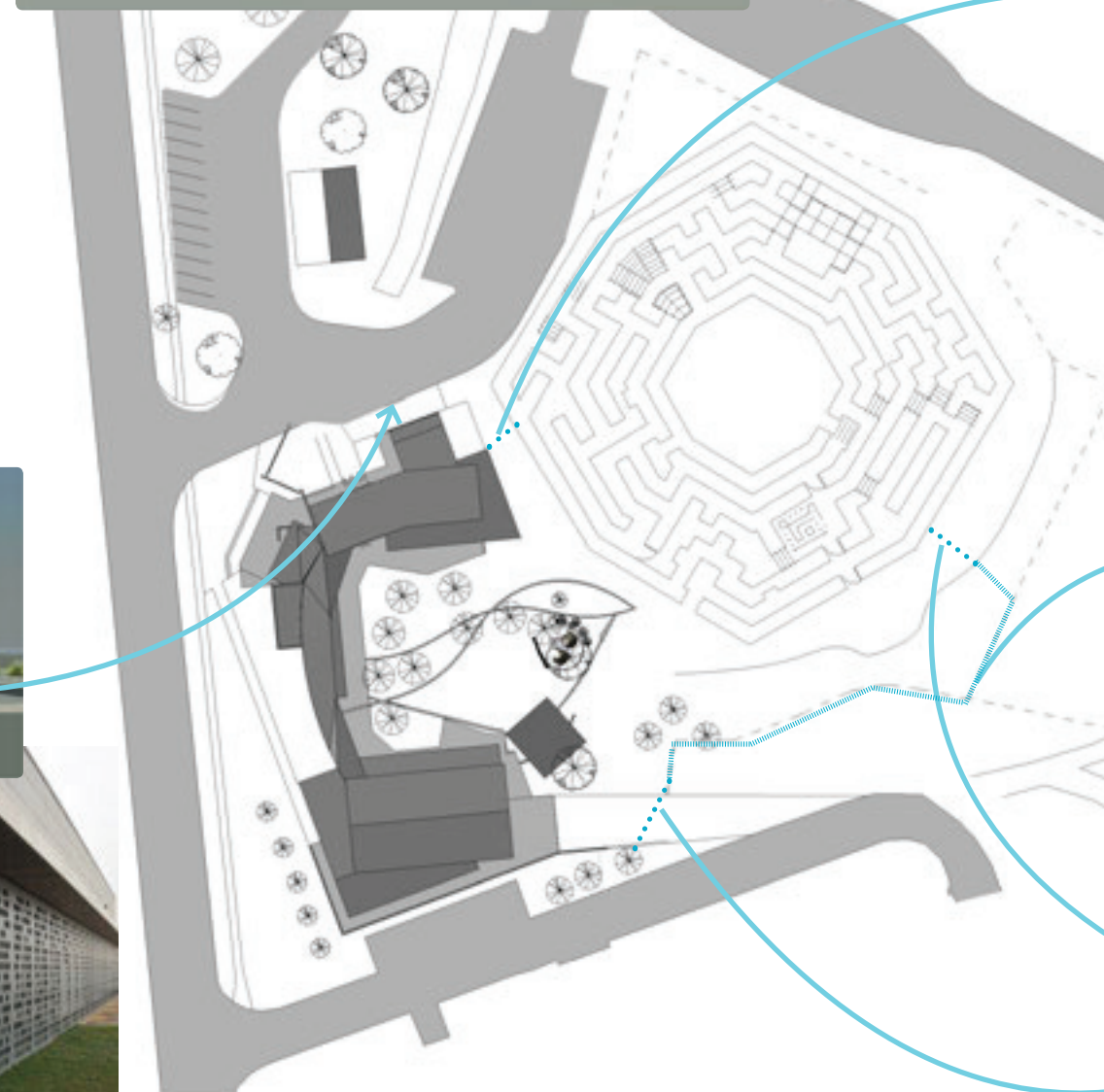
Create a low level barrier along the top and down the sides of the Embankment between the back of stage and garden service entrances.

Screen the Café building from the car park to draw attention to the new unified entrance. Integrate hinged doors into screen to allow access to the Café's loading dock.

Remove existing signage promoting free entry to the Rose Maze.

#### Considerations and Notes

The gate between the Rose Maze and Café remains closed during normal operations but can be used as an alternative entrance into the Café/Courtyard when required. It should not be signposted.





## Design Requirement 5: Create a unified entrance

### CURRENT OBSERVATIONS & CHALLENGES

The Rose Maze is The Kodja Place's most popular attraction with an estimated 30,000 visitors a year. Yet it is free to visit. This is a considerable loss of potential revenue and sets the expectation from guests that the rest of the visitor experience is also free.

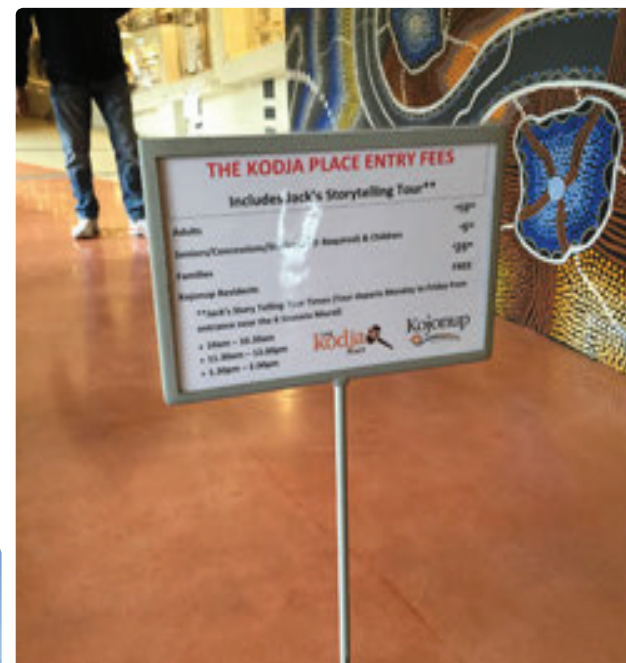
The main entrance into the precinct has been compromised with the addition of the Café entrance facing the car park. This inadvertently draws visitors to enter the precinct at the wrong end of the building. This again results in lost revenue from Café patrons who do not realise there is also a visitor experience and retail store.

The main entrance lacks prominence and is largely hidden from view to visitors, especially those arriving in the eastern car park.

The entrance is underwhelming and the lobby is cluttered. When a bus group enters the entrance, there is a lack of functional space to greet, inform and orientate guests.

The location of visitor toilets at the end of the Kodj Gallery has created a management issue. Visitors entering via the main entrance can turn right to view the exhibition galleries and use the toilets without engaging with Visitor Centre staff /volunteers or seeing the reception desk and paying for entry (often visitors have to be called back to the reception desk).

Information signage and interior wayfinding signage can be improved for the benefit for visitors and community members.



### OBJECTIVES AND FUNCTIONAL REQUIREMENTS:

- Capture visitors at a single point of entry to increase revenue from ticket sales to the precinct's attractions, including the Rose Maze, Courtyard, Kodj Gallery/StoryPlace, Jack's Indigenous Tours and retail sales
- Provide a space for visitors (incl. tour groups) to decompress and assemble in the lobby (up to two coach groups at a time)
- Provide visitors with a consistent and appropriate 'welcome' space that orientates them and informs them of what The Kodja Place is about and what is available to see and do
- Provide queuing and ticketing functions
- Provide local visitor information functions
- Provide exhibition display space (permanent and temporary)
- Has the flexibility to be used as a function space



## DR5 - Recommendation

### 5A - REDEVELOP THE ENTRANCE INTO A SINGULAR & UNIFIED SPACE

Build a prominent building entrance and lobby with a high-quality finish that all visitors enter through, including Café patrons.

Create a lobby space that functions as a welcoming decompression and orientation space, as well as a ticketing and information area serviced from a centralised reception desk.

Ensure the Lobby provides good sight lines and physical connection to all product offerings, including unimpeded access to toilets near the Café.

Provide static wayfinding signage, as well as information on current events and offerings on a digital information screen so the content can be easily changed and updated.

Relocate the Kodj display into the new entrance space as a 'signature' display that helps to define The Kodja Place.

Relocate and integrate the Ceremonial Objects display into the new lobby layout.

Re-purpose the Beyond Marmalade display in the StoryPlace into the lobby experience to highlight the community's role in the ongoing creation of The Kodja Place.

Provide a lockable cloakroom for use during school visits, group tours and functions etc. (e.g. school bag storage).

Place the reception desk in a centralized area to provide the best sight lines for greetings and security (see Recommendation 8 for further detail).

Include a small conjoined front-of-house office at the reception desk to accommodate staff, enable volunteer support and provide a quiet workspace.

The design should allow the Lobby to also perform as a secondary function space, either separate from, or in conjunction with, the Function Room and Activity Lounge (see Design Requirement 9).

Install architectural lighting in the Lobby to create a dramatic and welcoming space that can also be used for evening functions.

Install a security shutter at entrance to the Kodj Gallery to stop visitors entering the exhibition space after-hours (also see Recommendation 8).

### Considerations and Notes

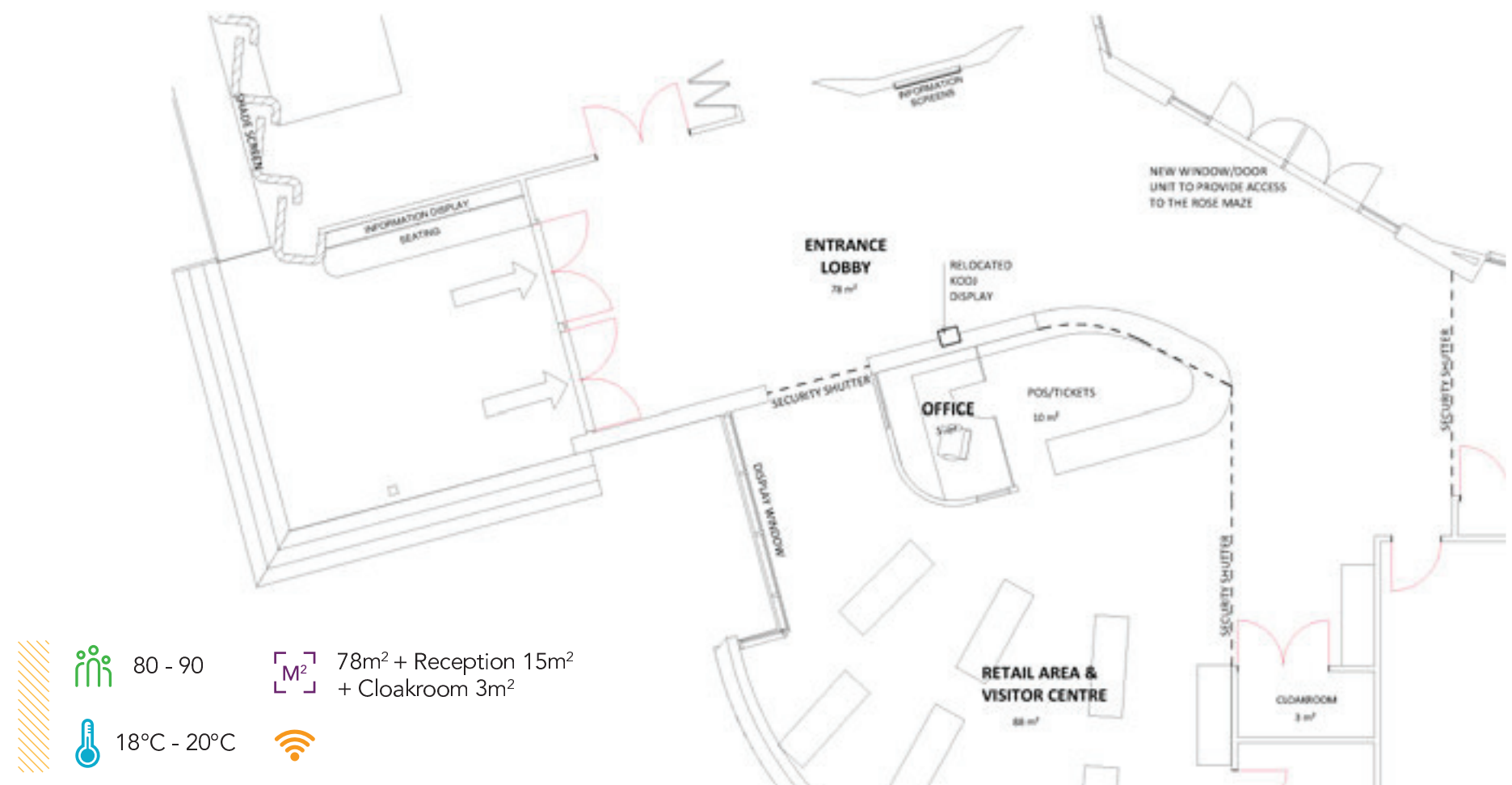
The Lobby should be able to accommodate temporary exhibits and displays, such as the annual wildflower festival display.

Café patrons will still have free access to Café facilities and toilets.

WA Museum conservation requirements for the relocation of the Kodj display need to be incorporated.

Visitor Centre accreditation may require that tourist information signage be accommodated in the external environ of the entrance as replacement for the signage at the current bus stop.

The external part of the entrance needs to provide shelter and seating for people waiting for the TransWA bus service when the centre is closed.







**Lobby** - indicative illustration





## Design Requirement 6: Integrate and enhance Black Cockatoo Café facilities

### CURRENT OBSERVATIONS & CHALLENGES

Because the Café is physically separated from The Kodja Place entrance and reception, many patrons do not discover the exhibition and retail areas, which results in lost revenue.

Patrons who do explore outside the Café have unrestricted free access to the outdoor precinct, including the Rose Maze, which results in lost revenue.

Seating capacity is limited, especially when the verandah area is unavailable due to hot or cold weather at times during the year.

The verandah is also affected by lack of shade, especially during peak summer.

There is a desire to attract a new lease holder to run the Café and the introduction of a full-service restaurant/kitchen is considered essential to achieve this.

Currently, the Café's functional requirements are not unified. For example, rubbish bins are located behind the stage area and the store room behind the stage is used for Café storage.

The development of the adjacent Function Room (see Recommendation 9C) will require servicing from the Café's kitchen facilities.

Young children (pre-school) are often present with parents and need a safe place to play, under parent supervision, that does not impinge on the Café's seating capacity.



### OBJECTIVES AND FUNCTIONAL REQUIREMENTS:

- Integrate and connect the Café with the rest of the building
- Prevent free access from the Café's deck into the Courtyard/Rose Maze
- Provide a multi-functional, full service kitchen facility (breakfast, snacks, lunch, dinner)
- Provide year-round, full service capability for the deck area
- Consolidate kitchen facilities and functions
- Allow servicing of adjacent Function Room from kitchen



## DR6 - Recommendation

### 6A - REDEVELOP CAFÉ

Create direct access between the Café and new Entrance Lobby by relocating the kitchen.

Extend the kitchen facilities and capacity to allow for full service.

Add a servery between the Function Room and Cafe kitchen (see Design Requirement 9C for Function Room detail).

Create a dry store, chemical store and small office that can all be secured.

Relocate and integrate cold store into new layout.

Redevelop the Café interior (due to reoriented kitchen).

Install a Zincalume balustrade around the existing Café verandah perimeter to stop patrons gaining free access into the Rose Maze and Courtyard area.

Create booth seating on the verandah deck for ease of service.

Provide external heating.

Install a double roller system across the front of the verandah to provide sunshade in summer and acrylic screens to protect dinners during colder months and retain heat from heaters.

Extend verandah roof over a new young children's play area that is visible/accessible from the Café interior and deck.

Install signage in the Cafe promoting The Kodja Place's other attractions.

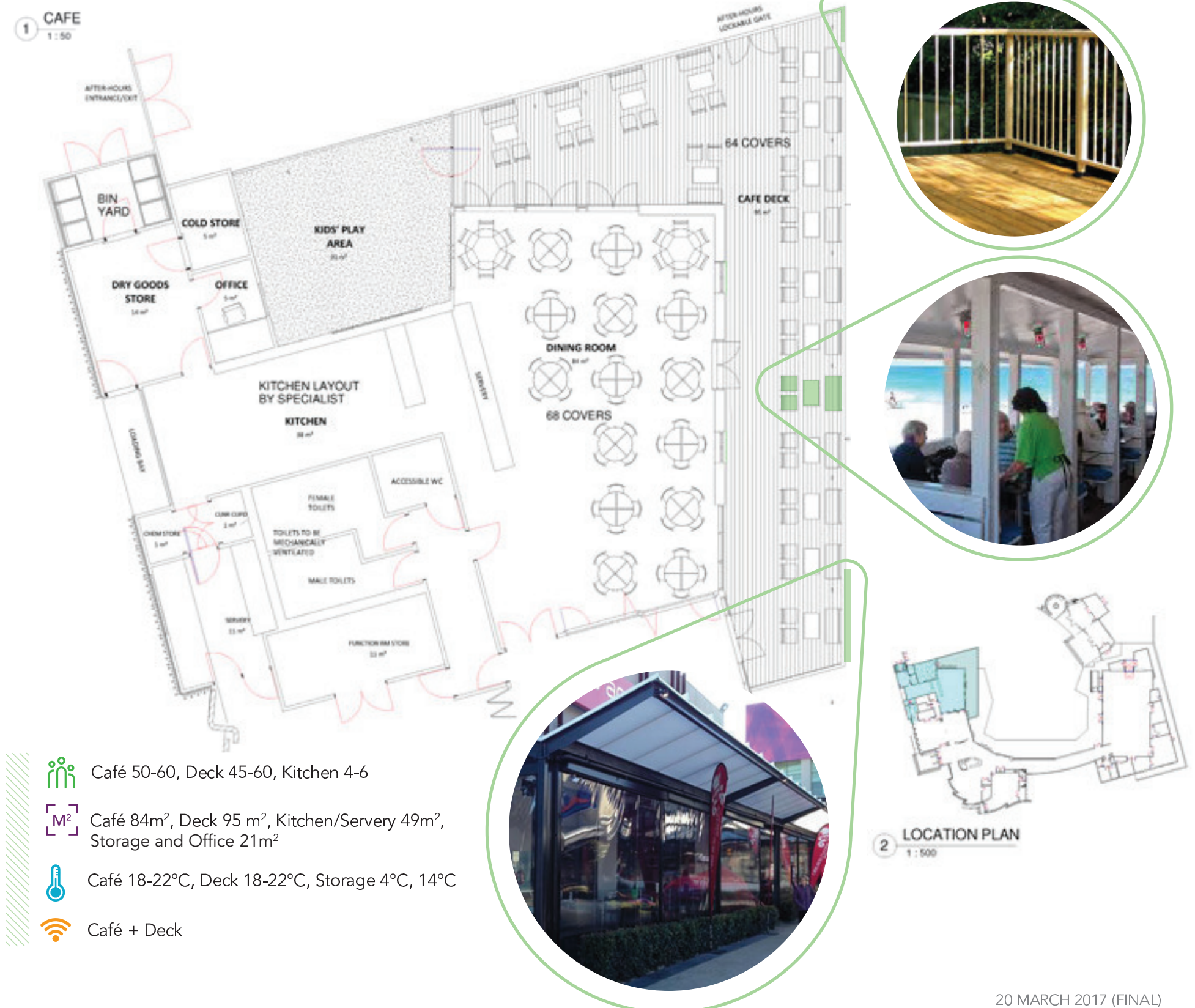
### Considerations and Notes

These recommendations (and those addressing Design Requirement 9) mean the toilets will become internal and will require mechanical ventilation.

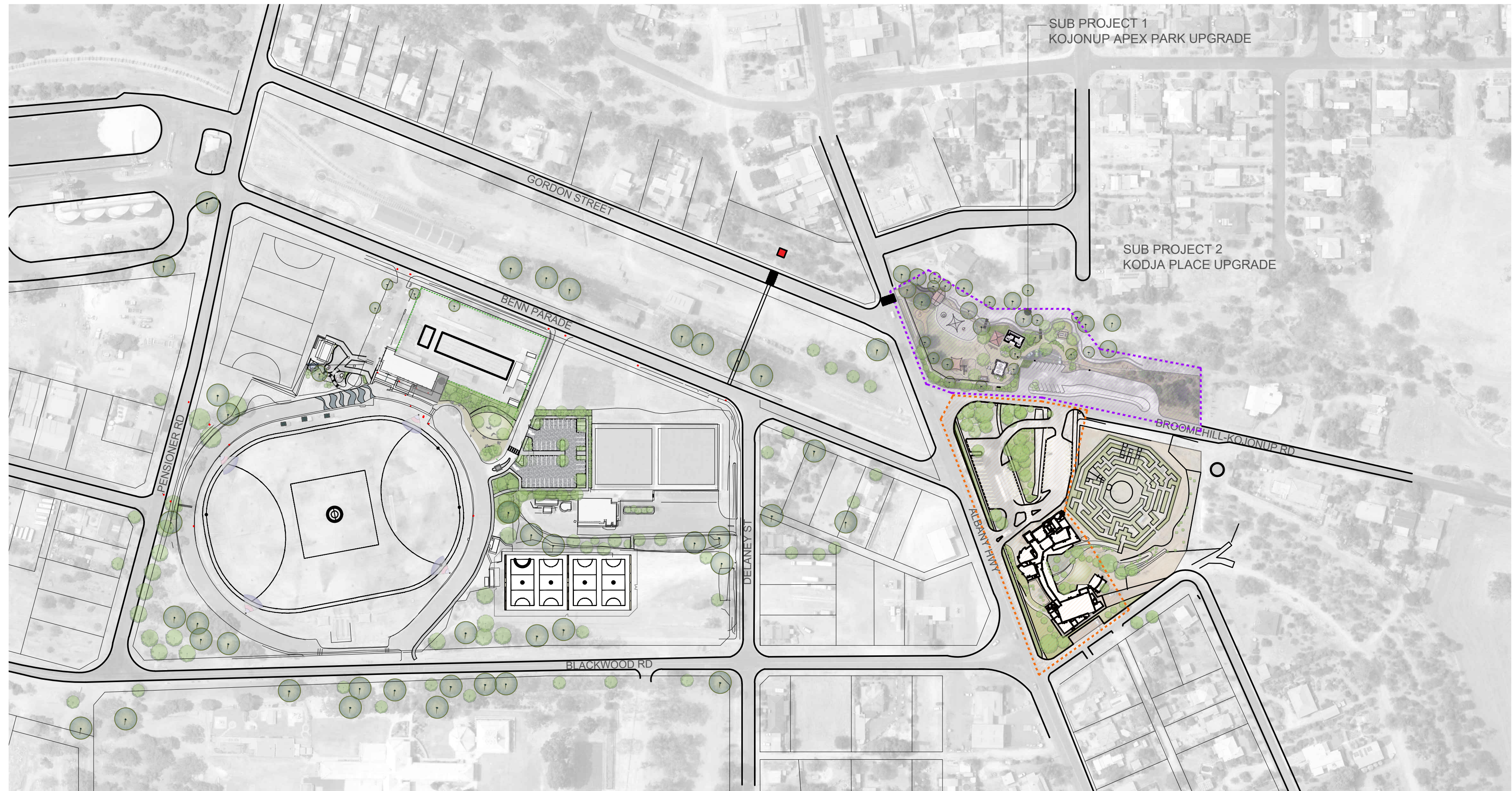
Relocation and possible expansion of kitchen extractors.

After-hours guest access to the Cafe (e.g. for dinner or a private function) will be via a gated entrance between the Cafe and Rose Maze (see Recommendation 4B) and a lockable gate near the south-east corner of the Cafe deck.

After-hours, the Cafe can be secured from other indoor spaces (e.g. Function Room and Activity Lounge) in which events may be taking place (access to these events will be via the main entrance).







SUB PROJECT 1 - KOJONUP PARK UPGRADES



SUB PROJECT 2 - KODJA PLACE UPGRADES

**KOJONUP SMART FUTURE -  
STAGE 2 PROJECT**  
APEX PARK + KODJA PLACE

SHIRE OF KOJONUP

DRAWING No  
DRAWING  
SCALE  
JOB NUMBER  
DATE  
DRAWN

SK01  
MASTER PLAN SHOWING SUB-PROJECTS 1 & 2  
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0223-21  
12/02/2021 9:45:50 AM  
AD

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SUB PROJECT 1 - KOJONUP PARK UPGRADE - OVERVIEW ELEMENTS 1.1, 1.2 + 1.3

ELEMENT 1.1

ELEMENT 1.2

ELEMENT 1.3

**KOJONUP SMART FUTURE -  
STAGE 2 PROJECT**  
APEX PARK + KODJA PLACE  
SHIRE OF KOJONUP

DRAWING No SK06  
DRAWING SUB PROJECT 1 - OVERVIEW PLAN  
SCALE 1 : 500 @ A2  
JOB NUMBER 0223-21  
DATE 12/02/2021 9:45:50 AM  
DRAWN AD

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LANDSCAPING CONCEPTUAL SITE PLAN

**KOJONUP SMART FUTURE -  
STAGE 2 PROJECT**  
APEX PARK + KODJA PLACE  
SHIRE OF KOJONUP

DRAWING No SK07  
DRAWING KOJONUP PARK UPGRADE - SUB PROJECT 1 - ELEMENTS 1.1, 1.2 + 1.3  
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JOB NUMBER 0223-21  
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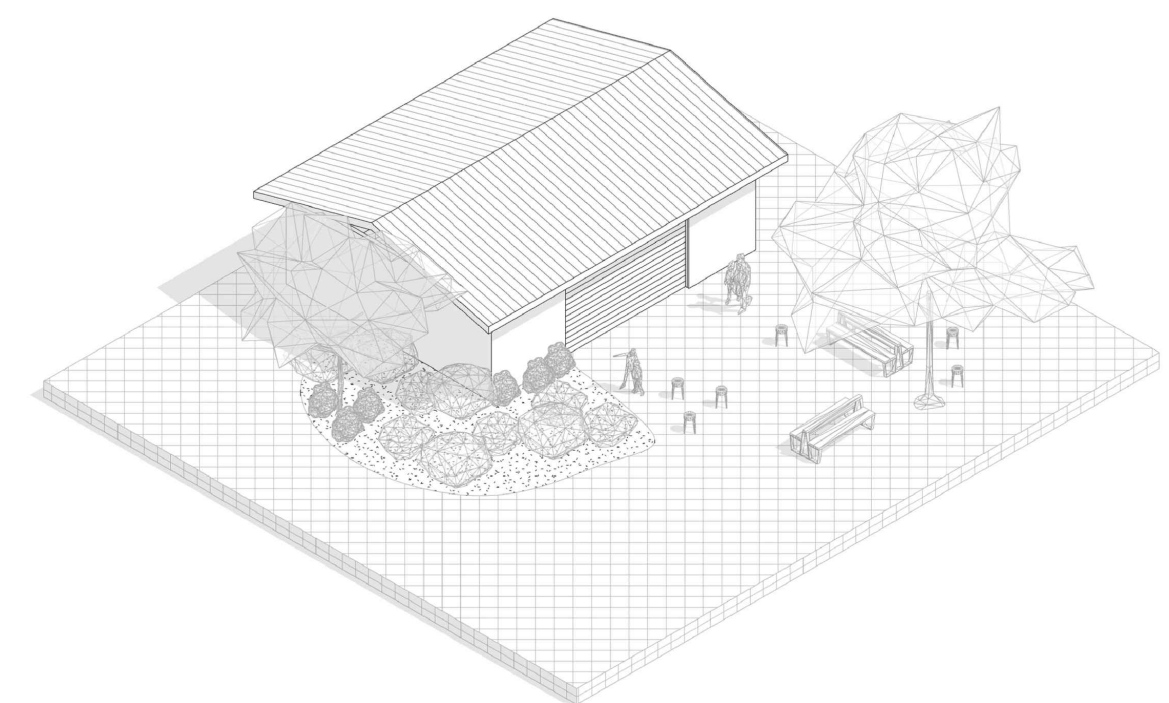
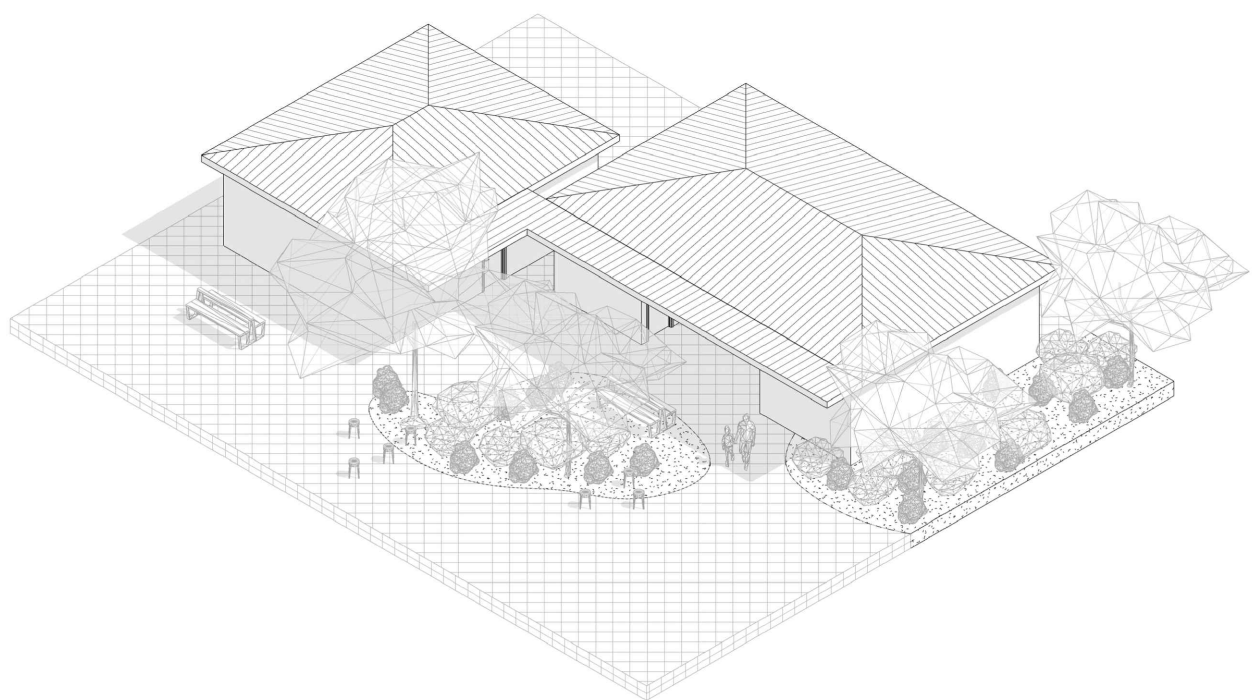
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ELEMENT 2.1 NEW TOILET AMENITIES + CAMP KITCHEN WITH UPGRADED LANDSCAPE SETTING



CAMP KITCHEN + TOILETS ISO

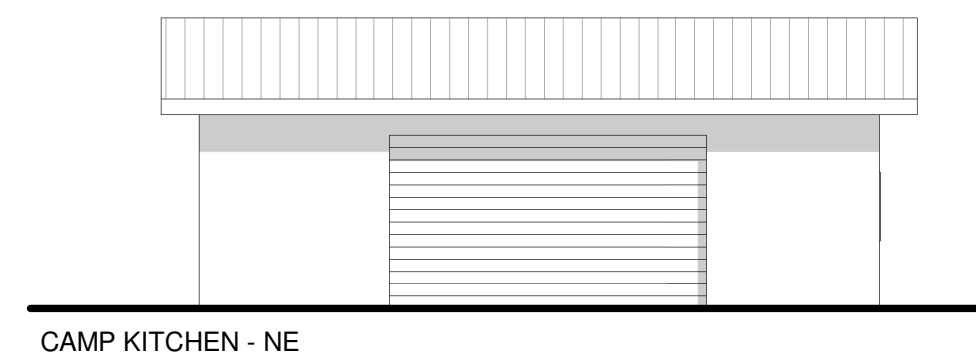
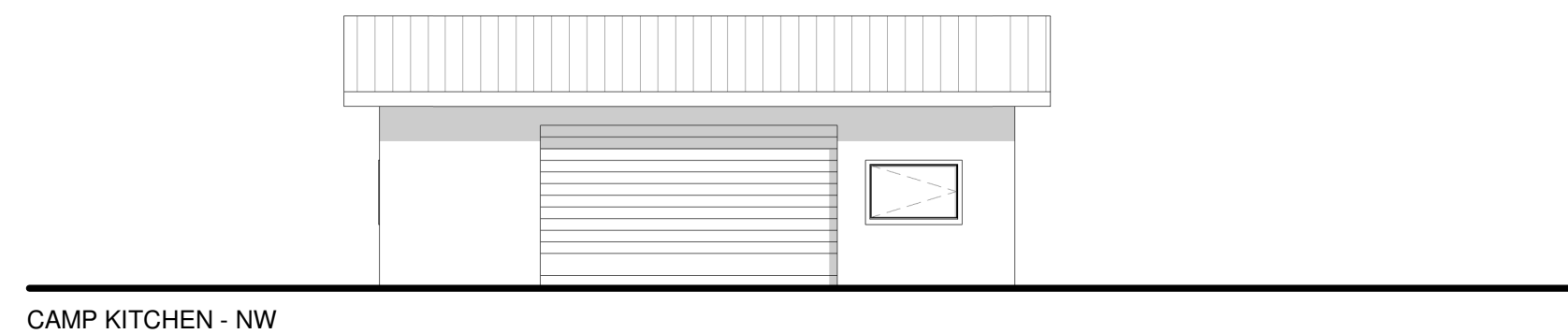
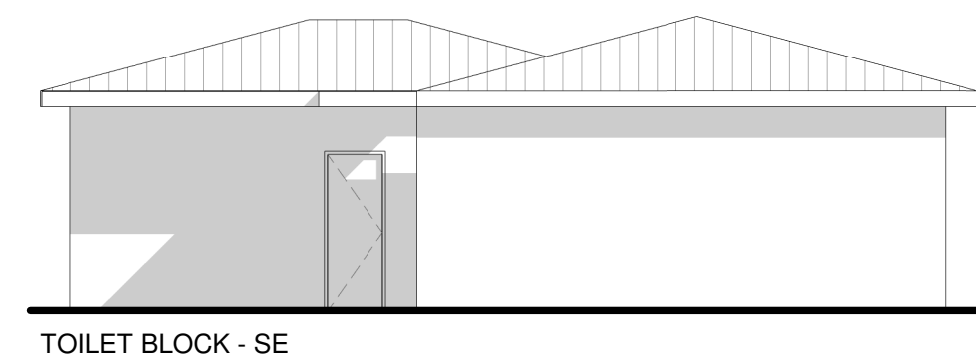
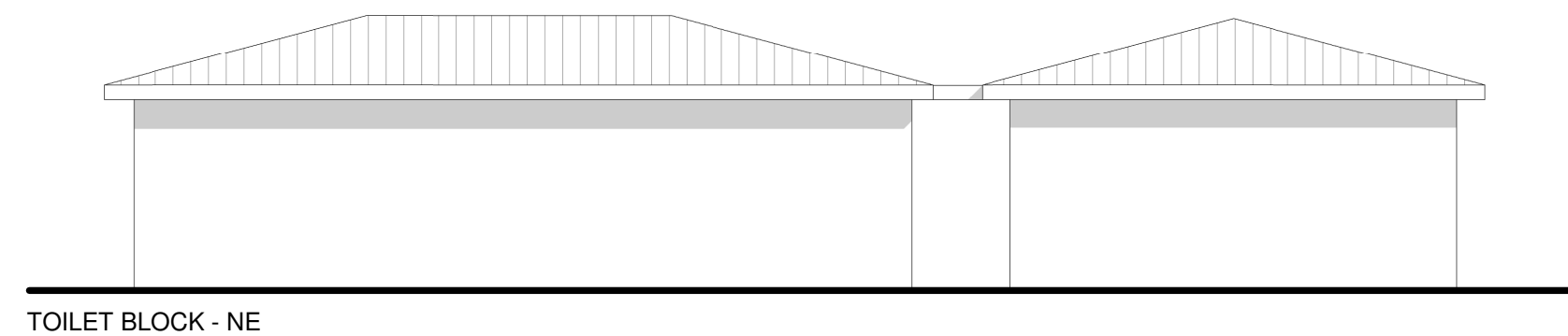
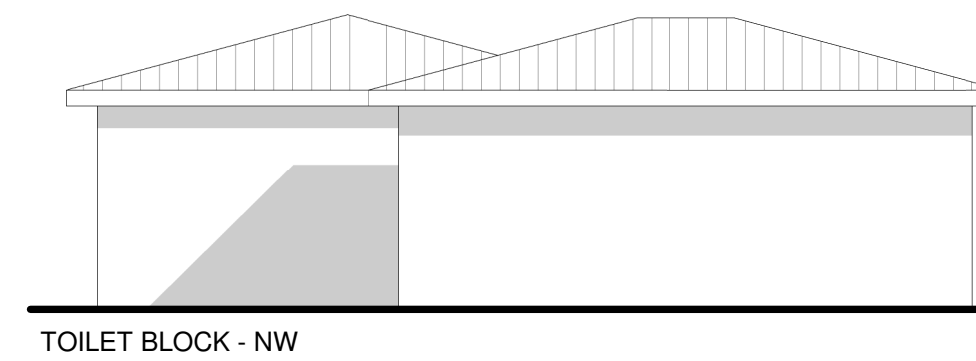
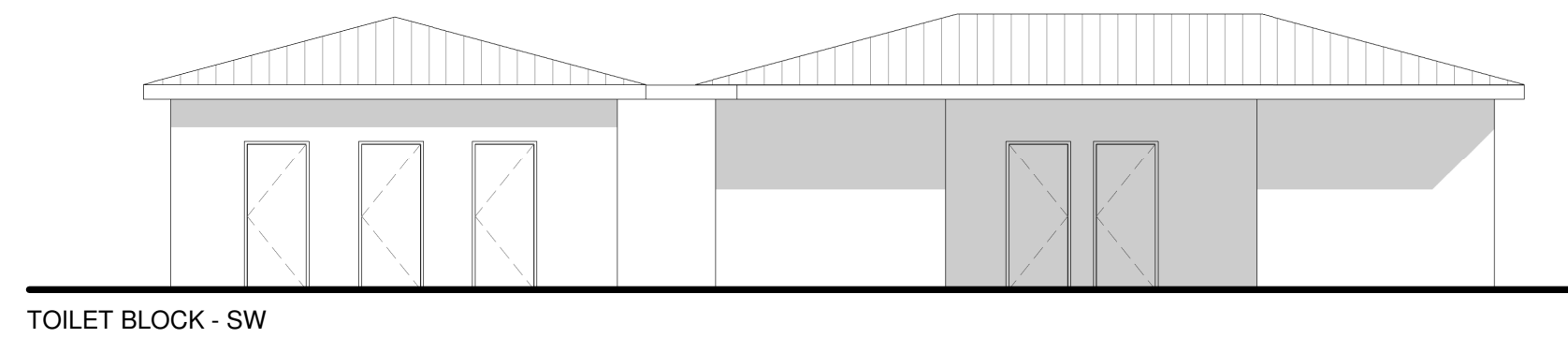
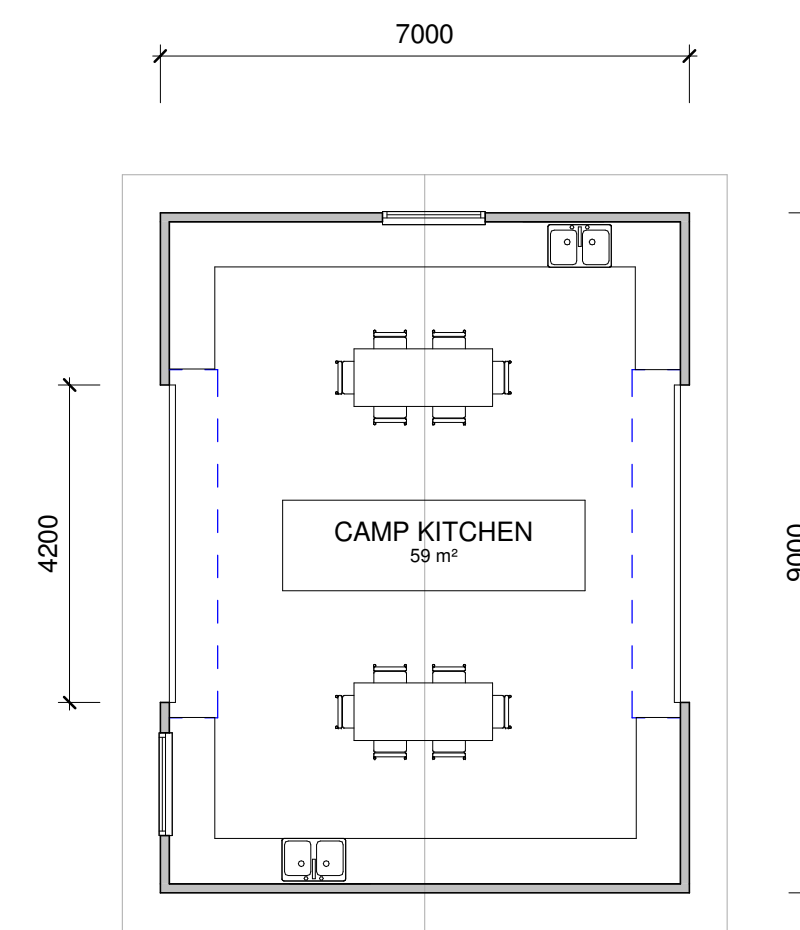
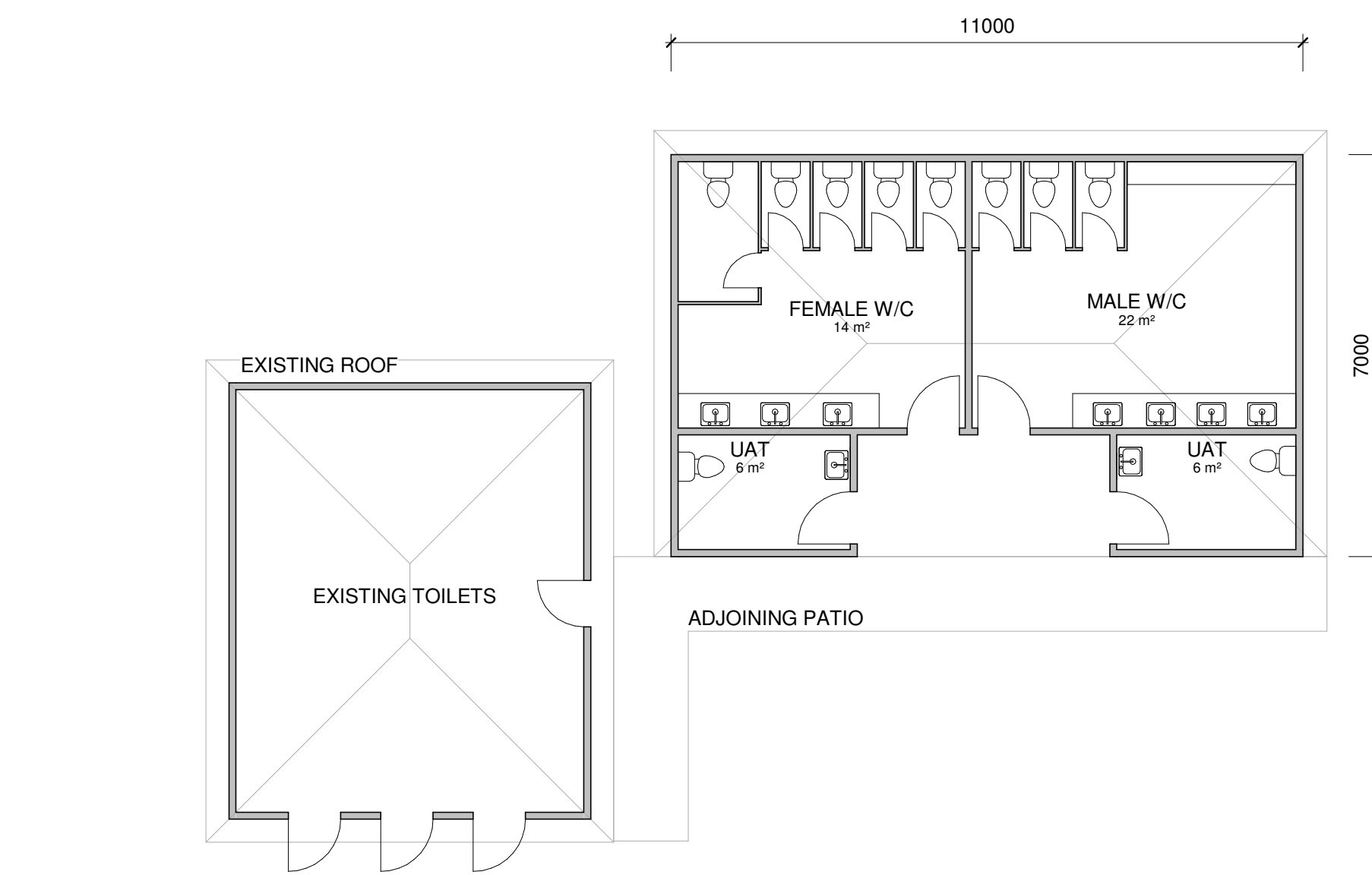
**KOJONUP SMART FUTURE -  
STAGE 1 PROJECT**  
APEX PARK + KODJA PLACE  
  
SHIRE OF KOJONUP

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JOB NUMBER 0223-21  
DATE 12/02/2021 9:45:50 AM  
DRAWN AD

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## KOJONUP SMART FUTURE - STAGE 2 PROJECT

APEX PARK + KODJA PLACE  
SHIRE OF KOJONUP

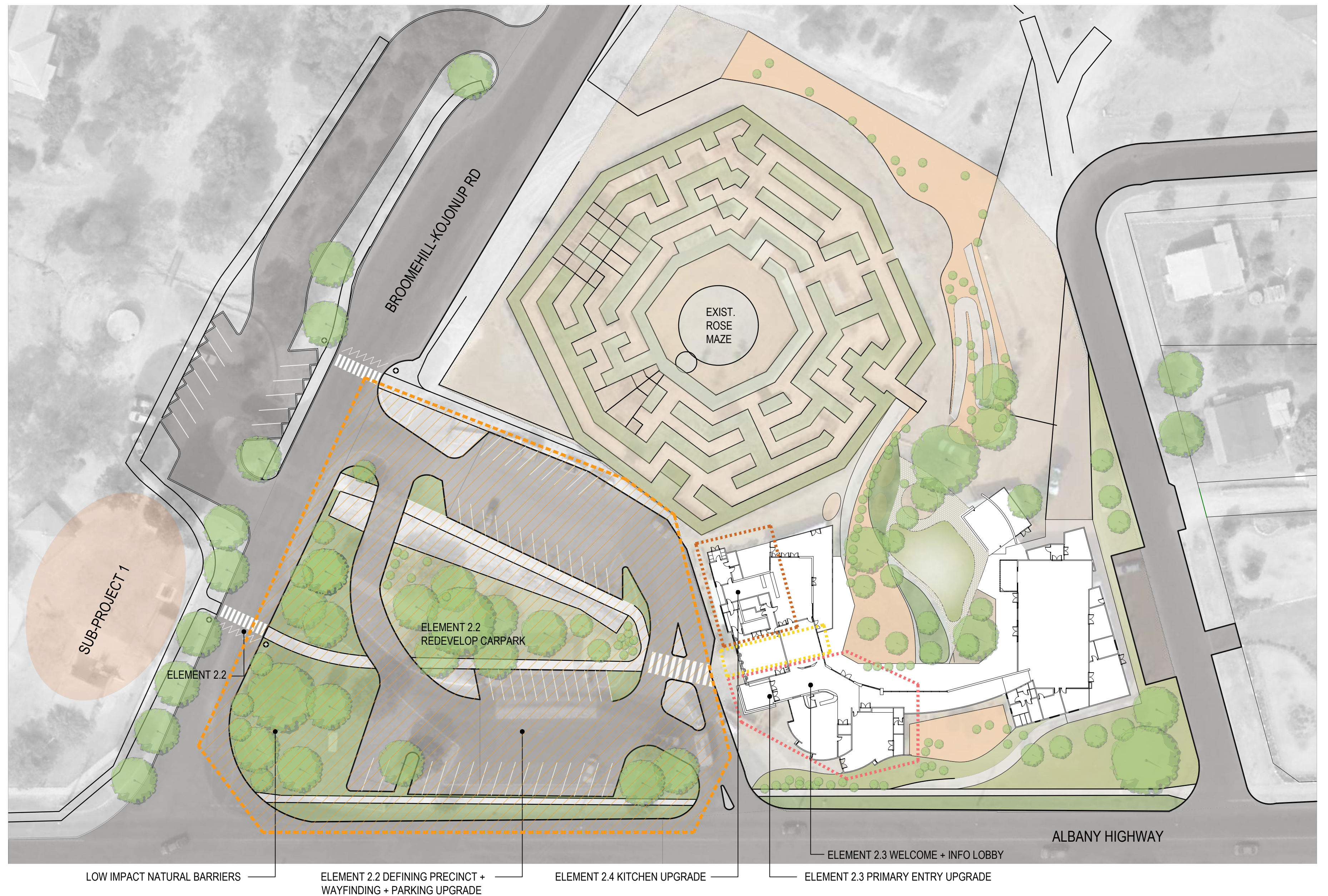
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JOB NUMBER  
DATE  
DRAWN

SK09  
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0223-21  
24/01/2022 11:28:26 AM  
AD

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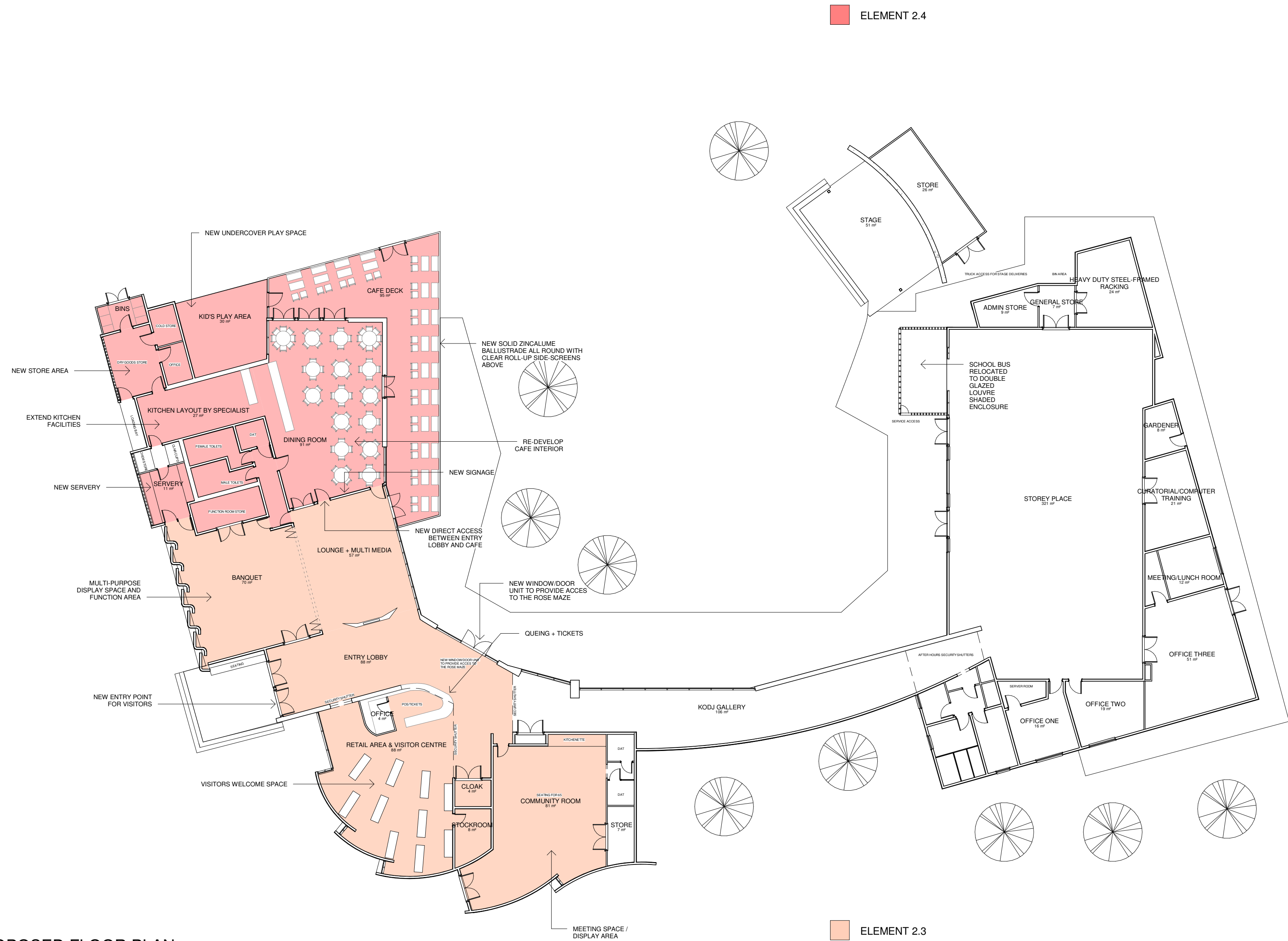
**KOJONUP SMART FUTURE -  
STAGE 2 PROJECT**  
APEX PARK + KODJA PLACE  
  
SHIRE OF KOJONUP

|            |  |
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| SCALE      | 1 : 500@ A2  |
| JOB NUMBER | 0223-21  |
| DATE       | 12/02/2021 9:45:50 AM                                    |
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PROPOSED FLOOR PLAN  
1 : 200

**KOJONUP SMART FUTURE -  
STAGE 2 PROJECT**

APEX PARK + KODJA PLACE  
SHIRE OF KOJONUP

DRAWING No SK11  
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# Full Estimate Summary

|                       |                          |                               |
|-----------------------|--------------------------|-------------------------------|
| <b>Job Name :</b>     | <u>A1150 - KOJONUP 2</u> | <b><u>Job Description</u></b> |
| <b>Client's Name:</b> | <u>Shire of Kojonup</u>  | KOJONUP PARK PRECINCT UPGRADE |

| <b>Trd No.</b>          | <b>Trade Description</b>                         | <b>Trade %</b> | <b>Cost/m2</b> | <b>Sub Total</b> | <b>Mark Up %</b> | <b>Trade Total</b> |
|-------------------------|--|----------------|----------------|------------------|------------------|--------------------|
|                         | 2.1 Destination Toilets & Community Kitchen      | 82.34          |                | 873,500          |                  | 873,500            |
|                         | 2.2 Additional Drain Crossing Points (No 2)      | 3.48           |                | 36,900           |                  | 36,900             |
|                         | 2.3 Carpark Picnic Node, RV Rest Area & Pathways | 14.18          |                | 150,400          |                  | 150,400            |
|                         |  | <b>100.00</b>  |                | <b>1,060,800</b> |                  | <b>1,060,800</b>   |
| <b>Final Total : \$</b> |  |                |                |                  |                  | <b>1,060,800</b>   |



| KOJONUP PARK PRECINCT UPGRADE                   |              |            |           |                         |            |                      |              |
|---|--------------|------------|-----------|-------------------------|------------|----------------------|--------------|
| Item  | Value        | Materials  | Plant     | Contract<br>Expenditure | Labour     | Other<br>Expenditure | TOTAL        |
| Destination Toilets & Community Kitchen         | \$ 587,200   | \$ 293,600 | \$ 58,720 | \$ 88,080               | \$ 146,800 | \$ -                 | \$ 587,200   |
| Additional Drain Crossing Points (No 2)         | \$ 25,700    | \$ 6,425   | \$ 6,170  | \$ 3,855                | \$ 9,250   | \$ -                 | \$ 25,700    |
| Carpark Picnic Node, RV Rest Area<br>& Pathways | \$ 101,100   | \$ 25,275  | \$ 24,265 | \$ 15,165               | \$ 36,395  | \$ -                 | \$ 101,100   |
| Subtotal  |              | \$ 325,300 | \$ 89,155 | \$ 107,100              | \$ 192,445 | \$ -                 | \$ 714,000   |
| % of Construction Total                         |              | 46%        | 12%       | 15%                     | 27%        | 0%                   |              |
| Design Contingency                              | \$ 71,400    | \$ 35,700  | \$ 6,425  | \$ 7,855                | \$ 21,420  |                      | \$ 71,400    |
| Contract Contingency                            | \$ 39,270    | \$ 19,860  | \$ 3,535  | \$ 4,320                | \$ 11,555  |                      | \$ 39,270    |
| Escalation                                      | \$ 123,705   |            |           |                         |            | \$ 123,705           | \$ 123,705   |
| Professional Fees                               | \$ 112,425   |            |           |                         |            | \$ 112,425           | \$ 112,425   |
| TOTAL   | \$ 1,060,800 | \$ 380,860 | \$ 99,115 | \$ 119,275              | \$ 225,420 | \$ 236,130           | \$ 1,060,800 |

# Full Estimate Summary

|                       |                          |                               |
|-----------------------|--------------------------|-------------------------------|
| <b>Job Name :</b>     | <u>A1150 - KOJONUP 3</u> | <b><u>Job Description</u></b> |
| <b>Client's Name:</b> | <u>Shire of Kojonup</u>  | KODJA PLACE PRECINCT UPGRADE  |

| Trd No.                 | Trade Description                   | Trade %       | Cost/m2 | Sub Total        | Mark Up % | Trade Total      |
|-------------------------|-------------------------------------|---------------|---------|------------------|-----------|------------------|
|                         | 3.1 Pathways & Pedestrian Crossings | 1.80          |         | 58,300           |           | 58,300           |
|                         | 3.2 Arrival & Parking Upgrade       | 20.72         |         | 671,800          |           | 671,800          |
|                         | 3.3 Entry Upgrade                   | 45.62         |         | 1,479,200        |           | 1,479,200        |
|                         | 3.4 Kitchen Upgrade                 | 31.86         |         | 1,032,900        |           | 1,032,900        |
|                         |                                     | <b>100.00</b> |         | <b>3,242,200</b> |           | <b>3,242,200</b> |
| <b>Final Total : \$</b> |                                     |               |         |                  |           | <b>3,242,200</b> |

# Trade Breakup

|                       |                          |                              |
|-----------------------|--------------------------|------------------------------|
| <b>Job Name :</b>     | <u>A1150 - KOJONUP 3</u> | <b>Job Description</b>       |
| <b>Client's Name:</b> | <u>Shire of Kojonup</u>  | KODJA PLACE PRECINCT UPGRADE |

| Item No.  | Item Description   | Quantity | Unit | Rate     | Mark Up % | Amount                   |
|---|--|----------|------|----------|-----------|--------------------------|
| <i>Trade : 1 <u>3.1 Pathways &amp; Pedestrian Crossings</u></i> |  |          |      |          |           |                          |
|   | <u>Site Preperation</u>                                  |          |      |          |           |                          |
| 1   | Site Clearance   | 255.00   | m2   | 5.00     |           | 1,275.00                 |
| 2   | Site cut/fill  | 77.00    | m3   | 43.00    |           | 3,311.00                 |
|   | <u>Roads Footpaths &amp; Paved Areas</u>                 |          |      |          |           |                          |
| 3   | Reinforced concrete path                                 | 153.00   | m2   | 108.00   |           | 16,524.00                |
| 4   | Pram ramp & tactiles                                     | 4.00     | No   | 1,015.00 |           | 4,060.00                 |
| 5   | Crosswalk marking  | 2.00     | No   | 1,100.00 |           | 2,200.00                 |
| 6   | Crosswalk artwork line marking                           | 2.00     | No   | 1,650.00 |           | 3,300.00                 |
| 7   | Signage  |          | Item |          |           | 2,200.00                 |
|   | <u>Preliminaries</u>                                     |          |      |          |           |                          |
| 8   | Preliminaries  |          | Item |          |           | 7,130.00                 |
| 9   | Subtotal   |          |      |          |           | <u>40,000.00</u>         |
| 10  | Design Contingency (10%)                                 |          | Item |          |           | 4,000.00                 |
| 11  | Contract Contingency (5%)                                |          | Item |          |           | 2,200.00                 |
| 12  | Escalation allowance                                     |          | Item |          |           | 6,800.00                 |
| 13  | Professional fees  |          | Item |          |           | 5,300.00                 |
| <u>3.1 Pathways &amp; Pedestrian Crossings</u>                  |  |          |      |          |           | <b>Total : 58,300.00</b> |
| <i>Trade : 2 <u>3.2 Arrival &amp; Parking Upgrade</u></i>       |  |          |      |          |           |                          |
| 1   | Clear site & remove vegetation, form levels as required  | 1,438.00 | m2   | 3.00     |           | 4,314.00                 |
| 2   | Break up & remove existing bitumen paving                | 1,875.00 | m2   | 17.00    |           | 31,875.00                |
| 3   | Cut & remove soil below carpark & paths                  | 150.00   | m3   | 27.00    |           | 4,050.00                 |
| 4   | Clean imported fill to carpark & paths                   | 90.00    | m3   | 41.00    |           | 3,690.00                 |
| 5   | Bitumen carpark including base, subbase & wearing course | 300.00   | m2   | 81.00    |           | 24,300.00                |
| 6   | Bitumen carpark including subbase & wearing course       | 1,050.00 | m2   | 75.00    |           | 78,750.00                |
| 7   | Bitumen carpark including wearing course                 | 1,350.00 | m2   | 55.00    |           | 74,250.00                |
| 8   | Concrete kerbing   | 330.00   | m    | 54.00    |           | 17,820.00                |
| 9   | Pram ramp & tactiles                                     | 2.00     | No   | 1,015.00 |           | 2,030.00                 |
| 10  | Linemarking  |          | Item |          |           | 4,000.00                 |
| 11  | Bollard  | 2.00     | No   | 700.00   |           | 1,400.00                 |
| 12  | Signage  |          | Item |          |           | 5,500.00                 |

# Trade Breakup

Job Name : A1150 - KOJONUP 3

Job Description

Client's Name: Shire of Kojonup

KODJA PLACE PRECINCT UPGRADE

| Item No.   | Item Description   | Quantity | Unit | Rate   | Mark Up % | Amount             |
|--|--|----------|------|--------|-----------|--------------------|
| Trade : 2 <u>3.2 Arrival &amp; Parking Upgrade</u> |  |          |      |        |           | (Continued)        |
| 13   | Reinforced concrete paths & islands  | 98.00    | m2   | 162.00 |           | 15,876.00          |
| 14   | Landscaping  |          | Item |        |           | 55,000.00          |
| 15   | Stormwater drains & soakwells  | 1,350.00 | m2   | 20.00  |           | 27,000.00          |
| 16   | Carpark lighting   |          | Item |        |           | 30,000.00          |
| 17   | Preliminaries  |          | Item |        |           | 79,945.00          |
| 18   | Subtotal   |          |      |        |           | <u>459,800.00</u>  |
| 19   | Design Contingency (10%)   |          | Item |        |           | 45,980.00          |
| 20   | Contract Contingency (5%)  |          | Item |        |           | 25,290.00          |
| 21   | Escalation allowance   |          | Item |        |           | 79,660.00          |
| 22   | Professional fees  |          | Item |        |           | 61,070.00          |
| <u>3.2 Arrival &amp; Parking Upgrade</u>           |  |          |      |        |           | Total : 671,800.00 |
| Trade : 3 <u>3.3 Entry Upgrade</u>                 |  |          |      |        |           |                    |
|  | <u>Substructure</u>  |          |      |        |           |                    |
| 1  | Reinforced concrete footings, ground slab & thickening   | 220.00   | m2   | 205.00 |           | 45,100.00          |
|  | <u>Columns</u>   |          |      |        |           |                    |
| 2  | Galv SHS column  | 220.00   | m2   | 81.00  |           | 17,820.00          |
|  | <u>Roof</u>  |          |      |        |           |                    |
| 3  | Colorbond main roof sheeting fixed to framing including cappings, flashings, insulation & water disposal | 242.00   | m2   | 334.00 |           | 80,828.00          |
| 4  | Colorbond verandah roof sheeting fixed to framing including cappings, flashings & water disposal         | 25.00    | m2   | 243.00 |           | 6,075.00           |
| 5  | CFC soffit lining including framing & paint  | 25.00    | m2   | 157.00 |           | 3,925.00           |
|  | <u>External Walls</u>  |          |      |        |           |                    |
| 6  | Curved external wall   | 105.00   | m2   | 615.00 |           | 64,575.00          |
| 7  | Fascited external wall   | 35.00    | m2   | 810.00 |           | 28,350.00          |
| 8  | Stud framed wall lined externally with colorbond sheeting & internally with CFC sheeting including paint | 60.00    | m2   | 216.00 |           | 12,960.00          |
| 9  | SS balustrade  | 6.00     | m    | 540.00 |           | 3,240.00           |
|  | <u>Windows</u>   |          |      |        |           |                    |
| 10   | Powdercoat aluminium framed glazed window wall   | 28.00    | m2   | 945.00 |           | 26,460.00          |
| 11   | Powdercoat aluminium framed glazed window  | 10.00    | m2   | 810.00 |           | 8,100.00           |
|  | <u>External Doors</u>  |          |      |        |           |                    |

# Trade Breakup

Job Name : A1150 - KOJONUP 3

Job Description

Client's Name: Shire of Kojonup

KODJA PLACE PRECINCT UPGRADE

| Item No.                           | Item Description  | Quantity | Unit | Rate      | Mark Up % | Amount      |
|------------------------------------|---|----------|------|-----------|-----------|-------------|
| Trade : 3 <u>3.3 Entry Upgrade</u> |   |          |      |           |           | (Continued) |
| 12                                 | Powdercoat aluminium framed glazed double doors   | 3.00     | No   | 4,050.00  |           | 12,150.00   |
|                                    | <u>Internal Walls</u>   |          |      |           |           |             |
| 13                                 | Stud framed wall lined both sides with plasterboard sheeting including insulation & paint | 122.00   | m2   | 260.00    |           | 31,720.00   |
| 14                                 | Solid feature wall  | 28.00    | m2   | 595.00    |           | 16,660.00   |
|                                    | <u>Internal Doors</u>   |          |      |           |           |             |
| 15                                 | Solid core double door including frame, hardware & paint                                  | 4.00     | No   | 2,025.00  |           | 8,100.00    |
| 16                                 | Solid core single door including frame, hardware & paint                                  | 3.00     | No   | 1,350.00  |           | 4,050.00    |
|                                    | <u>Internal Screen</u>  |          |      |           |           |             |
| 17                                 | Acoustic bifolding screen door  | 1.00     | No   | 35,000.00 |           | 35,000.00   |
|                                    | <u>Wall Finishes</u>  |          |      |           |           |             |
| 18                                 | Patch & paint to existing walls   | 42.00    | m2   | 30.00     |           | 1,260.00    |
|                                    | <u>Floor Finishes</u>   |          |      |           |           |             |
| 19                                 | Carpet tiles  | 104.00   | m2   | 105.00    |           | 10,920.00   |
| 20                                 | Vinyl sheet flooring  | 31.00    | m2   | 157.00    |           | 4,867.00    |
| 21                                 | Polished & sealed concrete  | 79.00    | m2   | 162.00    |           | 12,798.00   |
| 22                                 | Allowance for skirtings   |          | Item |           |           | 4,000.00    |
|                                    | <u>Ceiling Finishes</u>   |          |      |           |           |             |
| 23                                 | Flush plasterboard ceiling including framing insulation & paint                           | 110.00   | m2   | 135.00    |           | 14,850.00   |
| 24                                 | Flush perforated plasterboard acoustic ceiling including framing insulation & paint       | 104.00   | m2   | 205.00    |           | 21,320.00   |
|                                    | <u>Fitments</u>   |          |      |           |           |             |
| 25                                 | Reception counter   | 1.00     | No   | 2,500.00  |           | 2,500.00    |
| 26                                 | Office bench  | 1.00     | No   | 3,000.00  |           | 3,000.00    |
| 27                                 | Interperative signage & information display   |          | Item |           |           | 25,000.00   |
|                                    | <u>Air Conditioning</u>   |          |      |           |           |             |
| 28                                 | Ducted A/C  | 220.00   | m2   | 351.00    |           | 77,220.00   |
|                                    | <u>Electric Light &amp; Power</u>   |          |      |           |           |             |
| 29                                 | Electrical services   | 220.00   | m2   | 405.00    |           | 89,100.00   |
|                                    | <u>Alterations &amp; Renovations</u>  |          |      |           |           |             |
| 30                                 | Allowance for alterations & renovations   |          | Item |           |           | 110,000.00  |
|                                    | <u>Site Preperation</u>   |          |      |           |           |             |

# Trade Breakup

Job Name : A1150 - KOJONUP 3

Job Description

Client's Name: Shire of Kojonup

KODJA PLACE PRECINCT UPGRADE

| Item No.                             | Item Description   | Quantity | Unit | Rate      | Mark Up % | Amount               |
|--------------------------------------|--|----------|------|-----------|-----------|----------------------|
| Trade : 3 <u>3.3 Entry Upgrade</u>   |  |          |      |           |           | (Continued)          |
| 31                                   | Site Clearance   | 294.00   | m2   | 6.00      |           | 1,764.00             |
| 32                                   | Site cut/fill  | 147.00   | m3   | 43.00     |           | 6,321.00             |
|                                      | <u>Roads Footpaths &amp; Paved Areas</u>   |          |      |           |           |                      |
| 33                                   | Entrance limestone block retaining/steps   | 10.00    | m2   | 540.00    |           | 5,400.00             |
| 34                                   | Paving   | 25.00    | m2   | 205.00    |           | 5,125.00             |
| 35                                   | Disabled access ramp   | 1.00     | No   | 10,000.00 |           | 10,000.00            |
|                                      | <u>External Stormwater Drainage</u>  |          |      |           |           |                      |
| 36                                   | Stormwater   |          | Item |           |           | 18,000.00            |
|                                      | <u>Preliminaries</u>   |          |      |           |           |                      |
| 37                                   | Preliminaries  |          | Item |           |           | 165,742.00           |
| 38                                   | Subtotal   |          |      |           |           | <u>994,300.00</u>    |
| 39                                   | Design Contingency (10%)   |          | Item |           |           | 99,430.00            |
| 40                                   | Contract Contingency (5%)  |          | Item |           |           | 54,690.00            |
| 41                                   | Escalation allowance   |          | Item |           |           | 172,280.00           |
| 42                                   | Professional fees  |          | Item |           |           | 158,500.00           |
| <u>3.3 Entry Upgrade</u>             |  |          |      |           |           | Total : 1,479,200.00 |
| Trade : 4 <u>3.4 Kitchen Upgrade</u> |  |          |      |           |           |                      |
|                                      | <u>Substructure</u>  |          |      |           |           |                      |
| 1                                    | Reinforced concrete pad footing  | 1.00     | m3   | 1,015.00  |           | 1,015.00             |
| 2                                    | Reinforced concrete strip footing  | 6.00     | m3   | 810.00    |           | 4,860.00             |
| 3                                    | Reinforced concrete ground slab & thickening   | 58.00    | m2   | 124.00    |           | 7,192.00             |
|                                      | <u>Columns</u>   |          |      |           |           |                      |
| 4                                    | Steel column including protective treatment & paint  | 0.09     | t    | 13,200.00 |           | 1,188.00             |
|                                      | <u>Roof</u>  |          |      |           |           |                      |
| 5                                    | Colorbond main roof sheeting fixed to framing including cappings, flashings, insulation & water disposal | 64.00    | m2   | 335.00    |           | 21,440.00            |
| 6                                    | Colorbond verandah roof sheeting fixed to framing including cappings, flashings & water disposal         | 30.00    | m2   | 243.00    |           | 7,290.00             |
| 7                                    | CFC soffit lining including framing & paint  | 30.00    | m2   | 157.00    |           | 4,710.00             |
|                                      | <u>External Walls</u>  |          |      |           |           |                      |

# Trade Breakup

Job Name : A1150 - KOJONUP 3

Job Description

Client's Name: Shire of Kojonup

KODJA PLACE PRECINCT UPGRADE

| Item No.                             | Item Description  | Quantity | Unit | Rate     | Mark Up % | Amount      |
|--------------------------------------|---|----------|------|----------|-----------|-------------|
| Trade : <b>4 3.4 Kitchen Upgrade</b> |   |          |      |          |           | (Continued) |
| 8                                    | Stud framed wall lined externally with colorbond sheeting & internally with CFC sheeting including insulation & paint | 87.00    | m2   | 270.00   |           | 23,490.00   |
| 9                                    | Zincalume verandah balustrade   | 34.00    | m    | 255.00   |           | 8,670.00    |
|                                      | <u>Windows</u>  |          |      |          |           |             |
| 10                                   | Powdercoat aluminium framed acrylic verandah roller screens   | 68.00    | m2   | 351.00   |           | 23,868.00   |
|                                      | <u>External Doors</u>   |          |      |          |           |             |
| 11                                   | Solid core single door including frame, hardware & paint  | 1.00     | No   | 1,620.00 |           | 1,620.00    |
| 12                                   | Solid core double door including frame, hardware & paint  | 1.00     | No   | 2,025.00 |           | 2,025.00    |
|                                      | <u>Internal Walls</u>   |          |      |          |           |             |
| 13                                   | Stud framed wall lined both sides with CFC sheeting including paint   | 36.00    | m2   | 238.00   |           | 8,568.00    |
|                                      | <u>Internal Doors</u>   |          |      |          |           |             |
| 14                                   | Solid core single door including frame, hardware & paint  | 6.00     | No   | 1,620.00 |           | 9,720.00    |
| 15                                   | Powdercoat aluminium framed clear glazed single door including frame & hardware                                       | 2.00     | No   | 2,700.00 |           | 5,400.00    |
| 16                                   | Powdercoat aluminium framed clear glazed double door including frame & hardware                                       | 1.00     | No   | 4,725.00 |           | 4,725.00    |
| 17                                   | Solid core double swing door including frame, hardware & paint  | 1.00     | No   | 4,050.00 |           | 4,050.00    |
|                                      | <u>Wall Finishes</u>  |          |      |          |           |             |
| 18                                   | Ceramic wall tiles  | 47.00    | m2   | 270.00   |           | 12,690.00   |
|                                      | <u>Floor Finishes</u>   |          |      |          |           |             |
| 19                                   | Vinyl sheet flooring  | 172.00   | m2   | 157.00   |           | 27,004.00   |
| 20                                   | Vinyl skirting  | 77.00    | m    | 43.00    |           | 3,311.00    |
|                                      | <u>Ceiling Finishes</u>   |          |      |          |           |             |
| 21                                   | Flush plasterboard ceiling including framing insulation & paint   | 58.00    | m2   | 135.00   |           | 7,830.00    |
| 22                                   | Patch & paint to existing ceiling   | 132.00   | m2   | 27.00    |           | 3,564.00    |
|                                      | <u>Fitments</u>   |          |      |          |           |             |
| 23                                   | Relocate & upgrade existing kitchen fitments  |          | Item |          |           | 50,000.00   |
| 24                                   | Servery benches   | 7.00     | m    | 550.00   |           | 3,850.00    |
| 25                                   | Verandah booth seating  | 14.00    | No   | 2,700.00 |           | 37,800.00   |
| 26                                   | Signage   |          | Item |          |           | 4,000.00    |
|                                      | <u>Special Equipment</u>  |          |      |          |           |             |



# Trade Breakup

Job Name : A1150 - KOJONUP 3

Job Description

Client's Name: Shire of Kojonup

KODJA PLACE PRECINCT UPGRADE

| Item No.                             | Item Description                          | Quantity | Unit | Rate      | Mark Up % | Amount            |
|--------------------------------------|---|----------|------|-----------|-----------|-------------------|
| Trade : 4 <u>3.4 Kitchen Upgrade</u> |   |          |      |           |           | (Continued)       |
| 27                                   | Relocate & upgrade kitchen equipment      |          | Item |           |           | 40,000.00         |
| 28                                   | Relocate & upgrade cold store & equipment |          | Item |           |           | 15,000.00         |
|                                      | <u>Saitary Fixtures &amp; Plumbing</u>    |          |      |           |           |                   |
| 29                                   | Double bowl kitchen sink & drainer        | 2.00     | No   | 4,050.00  |           | 8,100.00          |
| 30                                   | Wall hung basin                           | 1.00     | No   | 4,050.00  |           | 4,050.00          |
| 31                                   | Equipment outlets & drainage              | 4.00     | No   | 2,700.00  |           | 10,800.00         |
| 32                                   | HWU                                       | 1.00     | No   | 10,000.00 |           | 10,000.00         |
|                                      | <u>Ventilation</u>                        |          |      |           |           |                   |
| 33                                   | Kitchen mechanical ventilation            |          | Item |           |           | 30,000.00         |
|                                      | <u>Evaporative Cooling</u>                |          |      |           |           |                   |
| 34                                   | Kitchen evaporative cooling unit          |          | Item |           |           | 15,000.00         |
|                                      | <u>Air Conditioning</u>                   |          |      |           |           |                   |
| 35                                   | Split AC unit                             | 1.00     | No   | 4,725.00  |           | 4,725.00          |
|                                      | <u>Electric Light &amp; Power</u>         |          |      |           |           |                   |
| 36                                   | Electrical services                       | 172.00   | m2   | 270.00    |           | 46,440.00         |
|                                      | <u>Alterations &amp; Renovations</u>      |          |      |           |           |                   |
| 37                                   | Allowance for alterations & renovations   |          | Item |           |           | 40,000.00         |
|                                      | <u>Site Preperation</u>                   |          |      |           |           |                   |
| 38                                   | Site Clearance                            | 88.00    | m2   | 6.00      |           | 528.00            |
| 39                                   | Site cut/fill                             | 44.00    | m3   | 43.00     |           | 1,892.00          |
|                                      | <u>Roads Footpaths &amp; Paved Areas</u>  |          |      |           |           |                   |
| 40                                   | Rubber softfall to kid's play area        | 30.00    | m2   | 324.00    |           | 9,720.00          |
|                                      | <u>Landscaping</u>                        |          |      |           |           |                   |
| 41                                   | Kids's play area equipment                |          | Item |           |           | 25,000.00         |
|                                      | <u>External Stormwater Drainage</u>       |          |      |           |           |                   |
| 42                                   | Stormwater                                |          | Item |           |           | 7,500.00          |
| 43                                   | External Sewer Drainage                   |          |      |           |           |                   |
| 44                                   | Sewer drainage                            |          | Item |           |           | 20,000.00         |
|                                      | <u>Preliminaries</u>                      |          |      |           |           |                   |
| 45                                   | Preliminaries                             |          | Item |           |           | 115,725.00        |
| 46                                   | Subtotal                                  |          |      |           |           | <u>694,360.00</u> |
| 47                                   | Design Contingency (10%)                  |          | Item |           |           | 69,435.00         |

# Trade Breakup

|                       |                          |                               |
|-----------------------|--------------------------|-------------------------------|
| <b>Job Name :</b>     | <u>A1150 - KOJONUP 3</u> | <b><u>Job Description</u></b> |
| <b>Client's Name:</b> | <u>Shire of Kojonup</u>  | KODJA PLACE PRECINCT UPGRADE  |

| Item No.                             | Item Description          | Quantity | Unit | Rate | Mark Up % | Amount                      |
|--------------------------------------|---------------------------|----------|------|------|-----------|-----------------------------|
| Trade : 4 <u>3.4 Kitchen Upgrade</u> |                           |          |      |      |           | (Continued)                 |
| 48                                   | Contract Contingency (5%) |          | Item |      |           | 38,190.00                   |
| 49                                   | Escalation allowance      |          | Item |      |           | 120,300.00                  |
| 50                                   | Professional fees         |          | Item |      |           | 110,615.00                  |
| <u>3.4 Kitchen Upgrade</u>           |                           |          |      |      |           | <b>Total : 1,032,900.00</b> |

| KODJA PLACE PRECINCT UPGRADE    |              |              |            |                         |            |                      |              |
|---------------------------------|--------------|--------------|------------|-------------------------|------------|----------------------|--------------|
| Item                            | Value        | Materials    | Plant      | Contract<br>Expenditure | Labour     | Other<br>Expenditure | TOTAL        |
| Pathways & Pedestrian Crossings | \$ 40,000    | \$ 10,000    | \$ 9,600   | \$ 6,000                | \$ 14,400  | \$ -                 | \$ 40,000    |
| Arrival & Parking Upgrade       | \$ 459,800   | \$ 114,950   | \$ 110,350 | \$ 68,970               | \$ 165,530 | \$ -                 | \$ 459,800   |
| Entry Upgrade                   | \$ 994,300   | \$ 497,150   | \$ 99,430  | \$ 149,145              | \$ 248,575 | \$ -                 | \$ 994,300   |
| Kitchen Upgrade                 | \$ 694,360   | \$ 347,180   | \$ 69,440  | \$ 104,150              | \$ 173,590 | \$ -                 | \$ 694,360   |
| Subtotal                        |              | \$ 969,280   | \$ 288,820 | \$ 328,265              | \$ 602,095 | \$ -                 | \$ 2,188,460 |
| % of Construction Total         |              | 44%          | 13%        | 15%                     | 28%        | 0%                   |              |
| Design Contingency              | \$ 218,845   | \$ 109,420   | \$ 19,695  | \$ 24,070               | \$ 65,660  |                      | \$ 218,845   |
| Contract Contingency            | \$ 120,370   | \$ 60,185    | \$ 10,830  | \$ 13,240               | \$ 36,115  |                      | \$ 120,370   |
| Escalation                      | \$ 379,040   |              |            |                         |            | \$ 379,040           | \$ 379,040   |
| Professional Fees               | \$ 335,485   |              |            |                         |            | \$ 335,485           | \$ 335,485   |
| TOTAL                           | \$ 3,242,200 | \$ 1,138,885 | \$ 319,345 | \$ 365,575              | \$ 703,870 | \$ 714,525           | \$ 3,242,200 |

# Trade Breakup

|                       |                          |                               |
|-----------------------|--------------------------|-------------------------------|
| <b>Job Name :</b>     | <u>A1150 - KOJONUP 2</u> | <b>Job Description</b>        |
| <b>Client's Name:</b> | <u>Shire of Kojonup</u>  | KOJONUP PARK PRECINCT UPGRADE |

| Item No.  | Item Description   | Quantity | Unit | Rate     | Mark Up % | Amount    |
|---|--|----------|------|----------|-----------|-----------|
| <i>Trade : 1 <u>2.1 Destination Toilets &amp; Community Kitchen</u></i> |  |          |      |          |           |           |
|   | <u>Substructure</u>  |          |      |          |           |           |
| 1   | Reinforced concrete strip footing  | 11.00    | m3   | 810.00   |           | 8,910.00  |
| 2   | Reinforced concrete ground slab & thickening   | 140.00   | m2   | 124.00   |           | 17,360.00 |
|   | <u>Roof</u>  |          |      |          |           |           |
| 3   | Colorbond main roof sheeting fixed to framing including cappings, flashings, insulation & water disposal         | 154.00   | m2   | 335.00   |           | 51,590.00 |
| 4   | Colorbond canterlevered undercover roof sheeting fixed to framing including cappings, flashings & water disposal | 13.00    | m2   | 313.00   |           | 4,069.00  |
| 5   | CFC soffit lining including framing & paint  | 13.00    | m2   | 157.00   |           | 2,041.00  |
|   | <u>External Walls</u>  |          |      |          |           |           |
| 6   | Brick cavity wall  | 170.00   | m2   | 432.00   |           | 73,440.00 |
|   | <u>Windows</u>   |          |      |          |           |           |
| 7   | Powdercoat aluminium framed glazed window  | 6.00     | m2   | 810.00   |           | 4,860.00  |
|   | <u>External Doors</u>  |          |      |          |           |           |
| 8   | Solid core door including frame, hardware & paint  | 4.00     | No   | 1,620.00 |           | 6,480.00  |
| 9   | Colorbond roller door  | 2.00     | No   | 4,050.00 |           | 8,100.00  |
|   | <u>Internal Walls</u>  |          |      |          |           |           |
| 10  | Face brick wall  | 56.00    | m2   | 205.00   |           | 11,480.00 |
|   | <u>Internal Screens</u>  |          |      |          |           |           |
| 11  | Toilet cubicle including door & hardware   | 7.00     | No   | 2,700.00 |           | 18,900.00 |
| 12  | Toilet/Baby change cubicle including door & hardware   | 1.00     | No   | 3,375.00 |           | 3,375.00  |
|   | <u>Floor Finishes</u>  |          |      |          |           |           |
| 13  | Ceramic floor tiles  | 68.00    | m2   | 270.00   |           | 18,360.00 |
| 14  | Ceramic skirting tile  | 85.00    | m    | 27.00    |           | 2,295.00  |
| 15  | Concrete sealer  | 72.00    | m2   | 27.00    |           | 1,944.00  |
|   | <u>Wall Finishes</u>   |          |      |          |           |           |
| 16  | Ceramic tile splashbacks   | 15.00    | m2   | 270.00   |           | 4,050.00  |
|   | <u>Ceiling Finishes</u>  |          |      |          |           |           |
| 17  | Flush plasterboard ceiling including framing insulation & paint  | 140.00   | m2   | 135.00   |           | 18,900.00 |
|   | <u>Fitments</u>  |          |      |          |           |           |
| 18  | 4000 long vanity bench   | 1.00     | No   | 2,700.00 |           | 2,700.00  |

# Trade Breakup

Job Name : A1150 - KOJONUP 2

Job Description

Client's Name: Shire of Kojonup

KOJONUP PARK PRECINCT UPGRADE

| Item No.  | Item Description                               | Quantity | Unit | Rate      | Mark Up % | Amount      |
|---|--|----------|------|-----------|-----------|-------------|
| Trade : <b>1</b> <u>2.1 Destination Toilets &amp; Community Kitchen</u> |  |          |      |           |           | (Continued) |
| 19  | 3500 long vanity bench                         | 1.00     | No   | 2,375.00  |           | 2,375.00    |
| 20  | 10000 girth U shaped SS bench with under shelf | 2.00     | No   | 10,125.00 |           | 20,250.00   |
| 21  | Soap dispenser                                 | 11.00    | No   | 135.00    |           | 1,485.00    |
| 22  | Mirror   | 9.00     | No   | 270.00    |           | 2,430.00    |
| 23  | Toilet paper dispenser                         | 10.00    | No   | 65.00     |           | 650.00      |
| 24  | Baby change table                              | 1.00     | No   | 810.00    |           | 810.00      |
| 25  | Electric hand dryer                            | 4.00     | No   | 1,015.00  |           | 4,060.00    |
| 26  | Paper towel dispenser                          | 2.00     | No   | 475.00    |           | 950.00      |
| 27  | Shelf  | 2.00     | No   | 162.00    |           | 324.00      |
| 28  | U shaped grab rail                             | 2.00     | No   | 216.00    |           | 432.00      |
| 29  | L shaped grab rail                             | 2.00     | No   | 324.00    |           | 648.00      |
| 30  | BBQ bench                                      | 1.00     | No   | 4,050.00  |           | 4,050.00    |
| 31  | Signage  |          | Item |           |           | 500.00      |
|   | <u>Special Equipment</u>                       |          |      |           |           |             |
| 32  | Built in BBQ                                   | 3.00     | No   | 2,025.00  |           | 6,075.00    |
|   | <u>Sanitary Fixtures &amp; Plumbing</u>        |          |      |           |           |             |
| 33  | UAT WC   | 2.00     | No   | 4,725.00  |           | 9,450.00    |
| 34  | WC   | 8.00     | No   | 4,050.00  |           | 32,400.00   |
| 35  | Wall urinal                                    | 1.00     | No   | 6,075.00  |           | 6,075.00    |
| 36  | Vanity sink                                    | 7.00     | No   | 2,700.00  |           | 18,900.00   |
| 37  | UAT wall hung sink                             | 2.00     | No   | 2,970.00  |           | 5,940.00    |
| 38  | Double bowl sink                               | 2.00     | No   | 2,970.00  |           | 5,940.00    |
| 39  | HWU  | 1.00     | No   | 6,750.00  |           | 6,750.00    |
|   | <u>Ventilation</u>                             |          |      |           |           |             |
| 40  | Mechanical ventilation to amenities            | 68.00    | m2   | 81.00     |           | 5,508.00    |
|   | <u>Electric Light &amp; Power</u>              |          |      |           |           |             |
| 41  | Electrical services                            | 140.00   | m2   | 81.00     |           | 11,340.00   |
|   | <u>Site Preperation</u>                        |          |      |           |           |             |
| 42  | Site Clearance                                 | 541.00   | m2   | 6.00      |           | 3,246.00    |
| 43  | Site cut/fill                                  | 163.00   | m3   | 43.00     |           | 7,009.00    |
|   | <u>Roads Footpaths &amp; Paved Areas</u>       |          |      |           |           |             |
| 44  | Paving   | 401.00   | m2   | 108.00    |           | 43,308.00   |

# Trade Breakup

Job Name : A1150 - KOJONUP 2

Job Description

Client's Name: Shire of Kojonup

KOJONUP PARK PRECINCT UPGRADE

| Item No.   | Item Description                               | Quantity | Unit | Rate     | Mark Up % | Amount             |
|--|--|----------|------|----------|-----------|--------------------|
| Trade : 1 <u>2.1 Destination Toilets &amp; Community Kitchen</u> |  |          |      |          |           | (Continued)        |
|  | <u>Landscaping</u>                             |          |      |          |           |                    |
| 45   | Art/Screen                                     | 1.00     | No   | 5,400.00 |           | 5,400.00           |
| 46   | Soft landscaping                               |          | Item |          |           | 11,000.00          |
| 47   | External seating                               |          | Item |          |           | 9,000.00           |
|  | <u>External Stormwater Drainage</u>            |          |      |          |           |                    |
| 48   | Stormwater drainage                            |          | Item |          |           | 3,000.00           |
|  | <u>External Sewer Drainage</u>                 |          |      |          |           |                    |
| 49   | Sewer connection                               |          | Item |          |           | 5,500.00           |
|  | <u>External Electrics</u>                      |          |      |          |           |                    |
| 50   | External Electrics                             |          | Item |          |           | 17,000.00          |
|  | <u>Preliminaries</u>                           |          |      |          |           |                    |
| 51   | Preliminaries                                  |          | Item |          |           | 76,541.00          |
| 52   | Subtotal                                       |          |      |          |           | <u>587,200.00</u>  |
| 53   | Design Contingency (10%)                       |          | Item |          |           | 58,720.00          |
| 54   | Contract Contingency (5%)                      |          | Item |          |           | 32,295.00          |
| 55   | Escalation allowance                           |          | Item |          |           | 101,730.00         |
| 56   | Professional fees                              |          | Item |          |           | 93,555.00          |
| <u>2.1 Destination Toilets &amp; Community Kitchen</u>           |  |          |      |          |           | Total : 873,500.00 |
| Trade : 2 <u>2.2 Additional Drain Crossing Points (No 2)</u>     |  |          |      |          |           |                    |
| 1  | Reinforced concrete pad footing                | 3.00     | m3   | 1,015.00 |           | 3,045.00           |
| 2  | Timber framed drain crossing including decking | 18.00    | m2   | 405.00   |           | 7,290.00           |
| 3  | Timber balustrade                              | 24.00    | m    | 459.00   |           | 11,016.00          |
| 4  | Preliminaries                                  |          | Item |          |           | 4,349.00           |
| 5  | Subtotal                                       |          |      |          |           | <u>25,700.00</u>   |
| 6  | Design Contingency (10%)                       |          | Item |          |           | 2,570.00           |
| 7  | Contract Contingency (5%)                      |          | Item |          |           | 1,415.00           |
| 8  | Escalation allowance                           |          | Item |          |           | 4,455.00           |
| 9  | Professional fees                              |          | Item |          |           | 2,760.00           |
| <u>2.2 Additional Drain Crossing Points (No 2)</u>               |  |          |      |          |           | Total : 36,900.00  |

# Trade Breakup

Job Name : A1150 - KOJONUP 2

Job Description

Client's Name: Shire of Kojonup

KOJONUP PARK PRECINCT UPGRADE

| Item No.   | Item Description  | Quantity | Unit | Rate     | Mark Up % | Amount           |
|--|---|----------|------|----------|-----------|------------------|
| Trade : 3 2.3 Carpark Picnic Node, RV Rest Area & Pathways |   |          |      |          |           |                  |
| 1  | PICNIC NODE   |          |      |          |           |                  |
|  | <u>Substructure</u>   |          |      |          |           |                  |
| 2  | Reinforced concrete pad footing   | 2.00     | m3   | 1,015.00 |           | 2,030.00         |
|  | <u>Columns</u>  |          |      |          |           |                  |
| 3  | Timber post including paint   | 4.00     | No   | 475.00   |           | 1,900.00         |
|  | <u>Roof</u>   |          |      |          |           |                  |
| 4  | Colorbond roof sheeting fixed to framing including cappings, flashings & water disposal | 27.00    | m2   | 243.00   |           | 6,561.00         |
|  | <u>Fitments</u>   |          |      |          |           |                  |
| 5  | BBQ bench   | 1.00     | No   | 4,050.00 |           | 4,050.00         |
| 6  | Signage   |          | Item |          |           | 500.00           |
|  | <u>Special Equipment</u>  |          |      |          |           |                  |
| 7  | Built in BBQ  | 2.00     | No   | 2,025.00 |           | 4,050.00         |
|  | <u>Electric Light &amp; Power</u>   |          |      |          |           |                  |
| 8  | Electric light & power  | 24.00    | m2   | 81.00    |           | 1,944.00         |
|  | <u>Site Preperation</u>   |          |      |          |           |                  |
| 9  | Site Clearance  | 70.00    | m2   | 6.00     |           | 420.00           |
| 10   | Site cut/fill   | 35.00    | m3   | 43.00    |           | 1,505.00         |
|  | <u>Roads Footpaths &amp; Paved Areas</u>  |          |      |          |           |                  |
| 11   | Paving  | 70.00    | m2   | 108.00   |           | 7,560.00         |
|  | <u>Landscaping</u>  |          |      |          |           |                  |
| 12   | External seating  |          | Item |          |           | 7,000.00         |
|  | <u>Preliminaries</u>  |          |      |          |           |                  |
| 13   | Preliminaries   |          | Item |          |           | 7,580.00         |
| 14   | Subtotal  |          |      |          |           | <u>45,100.00</u> |
| 15   | Design Contingency (10%)  |          | Item |          |           | 4,510.00         |
| 16   | Contract Contingency (5%)   |          | Item |          |           | 2,480.00         |
| 17   | Escalation allowance  |          | Item |          |           | 7,815.00         |
| 18   | Professional fees   |          | Item |          |           | 7,195.00         |
| 19   | Total Picnic Node   |          |      |          |           | <u>67,100.00</u> |
| 20   |   |          |      |          |           |                  |
|  | <u>RV REST AREA</u>   |          |      |          |           |                  |



# Trade Breakup

Job Name : A1150 - KOJONUP 2

Job Description

Client's Name: Shire of Kojonup

KOJONUP PARK PRECINCT UPGRADE

| Item No.   | Item Description  | Quantity | Unit | Rate     | Mark Up % | Amount           |
|--|---|----------|------|----------|-----------|------------------|
| Trade : 3 2.3 Carpark Picnic Node, RV Rest Area & Pathways (Continued) |   |          |      |          |           |                  |
|  | <u>Substructure</u>   |          |      |          |           |                  |
| 21   | Reinforced concrete pad footing   | 2.00     | m3   | 1,015.00 |           | 2,030.00         |
|  | <u>Columns</u>  |          |      |          |           |                  |
| 22   | Timber post including paint   | 4.00     | No   | 475.00   |           | 1,900.00         |
|  | <u>Roof</u>   |          |      |          |           |                  |
| 23   | Colorbond roof sheeting fixed to framing including cappings, flashings & water disposal | 27.00    | m2   | 243.00   |           | 6,561.00         |
|  | <u>Fitments</u>   |          |      |          |           |                  |
| 24   | Signage   |          | Item |          |           | 500.00           |
|  | <u>Electric Light &amp; Power</u>   |          |      |          |           |                  |
| 25   | Electric light & power  | 24.00    | m2   | 81.00    |           | 1,944.00         |
|  | <u>Site Preperation</u>   |          |      |          |           |                  |
| 26   | Site Clearance  | 70.00    | m2   | 6.00     |           | 420.00           |
| 27   | Site cut/fill   | 35.00    | m3   | 43.00    |           | 1,505.00         |
|  | <u>Roads Footpaths &amp; Paved Areas</u>  |          |      |          |           |                  |
| 28   | Paving  | 70.00    | m2   | 108.00   |           | 7,560.00         |
|  | <u>Landscaping</u>  |          |      |          |           |                  |
| 29   | External seating  |          | Item |          |           | 3,500.00         |
|  | <u>Preliminaries</u>  |          |      |          |           |                  |
| 30   | Preliminaries   |          | Item |          |           | 5,180.00         |
| 31   | Subtotal  |          |      |          |           | <u>31,100.00</u> |
| 32   | Design Contingency (10%)  |          | Item |          |           | 3,110.00         |
| 33   | Contract Contingency (5%)   |          | Item |          |           | 1,710.00         |
| 34   | Escalation allowance  |          | Item |          |           | 5,390.00         |
| 35   | Professional fees   |          | Item |          |           | 4,990.00         |
| 36   | Total RV Rest Area  |          |      |          |           | <u>46,300.00</u> |
| 37   |   |          |      |          |           |                  |
|  | <u>PATHWAYS</u>   |          |      |          |           |                  |
|  | <u>Site Preperation</u>   |          |      |          |           |                  |
| 38   | Site Clearance  | 160.00   | m2   | 6.00     |           | 960.00           |
| 39   | Site cut/fill   | 48.00    | m3   | 43.00    |           | 2,064.00         |
|  | <u>Roads Footpaths &amp; Paved Areas</u>  |          |      |          |           |                  |

# Trade Breakup

Job Name : A1150 - KOJONUP 2

Job Description

Client's Name: Shire of Kojonup

KOJONUP PARK PRECINCT UPGRADE

| Item No.   | Item Description          | Quantity | Unit | Rate     | Mark Up % | Amount                    |
|--|---------------------------|----------|------|----------|-----------|---------------------------|
| Trade : <b>3</b> <u>2.3 Carpark Picnic Node, RV Rest Area &amp; Pathways</u> |                           |          |      |          |           | (Continued)               |
| 40   | Reinforced concrete path  | 96.00    | m2   | 108.00   |           | 10,368.00                 |
| 41   | Pram ramp & tiles         | 4.00     | No   | 1,015.00 |           | 4,060.00                  |
| 42   | Crosswalk marking         | 2.00     | No   | 1,100.00 |           | 2,200.00                  |
| 43   | Signage                   |          | Item |          |           | 1,100.00                  |
|  | <u>Preliminaries</u>      |          |      |          |           |                           |
| 44   | Preliminaries             |          | Item |          |           | 4,148.00                  |
| 45   | Subtotal                  |          |      |          |           | <u>24,900.00</u>          |
| 46   | Design Contingency (10%)  |          | Item |          |           | 2,490.00                  |
| 47   | Contract Contingency (5%) |          | Item |          |           | 1,370.00                  |
| 48   | Escalation allowance      |          | Item |          |           | 4,315.00                  |
| 49   | Professional fees         |          | Item |          |           | 3,925.00                  |
| 50   | Total Pathways            |          |      |          |           | <u>37,000.00</u>          |
| <u>2.3 Carpark Picnic Node, RV Rest Area &amp; Pathways</u>                  |                           |          |      |          |           | <b>Total : 150,400.00</b> |



# MONTHLY FINANCIAL STATEMENTS

For the period ending 31 March 2022

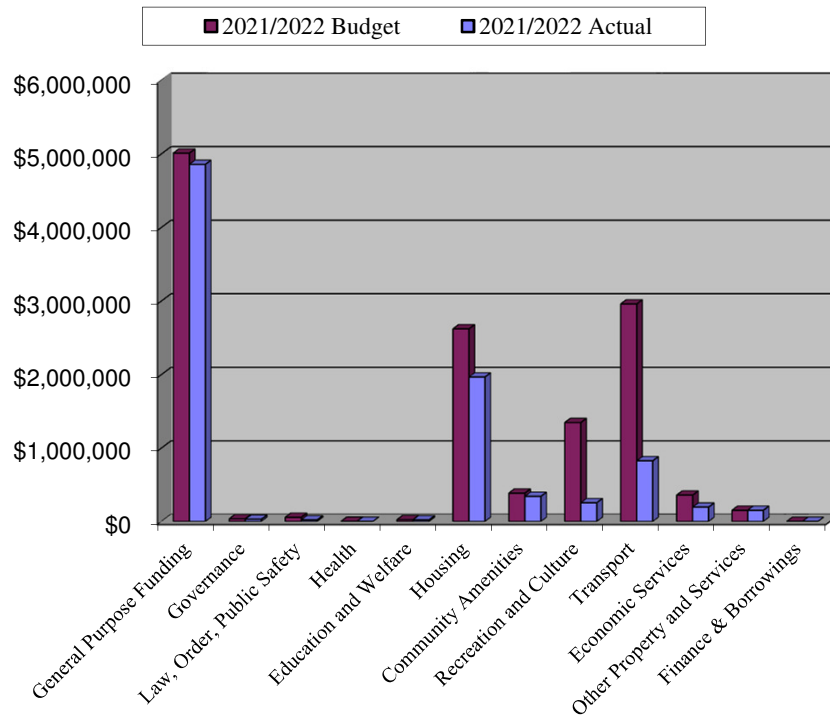
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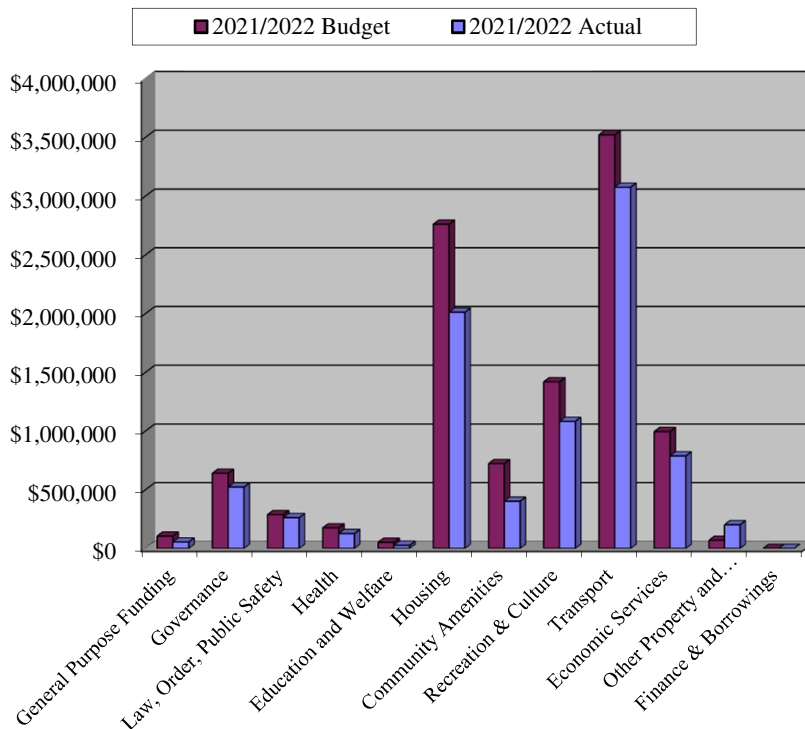
  
Manager Corporate &  
Community Services

**SHIRE OF KOJONUP**  
**EXECUTIVE SUMMARY**  
**For the period ending 31 March 2022**

**Operating Revenue (by Program)**

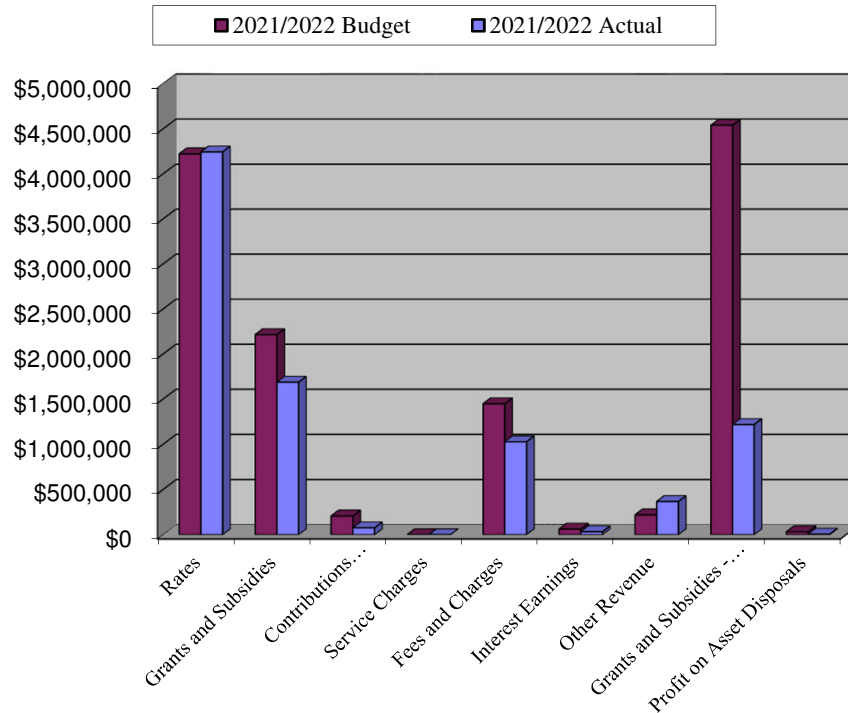


**Operating Expenditure (by Program)**

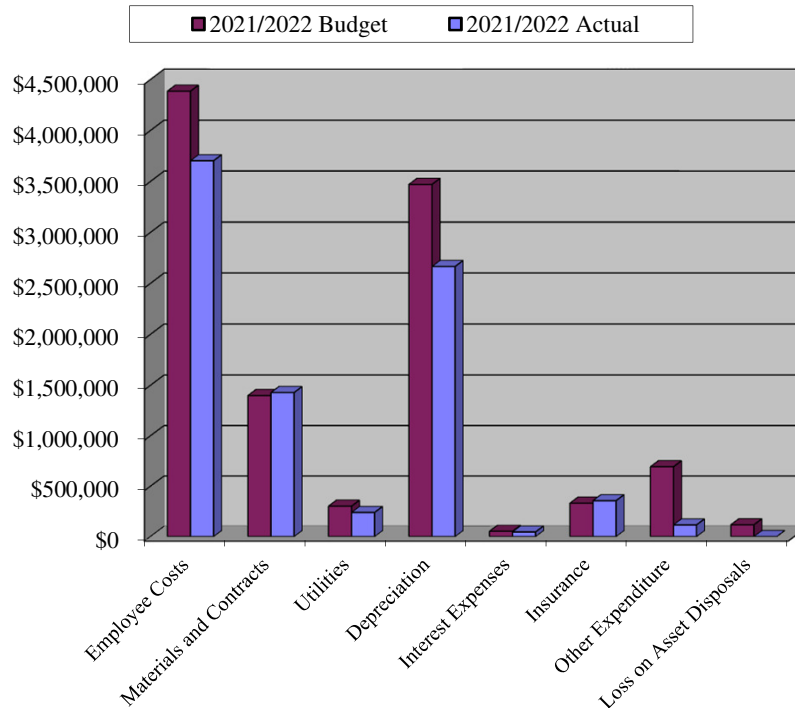


**SHIRE OF KOJONUP**  
**EXECUTIVE SUMMARY**  
For the period ending 31 March 2022

**Operating Revenue (by Nature/Type)**

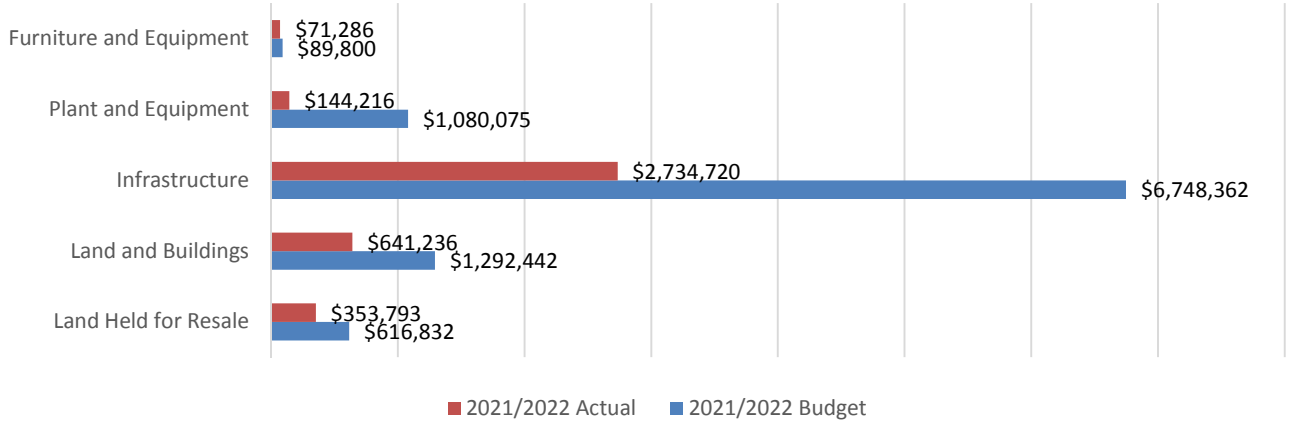


**Operating Expenditure (by Nature / Type)**

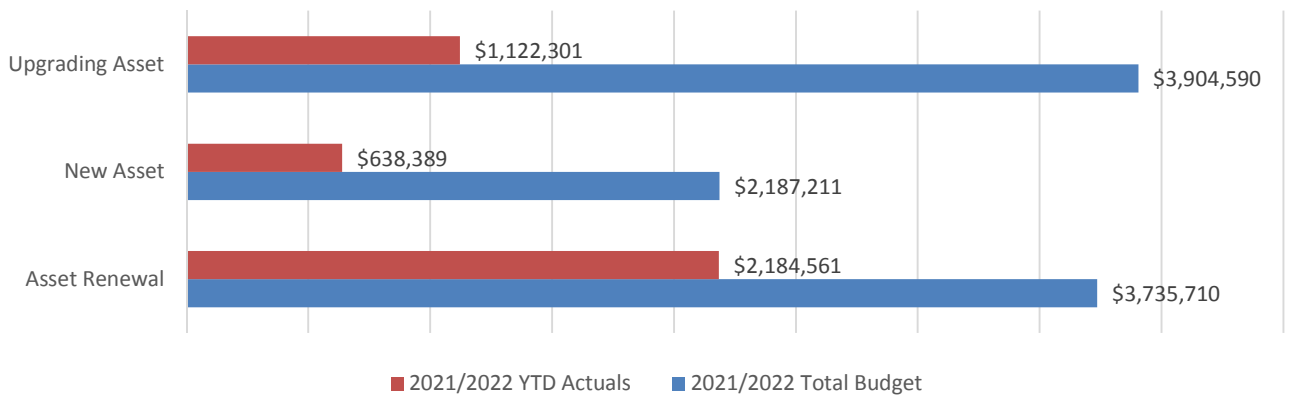


**SHIRE OF KOJONUP**  
**EXECUTIVE SUMMARY**  
**For the period ending 31 March 2022**

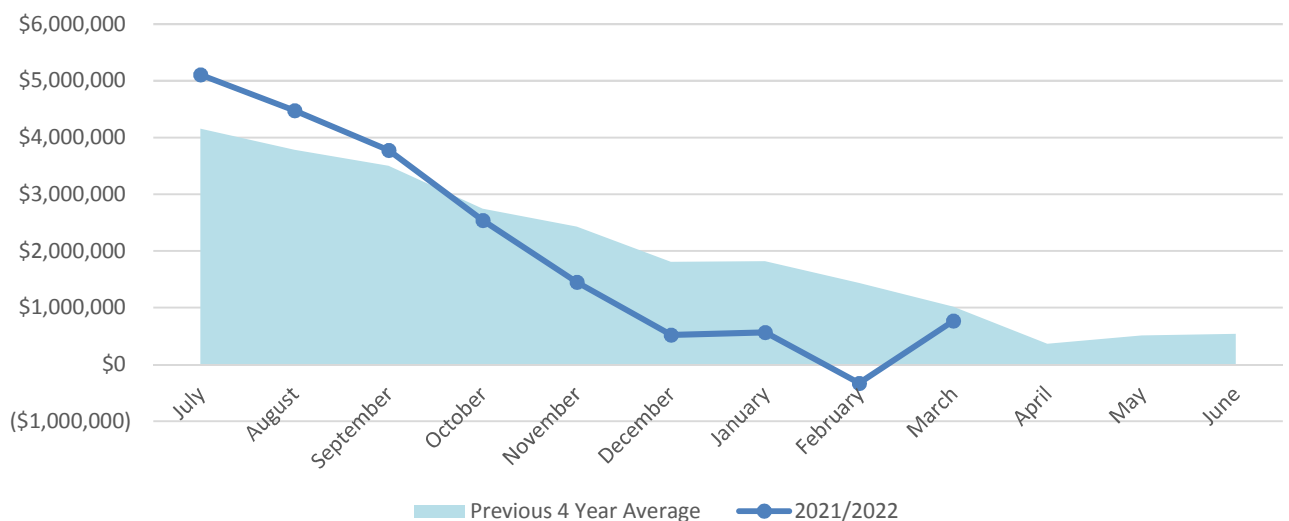
**Capital Expenditure - By Asset Class**



**Capital Expenditure - By Asset Investment Type**



**Closing Position - Surplus or (Deficit)**



**SHIRE OF KOJONUP**  
**Statement of Comprehensive Income - by Program**  
**For the period ending 31 March 2022**

| More<br>Info<br>Page # | <b>2021/2022<br/>Budget<br/>\$</b> | <b>2021/2022<br/>YTD Budget<br/>\$</b> | <b>2021/2022<br/>Actual<br/>\$</b> | <b>Variance</b> |
|------------------------|------------------------------------|--|------------------------------------|-----------------|
|------------------------|------------------------------------|--|------------------------------------|-----------------|

**1(a) SOCI - BY PROGRAM**

**Operating Revenue**

|                             |                       |                      |                      |      |
|-----------------------------|-----------------------|----------------------|----------------------|------|
| General Purpose Funding     | (\$5,009,097)         | (\$4,811,951)        | (\$4,855,411)        | 1%   |
| Governance                  | (\$36,450)            | (\$27,306)           | (\$28,625)           | 5%   |
| Law, Order, Public Safety   | (\$55,970)            | (\$29,437)           | (\$21,778)           | -26% |
| Health                      | (\$2,100)             | (\$1,566)            | (\$506)              | -68% |
| Education and Welfare       | (\$24,850)            | (\$18,612)           | (\$21,413)           | 15%  |
| Housing                     | (\$2,621,000)         | (\$1,753,506)        | (\$1,965,915)        | 12%  |
| Community Amenities         | (\$386,180)           | (\$289,449)          | (\$341,329)          | 18%  |
| Recreation and Culture      | (\$1,346,307)         | (\$1,308,895)        | (\$254,915)          | -81% |
| Transport                   | (\$2,959,605)         | (\$412,457)          | (\$824,758)          | 100% |
| Economic Services           | (\$358,100)           | (\$304,201)          | (\$194,732)          | -36% |
| Other Property and Services | (\$151,683)           | (\$63,803)           | (\$152,550)          | 139% |
| Finance & Borrowings        | \$0                   | \$0                  | \$0                  |      |
|                             | <b>(\$12,951,342)</b> | <b>(\$9,021,183)</b> | <b>(\$8,661,931)</b> | -4%  |

**Operating Expenditure**

|                             |                     |                    |                    |      |
|-----------------------------|---------------------|--------------------|--------------------|------|
| General Purpose Funding     | \$105,549           | \$79,074           | \$55,163           | -30% |
| Governance                  | \$640,740           | \$480,051          | \$522,886          | 9%   |
| Law, Order, Public Safety   | \$288,778           | \$228,756          | \$261,998          | 15%  |
| Health                      | \$175,815           | \$131,724          | \$126,795          | -4%  |
| Education and Welfare       | \$52,062            | \$38,925           | \$26,460           | -32% |
| Housing                     | \$2,761,203         | \$2,069,739        | \$2,011,686        | -3%  |
| Community Amenities         | \$723,106           | \$541,674          | \$402,440          | -26% |
| Recreation & Culture        | \$1,420,139         | \$1,063,710        | \$1,082,822        | 2%   |
| Transport                   | \$3,521,668         | \$2,639,838        | \$3,075,909        | 17%  |
| Economic Services           | \$996,153           | \$746,361          | \$788,061          | 6%   |
| Other Property and Services | \$70,000            | \$52,209           | \$201,808          | 287% |
| Finance & Borrowings        | \$0                 | \$0                | \$0                |      |
|                             | <b>\$10,755,214</b> | <b>\$8,072,061</b> | <b>\$8,556,027</b> | 6%   |

**Net Result**

|  |                    |                  |                  |
|--|--------------------|------------------|------------------|
|  | <b>\$2,196,127</b> | <b>\$949,122</b> | <b>\$105,904</b> |
|--|--------------------|------------------|------------------|

**"Traffic Lights" Colour Coding:**

For the purposes of identifying "material variances" under Local Government (Financial Management) Regulation 34, the Council has defined a formula in Council Policy 2.1.6 (see also Variance Report in these Statements).

To simplify this reporting, a traffic light system is used in the variance column of the Statement of Comprehensive Income and the Rate Setting Statement, as follows:

**Revenue:**

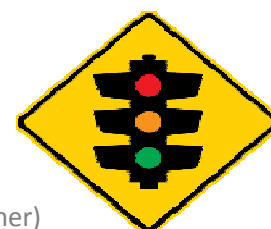
Green = Actual Revenue is greater than Year-to-Date budgeted revenue

Red = Variance between Actual Revenue and Year-to-Date budget is greater than 10% (lower)

**Expenditure:**

Green = Actual Expenditure is less than Year-to-Date budgeted expenditure

Red = Variance between Actual Expenditure and Year-to-Date budget is greater than 10% (higher)



**SHIRE OF KOJONUP**  
**Statement of Comprehensive Income - by Nature & Type**  
**For the period ending 31 March 2022**

**1(b) SOCI - BY NATURE & TYPE**

|  | More<br>Info<br>Page # | 2021/2022<br>Budget<br>\$   | 2021/2022<br>YTD Budget<br>\$ | 2021/2022<br>Actual<br>\$ | Variance |
|--|------------------------|-----------------------------|-------------------------------|---------------------------|----------|
| <b>Revenues from Ordinary Activities</b> |                        |                             |                               |                           |          |
| Rates                                    | 16                     | (\$4,223,477)               | (\$4,223,477)                 | (\$4,244,513)             | 0%       |
| Grants and Subsidies                     |                        | (\$2,216,222)               | \$ (1,662,167)                | (\$1,687,224)             | 2%       |
| Contributions Reimbursements & Donations |                        | (\$208,100)                 | \$ (156,075)                  | (\$76,192)                | -51%     |
| Service Charges                          |                        | \$0                         | \$ -                          | \$0                       |          |
| Fees and Charges                         |                        | (\$1,448,162)               | \$ (1,086,121)                | (\$1,027,850)             | -5%      |
| Interest Earnings                        |                        | (\$61,848)                  | \$ (46,386)                   | (\$33,417)                | -28%     |
| Other Revenue                            |                        | (\$219,851)                 | \$ (164,888)                  | (\$367,712)               | 123%     |
|  |                        | <u>(\$8,377,660)</u>        | <u>(\$7,339,114)</u>          | <u>(\$7,436,908)</u>      |          |
| <b>Expenses from Ordinary Activities</b> |                        |                             |                               |                           |          |
| Employee Costs                           |                        | \$4,386,696                 | \$ 3,290,022                  | \$3,703,540               | 13%      |
| Materials and Contracts                  |                        | \$1,399,131                 | \$ 1,049,349                  | \$1,428,432               | 36%      |
| Utilities                                |                        | \$301,950                   | \$ 226,463                    | \$239,369                 | 6%       |
| Depreciation                             |                        | \$3,471,562                 | \$ 2,603,672                  | \$2,665,645               | 2%       |
| Interest Expenses                        |                        | \$53,048                    | \$ 39,786                     | \$46,346                  | 16%      |
| Insurance                                |                        | \$331,965                   | \$ 248,974                    | \$356,383                 | 43%      |
| Other Expenditure                        |                        | \$693,162                   | \$ 519,872                    | \$116,312                 | -78%     |
|  |                        | <u>\$10,637,514</u>         | <u>\$7,978,136</u>            | <u>\$8,556,027</u>        |          |
| <b>Sub-Total</b>                         |                        | <u>\$2,259,855</u>          | <u>\$639,022</u>              | <u>\$1,119,119</u>        |          |
| Grants and Subsidies - non-operating     |                        | (\$4,540,482)               | \$ (3,405,362)                | (\$1,219,040)             | -64%     |
| Profit on Asset Disposals                |                        | (\$33,000)                  | \$ (24,750)                   | (\$5,983)                 | -76%     |
| Loss on Asset Disposals                  |                        | \$117,500                   | \$ 88,125                     | \$0                       | -100%    |
| <b>NET RESULT</b>                        |                        | <u><b>(\$2,196,127)</b></u> | <u><b>(\$2,702,965)</b></u>   | <u><b>(\$105,904)</b></u> |          |



**SHIRE OF KOJONUP**  
**Rate Setting Statement**  
**For the period ending 31 March 2022**

**1(c) RATE SETTING STATEMENT**

|   | More<br>Info<br>Page # | 2021/2022<br>Budget  | 2021/2022<br>YTD Budget | 2021/2022<br>Actual  | Variance |
|---|------------------------|----------------------|-------------------------|----------------------|----------|
| <b>Net Result from Operations:</b>            |                        | <b>\$2,196,127</b>   | <b>\$949,122</b>        | <b>\$105,904</b>     |          |
| Less Non-Operating Grants                     |                        | (\$4,540,482)        | (\$3,405,362)           | (\$1,219,040)        |          |
| <b>Non Cash Items Written Back</b>            |                        |                      |                         |                      |          |
| (Profit)/Loss on Asset Disposals              |                        | \$84,500             | \$85,077                | (\$5,983)            | -107%    |
| (Increase)/decrease in Deferred Rates         |                        | \$0                  | \$0                     | \$0                  |          |
| Increase/(decrease) in Accrued Expenses       |                        | \$0                  | \$0                     | (\$640)              |          |
| Change in Provision for Doubtful Debts        |                        | \$2,000              | \$0                     | \$0                  |          |
| Change in Accrued Leave & Interest Provisions |                        | \$0                  | \$0                     | \$0                  |          |
| Depreciation on Assets                        |                        | \$3,471,562          | \$2,602,512             | \$2,665,645          | 2%       |
| <b>CASH PROVIDED BY OPERATIONS</b>            |                        | <b>\$1,213,707</b>   | <b>\$231,349</b>        | <b>\$1,545,886</b>   |          |
| <b>CAPITAL INVESTMENT</b>                     |                        |                      |                         |                      |          |
| <b>Capital Revenue</b>                        |                        |                      |                         |                      |          |
| Non-Operating Grants                          |                        | \$4,540,482          | \$3,405,362             | \$1,219,040          |          |
| Proceeds from Disposal of Assets              | 36                     | \$319,000            | \$239,250               | \$58,386             | -76%     |
|   |                        | <b>\$4,859,482</b>   | <b>\$3,644,612</b>      | <b>\$1,277,426</b>   |          |
| <b>Capital Expenditure</b>                    |                        |                      |                         |                      |          |
| Land Held for Resale                          | 11-12                  | \$616,832            | \$462,624               | \$353,793            | -24%     |
| Land and Buildings                            | 11-12                  | \$1,292,442          | \$969,332               | \$641,236            | -34%     |
| Infrastructure                                | 11-12                  | \$6,748,362          | \$5,061,272             | \$2,734,720          | -46%     |
| Plant and Equipment                           | 11-12                  | \$1,080,075          | \$810,056               | \$144,216            | -82%     |
| Furniture and Equipment                       | 11-12                  | \$89,800             | \$67,350                | \$71,286             | 6%       |
|   |                        | <b>\$9,827,511</b>   | <b>\$7,370,633</b>      | <b>\$3,945,251</b>   | -46%     |
| <b>CASH REQUIRED FOR CAPITAL INVESTMENT</b>   |                        | <b>(\$4,968,029)</b> | <b>(\$3,726,022)</b>    | <b>(\$2,667,824)</b> |          |
| <b>FINANCING ACTIVITIES</b>                   |                        |                      |                         |                      |          |
| <b>Loans</b>                                  |                        |                      |                         |                      |          |
| Repayment of Debentures                       | 17                     | \$254,654            | \$190,991               | \$237,179            | 24%      |
| Proceeds from New Debentures                  | 17                     | (\$2,486,833)        | (\$1,865,125)           | (\$1,500,000)        | -20%     |
| Self-Supporting Loan Principal Income         | 17                     | \$0                  | \$0                     | \$0                  |          |
| <b>Fund Transfers</b>                         |                        |                      |                         |                      |          |
| Transfers to Reserves                         | 13                     | \$1,013,515          | \$760,136               | \$281,000            | -63%     |
| Transfers from Reserves                       | 13                     | (\$1,290,907)        | (\$968,180)             | (\$300,000)          | -69%     |
| Transfer from Springhaven Reserve             | 13                     | \$0                  | \$0                     | \$300,000            |          |
| Transfer to Springhaven Reserve               | 13                     | \$0                  | \$0                     | \$0                  |          |
| Transfer from Restricted Monies               | 37                     | (\$223,749)          | (\$167,812)             | (\$1,124,930)        |          |
| Transfer to Restricted Monies                 | 37                     | \$0                  | \$0                     | \$1,219,040          |          |
| <b>CASH PROVIDED BY FINANCING ACTIVITIES</b>  |                        | <b>\$2,733,320</b>   | <b>\$2,049,990</b>      | <b>\$887,711</b>     |          |
| <b>SUMMARY:</b>                               |                        |                      |                         |                      |          |
| <b>SURPLUS/(DEFICIT) 1st JULY</b>             |                        | \$995,851            |                         | \$1,001,992          |          |
| Cash Provided by Operations                   |                        | \$1,213,707          |                         | \$1,545,886          |          |
| Cash Required for Capital Investment          |                        | (\$4,968,029)        |                         | (\$2,667,824)        |          |
| Cash Provided through Financing Activities    |                        | \$2,733,320          |                         | \$887,711            |          |
| <b>CLOSING SURPLUS OR (DEFICIT)</b>           | 7                      | <b>(\$25,151)</b>    |                         | <b>\$767,764</b>     |          |

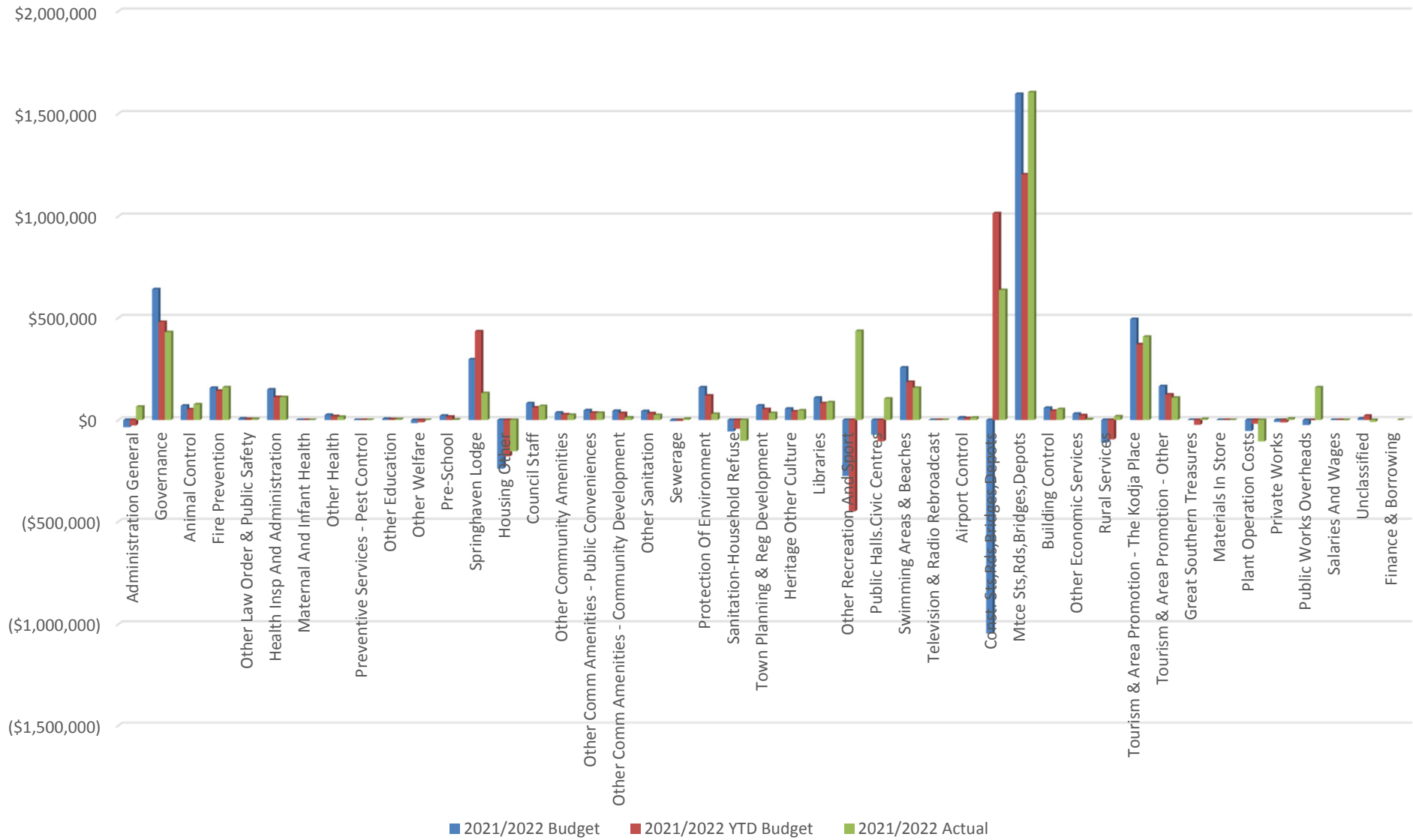
**SHIRE OF KOJONUP**  
**Representation of Surplus or Deficit**  
**For the period ending 31 March 2022**

|   | More<br>Info<br>Page # | 2021/2022<br>Budget | 2021/2022<br>Actual<br>\$ | Same Time Last<br>Year<br>\$ |
|---|------------------------|---------------------|---------------------------|------------------------------|
| <b>1(d) SURPLUS / (DEFICIT) REPRESENTED BY:</b> |                        |                     |                           |                              |
| <b><u>Comprises:</u></b>                        |                        |                     |                           |                              |
| Cash - Unrestricted                             |                        | \$ 150,000          | \$ 423,701                |                              |
| Cash - Restricted Cash (see Note 10)            |                        | \$ -                | \$ 317,859                |                              |
| Cash - Restricted Reserves                      | 13                     | \$ 3,280,091        | \$ 3,520,179              |                              |
| Cash - On Hand (Floats)                         |                        | \$ 640              | \$ 640                    |                              |
| Stock on Hand                                   |                        | \$ 8,000            | \$ 52,056                 |                              |
| Sundry Debtors                                  | 16                     | \$ 300,000          | \$ 572,352                |                              |
| Rates Debtors - Current                         | 16                     | \$ 330,000          | \$ 505,664                |                              |
| Other Debtors                                   |                        | \$ 5,000            | \$ 18,247                 |                              |
| <b><u>Less:</u></b>                             |                        |                     |                           |                              |
| Sundry Creditors                                |                        | \$ (713,640)        | \$ (352,276)              |                              |
| Tax Owed or (Payable)                           |                        | \$ (10,000)         | \$ (120,542)              |                              |
| Builders Retention                              |                        | \$ (30,000)         | \$ (109,856)              |                              |
| RAAP Grant (Creditor)                           |                        | \$ -                | \$ (237,239)              |                              |
| Grants/Contrib Carried as Liabilities (AASB15)  |                        | \$ -                | \$ -                      |                              |
| Payables and Provisions                         |                        | \$ (40,000)         | \$ (27,128)               |                              |
| <b><u>Add Back:</u></b>                         |                        |                     |                           |                              |
| Cash Reserves                                   | 13                     | \$ (3,280,091)      | \$ (3,520,179)            |                              |
| Restricted Cash (see Note 10)                   |                        | \$ -                | \$ (317,859)              |                              |
| Adjustments - SHL Bond / Creditor Overpayment   |                        |                     | \$ 42,145                 |                              |
| <b>CLOSING SURPLUS OR (DEFICIT)</b>             |                        | <b>\$ -</b>         | <b>\$ 767,764</b>         | <b>\$ 881,624</b>            |

The "cash" figures shown above are all held in transaction style bank accounts, with the exception of

|                            |                       |      |
|----------------------------|-----------------------|------|
| Cash - Restricted Reserves | Term Deposit Maturing | \$ - |
|                            |                       | \$ - |

## Net Cost per Sub-Program (Excluding General Purpose Funding)



**SHIRE OF KOJONUP**  
**MONTHLY FINANCIAL STATEMENTS**  
For the period ending 31 March 2022

**2. VARIANCE REPORT**

**Variance Reporting Requirements**

The Local Government (Financial Management) Regulation 34 (2) (b) requires 'an explanation of each of the material variances' identified within the Rate Setting Statement (from the adopted Budget) for each months financial statements. The information contained within the 'Municipal Fund Summary' on pages 1 to 4 of these financial statements contains all of the information provided within the 'Rate Setting Statement' and therefore any material variances on these pages will be reported below.

**Defining a 'Material Variance'**

The Local Government (Financial Management) Regulation 34 (5) states that "Each financial year, a local government is to adopt a percentage or value, calculated in accordance with AASS, to be used in statements of financial activity for reporting material variances." The Shire's policy 2.1.6, 'Material Variances' states:

For the purposes of identifying "material variances" under Local Government (Financial Management) Regulation 34, the following formula shall be used:

$$\frac{\text{Year-to-Date Actual}}{\text{Year-to-Date Budget}} - 100\%$$

Material variances to be reported when exceeding 10%, or a minimum of \$10,000, of the items contained within the rate setting statement.

**Variances Reported:**

|                              | YTD Budget     | Actual       | Variance % | Difference \$'s | Category  | Comments   |
|------------------------------|----------------|--------------|------------|-----------------|-----------|--|
| <u>Operating Revenue</u>     |                |              |            |                 |           |  |
| Recreation and Culture       | \$ (1,308,895) | \$ (254,915) | -81%       | \$ (1,053,980)  | Timing    | Grant revenue for major capital projects matches expenditure milestones and acquittal requirements.  |
| Economic Services            | \$ (304,201)   | \$ (194,732) | -36%       | \$ (109,469)    | Timing    | Grant revenue for drought funding capital projects matches expenditure milestones and acquittal requirements.  |
| <u>Operating Expenditure</u> |                |              |            |                 |           |  |
| Law, Order, Public Safety    | \$ 228,756     | \$ 261,998   | 15%        | \$ (33,242)     | Permanent | Animal Control expenditure is \$27,000 over YTD budget (111% of total budget spent) primarily due to staff costs. Fire Prevention is also slightly over budget (84% expended) due to over expenditure on brigade expenses. |
| Transport                    | \$ 2,639,838   | \$ 3,075,909 | 17%        | \$ (436,071)    | Permanent | The road maintenance sub-program is \$395,000 above YTD budget (99% of total budget spent). Although the focus is now on road construction, it is considered this budget will be overrun by 30 June 2022.                  |
| Other Property and Services  | \$ 52,209      | \$ 201,808   | 287%       | \$ (149,599)    | Timing    | Public Works Overheads are under allocated due to staff shortages in the works & services department.  |

**Variances Reported:**

|                                    | YTD Budget     | Actual         | Variance % | Difference \$'s | Category | Comments  |
|------------------------------------|----------------|----------------|------------|-----------------|----------|---|
| <b><u>CAPITAL INVESTMENT</u></b>   |                |                |            |                 |          |   |
| Proceeds from Disposal of Assets   | \$ (239,250)   | \$ (58,386)    | -76%       | \$ (180,864)    | Timing   | Plant & vehicle trade-ins occur with the purchase of new plant not at an even amount per month.                           |
| <b><u>FINANCING ACTIVITIES</u></b> |                |                |            |                 |          |   |
| Repayment of Debentures            | \$ 190,991     | \$ 237,179     | 24%        | \$ (46,188)     | Timing   | Loan Repayments occur when due and not an equal amount per month.   |
| Proceeds from New Debentures       | \$ (1,865,125) | \$ (1,500,000) | -20%       | \$ (365,125)    | Timing   | All new loans are taken out in Q3 & Q4 in conjunction with expenditure incurred.  |
| Transfers from Reserves            | \$ (968,180)   | \$ (300,000)   | -69%       | \$ (668,180)    | Timing   | Transfers from reserve accounts are linked to the funding of major projects and only occur to match expenditure incurred. |
|                                    |                |                |            |                 |          |   |

**SHIRE OF KOJONUP**  
**MONTHLY FINANCIAL STATEMENTS**  
For the period ending 31 March 2022

**3. PROGRESS OF THE CAPITAL PROGRAM/SMART IMPLEMENTATION**

| COA                                 | Description                                       | Resp. Officer | Asset Class    | Asset Invest. Type | 2021/2022 Total Budget | 2021/2022 YTD Actuals | % of Annual Budget 75% |
|-------------------------------------|---|---------------|----------------|--------------------|------------------------|-----------------------|------------------------|
| <b>Governance</b>                   |   |               |                |                    |                        |                       |                        |
| C137                                | ICT Plan Implementation                           | MCCS          | Furn & Equip.  | New                | \$11,800               | \$0                   | 0%                     |
| C400                                | Shire Admin Centre - Grounds Upgrade              | BMC           | Infrastructure | Upgrade            | \$8,000                | \$0                   | 0%                     |
| C191                                | Shire Admin Centre - Building Renewal/Improvement | BMC           | Land & Build.  | Asset Renewal      | \$25,000               | \$15,011              | 60%                    |
|                                     |   |               |                |                    | <b>\$44,800</b>        | <b>\$15,011</b>       | <b>34%</b>             |
| <b>Law, Order and Public Safety</b> |   |               |                |                    |                        |                       |                        |
| C138                                | Bush Fire Repeater Station                        | MRS           | Infrastructure | New                | \$109,767              | \$20,264              | 18%                    |
|                                     |   |               |                |                    | <b>\$109,767</b>       | <b>\$20,264</b>       | <b>18%</b>             |
| <b>Education &amp; Welfare</b>      |   |               |                |                    |                        |                       |                        |
| C107                                | Playgroup/Toy Library                             | BMC           | Land & Build.  | Asset Renewal      | \$13,500               | \$13,720              | 102%                   |
|                                     |   |               |                |                    | <b>\$13,500</b>        | <b>\$13,720</b>       | <b>102%</b>            |
| <b>Housing</b>                      |   |               |                |                    |                        |                       |                        |
| C150                                | GSHI - Key Worker                                 | MCCS          | Land & Build.  | New                | \$59,847               | \$89,758              | 150%                   |
| C365                                | GSHI - Government Regional Officers               | MCCS          | Land & Build.  | New                | \$58,890               | \$36,145              | 61%                    |
| C149                                | GSHI - Aged Units                                 | MW&S          | Land & Build.  | New                | \$0                    | \$2,664               |                        |
| C157                                | Staff - 15 Loton Close                            | BMC           | Land & Build.  | New                | \$18,000               | \$35,345              | 196%                   |
| C139                                | Staff - Bagg St Units                             | BMC           | Land & Build.  | Upgrade            | \$15,000               | \$0                   | 0%                     |
| C143                                | Staff - Newton Street Units                       | BMC           | Land & Build.  | Asset Renewal      | \$12,000               | \$7,771               | 65%                    |
| C142                                | Staff - Lot 8 Soldier Rd                          | BMC           | Land & Build.  | Asset Renewal      | \$5,000                | \$0                   | 0%                     |
| C266                                | Springhaven Lodge - Car Park                      | MACS          | Furn & Equip.  | New                | \$0                    | \$0                   |                        |
| C147                                | Springhaven Lodge - Furniture                     | MACS          | Furn & Equip.  | New                | \$10,000               | \$3,900               | 39%                    |
| C195                                | Springhaven Lodge - Building                      | MACS          | Land & Build.  | Asset Renewal      | \$44,000               | \$0                   | 0%                     |
| C427                                | Springhaven Lodge - Building ACAR Grant           | MACS          | Land & Build.  | Asset Renewal      | \$285,000              | \$0                   | 0%                     |
| C313                                | Jean Sullivan Units - Building Renewal            | BMC           | Land & Build.  | Upgrade            | \$10,000               | \$0                   | 0%                     |
| C145                                | ILU's - Building Renewal                          | BMC           | Land & Build.  | Asset Renewal      | \$12,000               | \$0                   | 0%                     |
|                                     |   |               |                |                    | <b>\$529,737</b>       | <b>\$175,582</b>      | <b>33%</b>             |
| <b>Community Amenities</b>          |   |               |                |                    |                        |                       |                        |
| C407                                | Refuse Site Development                           | MW&S          | Infrastructure | Upgrade            | \$30,521               | \$464                 | 2%                     |
| C355                                | Street Furniture                                  | MW&S          | Infrastructure | New                | \$40,000               | \$10,181              | 25%                    |
|                                     |   |               |                |                    | <b>\$70,521</b>        | <b>\$10,645</b>       | <b>15%</b>             |
| <b>Recreation and Culture</b>       |   |               |                |                    |                        |                       |                        |
| C198                                | Historic Buildings                                | BMC           | Land & Build.  | Asset Renewal      | \$12,000               | \$0                   | 0%                     |
| C428                                | Sub-division - Harness Display Shed               | MRS           | Land & Build.  | New                | \$12,000               | \$0                   | 0%                     |
| C199                                | Memorial Hall                                     | BMC           | Land & Build.  | Asset Renewal      | \$69,018               | \$68,642              | 99%                    |
| C315                                | Memorial Hall - Furniture                         | BMC           | Furn & Equip.  | New                | \$10,000               | \$9,091               | 91%                    |
| C408                                | Harrison Place Toilets & Park                     | MW&S          | Land & Build.  | Upgrade            | \$627,387              | \$364,062             | 58%                    |
| 7104                                | Swimming Pool - Shade                             | BMC           | Infrastructure | New                | \$6,000                | \$5,450               | 91%                    |
| C429                                | Swimming Pool - Half Court Basketball             | MCCS          | Infrastructure | New                | \$10,000               | \$12,382              | 124%                   |
| C409                                | Swimming Pool - New Fence Eastern Boundary        | BMC           | Infrastructure | Upgrade            | \$80,000               | \$0                   | 0%                     |
| C274                                | Sporting Complex - Netball Court Resurface & Roof | MCCS          | Infrastructure | Asset Renewal      | \$1,896,566            | \$1,067,416           | 56%                    |
| C410                                | Sporting Complex - New Lights Upper Oval          | MCCS          | Infrastructure | Asset Renewal      | \$264,482              | \$223,949             | 85%                    |
| C411                                | Sporting Complex - Playground & Outdoor Gym       | MCCS          | Infrastructure | New                | \$550,521              | \$170,743             | 31%                    |
| C430                                | Sporting Complex - Audio/Visual                   | MCCS          | Furn & Equip.  | New                | \$58,000               | \$58,295              | 101%                   |
| C412                                | Kojonup Park Drainage & Car Park & RV Area        | MW&S          | Infrastructure | Upgrade            | \$0                    | \$1,283               |                        |
| C413                                | Trails Development                                | MCCS          | Infrastructure | New                | \$54,676               | \$16,000              | 29%                    |
|                                     |   |               |                |                    | <b>\$3,650,650</b>     | <b>\$1,997,313</b>    | <b>55%</b>             |
| <b>Transport</b>                    |   |               |                |                    |                        |                       |                        |
| C174                                | Footpath Capital Improvement Program              | MW&S          | Infrastructure | Upgrade            | \$63,000               | \$4,334               | 7%                     |
| C216                                | Street Kerbing Renewal - Townsite                 | MW&S          | Infrastructure | Upgrade            | \$25,000               | \$437                 | 2%                     |
| C433                                | Footpaths - Albany Hwy Pram Ramps                 | MW&S          | Infrastructure | Upgrade            | \$20,000               | \$0                   | 0%                     |
| C434                                | Spring Street                                     | MW&S          | Infrastructure | Asset Renewal      | \$200,000              | \$134,175             | 67%                    |
| C414                                | Reconstruct - Kojonup - Frankland Road            | MW&S          | Infrastructure | Asset Renewal      | \$117,786              | \$35,505              | 30%                    |
| C246                                | Widening - Kojonup Darkan Rd (Road Safety Grant)  | MW&S          | Infrastructure | Upgrade            | \$1,584,000            | \$145,318             | 9%                     |

### 3. PROGRESS OF THE CAPITAL PROGRAM/SMART IMPLEMENTATION

| COA                                  | Description                                   | Resp. Officer | Asset Class     | Asset Invest. Type | 2021/2022 Total Budget | 2021/2022 YTD Actuals | % of Annual Budget |
|--------------------------------------|---|---------------|-----------------|--------------------|------------------------|-----------------------|--------------------|
|                                      |   |               |                 |                    |                        |                       | <b>75%</b>         |
| C417                                 | Widening - Shamrock Road                      | MW&S          | Infrastructure  | Upgrade            | \$124,850              | \$85,362              | 68%                |
| C436                                 | Widening - Shamrock Road                      | MW&S          | Infrastructure  | Upgrade            | \$450,000              | \$86,314              | 19%                |
| C248                                 | Widening - Broomehill Kojonup Road            | MW&S          | Infrastructure  | Upgrade            | \$120,000              | \$2,057               | 2%                 |
| C171                                 | Bitumen Reseal - Boscabel Road                | MW&S          | Infrastructure  | Asset Renewal      | \$100,000              | \$103,682             | 104%               |
| C319                                 | Bitumen Reseal - Kojonup Frankland Road       | MW&S          | Infrastructure  | Asset Renewal      | \$88,928               | \$65,229              | 73%                |
| C321                                 | Bitumen Reseal - Broomehill Kojonup Road      | MW&S          | Infrastructure  | Asset Renewal      | \$87,571               | \$18,515              | 21%                |
| C241                                 | Bitumen Reseal - Riverdale Road               | MW&S          | Infrastructure  | Asset Renewal      | \$0                    | \$2,274               |                    |
| C418                                 | Seal - Mather Road                            | MW&S          | Infrastructure  | Asset Renewal      | \$150,000              | \$164,418             | 110%               |
| C419                                 | Seal - Hillier Road                           | MW&S          | Infrastructure  | Asset Renewal      | \$215,559              | \$168,752             | 78%                |
| C245                                 | Soldier Road - Drainage & Kerbing             | MW&S          | Infrastructure  | Upgrade            | \$70,000               | \$71,040              | 101%               |
| C252                                 | Drainage Renewal - Townsite                   | MW&S          | Infrastructure  | Asset Renewal      | \$20,000               | \$935                 | 5%                 |
| C421                                 | Floodway Repair - Riverdale Road              | MW&S          | Infrastructure  | Asset Renewal      | \$80,000               | \$69,149              | 86%                |
| C361                                 | Signage - Upgrades                            | MW&S          | Infrastructure  | Upgrade            | \$10,000               | \$38                  | 0%                 |
|                                      |   |               |                 |                    | <b>\$3,526,694</b>     | <b>\$1,157,533</b>    | <b>33%</b>         |
| <b>Transport - Plant Purchases</b>   |   |               |                 |                    |                        |                       |                    |
| 7604                                 | Purchase of Plant & Equipment                 | MW&S          | Plant & Equip.  | New                | \$1,080,075            | \$144,216             | 13%                |
|                                      |   |               |                 |                    | <b>\$1,080,075</b>     | <b>\$144,216</b>      | <b>13%</b>         |
| <b>Economic Services</b>             |   |               |                 |                    |                        |                       |                    |
| C177                                 | The Kodja Place - Capital Renewal/Improvement | BMC           | Land & Build.   | Asset Renewal      | \$6,000                | \$2,508               | 42%                |
| C435                                 | The Kodja Place - Rose Maze                   | SH            | Infrastructure  | Asset Renewal      | \$23,500               | \$1,022               | 4%                 |
| C054                                 | Promotional Signage at Airport                | MCCS          | Infrastructure  | New                | \$30,000               | \$0                   | 0%                 |
| C424                                 | Muradup Standpipe                             | MCCS          | Infrastructure  | Upgrade            | \$50,000               | \$7,800               | 16%                |
| C425                                 | Quin Quin Retarding Basins                    | MW&S          | Infrastructure  | New                | \$50,000               | \$10,127              | 20%                |
| C261                                 | Blackwood Road Dam                            | MW&S          | Infrastructure  | New                | \$17,635               | \$13,829              | 78%                |
| C310                                 | Subdivision Expenses                          | CEO           | Land for Resale | Upgrade            | \$616,832              | \$353,793             | 57%                |
|                                      |   |               |                 |                    | <b>\$793,967</b>       | <b>\$389,079</b>      | <b>49%</b>         |
| <b>Other Property &amp; Services</b> |   |               |                 |                    |                        |                       |                    |
| C423                                 | Stockpile Area                                | MW&S          | Infrastructure  | Asset Renewal      | \$0                    | \$16,278              |                    |
| C286                                 | Chemical Shed - Replacement/Upgrade           | SH            | Land & Build.   | Asset Renewal      | \$7,800                | \$5,611               | 72%                |
|                                      |   |               |                 |                    | <b>\$7,800</b>         | <b>\$21,889</b>       | <b>281%</b>        |
| <b>Total Capital Expenditure</b>     |   |               |                 |                    | <b>\$9,827,511</b>     | <b>\$3,945,251</b>    | <b>40%</b>         |

|  |                    |                    |            |
|--|--------------------|--------------------|------------|
| <b>SUMMARIES:</b>                      |                    |                    |            |
| Land Held for Resale                   | \$616,832          | \$353,793          | 57%        |
| Land & Buildings                       | \$1,292,442        | \$641,236          | 50%        |
| Infrastructure                         | \$6,748,362        | \$2,734,720        | 41%        |
| Plant & Equipment                      | \$1,080,075        | \$144,216          | 13%        |
| Furn & Equipment                       | \$89,800           | \$71,286           | 79%        |
|  | <b>\$9,827,511</b> | <b>\$3,945,251</b> | <b>40%</b> |
| At No Cost                             | \$0                | \$0                |            |
| Asset Renewal                          | \$3,735,710        | \$2,184,561        | 58%        |
| New Asset                              | \$2,187,211        | \$638,389          | 29%        |
| Upgrading Asset                        | \$3,904,590        | \$1,122,301        | 29%        |
|  | <b>\$9,827,511</b> | <b>\$3,945,251</b> | <b>40%</b> |
| Chief Executive Officer                | \$616,832          | \$353,793          | 57%        |
| Manager Corporate & Community Services | \$3,044,782        | \$1,682,487        | 55%        |
| Manager Works & Services               | \$5,372,312        | \$1,720,636        | 32%        |
| - Senior Horticulturalist              | \$31,300           | \$6,633            | 21%        |
| Manager Regulatory Services            | \$121,767          | \$20,264           | 17%        |
| - Building Maintenance Coordinator     | \$301,518          | \$157,538          | 52%        |
| Manager Aged Care Services             | \$339,000          | \$3,900            | 1%         |
|  | <b>\$9,827,511</b> | <b>\$3,945,251</b> | <b>40%</b> |

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**4. RESERVES**

|   | Opening<br>Balance 1 July 2021 |                    | Transfer from<br>Reserve |                    | Transfer to<br>Reserve |                  | Interest<br>Earned |                | Closing Balance     |                     |
|---|--------------------------------|--------------------|--------------------------|--------------------|------------------------|------------------|--------------------|----------------|---------------------|---------------------|
|   | Budget                         | Actual             | Budget                   | Actual             | Budget                 | Actual           | Budget             | Actual         | 30-Jun-22<br>Budget | 31-Mar-22<br>Actual |
| Employee Leave                                  | \$ 225,393                     | \$ 225,393         |                          |                    | \$ 10,000              | \$ 10,000        | \$ 563             | \$ 172         | \$ 235,956          | \$ 235,565          |
| Shire Office/Library Building Upgrade & Renewal | \$ 1,007                       | \$ 1,007           |                          |                    |                        |                  | \$ 3               | \$ -           | \$ 1,010            | \$ 1,007            |
| Bushfire Communications                         | \$ 109,492                     | \$ 109,492         | \$ (109,767)             |                    |                        |                  | \$ 275             | \$ 82          | \$ 0                | \$ 109,574          |
| Community Grant Scheme                          | \$ 9,735                       | \$ 9,735           |                          |                    |                        |                  | \$ 24              | \$ 7           | \$ 9,759            | \$ 9,742            |
| Day Care Building Maintenance                   | \$ 12,051                      | \$ 12,051          |                          |                    | \$ 2,700               | \$ 2,700         | \$ 30              | \$ 9           | \$ 14,781           | \$ 14,760           |
| Spencer St Youth Precinct                       | \$ 11,245                      | \$ 11,245          |                          |                    | \$ 20,000              | \$ 20,000        | \$ 28              | \$ 13          | \$ 31,273           | \$ 31,259           |
| Springhaven Lodge Bonds                         | \$ 2,047,145                   | \$ 2,047,145       |                          | (\$300,000)        |                        |                  |                    | \$ -           | \$ 2,047,145        | \$ 1,747,145        |
| Springhaven Building Upgrade & Renewal          | \$ 18                          | \$ 18              | \$ (5,000)               |                    |                        |                  | \$ 5,118           | \$ 1,434       | \$ 136              | \$ 1,452            |
| Springhaven Equipment                           | \$ 6,489                       | \$ 6,489           |                          |                    | \$ 10,000              | \$ 10,000        | \$ 16              | \$ 8           | \$ 16,505           | \$ 16,497           |
| Low Income Housing                              | \$ 67,408                      | \$ 67,408          | \$ (10,000)              |                    | \$ 16,700              |                  | \$ 169             | \$ 50          | \$ 74,277           | \$ 67,459           |
| Independent Living Units                        | \$ 38,324                      | \$ 38,324          | \$ (12,000)              |                    | \$ 127,800             |                  | \$ 96              | \$ 30          | \$ 154,220          | \$ 38,354           |
| Benn Parade Multi-Facility                      | \$ 14,289                      | \$ 14,289          |                          |                    |                        |                  | \$ 36              | \$ 8           | \$ 14,325           | \$ 14,297           |
| Townscape                                       | \$ 25,333                      | \$ 25,333          | \$ (20,000)              |                    | \$ 30,000              | \$ 30,000        | \$ 63              | \$ 29          | \$ 35,396           | \$ 55,361           |
| Landfill Waste Management                       | \$ 55,304                      | \$ 55,304          | \$ (30,521)              |                    | \$ 25,664              | \$ 25,664        | \$ 138             | \$ 50          | \$ 50,585           | \$ 81,017           |
| Energy Efficiency                               | \$ 4,130                       | \$ 4,130           | \$ (4,140)               |                    |                        |                  | \$ 10              | \$ 3           | \$ 0                | \$ 4,133            |
| Natural Resource Management                     | \$ 111,578                     | \$ 111,578         | \$ (101,700)             |                    | \$ 60,000              | \$ 60,000        | \$ 279             | \$ 103         | \$ 70,157           | \$ 171,681          |
| RSL Hall Building Renewal                       | \$ 10,289                      | \$ 10,289          |                          |                    |                        |                  | \$ 26              | \$ 8           | \$ 10,315           | \$ 10,297           |
| Memorial & Lesser Hall Upgrade & Renewal        | \$ 12,118                      | \$ 12,118          | \$ (35,000)              |                    | \$ 30,000              | \$ 30,000        | \$ 30              | \$ 20          | \$ 7,148            | \$ 42,138           |
| Sporting Complex Building Upgrade & Renewal     | \$ 1,049                       | \$ 1,049           |                          |                    |                        |                  | \$ 3               | \$ 18          | \$ 1,052            | \$ 1,068            |
| Sporting Facility                               | \$ 78,120                      | \$ 78,120          | \$ (98,300)              |                    | \$ 20,000              | \$ 20,000        | \$ 195             | \$ 49          | \$ 15               | \$ 98,168           |
| Netball Court Resurfacing                       | \$ 1,007                       | \$ 1,007           |                          |                    |                        |                  | \$ 3               | \$ -           | \$ 1,010            | \$ 1,007            |
| Playground & Parks                              | \$ 10,009                      | \$ 10,009          |                          |                    | \$ 10,000              | \$ 10,000        | \$ 25              | \$ 11          | \$ 20,034           | \$ 20,019           |
| The Spring                                      | \$ 1,007                       | \$ 1,007           |                          |                    | \$ 15,000              | \$ 15,000        | \$ 3               | \$ 5           | \$ 16,010           | \$ 16,012           |
| Trails Network Construction                     | \$ 1,007                       | \$ 1,007           |                          |                    | \$ 5,000               | \$ 5,000         | \$ 3               | \$ 2           | \$ 6,010            | \$ 6,009            |
| Swimming Pool                                   | \$ 20,433                      | \$ 20,433          |                          |                    | \$ 20,000              | \$ 20,000        | \$ 51              | \$ 22          | \$ 40,484           | \$ 40,454           |
| Economic Development                            | \$ 88,409                      | \$ 88,409          | \$ (30,000)              |                    |                        |                  | \$ 221             | \$ 66          | \$ 58,630           | \$ 88,475           |
| Land Acquisition and Development                | \$ 37,247                      | \$ 37,247          | \$ (30,000)              |                    |                        |                  | \$ 93              | \$ 28          | \$ 7,340            | \$ 37,275           |
| Saleyards                                       | \$ 39,511                      | \$ 39,511          | \$ (38,400)              |                    |                        |                  | \$ 99              | \$ 30          | \$ 1,210            | \$ 39,541           |
| The Kodja Place Building Upgrade & Renewal      | \$ 9,611                       | \$ 9,611           | \$ (5,000)               |                    | \$ 10,000              | \$ 10,000        | \$ 24              | \$ 10          | \$ 14,635           | \$ 19,621           |
| The Kodja Place Master Plan Implementation      | \$ -                           | \$ -               |                          |                    | \$ 10,000              | \$ 10,000        | \$ -               | \$ 3           | \$ 10,000           | \$ 10,003           |
| Plant Replacement                               | \$ 489,415                     | \$ 489,415         | \$ (761,079)             |                    | \$ 581,800             |                  | \$ 1,224           | \$ 366         | \$ 311,360          | \$ 489,781          |
| Works Depot Building Upgrade & Renewal          | \$ 1,006                       | \$ 1,006           |                          |                    |                        |                  | \$ 3               | \$ -           | \$ 1,009            | \$ 1,006            |
| <b>Total Cash Backed Reserves</b>               | <b>\$3,539,179</b>             | <b>\$3,539,179</b> | <b>(\$1,290,907)</b>     | <b>(\$300,000)</b> | <b>\$1,004,664</b>     | <b>\$278,364</b> | <b>\$8,851</b>     | <b>\$2,636</b> | <b>\$3,261,787</b>  | <b>\$3,520,179</b>  |

All of the above reserve accounts are supported by money held in financial institutions.

Community Grant Scheme reserve includes \$6,000 of Shire Funds for Kojonup Theatrical Society Memorial Hall Upgrade Project and \$3,000 Donation from the Kojonup Theatrical Society for this project.

Netball Court Resurfacing reserve required under grant funding agreement signed in 2020 for Netball Court Reconstruction project.



**SHIRE OF KOJONUP**  
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**4. RESERVES (Cont..)**

The purpose for which the reserve accounts have been established are as follows:

Employee Leave Reserve

- to be used to fund annual and long service leave requirements.

Shire Office/Library Building Upgrade & Renewal

To be used for major upgrade and capital renewal of the Shire Administration Centre and library buildings;

Bushfire Communications Reserve

- To construct and maintain critical bushfire communication infrastructure.

Community Grant Scheme

- To finance community grant scheme rounds and to financially manage larger community grants that may extend over more than one financial year.

Day Care Building Maintenance

For the expenditure of major building maintenance items on the Kojonup Day Care Centre building, corner of Elverd and Honner Streets, Kojonup. Annual rent paid by the tenant is deposited into this account.

Spencer St Youth Precinct

- to fund planning & construction of a skate park, pump track and youth centre at the Spencer Street site.

Springhaven Lodge Bonds

- to cash back refundable bonds paid by residents of the facility.

Springhaven Building Upgrade & Renewal Reserve

- to be used for major upgrade and capital renewal of Springhaven facility buildings

Springhaven Equipment

To fund the replacement of major equipment and appliances at Springhaven Frail Aged Lodge.

Low Income Housing Reserve

- to be used for major maintenance of Jean Sullivan Units. All operating profit is to be transferred to this reserve in accordance with the joint venture agreement

Independent Living Units

- To transfer operating profits from Loton Close units to this reserve to fund major maintenance and future asset replacement.

Benn Parade Multi-Facility

To fund the co-location of Historical Society, Men's Shed and Kojonup Tourist Railway facilities to the Benn Parade Railway Precinct.

Townscape

To fund major townscape improvements to the Kojonup Town Centre.

Landfill Waste Management Reserve

- to be used for future upkeep, maintenance, expansion, post closure activities and or reclamation of the Shire's waste management facilities. 10% of rubbish bin charges are to be allocated to this reserve annually.

Energy Efficiency Reserve

- established to fund energy efficiency initiatives within the Shire's operations. 50% of any savings resulting from expenditure of this reserve account is to be transferred back into the reserve.

**SHIRE OF KOJONUP**  
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**4. RESERVE DEFINITIONS (Cont..)**

Natural Resource Management

- For the Shire of Kojonup to progress the following projects:-

1. Bridal Creeper and tagasaste Eradication program.
2. Managing water resources including water harvesting and re-use opportunities in the Shire for the use in Kojonup parks and reserves during summer.
3. Undertake weed management and planting of native trees and shrubs in conjunction with Schools, Kojonup Aboriginal Corporation and community groups within identified Reserves such as:
  - a) Myrtle Benn, Farrar and Quin Quin;
  - b) Showground's area; and
  - c) Blackwood Road arboretum.

to improve bio diversity, fauna habitat and natural resource management outcomes.

RSL Hall Building Renewal

To fund major refurbishment and/or re-purposing of the Kojonup RSL Hall.

Memorial & Lesser Hall Upgrade & Renewal

- to be used for major upgrade and capital renewal of the Memorial and Lesser Hall buildings.

Sporting Complex Building Upgrade & Renewal

To be used for major upgrade and capital renewal of the Sporting Complex Building;

Sporting Facility Reserve

- to fund Council contribution to CSRFF Funding grants or to fund construction or renewal of Shire sporting facilities.

Netball Court Resurfacing

- to fund the future replacement of the netball court playing surfaces.

Playground & Parks

- to be used for the asset renewal and upgrade of major playground equipment and park infrastructure.

The Spring

To be used for major capital upgrades and improvements at the Kojonup Spring area;

Trails Network Construction

To be used to construct recreational trails within the Shire of Kojonup in accordance with the Great Southern Trails Master Plan and the Shire of Kojonup Trails Plan;

Swimming Pool

To fund major refurbishment and/or asset replacement of the Kevin O'Halloran Memorial Swimming Pool.

Economic Development Reserve

- to be used for the advancement of economic development within the Shire of Kojonup, specifically to fund outcomes within Key Pillar 4 - 'Prosperity' and Key Pillar 5 - 'Digital' within 'Smart Possibilities' the Kojonup Community Strategic Plan.

Land Acquisition & Development

- To fund the purchase of land, sub-division expenses and receipt sub-division sales revenue.

Saleyards

The profit or loss from annual operations to be transferred to this account to fund major refurbishment and/or asset renewal of the Kojonup Saleyards.

The Kodja Place Building Upgrade & Renewal

- to be used for major upgrade and capital renewal of The Kodja Place buildings.

Plant Replacement Reserve

- to smooth funding allocations over financial years for the purchase of major plant items.

Works Depot Building Upgrade & Renewal

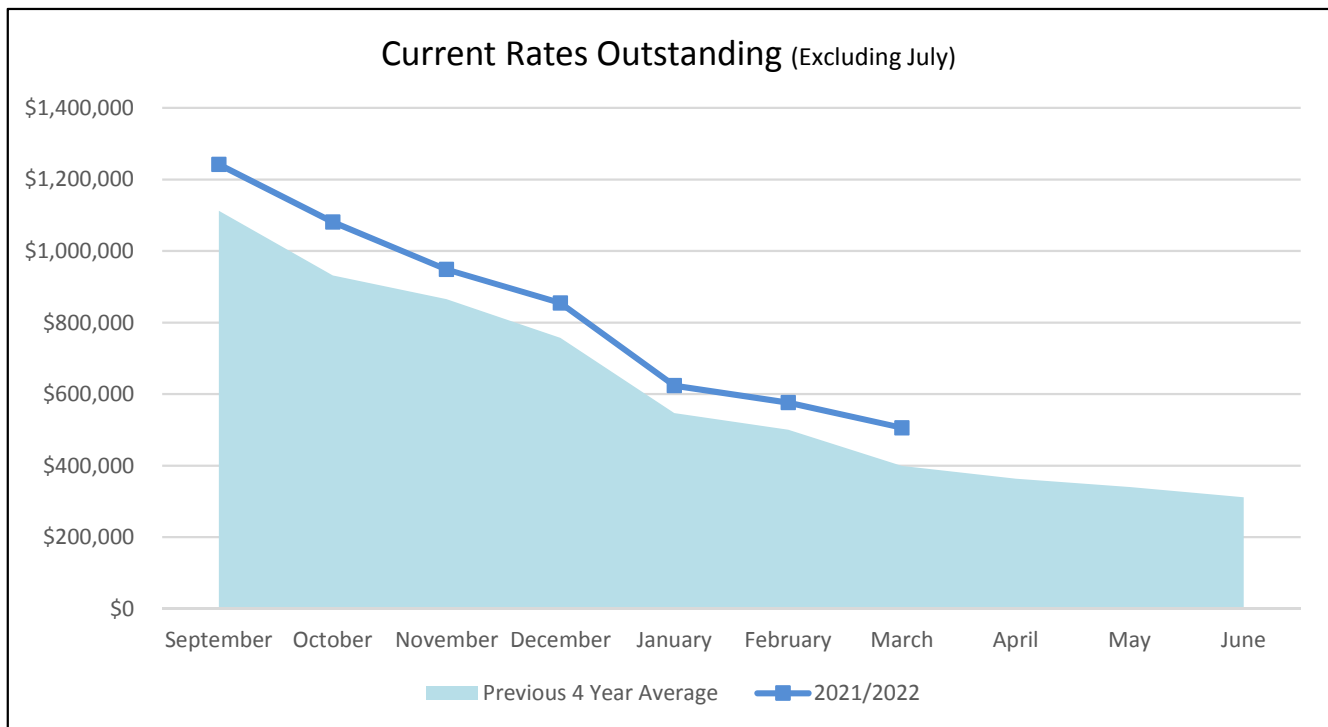
To be used for major upgrade and capital renewal of the Works & Services Depot buildings;

**SHIRE OF KOJONUP**  
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**5. RATES & SUNDRY RECEIVABLES**

**Rates:**

|                            | 1-Jul-21          | Levy for<br>2020/2021 | Collectable         | Received              | Outstanding       |
|----------------------------|-------------------|-----------------------|---------------------|-----------------------|-------------------|
| Property Rates             | \$ 219,782        | \$ 4,243,097          | \$ 4,462,879        | \$ (4,149,964)        | \$ 312,915        |
| Rubbish Charges            | \$ 33,927         | \$ 255,473            | \$ 289,400          | \$ (248,967)          | \$ 40,433         |
| Emergency Services Levy    | \$ 17,024         | \$ 2,988              | \$ 20,011           | \$ -                  | \$ 20,011         |
| Instalment fee & Interest  | \$ -              | \$ 10,813             | \$ 10,813           | \$ (10,813)           | \$ -              |
| Penalty & ESL Interest     | \$ 95,523         | \$ 23,172             | \$ 118,695          | \$ (18,503)           | \$ 100,192        |
| Excess Rates               | \$ (52,364)       | \$ -                  | \$ (52,364)         | \$ (5,193)            | \$ (57,557)       |
| <b>Sub- Total</b>          | <b>\$ 313,892</b> | <b>\$ 4,535,542</b>   | <b>\$ 4,849,434</b> | <b>\$ (4,433,439)</b> | <b>\$ 415,995</b> |
|                            |                   |                       |                     |                       | 9%                |
| <b>OTHER ITEMS</b>         |                   |                       |                     |                       |                   |
| Pensioner Rebates to claim | \$ 61,990         | \$ -                  | \$ 61,990           | \$ 27,679             | \$ 89,670         |
|                            | \$ 375,882        |                       |                     |                       | \$ 505,664        |
| Pensioner Deferred Rates   | \$ 77,752         | \$ -                  | \$ 77,752           | \$ -                  | \$ 77,752         |
| <b>Total Outstanding</b>   | <b>\$ 453,634</b> | <b>\$ 4,535,542</b>   | <b>\$ 4,989,177</b> | <b>\$ (4,405,760)</b> | <b>\$ 583,417</b> |



**Sundry Debtors:**

|                      | 30-Jun-19           |    | 31-Mar-22         |     | Movement<br>This FY |
|----------------------|---------------------|----|-------------------|-----|---------------------|
| Credit Balance       | \$ (11,277)         |    | \$ (9,116)        |     |                     |
| Current              | \$ 2,139,977        |    | \$ 45,646         |     | \$ 2,094,331        |
| 30 - 60 days         | \$ 35,840           | 2% | \$ 39,056         | 7%  | \$ (3,216)          |
| 60 - 90 days         | \$ 7,498            | 0% | \$ 23,641         | 4%  | \$ (16,142)         |
| Greater than 90 days | \$ 57,715           | 3% | \$ 473,126        | 83% | \$ (415,411)        |
|                      | <b>\$ 2,229,753</b> |    | <b>\$ 572,352</b> |     |                     |

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**6. LOANS**

| Particulars                     | Loan # | Principal<br>1-Jul-21 | New<br>Loans        |                     | Principal<br>Repayments |                   | Interest<br>Repayments |                  | Principal<br>Outstanding |                     |
|---------------------------------|--------|-----------------------|---------------------|---------------------|-------------------------|-------------------|------------------------|------------------|--------------------------|---------------------|
|                                 |        |                       | Budget              | Actual              | Budget                  | Actual            | Budget                 | Actual           | Budget                   | Actual              |
| <b>Health</b>                   |        |                       |                     |                     |                         |                   |                        |                  |                          |                     |
| Medical Centre Donation         | 137    | \$ 131,928            | \$ -                | \$ -                | \$ 8,405                | \$ 8,405          | \$ 2,246               | \$ 2,246         | \$ 123,523               | \$ 123,523          |
|                                 |        | <b>\$ 131,928</b>     | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 8,405</b>         | <b>\$ 8,405</b>   | <b>\$ 2,246</b>        | <b>\$ 2,246</b>  | <b>\$ 123,523</b>        | <b>\$ 123,523</b>   |
| <b>Housing</b>                  |        |                       |                     |                     |                         |                   |                        |                  |                          |                     |
| Bagg Street Accommodation       | 135    | \$ 73,129             |                     |                     | \$ 9,517                | \$ 4,722          | \$ 2,173               | \$ 1,123         | \$ 63,612                | \$ 68,407           |
| Aged Units - GSHI               | 139    | \$ 40,269             |                     |                     | \$ 9,892                | \$ 9,892          | \$ 442                 | \$ 442           | \$ 30,377                | \$ 30,377           |
| Staff Housing - GSHI            | 140    | \$ 914,071            |                     |                     | \$ 58,234               | \$ 58,234         | \$ 15,563              | \$ 15,563        | \$ 855,837               | \$ 855,837          |
| GROH Housing - GSHI             | 138    | \$ 1,043,456          |                     |                     | \$ 109,398              | \$ 109,398        | \$ 14,633              | \$ 14,633        | \$ 934,058               | \$ 934,059          |
| Staff Housing - GSHI            | New    |                       | \$ 55,000           | \$ 55,000           |                         |                   |                        |                  | \$ 55,000                | \$ 55,000           |
| GROH Housing - GSHI             | New    |                       | \$ 55,000           | \$ 55,000           |                         |                   |                        |                  | \$ 55,000                | \$ 55,000           |
|                                 |        | <b>\$ 2,070,925</b>   | <b>\$ 110,000</b>   | <b>\$ 110,000</b>   | <b>\$ 187,041</b>       | <b>\$ 182,246</b> | <b>\$ 32,811</b>       | <b>\$ 31,761</b> | <b>\$ 1,993,884</b>      | <b>\$ 1,998,679</b> |
| <b>Recreation &amp; Culture</b> |        |                       |                     |                     |                         |                   |                        |                  |                          |                     |
| Sport Complex                   | 134    | \$ 232,212            |                     |                     | \$ 16,344               | \$ 8,072          | \$ 11,272              | \$ 5,736         | \$ 215,868               | \$ 224,140          |
| Sport Complex Wall              | 136    | \$ 81,552             |                     |                     | \$ 9,502                | \$ 4,727          | \$ 1,576               | \$ 811           | \$ 72,050                | \$ 76,824           |
| Netball Courts & Roof           | New    | \$ -                  | \$ 1,390,000        | \$ 1,390,000        | \$ -                    |                   | \$ -                   |                  | \$ 1,390,000             | \$ 1,390,000        |
| Oval Lighting                   | 142    | \$ 255,000            |                     |                     | \$ 23,872               | \$ 23,872         | \$ 3,616               | \$ 3,616         | \$ 231,128               | \$ 231,128          |
| Harrison PI Toilets & Park      | New    |                       | \$ 400,000          |                     | \$ -                    |                   | \$ -                   |                  | \$ 400,000               | \$ -                |
|                                 |        | <b>\$ 568,764</b>     | <b>\$ 1,790,000</b> | <b>\$ 1,390,000</b> | <b>\$ 49,718</b>        | <b>\$ 36,672</b>  | <b>\$ 16,464</b>       | <b>\$ 10,163</b> | <b>\$ 2,309,046</b>      | <b>\$ 1,922,092</b> |
| <b>Transport</b>                |        |                       |                     |                     |                         |                   |                        |                  |                          |                     |
| Airstrip Lighting               | 141    | \$ 146,800            |                     |                     | \$ 9,490                | \$ 9,856          | \$ 1,528               | \$ 2,177         | \$ 137,310               | \$ 136,944          |
|                                 |        | <b>\$ 146,800</b>     | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 9,490</b>         | <b>\$ 9,856</b>   | <b>\$ 1,528</b>        | <b>\$ 2,177</b>  | <b>\$ 137,310</b>        | <b>\$ 136,944</b>   |
| <b>Economic Services</b>        |        |                       |                     |                     |                         |                   |                        |                  |                          |                     |
| Land Development                | New    |                       | \$ 586,833          |                     | \$ -                    | \$ -              | \$ -                   | \$ -             | \$ 586,833               | \$ -                |
|                                 |        | <b>\$ -</b>           | <b>\$ 586,833</b>   | <b>\$ -</b>         | <b>\$ -</b>             | <b>\$ -</b>       | <b>\$ -</b>            | <b>\$ -</b>      | <b>\$ 586,833</b>        | <b>\$ -</b>         |
| <b>Grand Total</b>              |        | <b>\$ 2,918,417</b>   | <b>\$ 2,486,833</b> | <b>\$ 1,500,000</b> | <b>\$ 254,654</b>       | <b>\$ 237,179</b> | <b>\$ 53,049</b>       | <b>\$ 46,346</b> | <b>\$ 5,150,596</b>      | <b>\$ 4,181,238</b> |

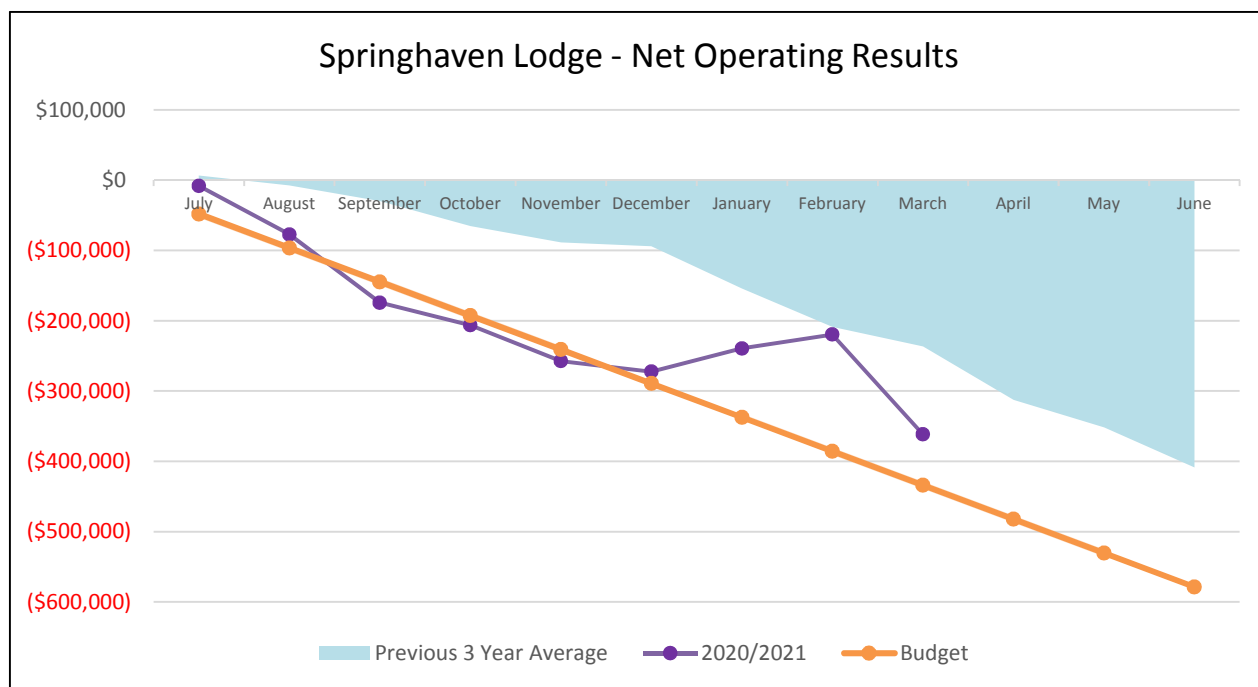
All debenture repayments are to be financed by general purpose revenue.

**Shire of Kojonup**  
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**7. MAJOR BUSINESS UNITS**

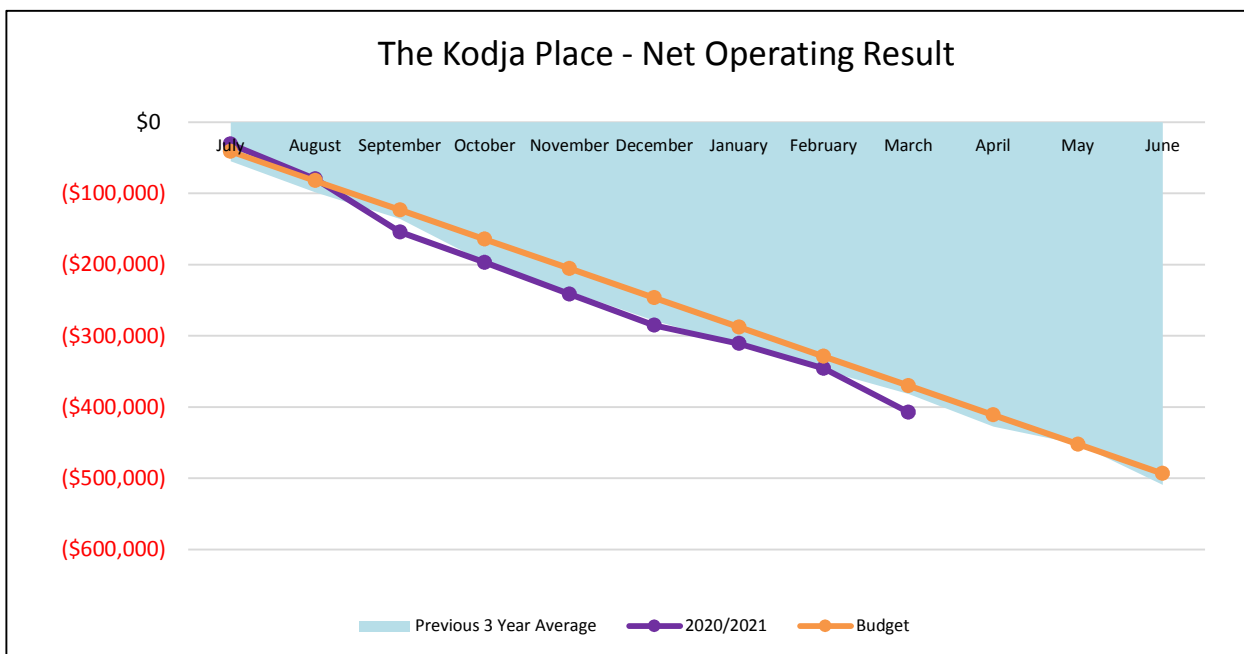
**Springhaven Lodge**

The Shire of Kojonup owns and operates a 22 bed aged accommodation hostel known as Springhaven Lodge. The following graph shows the operations of Springhaven Lodge (profit or loss) excluding any capital grants. There is also capital expenditure (p.12) and reserve accounts (p.16) associated with Springhaven Lodge.



**The Kodja Place Precinct**

The Shire of Kojonup owns and operates The Kodja Place precinct, a tourism, retail and cultural interpretive centre on Albany Highway. The following graph shows the operations of TKPP (profit or loss). There is also capital expenditure (p.13), a loan (p.15) and a reserve account (p.16) associated with TKPP.



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**8(a). DESCRIPTION OF PROGRAMS**

**GOVERNANCE**

This includes those income and expenses relating to Councillors, and the Council's Governance role, and that portion of Administration which cannot be reliably allocated or linked to other programs.

**GENERAL PURPOSE FUNDING**

This includes income relating to property rating, the untied Financial Assistance Grants and interest on investments.

**LAW, ORDER, PUBLIC SAFETY**

Includes items of Bushfire prevention actions, Ranger services & animal control as well as supervision, related costs, & the enforcement of Local Laws.

**HEALTH**

Involves food inspection, control and licensing of food outlets, food hygiene and promotion, vermin control & other Health issues.

**EDUCATION AND WELFARE**

This is mainly the Pre-School items.

**HOUSING**

Involves staff and other housing owned by the Shire & the Springhaven Aged Care Service.

**COMMUNITY AMENITIES**

Includes rubbish/sanitation collection & disposal, Town Planning, the Keep Australia Beautiful Program, Land Conservation, Community Development staff, public toilets and cemeteries.

**RECREATION AND CULTURE**

Halls and Community Centres, Kevin O'Halloran Memorial Swimming Pool, Recreation Centres, parks & gardens, library operations, TV & Radio rebroadcasting & the Community Resource Centre.

**TRANSPORT**

Maintenance & construction of roads, bridges, drainage, footpaths, cleaning & lighting of streets; airport operations, verge & street tree maintenance, large plant & machine replacements.

**ECONOMIC SERVICES**

Tourism operations & building control matters

**OTHER PROPERTY & SERVICES**

Private works, public works overheads, plant operating costs (overheads) & other unclassified services.

**SHIRE OF KOJONUP**  
**8(b). DETAILED OPERATING ACCOUNTS**  
**For the period ending 31 March 2022**

| A/c  | Description                     | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br><br>75% |
|--|---------------------------------|------|---------------|---------------|---------------------------|-------------------------|--------------------------|-------------------------------------|
| <b>3. GENERAL PURPOSE FUNDING</b>          |                                 |      |               |               |                           |                         |                          |                                     |
| <b><u>General Purpose Grants</u></b>       |                                 |      |               |               |                           |                         |                          |                                     |
| 1302                                       | Grants Commission Submission    | Exp. | MCCS          | MCCS          | \$0                       | \$0                     | \$0                      |                                     |
|  |                                 |      |               |               | <b>\$0</b>                | <b>\$0</b>              | <b>\$0</b>               |                                     |
| 1333                                       | Grant - FAGS - Untied Portion   | Inc. | MCCS          | MCCS          | -\$409,913                | -\$307,305              | -\$307,765               | 75%                                 |
| 1343                                       | Grant - FAGS - Roads            | Inc. | MCCS          | MCCS          | -\$300,959                | -\$225,621              | -\$258,993               | 86%                                 |
|  |                                 |      |               |               | <b>-\$710,872</b>         | <b>-\$532,926</b>       | <b>-\$566,758</b>        | <b>80%</b>                          |
| <b><u>Other General Purpose Income</u></b> |                                 |      |               |               |                           |                         |                          |                                     |
| 1373                                       | Interest on Investment          | Inc. | MCCS          | SFO           | -\$12,000                 | -\$8,991                | \$0                      | 0%                                  |
| 1393                                       | Interest on Reserves            | Inc. | MCCS          | SFO           | -\$8,848                  | -\$6,633                | -\$2,636                 | 30%                                 |
|  |                                 |      |               |               | <b>-\$20,848</b>          | <b>-\$15,624</b>        | <b>-\$2,636</b>          | <b>13%</b>                          |
| <b><u>Rate Revenue</u></b>                 |                                 |      |               |               |                           |                         |                          |                                     |
| 1092                                       | Rates Written Off/Refunded      | Exp. | MCCS          | SFO           | \$175                     | \$126                   | \$51                     | 29%                                 |
| 1104                                       | Rates Incentive Prize           | Exp. | MCCS          | SFO           | \$5,000                   | \$3,744                 | \$3,758                  | 75%                                 |
| 1112                                       | Admin Alloc To Rates (Cash)     | Exp. | MCCS          | MCCS          | \$15,452                  | \$11,583                | \$12,251                 | 79%                                 |
| 1122                                       | Admin Alloc To Rates (Non Cash) | Exp. | MCCS          | MCCS          | \$1,373                   | \$1,026                 | \$1,063                  | 77%                                 |
| 1132                                       | Rating Salaries                 | Exp. | MCCS          | SFO           | \$38,300                  | \$28,710                | \$29,932                 | 78%                                 |
| 1162                                       | Superannuation                  | Exp. | MCCS          | SFO           | \$6,000                   | \$4,491                 | \$4,509                  | 75%                                 |
| 1182                                       | Postage, Printing & Stationary  | Exp. | MCCS          | SFO           | \$2,700                   | \$2,016                 | \$1,448                  | 54%                                 |
| 1192                                       | Rating Valuations               | Exp. | MCCS          | SFO           | \$33,000                  | \$24,732                | \$1,106                  | 3%                                  |
| 1202                                       | Title Searches                  | Exp. | MCCS          | SFO           | \$650                     | \$486                   | \$0                      | 0%                                  |
| 1222                                       | Insurance - Emp Cost (Rates)    | Exp. | MCCS          | SFO           | \$900                     | \$666                   | \$1,045                  | 116%                                |
| 1262                                       | Legal Costs Incurred - Rates    | Exp. | MCCS          | SFO           | \$2,000                   | \$1,494                 | \$0                      | 0%                                  |
|  |                                 |      |               |               | <b>\$105,549</b>          | <b>\$79,074</b>         | <b>\$55,163</b>          | <b>52%</b>                          |
| 1003                                       | Rates Levied All Areas          | Inc. | MCCS          | SFO           | -\$4,221,677              | -\$4,221,677            | -\$4,243,097             | 101%                                |
| 1013                                       | Ex Gratia Rates                 | Inc. | MCCS          | SFO           | -\$1,400                  | -\$1,044                | -\$1,467                 | 105%                                |
| 1023                                       | Interim Rates                   | Inc. | MCCS          | SFO           | -\$300                    | -\$216                  | \$0                      | 0%                                  |
| 1043                                       | Non Payment Penalty             | Inc. | MCCS          | SFO           | -\$31,000                 | -\$23,238               | -\$23,172                | 75%                                 |
| 1053                                       | Back Rates Levied               | Inc. | MCCS          | SFO           | -\$100                    | -\$72                   | \$0                      | 0%                                  |
| 1063                                       | Instalment Interest Charges     | Inc. | MCCS          | SFO           | -\$10,000                 | -\$7,497                | -\$7,609                 | 76%                                 |
| 1073                                       | Instalment Administration Fee   | Inc. | MCCS          | SFO           | -\$3,800                  | -\$2,844                | -\$3,204                 | 84%                                 |
| 1263                                       | Legal Expenses Recovered-Rates  | Inc. | MCCS          | SFO           | -\$2,000                  | -\$1,494                | \$0                      | 0%                                  |
| 1273                                       | ESL Administration Fee          | Inc. | MCCS          | SFO           | -\$4,000                  | -\$2,997                | -\$4,000                 | 100%                                |
| 1283                                       | Settlement & Search Charges     | Inc. | MCCS          | SFO           | -\$3,100                  | -\$2,322                | -\$3,468                 | 112%                                |
|  |                                 |      |               |               | <b>-\$4,277,377</b>       | <b>-\$4,263,401</b>     | <b>-\$4,286,017</b>      | <b>100%</b>                         |

| A/c                                  | Description                           | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|--------------------------------------|---------------------------------------|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>4. GOVERNANCE</b>                 |                                       |      |               |               |                           |                         |                          |                                 |
| <b><u>Administration General</u></b> |                                       |      |               |               |                           |                         |                          |                                 |
| 003D                                 | Depreciation (Sch 4)                  | Exp. | MCCS          | SFO           | \$90,000                  | \$67,473                | \$70,899                 | 79%                             |
| 003A                                 | Annual Leave Accrual                  | Exp. | MCCS          | MCCS          | \$0                       | \$0                     | \$0                      |                                 |
| 003L                                 | Long Service Leave Accrual            | Exp. | MCCS          | MCCS          | \$0                       | \$0                     | \$0                      |                                 |
| 1842                                 | Profit on Sale of Assets              | Exp. | MCCS          | MCCS          | \$1,500                   | \$1,116                 | \$0                      |                                 |
| 1852                                 | Salaries - Admin                      | Exp. | MCCS          | MCCS          | \$900,000                 | \$674,730               | \$806,786                | 90%                             |
| 1882                                 | Superannuation - Admin                | Exp. | MCCS          | MCCS          | \$115,000                 | \$86,211                | \$83,384                 | 73%                             |
| 1892                                 | Staff Insurances                      | Exp. | MCCS          | MCCS          | \$19,000                  | \$14,238                | \$24,145                 | 127%                            |
| 1902                                 | FBT Admin Staff                       | Exp. | MCCS          | SFO           | \$14,000                  | \$10,494                | \$10,632                 | 76%                             |
| 1912                                 | Conference & Training                 | Exp. | MCCS          | MCCS          | \$22,700                  | \$17,001                | \$9,371                  | 41%                             |
| 1921                                 | Staff Housing Subsidy                 | Exp. | MCCS          | MCCS          | \$30,000                  | \$22,491                | \$11,686                 | 39%                             |
| 1922                                 | Advertising                           | Exp. | MCCS          | MCCS          | \$3,500                   | \$2,619                 | \$4,960                  | 142%                            |
| 1931                                 | Occupational Risk Co-Ordinator Costs  | Exp. | MCCS          | SAO           | \$14,500                  | \$10,863                | \$7,165                  | 49%                             |
| 1932                                 | Occupational Health & Safety          | Exp. | MCCS          | SAO           | \$3,500                   | \$2,619                 | \$1,023                  | 29%                             |
| 1942                                 | Staff Uniforms                        | Exp. | MCCS          | MCCS          | \$4,000                   | \$2,997                 | \$1,580                  | 39%                             |
| 1952                                 | Staff Costs - Other                   | Exp. | MCCS          | MCCS          | \$10,500                  | \$7,857                 | \$8,255                  | 79%                             |
| 2174                                 | COVID-19 Special Leave                | Exp. | MCCS          | MCCS          | \$0                       | \$0                     | \$0                      |                                 |
| 1957                                 | Office - Building Maintenance         | Exp. | MCCS          | BMC           | \$8,500                   | \$6,354                 | \$12,466                 | 147%                            |
| 1958                                 | Office - Cleaning & Assoc             | Exp. | MCCS          | SH            | \$22,500                  | \$16,866                | \$16,554                 | 74%                             |
| 1959                                 | Office - Utility Charges              | Exp. | MCCS          | MCCS          | \$8,000                   | \$5,994                 | \$7,206                  | 90%                             |
| 1962                                 | Office - Gardens & Surrounds Maint.   | Exp. | MCCS          | SH            | \$5,500                   | \$4,113                 | \$4,862                  | 88%                             |
| 2004                                 | Office - Insurance                    | Exp. | MCCS          | MCCS          | \$31,000                  | \$23,238                | \$31,927                 | 103%                            |
| 1972                                 | Office - Printing & Stationary        | Exp. | MCCS          | MCCS          | \$23,000                  | \$17,235                | \$22,181                 | 96%                             |
| 2002                                 | Office - Equipment Maintenance        | Exp. | MCCS          | MCCS          | \$500                     | \$369                   | \$961                    | 192%                            |
| 1982                                 | Telephone & Internet                  | Exp. | MCCS          | MCCS          | \$25,000                  | \$18,738                | \$19,263                 | 77%                             |
| 2006                                 | Donations - CEO Delegation            | Exp. | MCCS          | CEO           | \$2,000                   | \$1,494                 | \$1,040                  | 52%                             |
| 2008                                 | Donations - Council Decision          | Exp. | MCCS          | CEO           | \$2,000                   | \$1,494                 | \$50                     | 3%                              |
| 2012                                 | Non Capital Purchases                 | Exp. | MCCS          | MCCS          | \$5,000                   | \$3,744                 | \$4,552                  | 91%                             |
| 2022                                 | Bank Charges                          | Exp. | MCCS          | MCCS          | \$16,000                  | \$11,988                | \$12,930                 | 81%                             |
| 2032                                 | Postage & Freight                     | Exp. | MCCS          | MCCS          | \$4,500                   | \$3,366                 | \$5,203                  | 116%                            |
| 2042                                 | ICT Support                           | Exp. | MCCS          | MCCS          | \$20,000                  | \$14,994                | \$29,415                 | 147%                            |
| 1992                                 | ICT Software Licensing Fees           | Exp. | MCCS          | MCCS          | \$55,000                  | \$41,229                | \$50,868                 | 92%                             |
| 2043                                 | ICT Website (Subscription & Upgrades) | Exp. | MCCS          | MCCS          | \$10,000                  | \$7,497                 | \$13,745                 | 137%                            |
| 2044                                 | ICT Hardware Purchases (<\$5,000)     | Exp. | MCCS          | MCCS          | \$15,000                  | \$11,241                | \$5,679                  | 38%                             |
| 2046                                 | ICT Payroll Software Implementation   | Exp. | MCCS          | MCCS          | \$45,000                  | \$33,732                | \$0                      | 0%                              |
| 2052                                 | Vehicle Expenses                      | Exp. | MCCS          | MCCS          | \$17,000                  | \$12,735                | \$12,180                 | 72%                             |
| 2062                                 | Legal Expenses                        | Exp. | MCCS          | CEO           | \$5,000                   | \$3,744                 | \$22,568                 | 451%                            |
| 2072                                 | Consultants - Special Projects        | Exp. | MCCS          | CEO           | \$15,000                  | \$11,241                | \$42,145                 | 281%                            |
| 2274                                 | Consultants - HR / IR                 | Exp. | MCCS          | CEO           | \$20,000                  | \$14,994                | \$3,504                  | 18%                             |
| 2277                                 | Consultants - Finance                 | Exp. | MCCS          | MCCS          | \$15,000                  | \$11,241                | \$14,005                 | 93%                             |
| 2287                                 | Fair Value Revaluations               | Exp. | MCCS          | MCCS          | \$30,000                  | \$22,491                | \$0                      | 0%                              |
| 2275                                 | Records Management                    | Exp. | MCCS          | MCCS          | \$5,000                   | \$3,744                 | \$15,464                 | 309%                            |
| 2278                                 | Security Monitoring                   | Exp. | MCCS          | BMC           | \$750                     | \$558                   | \$203                    | 27%                             |
| 2092                                 | Misc Expenses                         | Exp. | MCCS          | MCCS          | \$2,200                   | \$1,638                 | \$701                    | 32%                             |
| 2172                                 | Less Admin Non Cash Realloc           | Exp. | MCCS          | MCCS          | -\$91,500                 | -\$68,589               | -\$70,899                | 77%                             |
| 2182                                 | Less Admin Cash Exp Realloc           | Exp. | MCCS          | MCCS          | -\$1,545,150              | -\$1,158,390            | -\$1,225,054             | 79%                             |
|                                      |                                       |      |               |               | <b>\$0</b>                | <b>-\$198</b>           | <b>\$93,601</b>          |                                 |
| 2203                                 | Grant for Digital Signage             | Inc. | MCCS          | MCCS          | \$0                       | \$0                     | \$0                      |                                 |
| 2053                                 | Sundry Income                         | Inc. | MCCS          | MCCS          | -\$200                    | -\$144                  | -\$137                   | 69%                             |
| 2083                                 | Police Licencing - Commissions        | Inc. | MCCS          | MCCS          | -\$35,000                 | -\$26,235               | -\$28,481                | 81%                             |
| 2143                                 | Photocopying Charges                  | Inc. | MCCS          | MCCS          | -\$250                    | -\$180                  | -\$7                     | 3%                              |
|                                      |                                       |      |               |               | <b>-\$35,450</b>          | <b>-\$26,559</b>        | <b>-\$28,625</b>         | <b>81%</b>                      |



| A/c               | Description                        | Type | Resp.<br>Manager | Resp.<br>Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|-------------------|------------------------------------|------|------------------|------------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>Governance</b> |                                    |      |                  |                  |                           |                         |                          |                                 |
| 002D              | Depreciation (Sch 4)               | Exp. | CEO              | SFO              | \$8,560                   | \$6,417                 | \$6,406                  | 75%                             |
| 102P              | Loss on Sale of Assets (Gov)       | Exp. | CEO              | MCCS             | \$0                       | \$0                     | \$0                      |                                 |
| 1502              | Members - Attendance Fees          | Exp. | CEO              | MCCS             | \$105,000                 | \$78,714                | \$50,148                 | 48%                             |
| 1508              | Members - Travelling               | Exp. | CEO              | MCCS             | \$700                     | \$522                   | \$589                    | 84%                             |
| 1512              | Members - Conference Expenses      | Exp. | CEO              | MCCS             | \$10,000                  | \$7,488                 | \$12,590                 | 126%                            |
| 1522              | Members - Communication Exp        | Exp. | CEO              | MCCS             | \$24,000                  | \$17,991                | \$11,250                 | 47%                             |
| 1532              | Election & Poll Expenses           | Exp. | CEO              | MCCS             | \$9,000                   | \$6,732                 | \$5,487                  | 61%                             |
| 1542              | Presidents/Dep Allowances          | Exp. | CEO              | MCCS             | \$35,000                  | \$26,235                | \$17,324                 | 49%                             |
| 1562              | Refreshments & Functions - Crs     | Exp. | CEO              | CEO              | \$7,000                   | \$5,238                 | \$7,245                  | 103%                            |
| 1572              | Refreshments & Functions - Staff   | Exp. | CEO              | CEO              | \$3,300                   | \$2,466                 | \$3,027                  | 92%                             |
| 1578              | Council - Special Visits           | Exp. | CEO              | CEO              | \$300                     | \$216                   | \$0                      | 0%                              |
| 1592              | Members - Insurance                | Exp. | CEO              | MCCS             | \$8,400                   | \$6,291                 | \$8,866                  | 106%                            |
| 1602              | Subscriptions                      | Exp. | CEO              | CEO              | \$14,000                  | \$10,494                | \$13,862                 | 99%                             |
| 1612              | Members - Misc Expenses            | Exp. | CEO              | CEO              | \$500                     | \$369                   | \$707                    | 141%                            |
| 1624              | Integrated Planning Expense        | Exp. | CEO              | CEO              | \$15,000                  | \$11,241                | \$161                    | 1%                              |
| 1692              | Donations                          | Exp. | CEO              | CEO              | \$0                       | \$0                     | \$189                    |                                 |
| 2075              | VROC - Shared Services             | Exp. | CEO              | CEO              | \$2,000                   | \$1,494                 | \$0                      | 0%                              |
| 2078              | VROC - Projects                    | Exp. | CEO              | CEO              | \$5,000                   | \$3,744                 | \$0                      | 0%                              |
| 1632              | Vehicle Operating Expenses         | Exp. | CEO              | MCCS             | \$3,000                   | \$2,241                 | \$1,779                  | 59%                             |
| 1662              | Audit Fees                         | Exp. | CEO              | MCCS             | \$65,800                  | \$49,329                | \$37,556                 | 57%                             |
| 1702              | Admin Allocated To Gov. (Cash)     | Exp. | CEO              | MCCS             | \$309,030                 | \$231,678               | \$245,011                | 79%                             |
| 1712              | Admin Allocated To Gov. (Non Cash) | Exp. | CEO              | MCCS             | \$9,150                   | \$6,858                 | \$7,090                  | 77%                             |
| 1772              | Doubtful Debt Expenses-Provision   | Exp. | CEO              | MCCS             | \$2,000                   | \$1,494                 | \$0                      | 0%                              |
| 1792              | Legal Costs                        | Exp. | CEO              | CEO              | \$4,000                   | \$2,997                 | \$0                      | 0%                              |
|                   |                                    |      |                  |                  | <b>\$640,740</b>          | <b>\$480,249</b>        | <b>\$429,285</b>         | <b>67%</b>                      |
| 002P              | Profit On Sale Of Assets (Gov)     | Inc. | CEO              | SFO              | <b>-\$1,000</b>           | <b>-\$747</b>           | \$0                      |                                 |
|                   |                                    |      |                  |                  | <b>-\$1,000</b>           | <b>-\$747</b>           | <b>\$0</b>               |                                 |

| A/c   | Description                              | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|---|--|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>5. LAW, ORDER &amp; PUBLIC SAFETY</b>          |  |      |               |               |                           |                         |                          |                                 |
| <b><u>Animal Control</u></b>                      |  |      |               |               |                           |                         |                          |                                 |
| 005D  | Depreciation (Sch 5)                     | Exp. | MRS           | SFO           | \$540                     | \$396                   | \$398                    | 74%                             |
| 005P  | Profit/Loss (Sch 5)                      | Exp. | MRS           | SFO           | \$0                       | \$0                     | \$0                      |                                 |
| 2492  | Salaries (Ac)                            | Exp. | MRS           | BMC           | \$25,000                  | \$18,738                | \$36,609                 | 146%                            |
| 2522  | Superannuation                           | Exp. | MRS           | BMC           | \$16,000                  | \$11,988                | \$12,551                 | 78%                             |
| 2532  | Other Employment Costs                   | Exp. | MRS           | BMC           | \$1,900                   | \$1,422                 | \$5,733                  | 302%                            |
| 2542  | Conference & Training                    | Exp. | MRS           | BMC           | \$1,850                   | \$1,377                 | \$1,162                  | 63%                             |
| 2552  | Ranger Vehicle                           | Exp. | MRS           | BMC           | \$3,500                   | \$2,610                 | \$7,721                  | 221%                            |
| 2553  | Fbt Law Order & Public Safety            | Exp. | MRS           | SFO           | \$1,150                   | \$855                   | \$1,568                  | 136%                            |
| 2562  | Dog Control Expenses                     | Exp. | MRS           | BMC           | \$1,400                   | \$1,017                 | \$1,235                  | 88%                             |
| 2572  | Dog Pound - Operational & Mtce Expenses  | Exp. | MRS           | BMC           | \$2,500                   | \$1,863                 | \$1,666                  | 67%                             |
| 2582  | Other Animal Control                     | Exp. | MRS           | BMC           | \$1,050                   | \$774                   | \$145                    | 14%                             |
| 2583  | Cat Control Expenses                     | Exp. | MRS           | BMC           | \$1,100                   | \$819                   | \$559                    | 51%                             |
| 2592  | Audit of Dog & Cat Register              | Exp. | MRS           | BMC           | \$1,500                   | \$1,116                 | \$0                      | 0%                              |
| 2602  | Admin Realloc - Cash (Animal)            | Exp. | MRS           | MCCS          | \$15,452                  | \$11,583                | \$12,251                 | 79%                             |
| 2612  | Admin Realloc - Non Cash (A.C.)          | Exp. | MRS           | MCCS          | \$915                     | \$684                   | \$709                    | 77%                             |
|   |  |      |               |               | <b>\$73,857</b>           | <b>\$55,242</b>         | <b>\$82,305</b>          | <b>111%</b>                     |
| 2653  | Fines & Penalties - Dog Act              | Inc. | MRS           | BMC           | -\$620                    | -\$459                  | \$0                      | 0%                              |
| 2663  | Impounding Fees - Dogs                   | Inc. | MRS           | BMC           | -\$500                    | -\$369                  | -\$1,930                 | 386%                            |
| 2673  | Dog Registration Fees                    | Inc. | MRS           | BMC           | -\$3,000                  | -\$2,241                | -\$3,828                 | 128%                            |
| 2674  | Cat Registration Fees                    | Inc. | MRS           | BMC           | -\$500                    | -\$369                  | -\$453                   | 91%                             |
|   |  |      |               |               | <b>-\$4,620</b>           | <b>-\$3,438</b>         | <b>-\$6,211</b>          | <b>134%</b>                     |
| <b><u>Fire Prevention</u></b>                     |  |      |               |               |                           |                         |                          |                                 |
| 004D  | Depreciation (Sch 5)                     | Exp. | MRS           | SFO           | \$40,952                  | \$30,699                | \$27,872                 | 68%                             |
| 2272  | Emergency Operating Expenses             | Exp. | MRS           | MRS           | \$5,000                   | \$3,744                 | \$8,991                  | 180%                            |
| 2271  | Emergency Operations Room - Storage      | Exp. | MRS           | MRS           | \$5,000                   | \$3,744                 | \$0                      | 0%                              |
| 2281  | Community Emergency Services Manager     | Exp. | MRS           | MRS           | \$22,000                  | \$16,488                | \$8,032                  | 37%                             |
| 2292  | Fire Hazard Reduction                    | Exp. | MRS           | MWS           | \$20,000                  | \$14,967                | \$13,622                 | 68%                             |
| 2302  | Ground & Aerial Inspections              | Exp. | MRS           | MRS           | \$4,000                   | \$2,997                 | \$3,691                  | 92%                             |
| 2322  | Administration Costs                     | Exp. | MRS           | MRS           | \$2,000                   | \$1,494                 | \$3,852                  | 193%                            |
| 2342  | Firefighting - Shire Resources           | Exp. | MRS           | CEO           | \$4,000                   | \$2,997                 | \$0                      | 0%                              |
| 2372  | Brigade Expenses (ESL)                   | Exp. | MRS           | MRS           | \$58,000                  | \$55,938                | \$71,310                 | 123%                            |
| 2382  | Admin Realloc - Cash (Fire)              | Exp. | MRS           | MCCS          | \$46,355                  | \$34,749                | \$36,752                 | 79%                             |
| 2442  | Admin Realloc - Non Cash (Fire)          | Exp. | MRS           | MCCS          | \$915                     | \$684                   | \$709                    | 77%                             |
|   |  |      |               |               | <b>\$208,222</b>          | <b>\$168,501</b>        | <b>\$174,831</b>         | <b>84%</b>                      |
| 2363  | Fines & Penalties                        | Inc. | MRS           | BMC           | -\$1,000                  | -\$747                  | \$0                      | 0%                              |
| 2373  | ESL Levy Funding                         | Inc. | MRS           | MRS           | -\$50,000                 | -\$25,000               | -\$15,185                | 30%                             |
| 2383  | Sale of Fire Maps                        | Inc. | MRS           | MCCS          | -\$300                    | -\$216                  | -\$382                   | 127%                            |
| 2393  | Sundry Misc Income - Fire                | Inc. | MRS           | MRS           | -\$50                     | -\$36                   | \$0                      | 0%                              |
|   |  |      |               |               | <b>-\$51,350</b>          | <b>-\$25,999</b>        | <b>-\$15,567</b>         | <b>30%</b>                      |
| <b><u>Other Law Order &amp; Public Safety</u></b> |  |      |               |               |                           |                         |                          |                                 |
| 2832  | Vehicle Impounding                       | Exp. | MRS           | BMC           | \$700                     | \$522                   | \$1,805                  | 258%                            |
| 9782  | Security System Upgrades - All Buildings | Exp. | MRS           | BMC           | \$5,000                   | \$3,744                 | \$3,058                  | 61%                             |
| 2862  | Local Law Review                         | Exp. | MRS           | MCCS          | \$1,000                   | \$747                   | \$0                      | 0%                              |
|   |  |      |               |               | <b>\$6,700</b>            | <b>\$5,013</b>          | <b>\$4,863</b>           | <b>73%</b>                      |
| 2893  | Sundry Income - Donations                | Inc. | MRS           | MCCS          | \$0                       | \$0                     | \$0                      |                                 |
|   |  |      |               |               | <b>\$0</b>                | <b>\$0</b>              | <b>\$0</b>               |                                 |

| A/c  | Description                      | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|--|----------------------------------|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>7. HEALTH</b>                                 |                                  |      |               |               |                           |                         |                          |                                 |
| <b><u>Health Insp And Administration</u></b>     |                                  |      |               |               |                           |                         |                          |                                 |
| 008D   | Depreciation (Sch 7)             | Exp. | MRS           | SFO           | \$0                       | \$0                     | \$0                      |                                 |
| 3102   | Health - Salaries                | Exp. | MRS           | MRS           | \$75,000                  | \$56,223                | \$56,429                 | 75%                             |
| 3132   | Health - Superannuation          | Exp. | MRS           | MRS           | \$8,500                   | \$6,372                 | \$16,269                 | 191%                            |
| 3142   | Health - Staff FBT               | Exp. | MRS           | SFO           | \$8,000                   | \$5,994                 | \$5,053                  | 63%                             |
| 3152   | Health - Conference & Training   | Exp. | MRS           | MRS           | \$1,000                   | \$747                   | \$1,382                  | 138%                            |
| 3162   | Health - Other Employment Costs  | Exp. | MRS           | MRS           | \$1,400                   | \$1,026                 | \$1,341                  | 96%                             |
| 3164   | Health - Contractors             | Exp. | MRS           | MRS           | \$40,000                  | \$29,988                | \$16,740                 | 42%                             |
| 3242   | Analytical Expenses              | Exp. | MRS           | MRS           | \$400                     | \$297                   | \$1,263                  | 316%                            |
| 3212   | Admin Alloc to HIA - Cash        | Exp. | MRS           | MCCS          | \$15,452                  | \$11,583                | \$12,251                 | 79%                             |
| 3252   | Admin Alloc to HIA - Non Cash    | Exp. | MRS           | MCCS          | \$1,373                   | \$1,026                 | \$1,063                  | 77%                             |
|  |                                  |      |               |               | <b>\$151,124</b>          | <b>\$113,256</b>        | <b>\$111,791</b>         | <b>74%</b>                      |
| 3223   | Health Act Fees & Licences       | Inc. | MRS           | MRS           | -\$2,000                  | -\$1,494                | -\$506                   | 25%                             |
| 3233   | Septic Tank Inspection Fees      | Inc. | MRS           | MRS           | -\$100                    | -\$72                   | \$0                      | 0%                              |
|  |                                  |      |               |               | <b>-\$2,100</b>           | <b>-\$1,566</b>         | <b>-\$506</b>            | <b>24%</b>                      |
| <b><u>Maternal And Infant Health</u></b>         |                                  |      |               |               |                           |                         |                          |                                 |
| 007D   | Depreciation (Sch 7)             | Exp. | MRS           | SFO           | \$0                       | \$0                     | \$0                      |                                 |
|  |                                  |      |               |               | <b>\$0</b>                | <b>\$0</b>              | <b>\$0</b>               |                                 |
| <b><u>Other Health</u></b>                       |                                  |      |               |               |                           |                         |                          |                                 |
| 009D   | Depreciation (Sch 7)             | Exp. | CEO           | SFO           | \$15,000                  | \$11,241                | \$11,166                 | 74%                             |
| 3365   | Health Plan                      | Exp. | CEO           | CEO           | \$5,000                   | \$3,744                 | \$0                      | 0%                              |
| 3361   | Interest Paid on Loans           | Exp. | CEO           | MCCS          | \$2,246                   | \$1,683                 | \$2,246                  | 100%                            |
| 3368   | Loan Guarentee Fee               | Exp. | CEO           | MCCS          | \$485                     | \$360                   | \$918                    | 189%                            |
| 3362   | 34 Katanning Rd - Building Maint | Exp. | CEO           | BMC           | \$1,760                   | \$1,296                 | \$673                    | 38%                             |
|  |                                  |      |               |               | <b>\$24,491</b>           | <b>\$18,324</b>         | <b>\$15,004</b>          | <b>61%</b>                      |
| 3363   | Rental - 34 Katanning Rd         | Inc. | CEO           | MCCS          | \$0                       | \$0                     | \$0                      |                                 |
|  |                                  |      |               |               | <b>\$0</b>                | <b>\$0</b>              | <b>\$0</b>               |                                 |
| <b><u>Preventive Services - Pest Control</u></b> |                                  |      |               |               |                           |                         |                          |                                 |
| 3322   | Vermin Control                   | Exp. | MRS           | BMC           | \$200                     | \$144                   | \$0                      | 0%                              |
|  |                                  |      |               |               | <b>\$200</b>              | <b>\$144</b>            | <b>\$0</b>               | <b>0%</b>                       |

| A/c                               | Description                            | Type | Resp. Manager | Resp. Officer | 2021/2022 Total Budget | 2021/2022 YTD Budget | 2021/2022 YTD Actuals | % of Annual Budget |
|-----------------------------------|--|------|---------------|---------------|------------------------|----------------------|-----------------------|--------------------|
| <b>8. EDUCATION &amp; WELFARE</b> |  |      |               |               |                        |                      |                       |                    |
| <b><u>Other Education</u></b>     |  |      |               |               |                        |                      |                       |                    |
| 3455                              | Play in the Park                       | Exp. | MCCS          | MCCS          | \$2,500                | \$1,863              | \$959                 | 38%                |
| 3452                              | Smart Start- Expenses                  | Exp. | MCCS          | MCCS          | \$2,860                | \$2,142              | \$2,645               | 92%                |
|                                   |  |      |               |               | <b>\$5,360</b>         | <b>\$4,005</b>       | <b>\$3,604</b>        | <b>67%</b>         |
| 3456                              | A Smart Start Donations                | Inc. | MCCS          | MCCS          | \$0                    | \$0                  | \$0                   |                    |
|                                   |  |      |               |               | <b>\$0</b>             | <b>\$0</b>           | <b>\$0</b>            |                    |
| <b><u>Other Welfare</u></b>       |  |      |               |               |                        |                      |                       |                    |
| 010D                              | Depreciation (Sch 8)                   | Exp. | MCCS          | SFO           | \$0                    | \$0                  | \$100                 |                    |
| 3468                              | Donation Southern Ag Care              | Exp. | MCCS          | CEO           | \$1,000                | \$747                | \$0                   | 0%                 |
|                                   |  |      |               |               | <b>\$1,000</b>         | <b>\$747</b>         | <b>\$100</b>          | <b>10%</b>         |
| <b><u>Pre-School</u></b>          |  |      |               |               |                        |                      |                       |                    |
| 006D                              | Depreciation (Sch 6)                   | Exp. | MCCS          | SFO           | \$16,430               | \$12,312             | \$12,334              | 75%                |
| 3462                              | Child Care Centre - Building Maint     | Exp. | MCCS          | BMC           | \$4,900                | \$3,654              | \$1,941               | 40%                |
| 3464                              | Child Care Centre - Grounds Maint      | Exp. | MCCS          | SH            | \$1,000                | \$738                | \$120                 | 12%                |
| 3477                              | Kindy Café (3yo Kindy)                 | Exp. | MCCS          | SLO           | \$15,000               | \$11,232             | \$4,647               | 31%                |
| 3472                              | Playgroup/Toy Library - Building Maint | Exp. | MCCS          | BMC           | \$6,300                | \$4,698              | \$3,138               | 50%                |
| 3470                              | Playgroup/Toy Library - Minor          | Exp. | MCCS          | CDO           | \$1,072                | \$801                | \$35                  | 3%                 |
| 3474                              | Playgroup/Toy Library - Grounds Maint  | Exp. | MCCS          | SH            | \$1,000                | \$738                | \$541                 | 54%                |
|                                   |  |      |               |               | <b>\$45,702</b>        | <b>\$34,173</b>      | <b>\$22,756</b>       | <b>50%</b>         |
| 3463                              | Child Care Centre - Rent               | Inc. | MCCS          | CDO           | -\$2,700               | -\$2,016             | -\$1,413              | 52%                |
| 3465                              | Grant - Kindy Café (3yo Kindy)         | Inc. | MCCS          | SLO           | -\$15,000              | -\$11,241            | -\$20,000             | 133%               |
| 3467                              | Grant - Playgroup/Toy Library Shade    | Inc. | MCCS          | BMC           | -\$6,750               | -\$5,058             | \$0                   | 0%                 |
| 3473                              | Fees - Playgroup/Toy Library           | Inc. | MCCS          | CDO           | -\$400                 | -\$297               | \$0                   | 0%                 |
|                                   |  |      |               |               | <b>-\$24,850</b>       | <b>-\$18,612</b>     | <b>-\$21,413</b>      | <b>86%</b>         |

| A/c                             | Description                    | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|---------------------------------|--------------------------------|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>9. HOUSING</b>               |                                |      |               |               |                           |                         |                          |                                 |
| <b><u>Springhaven Lodge</u></b> |                                |      |               |               |                           |                         |                          |                                 |
| 012D                            | Depreciation (Sch 9)           | Exp. | MACS          | SFO           | \$168,500                 | \$126,324               | \$129,391                | 77%                             |
| 013D                            | Depreciation (Sch 9)           | Exp. | MACS          | SFO           | \$13,500                  | \$10,116                | \$15,013                 | 111%                            |
| 010A                            | Annual Leave Accrual           | Exp. | MACS          | SFO           | \$0                       | \$0                     | \$0                      |                                 |
| 010L                            | LSL Accrual                    | Exp. | MACS          | SFO           | \$0                       | \$0                     | \$0                      |                                 |
| 009P                            | Loss On Sale Of Asset          | Exp. | MACS          | SFO           | \$3,000                   | \$2,241                 | \$0                      | 0%                              |
| 3742                            | FBT Costs                      | Exp. | MACS          | SFO           | \$4,600                   | \$3,447                 | \$3,421                  | 74%                             |
| 3752                            | Salaries & Wages               | Exp. | MACS          | MACS          | \$1,400,000               | \$1,049,580             | \$1,036,793              | 74%                             |
| 3772                            | Superannuation                 | Exp. | MACS          | MACS          | \$150,000                 | \$112,455               | \$103,328                | 69%                             |
| 3782                            | Conferences & Training         | Exp. | MACS          | MACS          | \$20,000                  | \$14,985                | \$13,360                 | 67%                             |
| 3792                            | Uniforms & Protective Clothing | Exp. | MACS          | MACS          | \$3,500                   | \$2,619                 | \$314                    | 9%                              |
| 3802                            | Recruitment Expenses           | Exp. | MACS          | MACS          | \$10,000                  | \$7,488                 | \$13,212                 | 132%                            |
| 3812                            | Workers Comp/Journey Ins       | Exp. | MACS          | MACS          | \$26,000                  | \$19,485                | \$29,266                 | 113%                            |
| 3822                            | Vehicle Expenses               | Exp. | MACS          | MACS          | \$7,000                   | \$5,238                 | \$3,552                  | 51%                             |
| 3821                            | Staff Housing Subsidy          | Exp. | MACS          | MCCS          | \$12,000                  | \$8,991                 | \$3,924                  | 33%                             |
| 3862                            | Subscriptions                  | Exp. | MACS          | MACS          | \$7,000                   | \$5,238                 | \$8,875                  | 127%                            |
| 3872                            | Postage And Freight            | Exp. | MACS          | MACS          | \$1,000                   | \$747                   | \$930                    | 93%                             |
| 3882                            | Minor Office Exp./Stationary   | Exp. | MACS          | MACS          | \$4,000                   | \$2,997                 | \$62                     | 2%                              |
| 3892                            | Office Equip Maintenance       | Exp. | MACS          | MACS          | \$1,000                   | \$747                   | \$39                     | 4%                              |
| 3893                            | Software Operating             | Exp. | MACS          | MACS          | \$10,500                  | \$7,866                 | \$1,188                  | 11%                             |
| 3902                            | Building Operating Expenses    | Exp. | MACS          | MACS          | \$20,000                  | \$14,985                | \$10,851                 | 54%                             |
| 3903                            | Building Maint (Unforseen)     | Exp. | MACS          | MACS          | \$7,000                   | \$5,238                 | \$2,524                  | 36%                             |
| 3908                            | Security                       | Exp. | MACS          | MACS          | \$6,000                   | \$4,491                 | \$0                      | 0%                              |
| 3904                            | Grounds Maintenance            | Exp. | MACS          | MACS          | \$14,000                  | \$10,485                | \$8,077                  | 58%                             |
| 3912                            | Medical/ Pharmaceutical Svcs   | Exp. | MACS          | MACS          | \$45,000                  | \$33,732                | \$29,622                 | 66%                             |
| 3913                            | Allied Health                  | Exp. | MACS          | MACS          | \$35,000                  | \$26,235                | \$6,802                  | 19%                             |
| 3914                            | Utilities                      | Exp. | MACS          | MACS          | \$46,000                  | \$34,479                | \$35,079                 | 76%                             |
| 3842                            | Telephone                      | Exp. | MACS          | MACS          | \$8,000                   | \$5,994                 | \$11,769                 | 147%                            |
| 3916                            | Insurance                      | Exp. | MACS          | MCCS          | \$21,000                  | \$15,741                | \$22,151                 | 105%                            |
| 3922                            | Cleaning & Laundry             | Exp. | MACS          | MACS          | \$10,000                  | \$7,488                 | \$3,620                  | 36%                             |
| 3932                            | Non-Capital Equipment          | Exp. | MACS          | MACS          | \$5,000                   | \$3,744                 | \$9,534                  | 191%                            |
| 3942                            | Meals & Refreshments           | Exp. | MACS          | MACS          | \$100,000                 | \$74,970                | \$71,106                 | 71%                             |
| 3952                            | Residents Activities           | Exp. | MACS          | MACS          | \$2,000                   | \$1,485                 | \$1,948                  | 97%                             |
| 3962                            | Public Liability Insurance     | Exp. | MACS          | MCCS          | \$7,000                   | \$5,247                 | \$6,818                  | 97%                             |
| 3974                            | Aged Care Consultants          | Exp. | MACS          | MACS          | \$6,000                   | \$4,491                 | \$2,648                  | 44%                             |
| 3918                            | Consultants                    | Exp. | MACS          | MACS          | \$20,000                  | \$14,994                | \$3,788                  | 19%                             |
| 3928                            | COVID-19 Additional Costs      | Exp. | MACS          | MACS          | \$10,000                  | \$7,497                 | \$3,378                  | 34%                             |
| 3984                            | ELDAC Grant Expenses           | Exp. | MACS          | MACS          | \$20,000                  | \$14,994                | \$0                      | 0%                              |
| 3982                            | Non-Cash Admin Reallocation    | Exp. | MACS          | MACS          | \$18,300                  | \$13,716                | \$14,180                 | 77%                             |
| 3992                            | Cash Admin Reallocation        | Exp. | MACS          | MCCS          | \$231,773                 | \$173,754               | \$183,758                | 79%                             |
|                                 |                                |      |               |               | <b>\$2,473,673</b>        | <b>\$1,854,324</b>      | <b>\$1,790,321</b>       | <b>72%</b>                      |
| 4003                            | Resident Rent                  | Inc. | MACS          | MACS          | -\$500,000                | -\$374,850              | -\$393,665               | 79%                             |
| 022P                            | Profit On Sale Asset (Sch 9)   | Inc. | MACS          | SFO           | -\$3,000                  | -\$2,241                | \$0                      | 0%                              |
| 1395                            | Interest on Unpaid SHL Bonds   | Inc. | MACS          | MCCS          | -\$36,000                 | -\$26,982               | -\$19,998                | 56%                             |
| 4013                            | Grant - Personal Care Subsidy  | Inc. | MACS          | MACS          | -\$1,330,000              | -\$997,101              | -\$1,008,013             | 76%                             |
| 3983                            | Grant - ELDAC                  | Inc. | MACS          | MACS          | -\$20,000                 | -\$14,994               | \$0                      | 0%                              |
| 3993                            | Grant - ACAR                   | Inc. | MACS          | MACS          | -\$282,000                | \$0                     | -\$230,645               | 82%                             |
| 4143                            | Misc Income                    | Inc. | MACS          | MACS          | -\$3,000                  | -\$2,241                | \$0                      | 0%                              |
| 4023                            | Donations                      | Inc. | MACS          | MACS          | -\$3,000                  | -\$2,241                | -\$7,017                 | 234%                            |
|                                 |                                |      |               |               | <b>-\$2,177,000</b>       | <b>-\$1,420,650</b>     | <b>-\$1,659,339</b>      | <b>76%</b>                      |
|                                 | Net Profit/loss Springhaven    |      |               |               | <b>-\$296,673</b>         | <b>-\$433,674</b>       | <b>-\$130,982</b>        |                                 |

| A/c                  | Description                             | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget |
|----------------------|---|------|---------------|---------------|---------------------------|-------------------------|--------------------------|--------------------------|
| <b>Housing Other</b> |   |      |               |               |                           |                         |                          |                          |
| 4062                 | ILU's - Building Maintenance            | Exp. | MACS          | BMC           | \$10,000                  | \$7,488                 | \$1,067                  | 11%                      |
| 4064                 | ILU's - Grounds Maintenance             | Exp. | MACS          | SH            | \$5,200                   | \$3,888                 | \$3,265                  | 63%                      |
| 4065                 | ILU's - Utilities                       | Exp. | MACS          | MCCS          | \$22,000                  | \$16,488                | \$27,352                 | 124%                     |
| 4066                 | ILU's - Insurance                       | Exp. | MACS          | MCCS          | \$7,000                   | \$5,247                 | \$7,508                  | 107%                     |
| 4202                 | J Sullivan Units - Building Maintenance | Exp. | MACS          | BMC           | \$7,500                   | \$5,616                 | \$1,971                  | 26%                      |
| 4204                 | J Sullivan Units - Grounds Maintenance  | Exp. | MACS          | SH            | \$3,000                   | \$2,241                 | \$126                    | 4%                       |
| 4205                 | J Sullivan Units - Utilities            | Exp. | MACS          | MCCS          | \$8,000                   | \$5,994                 | \$5,947                  | 74%                      |
| 4206                 | J Sullivan Units - Insurance            | Exp. | MACS          | MCCS          | \$1,800                   | \$1,341                 | \$1,683                  | 93%                      |
| 4251                 | RAAP Grant Admin Costs                  | Exp. | MACS          | MCCS          | \$5,000                   | \$3,744                 | \$0                      | 0%                       |
| 4254                 | Interest Paid on Loans                  | Exp. | MACS          | MCCS          | \$15,076                  | \$11,295                | \$16,198                 | 107%                     |
| 4255                 | Loan Guarantee Fee                      | Exp. | MACS          | MCCS          | \$4,100                   | \$3,069                 | \$7,770                  | 190%                     |
| 4256                 | GROH - Building Maintenance             | Exp. | MACS          | BMC           | \$7,510                   | \$5,607                 | \$2,099                  | 28%                      |
|                      |   |      |               |               | <b>\$96,186</b>           | <b>\$72,018</b>         | <b>\$74,986</b>          | <b>78%</b>               |
| 4083                 | ILU's - Rent                            | Inc. | MACS          | MCCS          | -\$160,000                | -\$119,952              | -\$124,340               | 78%                      |
| 4103                 | ILU's - Power Recoups                   | Inc. | MACS          | MCCS          | -\$12,000                 | -\$8,991                | -\$12,174                | 101%                     |
| 4426                 | RAAP Grant Admin Costs - Grant Funded   | Inc. | MACS          | MCCS          | -\$5,000                  | -\$3,744                | \$0                      | 0%                       |
| 4203                 | J Sullivan Units - Rentals              | Inc. | MACS          | MCCS          | -\$37,000                 | -\$27,738               | -\$29,200                | 79%                      |
| 4243                 | GROH - Rent                             | Inc. | MACS          | MCCS          | -\$120,000                | -\$89,964               | -\$62,694                | 52%                      |
|                      |   |      |               |               | <b>-\$334,000</b>         | <b>-\$250,389</b>       | <b>-\$228,408</b>        | <b>68%</b>               |
| <b>Council Staff</b> |   |      |               |               |                           |                         |                          |                          |
| 011D                 | Depreciation (Sch 9)                    | Exp. | CEO           | SFO           | \$125,000                 | \$93,708                | \$91,522                 | 73%                      |
| 3768                 | Staff Housing - Building Maintenance    | Exp. | CEO           | BMC           | \$14,500                  | \$10,854                | \$10,952                 | 76%                      |
| 3769                 | Staff Housing - Operating Expenses      | Exp. | CEO           | MCCS          | \$27,000                  | \$20,223                | \$18,220                 | 67%                      |
| 3764                 | Staff Housing - Ground Maintenance      | Exp. | CEO           | SH            | \$3,460                   | \$2,583                 | \$3,490                  | 101%                     |
| 3770                 | Loan Guarantee Fee                      | Exp. | CEO           | MWS           | \$3,650                   | \$2,736                 | \$6,632                  | 182%                     |
| 3771                 | Interest on Loans                       | Exp. | CEO           | MWS           | \$17,735                  | \$13,293                | \$15,563                 | 88%                      |
|                      |   |      |               |               | <b>\$191,345</b>          | <b>\$143,397</b>        | <b>\$146,379</b>         | <b>77%</b>               |
| 016P                 | Loss on Sale of Assets                  | Inc. | CEO           | SFO           | \$0                       | \$0                     | \$0                      |                          |
| 3703                 | Residential Rental - Staff              | Inc. | CEO           | MCCS          | -\$110,000                | -\$82,467               | -\$78,168                | 71%                      |
|                      |   |      |               |               | <b>-\$110,000</b>         | <b>-\$82,467</b>        | <b>-\$78,168</b>         | <b>71%</b>               |

| A/c   | Description                            | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|---|--|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>10. COMMUNITY AMENITIES</b>  |  |      |               |               |                           |                         |                          |                                 |
| <b><u>Other Community Amenities - Cemeteries</u></b>                      |  |      |               |               |                           |                         |                          |                                 |
| 015D  | Depreciation (Sch 10)                  | Exp. | MCCS          | SFO           | \$17,500                  | \$13,113                | \$14,303                 | 82%                             |
| 027D  | Depreciation - Cemetery                | Exp. | MCCS          | SFO           | \$300                     | \$216                   | \$221                    | 74%                             |
| 5999  | Cemetery - Digital Database            | Exp. | MCCS          | MWS           | \$7,000                   | \$5,247                 | \$0                      | 0%                              |
| 6001  | Cemetery - Grave Digging               | Exp. | MCCS          | MWS           | \$25,000                  | \$18,729                | \$5,903                  | 24%                             |
| 6006  | Kojonup Cemetery - Niche Wall Maint    | Exp. | MCCS          | SH            | \$1,200                   | \$891                   | \$614                    | 51%                             |
| 6002  | Kojonup Cemetery - Grounds Maint       | Exp. | MCCS          | SH            | \$12,000                  | \$8,982                 | \$12,545                 | 105%                            |
| 6000  | Kojonup Cemetery - Trees               | Exp. | MCCS          | SH            | \$1,500                   | \$1,116                 | \$723                    | 48%                             |
| 6012  | Boscabel Cemetery - Grounds Maint      | Exp. | MCCS          | SH            | \$800                     | \$585                   | \$0                      | 0%                              |
| 6014  | Muradup Cemetery - Grounds Maintenance | Exp. | MCCS          | SH            | \$2,000                   | \$1,476                 | \$586                    | 29%                             |
|   |  |      |               |               | <b>\$67,300</b>           | <b>\$50,355</b>         | <b>\$34,895</b>          | <b>52%</b>                      |
| 6013  | Cemetery Fees (Inc GST)                | Inc. | MCCS          | SLO           | -\$26,000                 | -\$19,485               | -\$9,032                 | 35%                             |
| 6023  | Cemetery Fees Licences (Not Inc GST)   | Inc. | MCCS          | SLO           | -\$5,500                  | -\$4,122                | -\$970                   | 18%                             |
|   |  |      |               |               | <b>-\$31,500</b>          | <b>-\$23,607</b>        | <b>-\$10,002</b>         | <b>32%</b>                      |
| <b><u>Other Community Amenities - Public Conveniences &amp; Other</u></b> |  |      |               |               |                           |                         |                          |                                 |
| 6042  | Harrison Place Conveniences - Maint    | Exp. | MWS           | BMC           | \$0                       | \$0                     | \$250                    |                                 |
| 6044  | Harrison Place Conveniences - Cleaning | Exp. | MWS           | SH            | \$1,050                   | \$774                   | \$734                    | 70%                             |
| 6034  | CWA - Building Maintenance             | Exp. | MWS           | BMC           | \$3,700                   | \$2,754                 | \$1,232                  | 33%                             |
| 6024  | Curley Wig - Building Maintenance      | Exp. | MWS           | BMC           | \$0                       | \$0                     | \$427                    |                                 |
| 6064  | Men's Shed - Building Maintenance      | Exp. | MWS           | BMC           | \$2,250                   | \$1,674                 | \$568                    | 25%                             |
| 6052  | Town Street & Park Seating             | Exp. | MWS           | SH            | \$1,100                   | \$810                   | \$0                      | 0%                              |
| 6112  | Community Resource Centre / Telecentre | Exp. | MWS           | CEO           | \$1,500                   | \$1,116                 | \$1,835                  | 122%                            |
| 6132  | Community Bus - Maintenance            | Exp. | MWS           | CDO           | \$1,450                   | \$1,071                 | \$1,638                  | 113%                            |
| 6134  | YMCA Bus Operating                     | Exp. | MWS           | CDO           | \$0                       | \$0                     | \$0                      |                                 |
| 6142  | Admin Non Cash Realloc (Comm Dev)      | Exp. | MWS           | MCCS          | \$2,288                   | \$1,710                 | \$1,956                  | 86%                             |
| 6152  | Admin Cash Realloc (Comm Dev)          | Exp. | MWS           | MCCS          | \$34,766                  | \$26,055                | \$27,564                 | 79%                             |
|   |  |      |               |               | <b>\$48,103</b>           | <b>\$35,964</b>         | <b>\$36,204</b>          | <b>75%</b>                      |
| 6133  | Community Bus Hire                     | Inc. | MWS           | CDO           | -\$1,300                  | -\$972                  | -\$1,949                 | 150%                            |
|   |  |      |               |               | <b>-\$1,300</b>           | <b>-\$972</b>           | <b>-\$1,949</b>          | <b>150%</b>                     |
| <b><u>Other Community Amenities - Community Development</u></b>           |  |      |               |               |                           |                         |                          |                                 |
| 6062  | Salaries (Community Development)       | Exp. | MCCS          | MCCS          | \$40,000                  | \$29,988                | \$8,302                  | 21%                             |
| 6082  | Superannuation                         | Exp. | MCCS          | MCCS          | \$3,000                   | \$2,241                 | \$1,113                  | 37%                             |
| 6102  | Conference & Training                  | Exp. | MCCS          | CDO           | \$2,000                   | \$1,494                 | \$0                      | 0%                              |
| 6154  | Events - Community                     | Exp. | MCCS          | CDO           | \$13,000                  | \$9,729                 | \$3,652                  | 28%                             |
| 6155  | Events - Marketing & CD Collateral     | Exp. | MCCS          | CDO           | \$1,000                   | \$747                   | -\$409                   |                                 |
| 6167  | Comm Development - Subscriptions       | Exp. | MCCS          | CDO           | \$500                     | \$369                   | \$0                      | 0%                              |
| 6168  | Comm Development - Minor New           | Exp. | MCCS          | CDO           | \$1,000                   | \$747                   | \$0                      | 0%                              |
|   |  |      |               |               | <b>\$60,500</b>           | <b>\$45,315</b>         | <b>\$12,657</b>          | <b>21%</b>                      |
| 6043  | Men's Shed Rental                      | Inc. | MCCS          | CDO           | -\$5,200                  | -\$3,897                | \$0                      | 0%                              |
| 6173  | Events - Grants                        | Inc. | MCCS          | CDO           | -\$5,000                  | -\$3,744                | -\$550                   | 11%                             |
| 6123  | Events - Ticket Sales & Misc Revenue   | Inc. | MCCS          | CDO           | -\$6,000                  | -\$4,491                | -\$68                    | 1%                              |
|   |  |      |               |               | <b>-\$16,200</b>          | <b>-\$12,132</b>        | <b>-\$618</b>            | <b>4%</b>                       |



| A/c                                | Description                             | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|------------------------------------|---|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>Sanitation-Household Refuse</b> |   |      |               |               |                           |                         |                          |                                 |
| 020P                               | Loss on Sale of Asset (Sch 10)          | Exp. | MRS           | SFO           | \$0                       | \$0                     | \$0                      |                                 |
| 014D                               | Depreciation (Sch 10)                   | Exp. | MRS           | SFO           | \$6,000                   | \$4,491                 | \$4,005                  | 67%                             |
| 5022                               | Refuse Collection (Kerbside)            | Exp. | MRS           | MRS           | \$56,000                  | \$41,976                | \$63,901                 | 114%                            |
| 5012                               | Refuse Site - Maintenance               | Exp. | MRS           | MWS           | \$9,000                   | \$6,723                 | \$9,545                  | 106%                            |
| 5013                               | Refuse Site - Rehabilitation            | Exp. | MRS           | SH            | \$1,650                   | \$1,233                 | \$0                      | 0%                              |
| 5002                               | Recycle Depot/Transfer Stn. - Contract  | Exp. | MRS           | MRS           | \$72,000                  | \$53,973                | \$49,802                 | 69%                             |
| 5122                               | Recycling Collection (Kerbside)         | Exp. | MRS           | MRS           | \$57,000                  | \$42,732                | \$25,704                 | 45%                             |
| 5142                               | Recycling Education                     | Exp. | MRS           | MRS           | \$600                     | \$441                   | \$620                    | 103%                            |
|                                    |   |      |               |               | <b>\$202,250</b>          | <b>\$151,569</b>        | <b>\$153,576</b>         | <b>76%</b>                      |
| 5023                               | Collection Charges (Kerbside)           | Inc. | MRS           | MCCS          | -\$256,630                | -\$192,393              | -\$255,473               | 100%                            |
| 5183                               | Sale of Recyclables                     | Inc. | MRS           | MRS           | \$0                       | \$0                     | \$0                      |                                 |
| 5033                               | Recycling/Transfer Station - Rental     | Inc. | MRS           | SAO           | -\$2,200                  | -\$1,647                | \$0                      | 0%                              |
| 010P                               | Profit on Sale of Asset (Sch 10)        | Inc. | MRS           | SFO           | \$0                       | \$0                     | \$0                      |                                 |
|                                    |   |      |               |               | <b>-\$258,830</b>         | <b>-\$194,040</b>       | <b>-\$255,473</b>        | <b>99%</b>                      |
| <b>Other Sanitation</b>            |   |      |               |               |                           |                         |                          |                                 |
| 5027                               | Verge Pick Up - Hard Waste              | Exp. | MRS           | MRS           | \$10,000                  | \$7,497                 | \$8,873                  | 89%                             |
| 5263                               | Drum Muster                             | Exp. | MRS           | MRS           | \$5,000                   | \$3,744                 | \$4,416                  | 88%                             |
| 5262                               | Repair Street Bins                      | Exp. | MRS           | MRS           | \$500                     | \$369                   | \$0                      | 0%                              |
| 5251                               | Street Bins Collection - Contract       | Exp. | MRS           | MRS           | \$34,000                  | \$25,488                | \$14,901                 | 44%                             |
|                                    |   |      |               |               | <b>\$49,500</b>           | <b>\$37,098</b>         | <b>\$28,190</b>          | <b>57%</b>                      |
| 5304                               | Drum Muster                             | Inc. | MRS           | MRS           | -\$5,000                  | -\$3,744                | -\$4,288                 | 86%                             |
| 5103                               | Tip Fees                                | Inc. | MRS           | MRS           | -\$1,200                  | -\$891                  | \$0                      | 0%                              |
| 5303                               | Litter Infringements                    | Inc. | MRS           | BMC           | -\$200                    | -\$144                  | \$0                      | 0%                              |
|                                    |   |      |               |               | <b>-\$6,400</b>           | <b>-\$4,779</b>         | <b>-\$4,288</b>          | <b>67%</b>                      |
| <b>Sewerage</b>                    |   |      |               |               |                           |                         |                          |                                 |
| 5090                               | Liquid Waste Pond - Maintenance         | Exp. | MRS           | MRS           | \$8,000                   | \$5,985                 | \$3,597                  | 45%                             |
| 026D                               | Depreciation                            | Exp. | MRS           | SFO           | \$1,930                   | \$1,440                 | \$1,450                  | 75%                             |
|                                    |   |      |               |               | <b>\$9,930</b>            | <b>\$7,425</b>          | <b>\$5,047</b>           | <b>51%</b>                      |
| 5190                               | Liquid Waste Disposal Fees              | Inc. | MRS           | MRS           | -\$16,000                 | -\$11,988               | \$0                      | 0%                              |
|                                    |   |      |               |               | <b>-\$16,000</b>          | <b>-\$11,988</b>        | <b>\$0</b>               | <b>0%</b>                       |
| <b>Protection Of Environment</b>   |   |      |               |               |                           |                         |                          |                                 |
| 5619                               | Southern Dirt Contribution              | Exp. | MWS           | CEO           | \$15,200                  | \$11,394                | \$15,000                 | 99%                             |
| 5612                               | NRM - Office Expenses                   | Exp. | MWS           | NRMO          | \$300                     | \$216                   | \$87                     | 29%                             |
| 5616                               | NRM - Salaries & Wages/Consultancy Fees | Exp. | MWS           | NRMO          | \$30,000                  | \$22,491                | \$21,672                 | 72%                             |
| 5689                               | NRM - Superannuation                    | Exp. | MWS           | NRMO          | \$0                       | \$0                     | \$3,228                  |                                 |
| 5601                               | NRM - Vehicle Costs                     | Exp. | MWS           | NRMO          | \$200                     | \$144                   | \$0                      | 0%                              |
| 5723                               | NRM - 20m Trees Grant Expenditure       | Exp. | MWS           | NRMO          | \$1,000                   | \$747                   | \$0                      | 0%                              |
| 5614                               | NRM - Grant Expenditure                 | Exp. | MWS           | NRMO          | \$6,000                   | \$4,491                 | \$2,287                  | 38%                             |
| 5722                               | NRM - State Grant Expenditure           | Exp. | MWS           | NRMO          | \$0                       | \$0                     | \$13,173                 |                                 |
| 5684                               | NRM - Landcare Publications             | Exp. | MWS           | NRMO          | \$500                     | \$369                   | \$0                      | 0%                              |
| 5734                               | NRM - Future Drought Fund Grant Exp.    | Exp. | MWS           | NRMO          | \$104,150                 | \$78,066                | \$0                      | 0%                              |
| 5686                               | NRM - Enviromental Reserve M'ment       | Exp. | MWS           | SH            | \$9,500                   | \$7,110                 | \$6,628                  | 70%                             |
| 5681                               | Noxious Weeds                           | Exp. | MWS           | SH            | \$2,200                   | \$1,638                 | \$2,309                  | 105%                            |
| 5687                               | Reserve Clean up                        | Exp. | MWS           | SH            | \$7,000                   | \$5,238                 | \$0                      | 0%                              |
| 5742                               | Admin Non Cash Realloc (Env)            | Exp. | MWS           | MCCS          | \$2,288                   | \$1,710                 | \$1,773                  | 77%                             |
| 5752                               | Admin Cash Realloc (Env)                | Exp. | MWS           | MCCS          | \$30,903                  | \$23,166                | \$24,501                 | 79%                             |
|                                    |   |      |               |               | <b>\$209,241</b>          | <b>\$156,780</b>        | <b>\$90,657</b>          | <b>43%</b>                      |
| 5603                               | NRM - Grants                            | Inc. | MWS           | CEO           | -\$49,950                 | -\$37,440               | -\$61,294                | 123%                            |
|                                    |   |      |               |               | <b>-\$49,950</b>          | <b>-\$37,440</b>        | <b>-\$61,294</b>         |                                 |

| A/c   | Description                             | Type | Resp.<br>Manager | Resp.<br>Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget |
|---|---|------|------------------|------------------|---------------------------|-------------------------|--------------------------|--------------------------|
| <b><u>Town Planning &amp; Reg Development</u></b> |   |      |                  |                  |                           |                         |                          | <b>75%</b>               |
| 5842  | Town Planning Salaries                  | Exp. | MRS              | SP               | \$45,000                  | \$33,732                | \$24,577                 | 55%                      |
| 5872  | Superannuation (Town.Plng)              | Exp. | MRS              | SP               | \$4,500                   | \$3,366                 | \$3,676                  | 82%                      |
| 5922  | Local Planning Strategy & Scheme Review | Exp. | MRS              | SP               | \$10,416                  | \$7,803                 | \$0                      | 0%                       |
| 5832  | Admin Realloc Non Cash (Town.Plng)      | Exp. | MRS              | MCCS             | \$915                     | \$684                   | \$709                    | 77%                      |
| 5962  | Admin Realloc - Cash (Town.Plng)        | Exp. | MRS              | MCCS             | \$15,452                  | \$11,583                | \$12,251                 | 79%                      |
|   |   |      |                  |                  | <b>\$76,282</b>           | <b>\$57,168</b>         | <b>\$41,212</b>          | <b>54%</b>               |
| 5973  | Town.Plng Fees & Charges                | Inc. | MRS              | SP               | -\$6,000                  | -\$4,491                | -\$7,705                 | 128%                     |
|   |   |      |                  |                  | <b>-\$6,000</b>           | <b>-\$4,491</b>         | <b>-\$7,705</b>          | <b>128%</b>              |

| A/c                                  | Description                          | Type | Resp.<br>Manager | Resp.<br>Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|--------------------------------------|--------------------------------------|------|------------------|------------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>11. RECREATION &amp; CULTURE</b>  |                                      |      |                  |                  |                           |                         |                          |                                 |
| <b><u>Heritage Other Culture</u></b> |                                      |      |                  |                  |                           |                         |                          |                                 |
| 019D                                 | Depreciation (Sch 11)                | Exp. | CEO              | SFO              | \$24,000                  | \$17,991                | \$19,361                 | 81%                             |
| 7002                                 | Cash Cont - Historical Society       | Exp. | CEO              | CEO              | \$2,350                   | \$1,755                 | \$0                      | 0%                              |
| 7012                                 | Historical Society Rooms             | Exp. | CEO              | CEO              | \$100                     | \$72                    | \$87                     | 87%                             |
| 7022                                 | Old Military Barracks                | Exp. | CEO              | CEO              | \$100                     | \$72                    | \$126                    | 126%                            |
| 7222                                 | Old Military Barracks - Ground Maint | Exp. | CEO              | SH               | \$3,750                   | \$2,799                 | \$2,999                  | 80%                             |
| 7024                                 | Old Post Office                      | Exp. | CEO              | SH               | \$2,200                   | \$1,629                 | \$913                    | 42%                             |
| 7032                                 | Elverd Cottage - Building Mtce       | Exp. | CEO              | BMC              | \$2,000                   | \$1,485                 | \$1,107                  | 55%                             |
| 7034                                 | Elverd Cottage - Ground Maint        | Exp. | CEO              | SH               | \$1,800                   | \$1,332                 | \$1,560                  | 87%                             |
| 7106                                 | Show Grounds - Building Maint.       | Exp. | CEO              | BMC              | \$7,000                   | \$5,211                 | \$6,181                  | 88%                             |
| 7101                                 | Annual Show - Works Assistance       | Exp. | CEO              | SH               | \$10,000                  | \$7,479                 | \$13,787                 | 138%                            |
| 7103                                 | Muradup & Jingalup War Memorials     | Exp. | CEO              | SH               | \$1,000                   | \$747                   | \$0                      | 0%                              |
| 7122                                 | Wildflower Weekend                   | Exp. | CEO              | VSO              | \$1,000                   | \$747                   | \$0                      | 0%                              |
|                                      |                                      |      |                  |                  | <b>\$55,300</b>           | <b>\$41,319</b>         | <b>\$46,121</b>          | <b>83%</b>                      |
| 7243                                 | Grant                                | Inc. | CEO              | MCCS             | \$0                       | \$0                     | \$0                      |                                 |
|                                      |                                      |      |                  |                  | <b>\$0</b>                | <b>\$0</b>              | <b>\$0</b>               |                                 |
| <b><u>Libraries</u></b>              |                                      |      |                  |                  |                           |                         |                          |                                 |
| 6812                                 | Library Salaries                     | Exp. | MCCS             | MCCS             | \$70,000                  | \$52,479                | \$56,615                 | 81%                             |
| 6842                                 | Superannuation (Lib.)                | Exp. | MCCS             | MCCS             | \$8,000                   | \$5,994                 | \$5,707                  | 71%                             |
| 6852                                 | Emp Insurances (Lib)                 | Exp. | MCCS             | MCCS             | \$1,900                   | \$1,422                 | \$2,090                  | 110%                            |
| 6862                                 | Conference & Training (Lib)          | Exp. | MCCS             | MCCS             | \$1,000                   | \$747                   | \$0                      | 0%                              |
| 6882                                 | Library Operating Expenses           | Exp. | MCCS             | SLO              | \$3,000                   | \$2,241                 | \$704                    | 23%                             |
| 6892                                 | Library Software Licencing           | Exp. | MCCS             | SLO              | \$4,100                   | \$3,069                 | \$1,684                  | 41%                             |
| 6902                                 | Library Resource Purchases           | Exp. | MCCS             | SLO              | \$2,000                   | \$1,494                 | \$1,352                  | 68%                             |
| 6903                                 | Regional Activity Plan Contribution  | Exp. | MCCS             | SLO              | \$1,900                   | \$1,422                 | \$4,276                  | 225%                            |
| 6982                                 | Senior's Week                        | Exp. | MCCS             | SLO              | \$100                     | \$72                    | \$0                      | 0%                              |
| 6992                                 | Technology Education                 | Exp. | MCCS             | SLO              | \$0                       | \$0                     | \$0                      |                                 |
| 6942                                 | Admin Cash Realloc (Lib)             | Exp. | MCCS             | MCCS             | \$15,452                  | \$11,583                | \$12,251                 | 79%                             |
| 6952                                 | Admin Non Cash Realloc (Lib)         | Exp. | MCCS             | MCCS             | \$2,288                   | \$1,710                 | \$1,773                  | 77%                             |
|                                      |                                      |      |                  |                  | <b>\$109,739</b>          | <b>\$82,233</b>         | <b>\$86,451</b>          | <b>79%</b>                      |
| 6983                                 | Senior's Week                        | Inc. | MCCS             | SLO              | -\$1,000                  | -\$747                  | \$0                      | 0%                              |
| 6993                                 | Technology Education                 | Inc. | MCCS             | SLO              | \$0                       | \$0                     | \$0                      |                                 |
| 6973                                 | Sundry Income                        | Inc. | MCCS             | SLO              | -\$30                     | -\$18                   | -\$116                   | 388%                            |
|                                      |                                      |      |                  |                  | <b>-\$1,030</b>           | <b>-\$765</b>           | <b>-\$116</b>            | <b>11%</b>                      |

| A/c                               | Description                              | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|-----------------------------------|--|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>Other Recreation And Sport</b> |  |      |               |               |                           |                         |                          |                                 |
| 017D                              | Depreciation (Sch 11)                    | Exp. | MCCS          | SFO           | \$300,500                 | \$225,279               | \$257,126                | 86%                             |
| 6342                              | Salaries                                 | Exp. | MCCS          | MCCS          | \$45,000                  | \$33,732                | \$40,826                 | 91%                             |
| 6343                              | Superannuation                           | Exp. | MCCS          | MCCS          | \$5,500                   | \$4,122                 | \$5,067                  | 92%                             |
| 6446                              | Conferences and Training                 | Exp. | MCCS          | SRO           | \$1,800                   | \$1,341                 | \$1,276                  | 71%                             |
| 6436                              | Consultants                              | Exp. | MCCS          | SRO           | \$30,000                  | \$22,491                | \$15,112                 | 50%                             |
| 6426                              | Subscriptions                            | Exp. | MCCS          | SRO           | \$800                     | \$594                   | \$272                    | 34%                             |
| 6362                              | The Spring - Conveniences                | Exp. | MCCS          | SH            | \$17,430                  | \$13,050                | \$15,028                 | 86%                             |
| 6364                              | The Spring - Ground Maint                | Exp. | MCCS          | SH            | \$10,000                  | \$7,488                 | \$5,163                  | 52%                             |
| 6372                              | Apex Park Conveniences - Operating       | Exp. | MCCS          | SH            | \$38,350                  | \$28,719                | \$31,363                 | 82%                             |
| 6373                              | Apex Park Conveniences - Building Maint  | Exp. | MCCS          | BMC           | \$1,500                   | \$1,107                 | \$240                    | 16%                             |
| 6374                              | Apex Park - Grounds Maint                | Exp. | MCCS          | SH            | \$41,050                  | \$30,753                | \$37,405                 | 91%                             |
| 6382                              | Railway Reserve - Conveniences           | Exp. | MCCS          | SH            | \$3,690                   | \$2,745                 | \$2,292                  | 62%                             |
| 6394                              | Railway Reserve - Grounds Maint          | Exp. | MCCS          | SH            | \$14,400                  | \$10,782                | \$11,142                 | 77%                             |
| 6502                              | Grant Development                        | Exp. | MCCS          | MCCS          | \$20,000                  | \$14,994                | \$22,000                 | 110%                            |
| 6402                              | Sports Complex - Netball Conveniences    | Exp. | MCCS          | SH            | \$4,520                   | \$3,384                 | \$5,980                  | 132%                            |
| 6403                              | Sports Complex - Netball Area Maint.     | Exp. | MCCS          | MWS           | \$1,000                   | \$729                   | \$432                    | 43%                             |
| 6554                              | Sports Complex - Building Maint          | Exp. | MCCS          | BMC           | \$13,000                  | \$9,738                 | \$3,584                  | 28%                             |
| 6404                              | Sports Complex - Grounds Maint           | Exp. | MCCS          | SH            | \$108,000                 | \$80,955                | \$91,712                 | 85%                             |
| 6552                              | Sports Complex - Cleaning                | Exp. | MCCS          | SH            | \$8,700                   | \$6,507                 | \$12,068                 | 139%                            |
| 6477                              | Sports Complex - Utilities               | Exp. | MCCS          | SRO           | \$21,500                  | \$16,110                | \$12,645                 | 59%                             |
| 6408                              | Sports Complex - Conveniences            | Exp. | MCCS          | SH            | \$6,300                   | \$4,707                 | \$6,472                  | 103%                            |
| 6414                              | Sports Complex - Reticulation            | Exp. | MCCS          | SH            | \$10,000                  | \$7,479                 | \$6,664                  | 67%                             |
| 6415                              | Sports Complex - Oval Lighting           | Exp. | MCCS          | SRO           | \$1,850                   | \$1,377                 | \$1,301                  | 70%                             |
| 6425                              | Sports Complex - Hockey Club Building    | Exp. | MCCS          | SRO           | \$250                     | \$180                   | \$21                     | 8%                              |
| 6592                              | Skate Park                               | Exp. | MCCS          | SRO           | \$2,000                   | \$1,494                 | \$101                    | 5%                              |
| 7107                              | Polocrosse Works Requested               | Exp. | MCCS          | SH            | \$500                     | \$360                   | \$0                      | 0%                              |
| 6434                              | Water - Turkey Nest Dam Maintenance      | Exp. | MCCS          | SH            | \$13,000                  | \$9,720                 | \$5,359                  | 41%                             |
| 6435                              | Water - Showgrounds Dam Maintenance      | Exp. | MCCS          | SH            | \$400                     | \$288                   | \$1,479                  | 370%                            |
| 6412                              | Hillman Park - Grounds Maintenance       | Exp. | MCCS          | SH            | \$7,600                   | \$5,688                 | \$5,436                  | 72%                             |
| 6392                              | Newstead Park- Grounds Maint             | Exp. | MCCS          | SH            | \$11,800                  | \$8,820                 | \$4,219                  | 36%                             |
| 6422                              | Kojonup Bk (Piesse Park) - Grounds Maint | Exp. | MCCS          | SH            | \$10,000                  | \$7,479                 | \$10,744                 | 107%                            |
| 6444                              | Muradup Townsite Grounds                 | Exp. | MCCS          | SH            | \$16,000                  | \$11,979                | \$7,763                  | 49%                             |
| 6452                              | Playground Safety & Minor Upgrades       | Exp. | MCCS          | SH            | \$6,000                   | \$4,473                 | \$36                     | 1%                              |
| 6454                              | Kojonup Town Entrances                   | Exp. | MCCS          | SH            | \$2,800                   | \$2,088                 | \$2,826                  | 101%                            |
| 6474                              | Industrial Area Slashing & Spraying      | Exp. | MCCS          | SH            | \$1,500                   | \$1,116                 | \$0                      | 0%                              |
| 6492                              | Myrtle Benn Reserve                      | Exp. | MCCS          | SH            | \$3,500                   | \$2,610                 | \$701                    | 20%                             |
| 6494                              | Sundry Reserves                          | Exp. | MCCS          | SH            | \$19,700                  | \$14,733                | \$8,696                  | 44%                             |
| 6558                              | Loan Guarantee Fee                       | Exp. | MCCS          | MCCS          | \$1,170                   | \$873                   | \$3,399                  | 291%                            |
| 6559                              | Interest on Loans (134, 136 & 142)       | Exp. | MCCS          | MCCS          | \$16,463                  | \$12,339                | \$10,163                 | 62%                             |
| 6792                              | Admin Cash Reallocated (Other Rec)       | Exp. | MCCS          | MCCS          | \$30,130                  | \$22,581                | \$23,888                 | 79%                             |
|                                   |  |      |               |               | <b>\$847,704</b>          | <b>\$635,004</b>        | <b>\$670,000</b>         | <b>79%</b>                      |
| 6613                              | Grant - LotteryWest - Playground/Gym     | Inc. | MCCS          | MCCS          | -\$413,707                | -\$413,707              | \$0                      | 0%                              |
| 6623                              | Grant - CSRFF                            | Inc. | MCCS          | MCCS          | -\$367,795                | -\$367,795              | \$0                      | 0%                              |
| 6463                              | Grant - Community Drought (Netball)      | Inc. | MCCS          | MCCS          | -\$250,000                | -\$250,000              | -\$200,000               | 80%                             |
| 6643                              | Grant - Trails                           | Inc. | MCCS          | MCCS          | -\$20,000                 | -\$14,994               | \$0                      | 0%                              |
| 6513                              | Annual Fee - Football Club               | Inc. | MCCS          | MCCS          | -\$6,000                  | -\$4,491                | \$0                      | 0%                              |
| 6533                              | Annual Fee - Other Clubs                 | Inc. | MCCS          | MCCS          | -\$1,600                  | -\$1,197                | \$0                      | 0%                              |
| 6523                              | Hire Fees - Complex Building             | Inc. | MCCS          | MCCS          | -\$4,000                  | -\$2,997                | -\$5,218                 | 130%                            |
| 6653                              | Contribution - Complex Audio/Visual      | Inc. | MCCS          | MCCS          | -\$30,000                 | -\$30,000               | -\$30,000                | 100%                            |
| 6553                              | Contribution - Dept Education - Oval     | Inc. | MCCS          | MCCS          | -\$28,600                 | \$0                     | \$0                      | 0%                              |
|                                   |  |      |               |               | <b>-\$1,121,702</b>       | <b>-\$1,085,181</b>     | <b>-\$235,218</b>        | <b>21%</b>                      |

| A/c                                       | Description                             | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|---|---|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>Public Halls.Civic Centres</b>         |   |      |               |               |                           |                         |                          |                                 |
| 016D                                      | Depreciation (Sch 11)                   | Exp. | MCCS          | SFO           | \$75,000                  | \$56,223                | \$53,821                 | 72%                             |
| 6232                                      | All Halls - Cutlery & Crockery          | Exp. | MCCS          | SH            | \$2,000                   | \$1,494                 | \$0                      | 0%                              |
| 6202                                      | Memorial Hall - Cleaning & Conveniences | Exp. | MCCS          | SH            | \$21,100                  | \$15,804                | \$26,491                 | 126%                            |
| 6214                                      | Memorial Hall - Building Maint          | Exp. | MCCS          | BMC           | \$8,000                   | \$5,985                 | \$9,864                  | 123%                            |
| 6224                                      | Memorial Hall - Grounds Maint           | Exp. | MCCS          | SH            | \$5,100                   | \$3,798                 | \$984                    | 19%                             |
| 6218                                      | Muradup Hall - Building Expenses        | Exp. | MCCS          | BMC           | \$3,600                   | \$2,673                 | \$1,120                  | 31%                             |
| 6216                                      | Mobrup Hall - Building Expenses         | Exp. | MCCS          | BMC           | \$0                       | \$0                     | \$32                     |                                 |
| 6219                                      | Qualeup Hall - Building Expenses        | Exp. | MCCS          | BMC           | \$1,000                   | \$747                   | \$671                    | 67%                             |
| 6227                                      | Boscabel Hall - Building Expenses       | Exp. | MCCS          | BMC           | \$1,000                   | \$747                   | \$39                     | 4%                              |
| 6212                                      | RSL Hall - Cleaning & Conveniences      | Exp. | MCCS          | SH            | \$7,050                   | \$5,265                 | \$10,950                 | 155%                            |
| 6324                                      | RSL Hall - Building Maint               | Exp. | MCCS          | BMC           | \$3,600                   | \$2,682                 | \$2,312                  | 64%                             |
|   |   |      |               |               | <b>\$127,450</b>          | <b>\$95,418</b>         | <b>\$106,284</b>         | <b>83%</b>                      |
| 6203                                      | Hire Fees - Memorial Hall               | Inc. | MCCS          | MCCS          | -\$2,200                  | -\$1,647                | -\$1,518                 | 69%                             |
| 6213                                      | Hire Fees - RSL Hall                    | Inc. | MCCS          | MCCS          | -\$250                    | -\$180                  | -\$775                   | 310%                            |
| 6243                                      | Grant - LRCIP (Harrison Place)          | Inc. | MCCS          | MCCS          | -\$197,625                | -\$197,624              | \$0                      | 0%                              |
|   |   |      |               |               | <b>-\$200,075</b>         | <b>-\$199,451</b>       | <b>-\$2,293</b>          | <b>1%</b>                       |
| <b>Swimming Areas &amp; Beaches</b>       |   |      |               |               |                           |                         |                          |                                 |
| 050D                                      | Depreciation                            | Exp. | MCCS          | SFO           | \$67,400                  | \$50,526                | \$51,830                 | 77%                             |
| 012A                                      | Annual Leave Accrual                    | Exp. | MCCS          | SFO           | \$0                       | \$0                     | \$0                      |                                 |
| 6352                                      | Salaries                                | Exp. | MCCS          | MCCS          | \$82,000                  | \$61,470                | \$52,385                 | 64%                             |
| 6353                                      | Superannuation                          | Exp. | MCCS          | MCCS          | \$9,000                   | \$6,741                 | \$8,580                  | 95%                             |
| 6354                                      | Conferences & Training                  | Exp. | MCCS          | MCCS          | \$1,500                   | \$1,116                 | \$0                      | 0%                              |
| 6356                                      | Staff Housing Subsidy                   | Exp. | MCCS          | MCCS          | \$10,000                  | \$7,497                 | \$0                      | 0%                              |
| 6257                                      | Utilities & Communications              | Exp. | MCCS          | MCCS          | \$30,000                  | \$22,491                | \$16,851                 | 56%                             |
| 6254                                      | Consumables & Minor Expenses            | Exp. | MCCS          | MCCS          | \$3,900                   | \$2,898                 | \$91                     | 2%                              |
| 6264                                      | Chemicals                               | Exp. | MCCS          | MCCS          | \$6,000                   | \$4,491                 | \$5,295                  | 88%                             |
| 6258                                      | Insurance                               | Exp. | MCCS          | MCCS          | \$10,000                  | \$7,497                 | \$9,861                  | 99%                             |
| 6252                                      | Building Maintenance                    | Exp. | MCCS          | BMC           | \$4,000                   | \$2,988                 | \$2,025                  | 51%                             |
| 6261                                      | Maintenance - Builder                   | Exp. | MCCS          | BMC           | \$2,500                   | \$1,872                 | \$250                    | 10%                             |
| 6262                                      | Grounds Maintenance                     | Exp. | MCCS          | SH            | \$7,000                   | \$5,229                 | \$4,128                  | 59%                             |
| 6272                                      | Equipment Maintenance                   | Exp. | MCCS          | MCCS          | \$8,000                   | \$5,985                 | \$4,721                  | 59%                             |
| 6371                                      | Grant Development                       | Exp. | MCCS          | MCCS          | \$10,000                  | \$7,497                 | \$0                      | 0%                              |
| 6376                                      | Bike Rack                               | Exp. | MCCS          | MCCS          | \$2,500                   | \$1,863                 | \$0                      | 0%                              |
| 6282                                      | Winter Maintenance                      | Exp. | MCCS          | MCCS          | \$5,000                   | \$3,744                 | \$3,969                  | 79%                             |
| 6271                                      | Non-Capital Purchases per 10yr Plan     | Exp. | MCCS          | MCCS          | \$1,500                   | \$1,116                 | \$0                      | 0%                              |
| 6274                                      | Kiosk COGS                              | Exp. | MCCS          | MCCS          | \$4,000                   | \$2,997                 | \$1,651                  | 41%                             |
| 6292                                      | Admin Cash Reallocated (Pools)          | Exp. | MCCS          | MCCS          | \$15,452                  | \$11,583                | \$12,251                 | 79%                             |
|   |   |      |               |               | <b>\$279,752</b>          | <b>\$209,601</b>        | <b>\$173,888</b>         | <b>62%</b>                      |
| 6294                                      | Entry Fees - Season Tickets             | Inc. | MCCS          | MCCS          | -\$9,000                  | -\$8,998                | -\$7,368                 | 82%                             |
| 6296                                      | Entry Fees - Daily Entry                | Inc. | MCCS          | MCCS          | -\$6,500                  | -\$6,500                | -\$5,003                 | 77%                             |
| 6295                                      | Kiosk Sales                             | Inc. | MCCS          | MCCS          | -\$8,000                  | -\$8,000                | -\$4,916                 | 61%                             |
|   |   |      |               |               | <b>-\$23,500</b>          | <b>-\$23,498</b>        | <b>-\$17,287</b>         | <b>74%</b>                      |
| <b>Television &amp; Radio Rebroadcast</b> |   |      |               |               |                           |                         |                          |                                 |
| 6752                                      | Television Translator                   | Exp. | MCCS          | MWS           | \$35                      | \$18                    | \$32                     | 91%                             |
| 6772                                      | VHF Repeater Operating/Maintenance      | Exp. | MCCS          | CEO           | \$160                     | \$117                   | \$45                     |                                 |
|   |   |      |               |               | <b>\$195</b>              | <b>\$135</b>            | <b>\$77</b>              | <b>39%</b>                      |

| A/c   | Description                            | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|---|--|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>12. TRANSPORT</b>                        |  |      |               |               |                           |                         |                          |                                 |
| <b><u>Airport Control</u></b>               |  |      |               |               |                           |                         |                          |                                 |
| 7762  | Airport Building - Maintenance         | Exp. | MRS           | BMC           | \$3,850                   | \$2,862                 | \$2,257                  | 59%                             |
| 7764  | Airport Building - Cleaning            | Exp. | MRS           | SH            | \$800                     | \$594                   | \$794                    | 99%                             |
| 7772  | Airstrip Operations                    | Exp. | MRS           | BMC           | \$50                      | \$36                    | \$45                     | 90%                             |
| 7774  | Airstrip Ground Maint                  | Exp. | MRS           | SH            | \$5,000                   | \$3,735                 | \$4,781                  | 96%                             |
| 7771  | Loan Guarentee Fee                     | Exp. | MRS           | MCCS          | \$540                     | \$396                   | \$1,019                  | 189%                            |
| 7761  | Interest on Loans                      | Exp. | MRS           | MCCS          | \$1,528                   | \$1,143                 | \$2,177                  | 142%                            |
|   |  |      |               |               | <b>\$11,768</b>           | <b>\$8,766</b>          | <b>\$11,073</b>          | <b>94%</b>                      |
| 7773  | Billboard Advertising                  | Inc. | MRS           | MCCS          | \$0                       | \$0                     | \$0                      |                                 |
|   |  |      |               |               | <b>\$0</b>                | <b>\$0</b>              | <b>\$0</b>               |                                 |
| <b><u>Const. Sts,Rds,Bridges,Depots</u></b> |  |      |               |               |                           |                         |                          |                                 |
| 020D  | Depreciation (Sch 12)                  | Exp. | MWS           | SFO           | \$1,896,500               | \$1,421,802             | \$1,460,363              | 77%                             |
|   |  |      |               |               | <b>\$1,896,500</b>        | <b>\$1,421,802</b>      | <b>\$1,460,363</b>       | <b>77%</b>                      |
| 7375  | Grant - MRWA Direct                    | Inc. | MWS           | MWS           | -\$151,000                | -\$151,000              | -\$160,600               | 106%                            |
| 7405  | Grant - Regional Road Group (RRG)      | Inc. | MWS           | MWS           | -\$565,600                | \$0                     | -\$227,735               | 40%                             |
| 7435  | Grant - Roads to Recovery (R2R)        | Inc. | MWS           | MWS           | -\$432,594                | -\$216,210              | -\$400,060               | 92%                             |
| 7325  | Grant - Special                        | Inc. | MWS           | MWS           | -\$1,584,000              | \$0                     | \$0                      | 0%                              |
| 7323  | Grant - LR&CIP                         | Inc. | MWS           | MWS           | -\$169,411                | \$0                     | \$0                      | 0%                              |
| 7313  | Private Contributions                  | Inc. | MWS           | MWS           | -\$40,000                 | -\$40,000               | -\$36,364                | 91%                             |
|   |  |      |               |               | <b>-\$2,942,605</b>       | <b>-\$407,210</b>       | <b>-\$824,758</b>        | <b>28%</b>                      |
| <b><u>Mtce Sts,Rds,Bridges,Depots</u></b>   |  |      |               |               |                           |                         |                          |                                 |
| 7632  | Town Streets - Drainage Mtce           | Exp. | MWS           | MWS           | \$15,500                  | \$11,601                | \$10,168                 | 66%                             |
| 7662  | Bridge Maintenance                     | Exp. | MWS           | MWS           | \$85,000                  | \$63,702                | \$57,352                 | 67%                             |
| 7672  | Footpath Maintenance                   | Exp. | MWS           | MWS           | \$10,000                  | \$7,488                 | \$7,517                  | 75%                             |
| 7682  | Lighting of Streets                    | Exp. | MWS           | MCCS          | \$57,600                  | \$43,182                | \$38,981                 | 68%                             |
| 7692  | Depot - Maintenance                    | Exp. | MWS           | MWS           | \$35,200                  | \$26,370                | \$23,286                 | 66%                             |
| 7694  | Depot - Grounds & Nursery Maint        | Exp. | MWS           | SH            | \$8,000                   | \$5,985                 | \$9,161                  | 115%                            |
| 7695  | Depot - OHS Minor Items                | Exp. | MWS           | MWS           | \$1,200                   | \$882                   | \$0                      | 0%                              |
| 7704  | Depot - Cleaning                       | Exp. | MWS           | SH            | \$17,850                  | \$13,374                | \$19,659                 | 110%                            |
| RM01  | Grading                                | Exp. | MWS           | MWS           | \$550,000                 | \$412,317               | \$552,862                | 101%                            |
| RM02  | Grading - Summer                       | Exp. | MWS           | MWS           | \$0                       | \$0                     | \$1,790                  |                                 |
| RM03  | Drainage Maintenance                   | Exp. | MWS           | MWS           | \$130,000                 | \$97,452                | \$243,116                | 187%                            |
| RM04  | Bitumen Patching/Repair                | Exp. | MWS           | MWS           | \$70,000                  | \$52,461                | \$134,229                | 192%                            |
| RM05  | Guide Post & Signage                   | Exp. | MWS           | MWS           | \$45,000                  | \$33,723                | \$42,462                 | 94%                             |
| RM06  | Roadside Spraying                      | Exp. | MWS           | SH            | \$26,500                  | \$19,854                | \$23,442                 | 88%                             |
| RM08  | Rural Limb & Tree Removal - Fallen     | Exp. | MWS           | MWS           | \$55,020                  | \$41,238                | \$75,203                 | 137%                            |
| RM10  | Traffic Counter                        | Exp. | MWS           | MWS           | \$0                       | \$0                     | \$735                    |                                 |
| RM11  | Kerb Maintenance                       | Exp. | MWS           | MWS           | \$3,000                   | \$2,241                 | \$2,791                  | 93%                             |
| RM15  | Trees Rural Major Works                | Exp. | MWS           | MWS           | \$60,000                  | \$44,964                | \$16,811                 | 28%                             |
| RM16  | Townsite - Kojonup Verge Mtce          | Exp. | MWS           | SH            | \$78,000                  | \$58,455                | \$71,728                 | 92%                             |
| RM17  | Townsite Trees - General Mtce          | Exp. | MWS           | SH            | \$15,500                  | \$11,601                | \$9,624                  | 62%                             |
| RM18  | Townsite Trees - Upgrade, Watering Etc | Exp. | MWS           | SH            | \$3,000                   | \$2,241                 | \$764                    | 25%                             |
| RM19  | Townsite Trees - Pruning - Contractor  | Exp. | MWS           | SH            | \$10,000                  | \$7,497                 | \$10,256                 | 103%                            |
| RM20  | Road Accident Recovery                 | Exp. | MWS           | MWS           | \$1,000                   | \$750                   | \$947                    | 95%                             |
| RM22  | Removal of Street Trees                | Exp. | MWS           | SH            | \$12,000                  | \$8,973                 | \$1,396                  | 12%                             |
| RM23  | Townsite Street Sweeping               | Exp. | MWS           | MWS           | \$10,000                  | \$7,497                 | \$5,181                  | 52%                             |
| RM24  | Car Park Line marking                  | Exp. | MWS           | MWS           | \$5,000                   | \$3,744                 | \$0                      | 0%                              |
| 7702  | Admin Cash Reallocated (Road Mtce)     | Exp. | MWS           | MWS           | \$309,030                 | \$231,678               | \$245,011                | 79%                             |
|   |  |      |               |               | <b>\$1,613,400</b>        | <b>\$1,209,270</b>      | <b>\$1,604,473</b>       | <b>99%</b>                      |
| 7605  | Sale of Small Items                    | Inc. | MWS           | MWS           | -\$7,000                  | -\$5,247                | \$0                      |                                 |
| 7683  | Grant - Street Light Subsidy           | Inc. | MWS           | MCCS          | -\$10,000                 | \$0                     | \$0                      | 0%                              |
|   |  |      |               |               | <b>-\$17,000</b>          | <b>-\$5,247</b>         | <b>\$0</b>               | <b>0%</b>                       |



| A/c                                   | Description                         | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|---------------------------------------|-------------------------------------|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>13. ECONOMIC SERVICES</b>          |                                     |      |               |               |                           |                         |                          |                                 |
| <b><u>Building Control</u></b>        |                                     |      |               |               |                           |                         |                          |                                 |
| 8552                                  | Building Admin. Salaries            | Exp. | MRS           | MRS           | \$25,000                  | \$18,738                | \$31,944                 | 128%                            |
| 8572                                  | Building Superannuation             | Exp. | MRS           | MRS           | \$3,000                   | \$2,241                 | \$4,751                  | 158%                            |
| 8602                                  | Other Employee Costs (Bldg)         | Exp. | MRS           | MRS           | \$2,400                   | \$1,791                 | \$2,090                  | 87%                             |
| 8612                                  | Vehicle Operating                   | Exp. | MRS           | MRS           | \$5,000                   | \$3,744                 | \$5,049                  | 101%                            |
| 8622                                  | Building Control Expenses           | Exp. | MRS           | MRS           | \$15,000                  | \$11,241                | \$1,363                  | 9%                              |
| 8672                                  | Admin Realloc Cash (Bldg)           | Exp. | MRS           | MCCS          | \$15,452                  | \$11,583                | \$12,251                 | 79%                             |
| 8682                                  | Admin Realloc Non Cash (Bldg)       | Exp. | MRS           | MCCS          | \$915                     | \$684                   | \$709                    | 77%                             |
|                                       |                                     |      |               |               | <b>\$66,767</b>           | <b>\$50,022</b>         | <b>\$58,157</b>          | <b>87%</b>                      |
| 8653                                  | Building Permit Application Fees    | Inc. | MRS           | MRS           | -\$6,000                  | -\$4,491                | -\$4,666                 | 78%                             |
| 8663                                  | BCITF & BSL Commissions             | Inc. | MRS           | MRS           | -\$250                    | -\$180                  | -\$119                   | 48%                             |
| 8633                                  | Private Pool Inspection Charges     | Inc. | MRS           | MRS           | -\$1,000                  | -\$747                  | -\$935                   |                                 |
|                                       |                                     |      |               |               | <b>-\$7,250</b>           | <b>-\$5,418</b>         | <b>-\$5,720</b>          | <b>79%</b>                      |
| <b><u>Other Economic Services</u></b> |                                     |      |               |               |                           |                         |                          |                                 |
| 014P                                  | Profit/Loss (Sch 13)                | Exp. | MRS           | SFO           | \$0                       | \$0                     | \$0                      |                                 |
| 033D                                  | Depreciation (Sch 13 - Saleyards)   | Exp. | MRS           | SFO           | \$850                     | \$630                   | \$640                    | 75%                             |
| 8011                                  | Wash Down Bay - Repairs             | Exp. | MRS           | MWS           | \$4,000                   | \$2,979                 | \$829                    | 21%                             |
| 8801                                  | Wash Down Bay - Other               | Exp. | MRS           | MWS           | \$100                     | \$72                    | \$0                      | 0%                              |
| 8807                                  | Wash Down Bay - Utilities           | Exp. | MRS           | MWS           | \$10,000                  | \$7,497                 | \$6,714                  | 67%                             |
| 8800                                  | Saleyards - Grounds Maintenance     | Exp. | MRS           | SH            | \$8,000                   | \$5,985                 | \$7,024                  | 88%                             |
| 8802                                  | Saleyards - Other                   | Exp. | MRS           | MWS           | \$30,000                  | \$22,491                | \$215                    | 1%                              |
| 8808                                  | Saleyards - Insurances              | Exp. | MRS           | MCCS          | \$400                     | \$297                   | \$322                    | 81%                             |
|                                       |                                     |      |               |               | <b>\$53,350</b>           | <b>\$39,951</b>         | <b>\$15,745</b>          | <b>30%</b>                      |
| 8013                                  | Wash Down Bay - Fees                | Inc. | MRS           | MCCS          | -\$23,000                 | -\$17,235               | -\$13,071                | 57%                             |
| 8803                                  | Saleyards - Income                  | Inc. | MRS           | MCCS          | \$0                       | \$0                     | \$0                      |                                 |
|                                       |                                     |      |               |               | <b>-\$23,000</b>          | <b>-\$17,235</b>        | <b>-\$13,071</b>         | <b>57%</b>                      |
| <b><u>Rural Services</u></b>          |                                     |      |               |               |                           |                         |                          |                                 |
| 023D                                  | Depreciation (Sch 13)               | Exp. | MRS           | SFO           | \$6,300                   | \$4,716                 | \$4,163                  | 66%                             |
| 8002                                  | Water Standpipes                    | Exp. | MRS           | MWS           | \$33,200                  | \$24,876                | \$33,102                 | 100%                            |
| 8006                                  | Rural Street Addressing             | Exp. | MRS           | MWS           | \$100                     | \$72                    | \$18                     | 18%                             |
|                                       |                                     |      |               |               | <b>\$39,600</b>           | <b>\$29,664</b>         | <b>\$37,283</b>          | <b>94%</b>                      |
| 8003                                  | Water Standpipe Charges             | Inc. | MRS           | MCCS          | -\$50,000                 | -\$24,990               | -\$19,705                | 39%                             |
| 8113                                  | Community Drought Extension Program | Inc. | MRS           | MCCS          | -\$100,000                | -\$100,000              | \$0                      | 0%                              |
|                                       |                                     |      |               |               | <b>-\$150,000</b>         | <b>-\$124,990</b>       | <b>-\$19,705</b>         | <b>13%</b>                      |



| A/c   | Description                            | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|---|--|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>Tourism &amp; Area Promotion - The Kodja Place</b> |  |      |               |               |                           |                         |                          |                                 |
| 013P  | Loss On Sale Of Assets (Sch 13)        | Exp. | CEO           | SFO           | \$0                       | \$0                     | \$0                      |                                 |
| 017A  | Annual Leave Accrual                   | Exp. | CEO           | SFO           | \$0                       | \$0                     | \$0                      |                                 |
| 017L  | Long Service Leave Accrual             | Exp. | CEO           | SFO           | \$0                       | \$0                     | \$0                      |                                 |
| 022D  | Depreciation (Sch 13)                  | Exp. | CEO           | SFO           | \$79,000                  | \$59,220                | \$59,450                 | 75%                             |
| 055D  | Depreciation (Sch 13)                  | Exp. | CEO           | SFO           | \$700                     | \$522                   | \$540                    | 77%                             |
| 8302  | Salaries (TKP)                         | Exp. | CEO           | CEO           | \$18,650                  | \$13,977                | \$57,416                 | 308%                            |
| 8332  | Superannuation (TKP)                   | Exp. | CEO           | CEO           | \$1,685                   | \$1,260                 | \$0                      | 0%                              |
| 8202  | Salaries (Visitors Centre)             | Exp. | CEO           | CEO           | \$72,000                  | \$53,973                | \$27,711                 | 38%                             |
| 8344  | Superannuation (Visitors Centre)       | Exp. | CEO           | CEO           | \$7,200                   | \$5,391                 | \$6,208                  | 86%                             |
| 8212  | Salaries (Story Place / Gallery)       | Exp. | CEO           | CEO           | \$23,000                  | \$17,235                | \$7,796                  | 34%                             |
| 8345  | Superannuation (Story Place / Gallery) | Exp. | CEO           | CEO           | \$2,300                   | \$1,719                 | \$1,415                  | 62%                             |
| 8304  | Traineeship (Story Place/Gallery)      | Exp. | CEO           | CEO           | \$9,600                   | \$7,191                 | \$0                      | 0%                              |
| 8342  | Conferences & Training                 | Exp. | CEO           | CEO           | \$1,000                   | \$747                   | \$0                      | 0%                              |
| 8112  | FBT                                    | Exp. | CEO           | CEO           | \$0                       | \$0                     | \$0                      |                                 |
| 8109  | Story Area (MOSAiC)                    | Exp. | CEO           | CEO           | \$250                     | \$180                   | \$0                      | 0%                              |
| 8367  | Story Area (Digital)                   | Exp. | CEO           | CEO           | \$1,000                   | \$747                   | \$0                      | 0%                              |
| 8110  | Catering                               | Exp. | CEO           | VSO           | \$1,500                   | \$1,116                 | \$98                     | 7%                              |
| 8368  | Activity (Educational)                 | Exp. | CEO           | VSO           | \$200                     | \$144                   | \$0                      | 0%                              |
| 8126  | Insurances - Various                   | Exp. | CEO           | MCCS          | \$13,500                  | \$10,116                | \$13,250                 | 98%                             |
| 8152  | Public Liability Insurance             | Exp. | CEO           | MCCS          | \$8,000                   | \$5,994                 | \$7,500                  | 94%                             |
| 8322  | Employee Insurances (Tourism)          | Exp. | CEO           | MCCS          | \$3,500                   | \$2,619                 | \$4,181                  | 119%                            |
| 8142  | Printing, Stationary & Office Expenses | Exp. | CEO           | VSO           | \$6,500                   | \$4,860                 | \$7,176                  | 110%                            |
| 8162  | Building Maintenance                   | Exp. | CEO           | BMC           | \$9,141                   | \$6,849                 | \$6,997                  | 77%                             |
| 8557  | Building Maintenance (BCC)             | Exp. | CEO           | BMC           | \$2,000                   | \$1,485                 | \$146                    | 7%                              |
| 8164  | Utilities & Communications             | Exp. | CEO           | VSO           | \$30,000                  | \$22,482                | \$11,723                 | 39%                             |
| 8166  | Cleaning                               | Exp. | CEO           | SH            | \$29,100                  | \$21,807                | \$28,097                 | 97%                             |
| 8172  | Grounds Maintenance                    | Exp. | CEO           | SH            | \$50,000                  | \$37,458                | \$60,770                 | 122%                            |
| 8174  | Rose Maze Grounds Maintenance          | Exp. | CEO           | SH            | \$0                       | \$0                     | \$452                    |                                 |
| 8192  | Misc Expenses                          | Exp. | CEO           | VSO           | \$1,750                   | \$1,296                 | \$807                    | 46%                             |
| 8292  | Bike Rack                              | Exp. | CEO           | VSO           | \$2,500                   | \$1,863                 | \$0                      | 0%                              |
| 8358  | Websites                               | Exp. | CEO           | MCCS          | \$20,000                  | \$14,994                | \$21,032                 | 105%                            |
| 8444  | Retail Stock - COGS                    | Exp. | CEO           | VSO           | \$30,000                  | \$22,491                | \$18,845                 | 63%                             |
| 8362  | Vehicle Expenses                       | Exp. | CEO           | CEO           | \$0                       | \$0                     | \$2,574                  |                                 |
| 8364  | Tour Guide Expenses                    | Exp. | CEO           | CEO           | \$0                       | \$0                     | \$912                    |                                 |
| 8394  | Events                                 | Exp. | CEO           | VSO           | \$1,500                   | \$1,116                 | \$1,086                  | 72%                             |
| 8534  | Café Utility Expenses                  | Exp. | CEO           | VSO           | \$0                       | \$0                     | \$0                      |                                 |
| 8412  | Admin Cash Realloc (Tourism)           | Exp. | CEO           | MCCS          | \$135,973                 | \$101,934               | \$107,805                | 79%                             |
| 8422  | Non Cash Admin Realloc (Tourism)       | Exp. | CEO           | MCCS          | \$2,288                   | \$1,710                 | \$1,773                  | 77%                             |
|   |  |      |               |               | <b>\$563,837</b>          | <b>\$422,496</b>        | <b>\$455,760</b>         | <b>81%</b>                      |
| 8205  | Visitor Fees                           | Inc. | CEO           | VSO           | -\$6,000                  | -\$4,491                | -\$3,006                 | 50%                             |
| 8203  | Hire Fees                              | Inc. | CEO           | VSO           | -\$950                    | -\$711                  | -\$1,374                 | 145%                            |
| 8204  | Tour Groups                            | Inc. | CEO           | VSO           | -\$800                    | -\$594                  | -\$218                   | 27%                             |
| 8207  | Activity Fees                          | Inc. | CEO           | VSO           | -\$800                    | -\$594                  | -\$109                   | 14%                             |
| 8213  | Café Lease Fees                        | Inc. | CEO           | VSO           | -\$13,800                 | -\$10,341               | -\$7,141                 | 52%                             |
| 8283  | Donations                              | Inc. | CEO           | VSO           | -\$1,500                  | -\$1,116                | -\$270                   | 18%                             |
| 8243  | Retail Sales                           | Inc. | CEO           | VSO           | -\$45,000                 | -\$33,732               | -\$34,820                | 77%                             |
| 8263  | Sales - Commissions                    | Inc. | CEO           | VSO           | -\$1,500                  | -\$1,116                | -\$1,552                 | 103%                            |
| 8193  | Sundry Income                          | Inc. | CEO           | VSO           | \$0                       | \$0                     | -\$14                    |                                 |
| 8223  | Brochure Racking and Membership Fees   | Inc. | CEO           | VSO           | -\$100                    | -\$72                   | \$0                      | 0%                              |
| 114P  | Profit on Sale of Assets               | Inc. | CEO           | SFO           | \$0                       | \$0                     | \$0                      |                                 |
|   |  |      |               |               | <b>-\$70,450</b>          | <b>-\$52,767</b>        | <b>-\$48,505</b>         | <b>69%</b>                      |
|   | <i>Net Profit/loss The Kodja Place</i> |      |               |               | <b>-\$493,387</b>         | <b>-\$369,729</b>       | <b>-\$407,256</b>        | <b>83%</b>                      |

| A/c   | Description                                  | Type | Resp.<br>Manager | Resp.<br>Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget |
|---|--|------|------------------|------------------|---------------------------|-------------------------|--------------------------|--------------------------|
| <b>Tourism &amp; Area Promotion - Other</b> |  |      |                  |                  |                           |                         |                          |                          |
| 029D  | Depreciation                                 | Exp. | CEO              | SFO              | \$96,000                  | \$71,964                | \$72,261                 | 75%                      |
| 8222  | Salaries (Other T&AP)                        | Exp. | CEO              | CEO              | \$41,000                  | \$30,735                | \$13,032                 | 32%                      |
| 8346  | Superannuation (Other T&AP)                  | Exp. | CEO              | CEO              | \$4,500                   | \$3,366                 | \$3,031                  | 67%                      |
| 8101  | Kojonup Marketing & Promotions               | Exp. | CEO              | CEO              | \$8,000                   | \$5,985                 | \$649                    | 8%                       |
| 8107  | Great Southern Treasures                     | Exp. | CEO              | CEO              | \$11,000                  | \$8,244                 | \$12,100                 | 110%                     |
| 8354  | Subscriptions, Accreditation, etc.           | Exp. | CEO              | VSO              | \$4,000                   | \$2,997                 | \$1,550                  | 39%                      |
| 8414  | Wool Wagon                                   | Exp. | CEO              | BMC              | \$200                     | \$144                   | \$40                     | 20%                      |
| 8374  | Australia Day Breakfast                      | Exp. | CEO              | CDO              | \$1,000                   | \$747                   | \$2,037                  | 204%                     |
| 8371  | EV Charging Station                          | Exp. | CEO              | MCCS             | \$5,000                   | \$3,735                 | \$3,622                  | 72%                      |
| 8402  | Kojonup Tourist Railway Assistance           | Exp. | CEO              | BMC              | \$0                       | \$0                     | \$406                    |                          |
| 8432  | Railway Station Building Maintenance         | Exp. | CEO              | BMC              | \$2,500                   | \$1,854                 | \$293                    | 12%                      |
|   |  |      |                  |                  | <b>\$173,200</b>          | <b>\$129,771</b>        | <b>\$109,022</b>         | <b>63%</b>               |
| 8494  | EV Charging Station                          | Inc. | CEO              | MCCS             | <b>-\$8,000</b>           | <b>-\$5,994</b>         | \$0                      | 0%                       |
|   |  |      |                  |                  | <b>-\$8,000</b>           | <b>-\$5,994</b>         | <b>\$0</b>               | <b>0%</b>                |
| <b>Great Southern Treasures</b>             |  |      |                  |                  |                           |                         |                          |                          |
| 8512  | Brochure Distribution & Storage              | Exp. | CEO              | VSO              | \$5,000                   | \$3,744                 | \$1,867                  | 37%                      |
| 8522  | Brochure Printing                            | Exp. | CEO              | VSO              | \$3,000                   | \$2,241                 | \$855                    | 29%                      |
| 8514  | Annual Memberships                           | Exp. | CEO              | VSO              | \$300                     | \$216                   | \$177                    | 59%                      |
| 8524  | Marketing & Advertising                      | Exp. | CEO              | VSO              | \$10,000                  | \$7,497                 | \$0                      | 0%                       |
| 8544  | Annual Bloom Festival Cash Contribution      | Exp. | CEO              | VSO              | \$5,000                   | \$3,744                 | \$0                      | 0%                       |
| 8574  | Perth Caravan & Camping Show                 | Exp. | CEO              | VSO              | \$5,500                   | \$4,113                 | \$0                      | 0%                       |
| 8584  | Administration (Postage, Catering, Printing) | Exp. | CEO              | VSO              | \$2,000                   | \$1,494                 | \$898                    | 45%                      |
| 8594  | Website Hosting                              | Exp. | CEO              | VSO              | \$800                     | \$594                   | \$311                    | 39%                      |
| 8596  | Data Collection                              | Exp. | CEO              | VSO              | \$3,000                   | \$2,241                 | \$0                      | 0%                       |
| 8586  | Insurance                                    | Exp. | CEO              | VSO              | \$800                     | \$594                   | \$0                      | 0%                       |
| 8576  | Executive Officer                            | Exp. | CEO              | VSO              | \$60,000                  | \$44,982                | \$0                      | 0%                       |
| 8566  | Forward Monies to ASW                        | Exp. | CEO              | VSO              | \$4,000                   | \$2,997                 | \$107,986                |                          |
|   |  |      |                  |                  | <b>\$99,400</b>           | <b>\$74,457</b>         | <b>\$112,094</b>         | <b>113%</b>              |
| 8543  | Income from Member Shires                    | Inc. | CEO              | MCCS             | <b>-\$93,000</b>          | <b>-\$93,000</b>        | <b>-\$93,000</b>         | 100%                     |
| 8553  | Grant Funds                                  | Inc. | CEO              | MCCS             | <b>-\$6,400</b>           | <b>-\$4,797</b>         | <b>-\$14,732</b>         | 230%                     |
|   |  |      |                  |                  | <b>-\$99,400</b>          | <b>-\$97,797</b>        | <b>-\$107,732</b>        | <b>108%</b>              |

| A/c                                      | Description                       | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|--|-----------------------------------|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>14. OTHER PROPERTY &amp; SERVICES</b> |                                   |      |               |               |                           |                         |                          |                                 |
| <b><u>Materials In Store</u></b>         |                                   |      |               |               |                           |                         |                          |                                 |
| 9452                                     | Stock Variance Account            | Exp. | MWS           | MCCS          | \$100                     | \$72                    | \$0                      | 0%                              |
|  |                                   |      |               |               | <b>\$100</b>              | <b>\$72</b>             | <b>\$0</b>               |                                 |
| <b><u>Plant Operation Costs</u></b>      |                                   |      |               |               |                           |                         |                          |                                 |
| 9342                                     | Fuel & Oil                        | Exp. | MWS           | MWS           | \$215,000                 | \$161,181               | \$150,899                | 70%                             |
| 9352                                     | Tyres & Tubes                     | Exp. | MWS           | MWS           | \$15,000                  | \$11,241                | \$1,940                  | 13%                             |
| 9362                                     | Parts, Ext Work & Sundries        | Exp. | MWS           | MWS           | \$96,500                  | \$72,333                | \$66,675                 | 69%                             |
| 9363                                     | Purchase of Tools                 | Exp. | MWS           | MWS           | \$3,000                   | \$2,241                 | \$1,672                  | 56%                             |
| 9372                                     | Wages & Overheads                 | Exp. | MWS           | MWS           | \$180,000                 | \$134,946               | \$121,728                | 68%                             |
| 9382                                     | Vehicles - Insurance              | Exp. | MWS           | MWS           | \$60,000                  | \$44,982                | \$63,244                 | 105%                            |
| 9386                                     | Vehicles - Licences               | Exp. | MWS           | MWS           | \$28,000                  | \$20,988                | \$616                    | 2%                              |
| 112P                                     | Loss On Sale Of Assets (Sch 12)   | Exp. | MWS           | SFO           | \$113,000                 | \$84,708                | \$0                      | 0%                              |
| 9402                                     | Less POC Allocated To W. & S.     | Exp. | MWS           | MWS           | -\$710,500                | -\$532,656              | -\$476,365               | 67%                             |
| 021D                                     | Depreciation (Sch 12)             | Exp. | MWS           | SFO           | \$399,200                 | \$299,277               | \$284,614                | 71%                             |
| 025D                                     | Depreciation W/Back               | Exp. | MWS           | SFO           | -\$399,200                | -\$299,277              | -\$289,370               | 72%                             |
|  |                                   |      |               |               | <b>\$0</b>                | <b>-\$36</b>            | <b>-\$74,347</b>         |                                 |
| 012P                                     | Profit On Sale Of Assets (Sch 12) | Inc. | MWS           | SFO           | -\$29,000                 | \$0                     | -\$5,983                 | 21%                             |
| 9393                                     | Income - Diesel Fuel Rebates      | Inc. | MWS           | SFO           | -\$25,000                 | -\$18,738               | -\$24,870                | 99%                             |
|  |                                   |      |               |               | <b>-\$54,000</b>          | <b>-\$18,738</b>        | <b>-\$30,853</b>         | <b>57%</b>                      |
| <b><u>Private Works</u></b>              |                                   |      |               |               |                           |                         |                          |                                 |
| 9002                                     | Private Works                     | Exp. | MWS           | MWS           | \$5,000                   | \$3,735                 | \$6,433                  | 129%                            |
| 9008                                     | Pte Works-Other Councils-Roads    | Exp. | MWS           | MWS           | \$5,000                   | \$3,744                 | \$0                      | 0%                              |
|  |                                   |      |               |               | <b>\$10,000</b>           | <b>\$7,479</b>          | <b>\$6,433</b>           | <b>64%</b>                      |
| 9003                                     | Private Works Income              | Inc. | MWS           | MWS           | -\$10,000                 | -\$10,000               | \$25                     | 0%                              |
| 9009                                     | Pte Works-Income-Other Councils   | Inc. | MWS           | MWS           | -\$10,000                 | -\$10,000               | \$0                      | 0%                              |
|  |                                   |      |               |               | <b>-\$20,000</b>          | <b>-\$20,000</b>        | <b>\$25</b>              | <b>0%</b>                       |

| A/c                           | Description                          | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|-------------------------------|--------------------------------------|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b>Public Works Overheads</b> |                                      |      |               |               |                           |                         |                          |                                 |
| 021A                          | Annual Leave Accrual                 | Exp. | MWS           | MCCS          | \$0                       | \$0                     | \$0                      |                                 |
| 021L                          | Long Service Leave Accrual           | Exp. | MWS           | MCCS          | \$0                       | \$0                     | \$0                      |                                 |
| 9022                          | Salaries - Supervisors & Assistant   | Exp. | MWS           | MWS           | \$530,000                 | \$397,341               | \$348,512                | 66%                             |
| 9042                          | Superannuation (Supervisors)         | Exp. | MWS           | MWS           | \$19,000                  | \$14,238                | \$17,501                 | 92%                             |
| 9052                          | Conferences & Training (Super)       | Exp. | MWS           | MWS           | \$2,200                   | \$1,638                 | \$0                      | 0%                              |
| 9062                          | Emp Insurances (Supervisors)         | Exp. | MWS           | MWS           | \$1,900                   | \$1,422                 | \$2,090                  | 110%                            |
| 9072                          | Other Staff Expenses (Inc. FBT)      | Exp. | MWS           | SFO           | \$13,000                  | \$9,738                 | \$14,074                 | 108%                            |
| 9502                          | Allowances                           | Exp. | MWS           | MWS           | \$12,000                  | \$8,991                 | \$6,409                  | 53%                             |
| 9082                          | Vehicle Operating                    | Exp. | MWS           | MWS           | \$20,000                  | \$14,985                | \$9,677                  | 48%                             |
| 9081                          | Staff Housing Subsidy                | Exp. | MWS           | MCCS          | \$6,000                   | \$4,491                 | \$1,206                  | 20%                             |
| 9084                          | Consulting Technical                 | Exp. | MWS           | MWS           | \$15,000                  | \$11,232                | \$370                    | 2%                              |
| 9092                          | Office Expenses                      | Exp. | MWS           | MWS           | \$11,000                  | \$8,235                 | \$6,335                  | 58%                             |
| 9094                          | Minor Equipment/Consumables          | Exp. | MWS           | MWS           | \$7,500                   | \$5,616                 | \$5,507                  | 73%                             |
| 9095                          | RAMM Road Inventory                  | Exp. | MWS           | MWS           | \$20,000                  | \$14,994                | \$10,855                 | 54%                             |
| 9101                          | ICT program development for Depot    | Exp. | MWS           | MWS           | \$5,000                   | \$3,744                 | \$0                      | 0%                              |
| 9102                          | Training Exp.                        | Exp. | MWS           | MWS           | \$90,000                  | \$67,464                | \$40,308                 | 45%                             |
| 9112                          | Meetings                             | Exp. | MWS           | MWS           | \$31,000                  | \$23,238                | \$28,970                 | 93%                             |
| 9122                          | Annual Leave                         | Exp. | MWS           | MWS           | \$130,000                 | \$97,461                | \$89,765                 | 69%                             |
| 9132                          | Public Holidays                      | Exp. | MWS           | MWS           | \$84,000                  | \$62,973                | \$41,253                 | 49%                             |
| 9142                          | Sick Leave                           | Exp. | MWS           | MWS           | \$65,000                  | \$48,726                | \$47,643                 | 73%                             |
| 9152                          | Superannuation                       | Exp. | MWS           | MWS           | \$160,000                 | \$119,952               | \$134,686                | 84%                             |
| 9162                          | Workers Comp Insurance               | Exp. | MWS           | MCCS          | \$31,500                  | \$23,607                | \$39,091                 | 124%                            |
| 9172                          | Staff Functions                      | Exp. | MWS           | MWS           | \$2,500                   | \$1,863                 | \$2,894                  | 116%                            |
| 9192                          | Long Service Leave                   | Exp. | MWS           | MWS           | \$40,000                  | \$29,988                | \$21,354                 | 53%                             |
| 9202                          | Safety Equipment & P.P.E.            | Exp. | MWS           | MWS           | \$20,000                  | \$14,985                | \$19,344                 | 97%                             |
| 9262                          | Emp Insurances                       | Exp. | MWS           | MCCS          | \$4,500                   | \$3,366                 | \$4,432                  | 98%                             |
| 9182                          | Insurance on Works                   | Exp. | MWS           | MCCS          | \$5,500                   | \$4,122                 | \$5,746                  | 104%                            |
| 9280                          | Cleaners - Annual Leave              | Exp. | MWS           | MWS           | \$5,500                   | \$4,122                 | \$6,711                  | 122%                            |
| 9281                          | Cleaners - Long Service Leave        | Exp. | MWS           | MWS           | \$3,000                   | \$2,241                 | \$1,151                  | 38%                             |
| 9282                          | Cleaners - Sick Leave                | Exp. | MWS           | MWS           | \$2,000                   | \$1,494                 | \$1,827                  | 91%                             |
| 9284                          | Cleaners - Public Holidays           | Exp. | MWS           | MWS           | \$3,000                   | \$2,241                 | \$1,086                  | 36%                             |
| 9286                          | Cleaners - Superannuation            | Exp. | MWS           | MWS           | \$5,000                   | \$3,744                 | \$2,840                  | 57%                             |
| 9421                          | Small Items (Chainsaws, Mowers, etc) | Exp. | MWS           | MWS           | \$3,000                   | \$2,241                 | \$3,225                  | 108%                            |
| 9302                          | Admin Realloc - Cash (PWO)           | Exp. | MWS           | MCCS          | \$309,030                 | \$231,678               | \$245,011                | 79%                             |
| 9332                          | Admin Non Cash Realloc (PWO)         | Exp. | MWS           | MCCS          | \$48,495                  | \$36,351                | \$37,577                 | 77%                             |
| 9422                          | Sundry Plant - Automatic Recoveries  | Exp. | MWS           | MCCS          | \$29,000                  | \$21,735                | \$16,436                 | 57%                             |
| 9312                          | Less Allocated to Works & Services   | Exp. | MWS           | MWS           | <b>-\$1,734,625</b>       | <b>-\$1,300,446</b>     | <b>-\$1,048,375</b>      | 60%                             |
|                               |                                      |      |               |               | <b>\$0</b>                | <b>-\$189</b>           | <b>\$165,508</b>         |                                 |
| 9543                          | Apprenticeship/Trainee Grant         | Inc. | MWS           | CEO           | <b>-\$24,000</b>          | \$0                     | <b>-\$5,981</b>          |                                 |
| 9323                          | Sundry Income - PWO                  | Inc. | MWS           | MCCS          | <b>-\$1,000</b>           | <b>-\$747</b>           | \$0                      | 0%                              |
|                               |                                      |      |               |               | <b>-\$25,000</b>          | <b>-\$747</b>           | <b>-\$5,981</b>          |                                 |
| <b>Salaries And Wages</b>     |                                      |      |               |               |                           |                         |                          |                                 |
| 9482                          | Salaries & Wages Drawn               | Exp. | MCCS          | MCCS          | \$5,000,000               | \$3,748,500             | \$3,739,348              | 75%                             |
| 9492                          | Workers Comp Allocated               | Exp. | MCCS          | MCCS          | \$15,000                  | \$11,241                | \$17,939                 | 120%                            |
| 9512                          | Salary & Wage Alloc To W. & S.       | Exp. | MCCS          | MCCS          | <b>-\$5,000,000</b>       | <b>-\$3,748,500</b>     | <b>-\$3,687,295</b>      | 74%                             |
|                               |                                      |      |               |               | <b>\$15,000</b>           | <b>\$11,241</b>         | <b>\$69,991</b>          |                                 |
| 9493                          | Workers Compensation Income          | Inc. | MCCS          | MCCS          | <b>-\$15,000</b>          | <b>-\$11,241</b>        | <b>-\$72,079</b>         | 481%                            |
|                               |                                      |      |               |               | <b>-\$15,000</b>          | <b>-\$11,241</b>        | <b>-\$72,079</b>         | 481%                            |

| A/c                                | Description                             | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget |
|------------------------------------|---|------|---------------|---------------|---------------------------|-------------------------|--------------------------|--------------------------|
| <b>Unclassified</b>                |   |      |               |               |                           |                         |                          |                          |
| 015P                               | Profit/Loss (Sch 14)                    | Exp. | MCCS          | SFO           | \$0                       | \$0                     | \$0                      |                          |
| 024D                               | Depreciation (Sch 14)                   | Exp. | MCCS          | SFO           | \$21,900                  | \$16,416                | \$16,394                 | 75%                      |
| 9572                               | Land Survey & Leasing Costs             | Exp. | MCCS          | SAO           | \$20,000                  | \$14,994                | \$655                    | 3%                       |
| 9862                               | Interest - Loans - Council              | Exp. | MCCS          | MCCS          | \$0                       | \$0                     | \$0                      |                          |
| 9682                               | Misc Expenses-Other Property            | Exp. | MCCS          | MCCS          | \$3,000                   | \$2,232                 | \$17,175                 | 572%                     |
|                                    |   |      |               |               | <b>\$44,900</b>           | <b>\$33,642</b>         | <b>\$34,224</b>          | <b>76%</b>               |
| 9625                               | Small Items Insurance Income            | Inc. | MCCS          | MCCS          | -\$2,000                  | -\$1,494                | \$0                      | 0%                       |
| 9626                               | Sundry Income - Other Property          | Inc. | MCCS          | MCCS          | -\$5,000                  | -\$3,744                | -\$26,708                | 534%                     |
| 9627                               | Insurance Premium Refund                | Inc. | MCCS          | MCCS          | -\$15,000                 | \$0                     | -\$5,729                 | 38%                      |
| 9683                               | Lease of Properties (Other)             | Inc. | MCCS          | MCCS          | -\$15,682                 | -\$7,839                | -\$13,302                | 85%                      |
| 9695                               | Recoverable Costs                       | Inc. | MCCS          | MCCS          | -\$1                      | \$0                     | \$2,076                  |                          |
|                                    |   |      |               |               | <b>-\$37,683</b>          | <b>-\$13,077</b>        | <b>-\$43,662</b>         | <b>116%</b>              |
| <b>15. FINANCE &amp; BORROWING</b> |   |      |               |               |                           |                         |                          |                          |
| <b>Finance &amp; Borrowing</b>     |   |      |               |               |                           |                         |                          |                          |
| 9882                               | Loan Guarantee Fee                      | Exp. | MCCS          | MCCS          | \$0                       | \$0                     | \$0                      |                          |
| 9872                               | Interest - Loans - Self Support         | Exp. | MCCS          | MCCS          | \$0                       | \$0                     | \$0                      |                          |
|                                    |   |      |               |               | <b>\$0</b>                | <b>\$0</b>              | <b>\$0</b>               |                          |
| 9873                               | Reimburse - Loan Interest- Bowling Club | Inc. | MCCS          | MCCS          | \$0                       | \$0                     | \$0                      |                          |
|                                    |   |      |               |               | <b>\$0</b>                | <b>\$0</b>              | <b>\$0</b>               |                          |
| <b>GRAND TOTALS</b>                |   |      |               |               | <b>-\$2,196,127</b>       | <b>-\$949,122</b>       | <b>-\$105,904</b>        |                          |

| A/c                      | Description                            | Type | Resp. Manager | Resp. Officer | 2021/2022<br>Total Budget | 2021/2022 YTD<br>Budget | 2021/2022<br>YTD Actuals | % of<br>Annual<br>Budget<br>75% |
|--------------------------|--|------|---------------|---------------|---------------------------|-------------------------|--------------------------|---------------------------------|
| <b><u>SUMMARIES:</u></b> |  |      |               |               |                           |                         |                          |                                 |
| <b>BY DEPARTMENT:</b>    |  |      |               | COUNT         |                           |                         |                          |                                 |
| <b>Revenue</b>           |  |      |               |               |                           |                         |                          |                                 |
|                          | Chief Executive Officer                |      |               | 19            | -\$288,850                | -\$239,772              | -\$234,404               |                                 |
|                          | Manager Corporate & Community Services |      |               | 53            | -\$6,516,087              | -\$6,226,074            | -\$5,286,725             | 81%                             |
|                          | Manager Works & Services               |      |               | 16            | -\$3,109,855              | -\$490,354              | -\$924,809               | 30%                             |
|                          | Manager Regulatory Services            |      |               | 28            | -\$525,550                | -\$393,944              | -\$328,245               | 62%                             |
|                          | Manager Aged Care Services             |      |               | 13            | -\$2,511,000              | -\$1,671,039            | -\$1,887,747             | 75%                             |
|                          |  |      |               | 129           | -\$12,951,342             | -\$9,021,183            | -\$8,661,931             | 67%                             |
| <b>Expenditure</b>       |  |      |               |               |                           |                         |                          |                                 |
|                          | Chief Executive Officer                |      |               | 108           | \$1,748,313               | \$1,310,013             | \$1,313,666              | 75%                             |
|                          | Manager Corporate & Community Services |      |               | 179           | \$1,710,151               | \$1,280,745             | \$1,363,691              | 80%                             |
|                          | Manager Works & Services               |      |               | 105           | \$3,777,344               | \$2,831,142             | \$3,289,291              | 87%                             |
|                          | Manager Regulatory Services            |      |               | 84            | \$949,549                 | \$723,819               | \$724,073                | 76%                             |
|                          | Manager Aged Care Services             |      |               | 51            | \$2,569,858               | \$1,926,342             | \$1,865,306              | 73%                             |
|                          |  |      |               | 527           | \$10,755,214              | \$8,072,061             | \$8,556,027              | 80%                             |
| <b>NET RESULT</b>        |  |      |               |               | <b>\$2,196,127</b>        | <b>\$949,122</b>        | <b>\$105,904</b>         |                                 |

|                                |   |  |  |       |                    |                  |                  |      |
|--------------------------------|---|--|--|-------|--------------------|------------------|------------------|------|
| <b><u>SUMMARIES:</u></b>       |   |  |  |       |                    |                  |                  |      |
| <b>BY RESPONSIBLE OFFICER:</b> |   |  |  | COUNT |                    |                  |                  |      |
| <b>Revenue</b>                 |   |  |  |       |                    |                  |                  |      |
|                                | Chief Executive Officer                     |  |  | 2     | -\$73,950          | -\$37,440        | -\$67,274        |      |
|                                | - Visitor Services Officer                  |  |  | 10    | -\$70,450          | -\$52,767        | -\$48,505        | 69%  |
|                                | Manager Corporate & Community Services      |  |  | 51    | -\$3,172,612       | -\$2,691,143     | -\$1,688,859     | 53%  |
|                                | - Senior Finance Officer                    |  |  | 19    | -\$4,356,225       | -\$4,300,751     | -\$4,319,506     | 99%  |
|                                | - Senior Library Officer                    |  |  | 6     | -\$47,530          | -\$35,613        | -\$30,118        | 63%  |
|                                | - Community Development Officer             |  |  | 6     | -\$20,600          | -\$15,417        | -\$3,979         | 19%  |
|                                | - Sport & Recreation Officer                |  |  | 0     | \$0                | \$0              | \$0              |      |
|                                | - Senior Administration Officer             |  |  | 1     | -\$2,200           | -\$1,647         | \$0              | 0%   |
|                                | Manager Works & Services                    |  |  | 9     | -\$2,969,605       | -\$432,457       | -\$824,733       | 28%  |
|                                | - Senior Horticulturalist                   |  |  | 0     | \$0                | \$0              | \$0              |      |
|                                | Manager Regulatory Services                 |  |  | 11    | -\$81,600          | -\$48,643        | -\$25,699        | 31%  |
|                                | - Ranger / Building Maintenance Coordinator |  |  | 7     | -\$12,570          | -\$9,387         | -\$6,211         | 49%  |
|                                | - Shire Planner                             |  |  | 1     | -\$6,000           | -\$4,491         | -\$7,705         | 128% |
|                                | Manager Aged Care Services                  |  |  | 6     | -\$2,138,000       | -\$1,391,427     | -\$1,639,341     | 77%  |
|                                |   |  |  | 129   | -\$12,951,342      | -\$9,021,183     | -\$8,661,931     | 67%  |
| <b>Expenditure</b>             |   |  |  |       |                    |                  |                  |      |
|                                | Chief Executive Officer                     |  |  | 41    | \$325,695          | \$243,990        | \$244,434        | 75%  |
|                                | - Visitor Services Officer                  |  |  | 23    | \$178,350          | \$133,569        | \$153,380        | 86%  |
|                                | Manager Corporate & Community Services      |  |  | 136   | \$2,108,138        | \$1,579,896      | \$1,712,209      | 81%  |
|                                | - Senior Finance Officer                    |  |  | 55    | \$3,317,837        | \$2,487,177      | \$2,452,871      | 74%  |
|                                | - Senior Library Officer                    |  |  | 7     | \$26,100           | \$19,530         | \$12,663         | 49%  |
|                                | - Community Development Officer             |  |  | 9     | \$21,022           | \$15,705         | \$6,952          | 33%  |
|                                | - Sport & Recreation Officer                |  |  | 7     | \$58,200           | \$43,587         | \$30,727         | 53%  |
|                                | - Senior Administration Officer             |  |  | 3     | \$38,000           | \$28,476         | \$8,843          | 23%  |
|                                | Manager Works & Services                    |  |  | 69    | \$995,745          | \$745,995        | \$1,250,846      | 126% |
|                                | - Senior Horticulturalist                   |  |  | 65    | \$761,650          | \$570,078        | \$635,404        | 83%  |
|                                | - Natural Resource Management Officer       |  |  | 9     | \$142,150          | \$106,524        | \$40,447         | 28%  |
|                                | Manager Regulatory Services                 |  |  | 26    | \$515,800          | \$399,018        | \$406,311        | 79%  |
|                                | - Building Maintenance Coordinator          |  |  | 45    | \$194,311          | \$145,152        | \$146,843        | 76%  |
|                                | - Shire Planner                             |  |  | 3     | \$59,916           | \$44,901         | \$28,253         | 47%  |
|                                | Manager Aged Care Services                  |  |  | 29    | \$2,012,300        | \$1,508,463      | \$1,425,845      | 71%  |
|                                |   |  |  | 527   | \$10,755,214       | \$8,072,061      | \$8,556,027      | 80%  |
| <b>NET RESULT</b>              |   |  |  |       | <b>\$2,196,127</b> | <b>\$949,122</b> | <b>\$105,904</b> |      |

**SHIRE OF KOJONUP**  
**MONTHLY FINANCIAL STATEMENTS**  
For the period ending 31 March 2022

**9. PLANT REPLACEMENT DETAILS (& Asset Disposals)**

|   |     | PURCHASE PRICE      |                   | TRADE-IN AMOUNT   |                  | PLANT REPLACEMENT NET COST |                  |                       |
|---|-----|---------------------|-------------------|-------------------|------------------|----------------------------|------------------|-----------------------|
|   |     | Budget              | Actual            | Budget            | Actual           | Budget                     | Actual           | Surplus/<br>(Deficit) |
| <b>By Program</b>                         |     |                     |                   |                   |                  |                            |                  |                       |
| <b>Governance</b>                         |     |                     |                   |                   |                  |                            |                  |                       |
| Holden Caprice - 2KO - CEO                | P&E | \$ 80,000           | \$ 77,498         | \$ 20,000         | \$ 35,455        | \$ 60,000                  | \$ 42,043        | \$ 17,957             |
| Mitsubishi Pajero - 1KO - Shire President | P&E | \$ 60,000           |                   | \$ 25,000         |                  | \$ 35,000                  | \$ -             | \$ 35,000             |
| Holden Equinox - MRS                      | P&E | \$ 50,075           | \$ 49,750         | \$ 19,000         | \$ 17,477        | \$ 31,075                  | \$ 32,273        | \$ (1,198)            |
|   |     | <b>\$ 190,075</b>   | <b>\$ 127,248</b> | <b>\$ 64,000</b>  | <b>\$ 52,932</b> | <b>\$ 126,075</b>          | <b>\$ 74,316</b> |                       |
| <b>Law, Order &amp; Public Safety</b>     |     |                     |                   |                   |                  |                            |                  |                       |
| Nil                                       | P&E |                     |                   |                   |                  |                            |                  |                       |
|   |     | \$ -                | \$ -              | \$ -              | \$ -             | \$ -                       | \$ -             |                       |
| <b>Housing</b>                            |     |                     |                   |                   |                  |                            |                  |                       |
| Holden Equinox - MSHL                     | P&E | \$ 45,000           |                   | \$ 19,000         |                  | \$ 26,000                  | \$ -             | \$ 26,000             |
| KIA Carnival                              | P&E | \$ 90,000           |                   | \$ 2,000          |                  | \$ 88,000                  | \$ -             | \$ 88,000             |
|   |     | <b>\$ 135,000</b>   | <b>\$ -</b>       | <b>\$ 21,000</b>  | <b>\$ -</b>      | <b>\$ 114,000</b>          | <b>\$ -</b>      |                       |
| <b>Recreation &amp; Culture</b>           |     |                     |                   |                   |                  |                            |                  |                       |
| Netball Transportable Club House          | L&B |                     |                   |                   | \$ 5,455         |                            | \$ (5,455)       | \$ 5,455              |
|   |     | \$ -                | \$ -              | \$ -              | \$ 5,455         | \$ -                       | \$ (5,455)       |                       |
| <b>Other Property &amp; Services</b>      |     |                     |                   |                   |                  |                            |                  |                       |
| Holden Colorado - Mechanic                | P&E | \$ 54,000           |                   | \$ 38,000         |                  | \$ 16,000                  | \$ -             | \$ 16,000             |
| Hilux Dual Cab - Grader                   | P&E | \$ 50,000           |                   | \$ 30,000         |                  | \$ 20,000                  | \$ -             | \$ 20,000             |
| Holden Colorado - SH                      | P&E | \$ 50,000           |                   | \$ 29,000         |                  | \$ 21,000                  | \$ -             | \$ 21,000             |
| Hino Tip Truck - Patching                 | P&E | \$ 70,000           | \$ 1,021          | \$ 15,000         |                  | \$ 55,000                  | \$ 1,021         | \$ 53,979             |
| Caterpillar Grader - 12MT                 | P&E | \$ 370,000          |                   | \$ 100,000        |                  | \$ 270,000                 | \$ -             | \$ 270,000            |
| John Deere Mower                          | P&E | \$ 51,000           |                   | \$ 7,000          |                  | \$ 44,000                  | \$ -             | \$ 44,000             |
| New Holland Tractor                       | P&E | \$ 90,000           |                   | \$ 15,000         |                  | \$ 75,000                  | \$ -             | \$ 75,000             |
| Reverse Fans for Graders                  | P&E | \$ 20,000           | \$ 15,947         |                   |                  | \$ 20,000                  | \$ 15,947        | \$ 4,053              |
|   |     | <b>\$ 755,000</b>   | <b>\$ 16,968</b>  | <b>\$ 234,000</b> | <b>\$ -</b>      | <b>\$ 521,000</b>          | <b>\$ 16,968</b> |                       |
| <b>Total</b>                              |     | <b>\$ 1,080,075</b> | <b>\$ 144,216</b> | <b>\$ 319,000</b> | <b>\$ 58,386</b> | <b>\$ 761,075</b>          | <b>\$ 85,830</b> | <b>\$ 675,245</b>     |
| <b>By Class</b>                           |     |                     |                   |                   |                  |                            |                  |                       |
| Land & Buildings                          |     | \$ -                | \$ -              | \$ -              | \$ 5,455         | \$ -                       | \$ (5,455)       | \$ 5,455              |
| Plant & Equipment                         |     | \$ 1,080,075        | \$ 144,216        | \$ 319,000        | \$ 52,932        | \$ 761,075                 | \$ 91,284        | \$ 669,791            |
| <b>Total</b>                              |     | <b>\$ 1,080,075</b> | <b>\$ 144,216</b> | <b>\$ 319,000</b> | <b>\$ 58,386</b> | <b>\$ 761,075</b>          | <b>\$ 85,830</b> | <b>\$ 675,245</b>     |

Net Transfer to/(from) Reserve Account: \$ (179,279) \$ -

12 year Average as per Plant Replacement Program: \$ 581,796 \$ 85,830 \$ (495,966)  
\$ 581,800 \$ 581,800 \$ 495,966



**SHIRE OF KOJONUP**  
**MONTHLY FINANCIAL STATEMENTS**  
For the period ending 31 March 2022

**10. CAPITAL GRANTS & RESTRICTED CASH**

**Incorporating Summary of Restricted Cash:**

|  | Opening<br>Balance - 1<br>July 2020 | Budgeted<br>Non-<br>Operating<br>Grants | Actual Non-<br>Operating<br>Grants | LESS Funds<br>Utilised | Closing<br>Balance<br>(Restricted<br>Cash) |
|--|-------------------------------------|---|------------------------------------|------------------------|--|
| <b>Grants and Subsidies - Non-Operating:</b> |                                     |   |                                    |                        |  |
| <b>Education &amp; Welfare</b>               |                                     |   |                                    |                        |  |
| Grant - Playgroup/Toy Library Shade          | \$ -                                | \$ 6,750                                | \$ -                               | \$ -                   | \$ -                                       |
| <b>Housing</b>                               |                                     |   |                                    |                        |  |
| Grant - ACAR                                 | \$ -                                | \$ 282,000                              | \$ 230,645                         | \$ -                   | \$ 230,645                                 |
| <b>Recreation &amp; Culture</b>              |                                     |   |                                    |                        |  |
| LotteryWest (Playground/Gym/Shade)           | \$ -                                | \$ 413,707                              | \$ -                               | \$ -                   | \$ -                                       |
| CSRFF Grant (Netball Courts)                 | \$ -                                | \$ 367,795                              | \$ -                               | \$ -                   | \$ -                                       |
| Community Drought (Netball)                  | \$ -                                | \$ 250,000                              | \$ 200,000                         | \$ (200,000)           | \$ -                                       |
| Grant - Trails                               | \$ -                                | \$ 20,000                               | \$ -                               | \$ -                   | \$ -                                       |
| Grant - RLCIP (Harrison Place)               | \$ 29,762                           | \$ 197,625                              | \$ -                               | \$ (29,762)            | \$ -                                       |
| Grant - RLCIP ( Memorial Hall)               | \$ 16,518                           | \$ -                                    | \$ -                               | \$ (16,518)            | \$ -                                       |
| <b>Transport</b>                             |                                     |   |                                    |                        |  |
| Grant - MRWA Direct                          | \$ -                                | \$ 151,000                              | \$ 160,600                         | \$ (160,600)           | \$ -                                       |
| Grant - Regional Road Group (RRG)            |                                     |   |                                    |                        |  |
| - Reconstruct - Kojonup-Frankland Rd         | \$ 15,119                           | \$ 56,000                               | \$ -                               | \$ (15,119)            | \$ -                                       |
| - Widening - Shamrock Rd                     | \$ -                                | \$ 300,000                              | \$ 120,000                         | \$ (86,314)            | \$ 33,686                                  |
| - Widening - Shamrock Rd                     | \$ -                                | \$ 40,000                               | \$ 16,000                          | \$ (16,000)            | \$ -                                       |
| - Widening - Broomehill Kojonup Rd           | \$ 6,795                            | \$ 80,000                               | \$ 32,000                          | \$ (2,057)             | \$ 36,738                                  |
| - Bitumen Reseal - Kojonup Darkan Rd         | \$ -                                | \$ 44,800                               | \$ 29,867                          | \$ (29,867)            | \$ -                                       |
| - Bitumen Reseal - Broomehill Kojonup Rd     | \$ 5,437                            | \$ 44,800                               | \$ 29,867                          | \$ (18,515)            | \$ 16,789                                  |
| Grant - Roads to Recovery (R2R)              | \$ -                                | \$ 432,594                              | \$ 400,060                         | \$ (400,060)           | \$ -                                       |
| Grant - Special                              | \$ -                                | \$ 1,584,000                            | \$ -                               | \$ -                   | \$ -                                       |
| Grant - RLCIP                                | \$ -                                | \$ 169,411                              | \$ -                               | \$ -                   | \$ -                                       |
| <b>Economic Services</b>                     |                                     |   |                                    |                        |  |
| Community Drought Extension Program          | \$ 17,635                           | \$ 100,000                              | \$ -                               | \$ (17,635)            | \$ -                                       |
| <b>Unspent Loan Funds:</b>                   |                                     |   |                                    |                        |  |
| Oval Lighting - Loan 142                     | \$ 132,483                          | \$ -                                    | \$ -                               | \$ (132,483)           | \$ -                                       |
|  | <b>\$ 223,749</b>                   | <b>\$ 4,540,482</b>                     | <b>\$ 1,219,040</b>                | <b>\$ (1,124,930)</b>  | <b>\$ 317,859</b>                          |

**SHIRE OF KOJONUP**  
**MONTHLY FINANCIAL STATEMENTS**  
For the period ending 31 March 2022

**10. BUDGET AMENDMENTS**

Amendments to the original budget since budget adoption.

| GL Code | Description                                 | Council Resolution | Classification           | Non Cash Adjustment | Increase in Available Cash | Decrease in Available Cash | Amended Budget Running Balance |
|---------|---|--------------------|--------------------------|---------------------|----------------------------|----------------------------|--------------------------------|
| n/a     | Budget Adoption                             | 27-Jul-21          | Opening Surplus(Deficit) |                     |                            |                            | \$ -                           |
| C411    | Sporting Complex - Playground & Outdoor Gym | 27-Jul-21          | Capital Expenses         |                     |                            | \$ (132,311)               | \$ (132,311)                   |
| n/a     | Opening Balance                             | 27-Jul-21          | Opening Surplus(Deficit) |                     | \$ 88,860                  |                            | \$ (43,451)                    |
| 087B    | Sporting Facility Reserve Account           | 27-Jul-21          | Capital Revenue          |                     | \$ 18,300                  |                            | \$ (25,151)                    |
| 5090    | Liquid Waste Pond Maintenance               | 14-Dec-21          | Operating Expenses       |                     | \$ 8,000                   |                            | \$ (17,151)                    |
| 2372    | Brigade Expenses                            | 14-Dec-21          | Operating Expenses       |                     |                            | \$ 8,000                   | \$ (9,151)                     |
|         |   |                    |                          | \$ -                | \$ 115,160                 | \$ (124,311)               |                                |



## MONTHLY FINANCIAL STATEMENTS

For the period ending 30 April 2022

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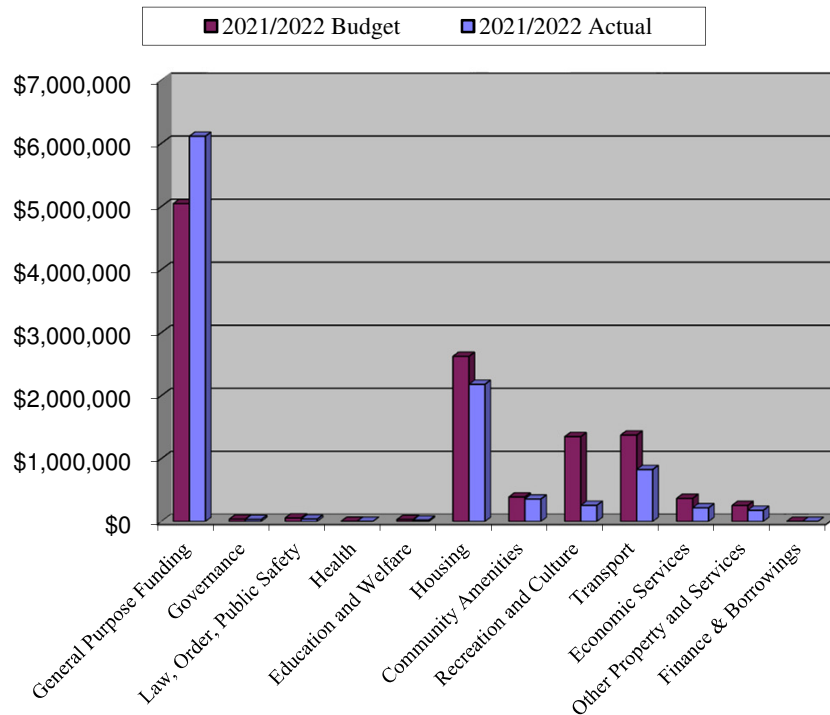
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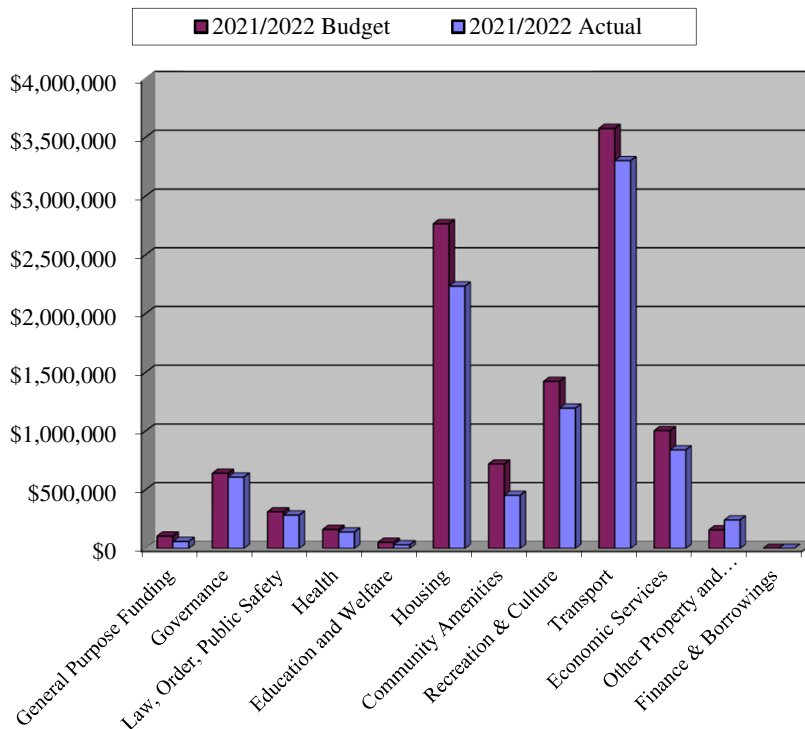
Manager Corporate &  
Community Services

**SHIRE OF KOJONUP**  
**EXECUTIVE SUMMARY**  
For the period ending 30 April 2022

### Operating Revenue (by Program)

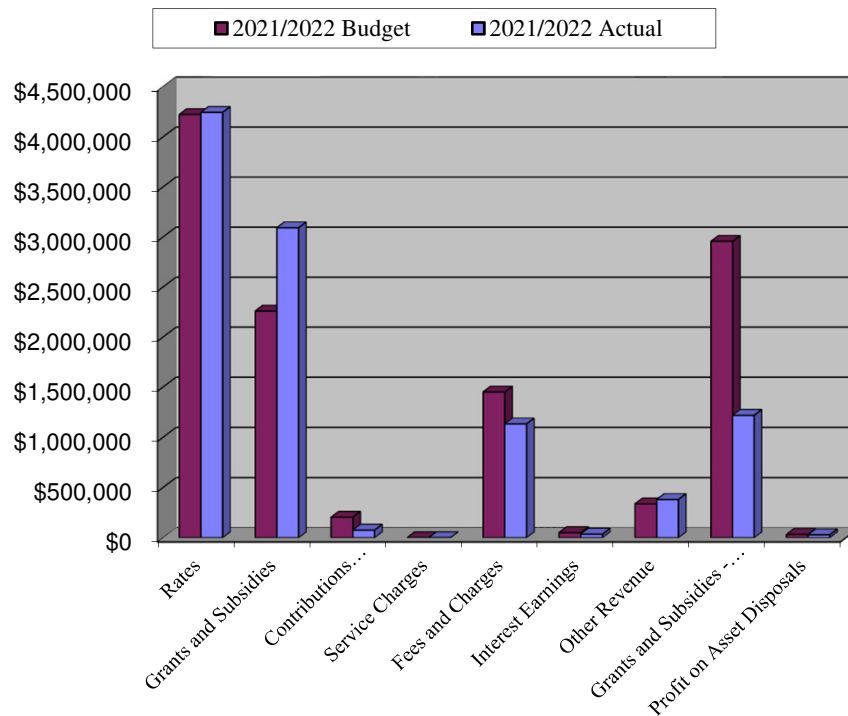


### Operating Expenditure (by Program)

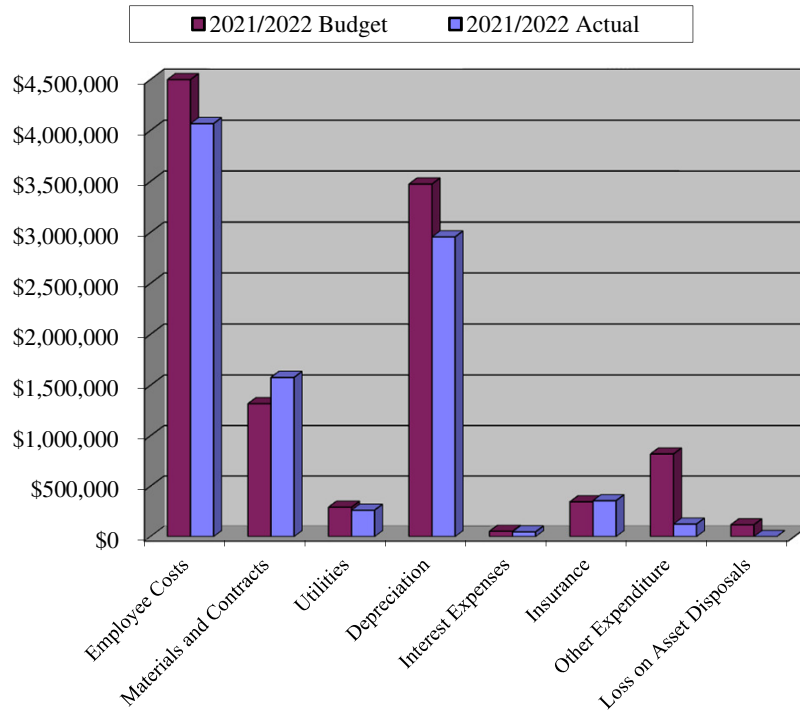


**SHIRE OF KOJONUP**  
**EXECUTIVE SUMMARY**  
For the period ending 30 April 2022

**Operating Revenue (by Nature/Type)**

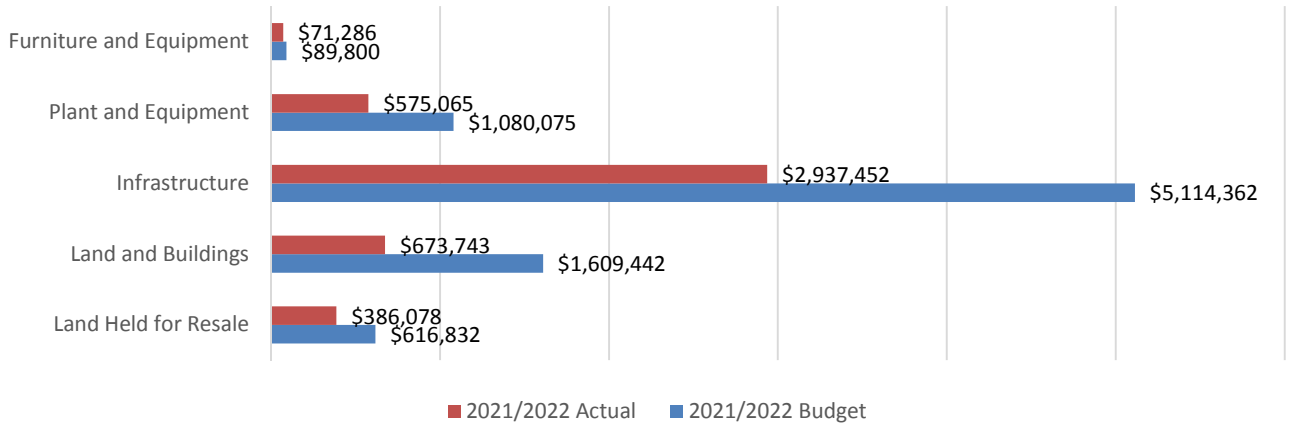


**Operating Expenditure (by Nature / Type)**

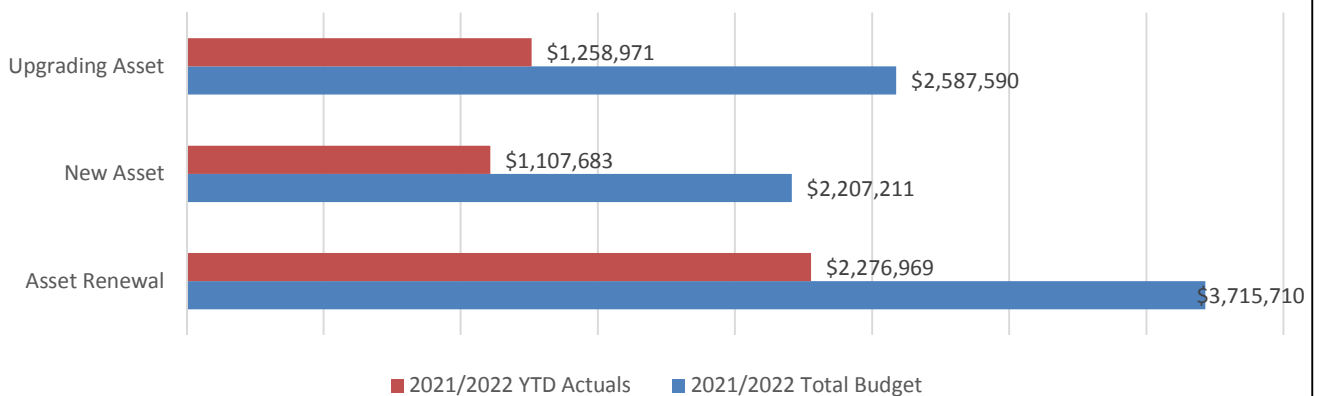


**SHIRE OF KOJONUP**  
**EXECUTIVE SUMMARY**  
**For the period ending 30 April 2022**

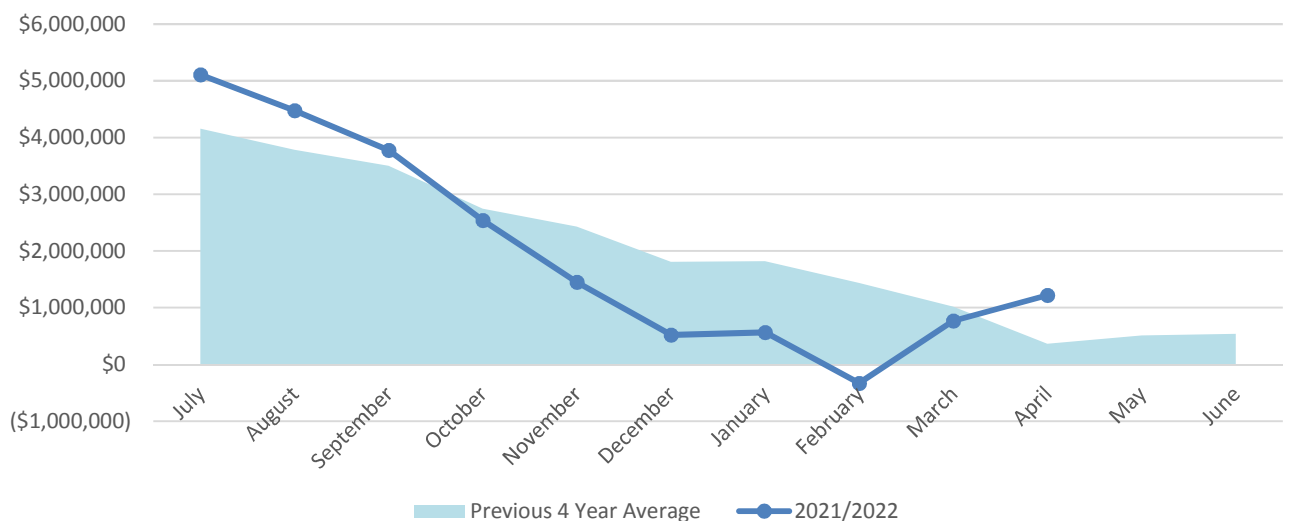
**Capital Expenditure - By Asset Class**



**Capital Expenditure - By Asset Investment Type**



**Closing Position - Surplus or (Deficit)**



**SHIRE OF KOJONUP**  
**Statement of Comprehensive Income - by Program**  
**For the period ending 30 April 2022**

| More<br>Info<br>Page #        | 2021/2022<br>Budget<br>\$ | 2021/2022<br>YTD Budget<br>\$ | 2021/2022<br>Actual<br>\$ | Variance  |
|-------------------------------|---------------------------|-------------------------------|---------------------------|-----------|
| <b>1(a) SOCI - BY PROGRAM</b> |                           |                               |                           |           |
| <b>Operating Revenue</b>      |                           |                               |                           |           |
| General Purpose Funding       | (\$5,042,902)             | (\$4,905,967)                 | (\$6,111,246)             | 25%       |
| Governance                    | (\$36,450)                | (\$30,340)                    | (\$31,947)                | 5%        |
| Law, Order, Public Safety     | (\$55,970)                | (\$42,430)                    | (\$37,673)                | -11%      |
| Health                        | (\$2,100)                 | (\$1,740)                     | (\$742)                   | -57%      |
| Education and Welfare         | (\$29,850)                | (\$24,860)                    | (\$21,413)                | -14%      |
| Housing                       | (\$2,621,000)             | (\$2,042,359)                 | (\$2,177,954)             | 7%        |
| Community Amenities           | (\$388,180)               | (\$323,290)                   | (\$355,932)               | 10%       |
| Recreation and Culture        | (\$1,346,807)             | (\$1,312,244)                 | (\$255,583)               | -81%      |
| Transport                     | (\$1,371,969)             | (\$720,463)                   | (\$824,758)               | 14%       |
| Economic Services             | (\$366,432)               | (\$329,070)                   | (\$216,664)               | -34%      |
| Other Property and Services   | (\$253,683)               | (\$178,104)                   | (\$177,283)               | 0%        |
| Finance & Borrowings          | \$0                       | \$0                           | \$0                       |           |
|                               | <b>(\$11,515,343)</b>     | <b>(\$9,910,867)</b>          | <b>(\$10,211,195)</b>     | <b>3%</b> |
| <b>Operating Expenditure</b>  |                           |                               |                           |           |
| General Purpose Funding       | \$105,699                 | \$88,000                      | \$59,355                  | -33%      |
| Governance                    | \$640,940                 | \$533,660                     | \$608,521                 | 14%       |
| Law, Order, Public Safety     | \$312,228                 | \$268,260                     | \$283,979                 | 6%        |
| Health                        | \$162,015                 | \$134,880                     | \$140,601                 | 4%        |
| Education and Welfare         | \$52,062                  | \$43,250                      | \$31,156                  | -28%      |
| Housing                       | \$2,765,003               | \$2,303,470                   | \$2,234,860               | -3%       |
| Community Amenities           | \$719,283                 | \$598,750                     | \$453,219                 | -24%      |
| Recreation & Culture          | \$1,423,989               | \$1,185,160                   | \$1,195,481               | 1%        |
| Transport                     | \$3,576,668               | \$2,978,983                   | \$3,301,901               | 11%       |
| Economic Services             | \$1,004,585               | \$836,640                     | \$840,275                 | 0%        |
| Other Property and Services   | \$158,232                 | \$131,550                     | \$243,044                 | 85%       |
| Finance & Borrowings          | \$0                       | \$0                           | \$0                       |           |
|                               | <b>\$10,920,705</b>       | <b>\$9,102,603</b>            | <b>\$9,392,394</b>        | <b>3%</b> |
| <b>Net Result</b>             | <b>\$594,637</b>          | <b>\$808,263</b>              | <b>\$818,801</b>          |           |

**"Traffic Lights" Colour Coding:**

For the purposes of identifying "material variances" under Local Government (Financial Management) Regulation 34, the Council has defined a formula in Council Policy 2.1.6 (see also Variance Report in these Statements).

To simplify this reporting, a traffic light system is used in the variance column of the Statement of Comprehensive Income and the Rate Setting Statement, as follows:

**Revenue:**

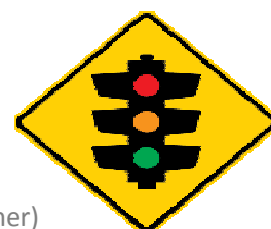
Green = Actual Revenue is greater than Year-to-Date budgeted revenue

Red = Variance between Actual Revenue and Year-to-Date budget is greater than 10% (lower)

**Expenditure:**

Green = Actual Expenditure is less than Year-to-Date budgeted expenditure

Red = Variance between Actual Expenditure and Year-to-Date budget is greater than 10% (higher)





**SHIRE OF KOJONUP**  
**Statement of Comprehensive Income - by Nature & Type**  
**For the period ending 30 April 2022**

**1(b) SOCI - BY NATURE & TYPE**

|  | More<br>Info<br>Page # | 2021/2022<br>Budget<br>\$ | 2021/2022<br>YTD Budget<br>\$ | 2021/2022<br>Actual<br>\$ | Variance |
|--|------------------------|---------------------------|-------------------------------|---------------------------|----------|
| <b>Revenues from Ordinary Activities</b> |                        |                           |                               |                           |          |
| Rates                                    | 16                     | (\$4,223,477)             | (\$4,223,477)                 | (\$4,244,771)             | 1%       |
| Grants and Subsidies                     |                        | (\$2,259,627)             | \$ (1,883,023)                | (\$3,092,382)             | 64%      |
| Contributions Reimbursements & Donations |                        | (\$204,464)               | \$ (170,387)                  | (\$76,207)                | -55%     |
| Service Charges                          |                        | \$0                       | \$ -                          | \$0                       |          |
| Fees and Charges                         |                        | (\$1,450,662)             | \$ (1,208,885)                | (\$1,133,259)             | -6%      |
| Interest Earnings                        |                        | (\$50,848)                | \$ (42,373)                   | (\$35,748)                | -16%     |
| Other Revenue                            |                        | (\$336,783)               | \$ (280,653)                  | (\$380,551)               | 36%      |
|  |                        | <u>(\$8,525,861)</u>      | <u>(\$7,808,797)</u>          | <u>(\$8,962,918)</u>      |          |
| <b>Expenses from Ordinary Activities</b> |                        |                           |                               |                           |          |
| Employee Costs                           |                        | \$4,499,646               | \$ 3,749,705                  | \$4,067,962               | 8%       |
| Materials and Contracts                  |                        | \$1,318,380               | \$ 1,098,650                  | \$1,577,824               | 44%      |
| Utilities                                |                        | \$291,950                 | \$ 243,292                    | \$262,107                 | 8%       |
| Depreciation                             |                        | \$3,475,062               | \$ 2,895,885                  | \$2,956,308               | 2%       |
| Interest Expenses                        |                        | \$53,048                  | \$ 44,207                     | \$47,111                  | 7%       |
| Insurance                                |                        | \$345,471                 | \$ 287,893                    | \$356,411                 | 24%      |
| Other Expenditure                        |                        | \$819,648                 | \$ 683,040                    | \$124,673                 | -82%     |
|  |                        | <u>\$10,803,205</u>       | <u>\$9,002,671</u>            | <u>\$9,392,394</u>        |          |
| <b>Sub-Total</b>                         |                        | <u>\$2,277,345</u>        | <u>\$1,193,875</u>            | <u>\$429,476</u>          |          |
| Grants and Subsidies - non-operating     |                        | (\$2,956,482)             | \$ (2,463,735)                | (\$1,219,040)             | -51%     |
| Profit on Asset Disposals                |                        | (\$33,000)                | \$ (27,500)                   | (\$29,238)                | 6%       |
| Loss on Asset Disposals                  |                        | \$117,500                 | \$ 97,917                     | \$0                       | -100%    |
| <b>NET RESULT</b>                        |                        | <u><b>(\$594,637)</b></u> | <u><b>(\$1,199,444)</b></u>   | <u><b>(\$818,801)</b></u> |          |

**SHIRE OF KOJONUP**  
**Rate Setting Statement**  
**For the period ending 30 April 2022**

**1(c) RATE SETTING STATEMENT**

|   | More<br>Info<br>Page # | 2021/2022<br>Budget  | 2021/2022<br>YTD Budget | 2021/2022<br>Actual  | Variance |
|---|------------------------|----------------------|-------------------------|----------------------|----------|
| <b>Net Result from Operations:</b>            |                        | <b>\$594,637</b>     | <b>\$808,263</b>        | <b>\$818,801</b>     |          |
| Less Non-Operating Grants                     |                        | (\$2,956,482)        | (\$2,463,735)           | (\$1,219,040)        |          |
| <b>Non Cash Items Written Back</b>            |                        |                      |                         |                      |          |
| (Profit)/Loss on Asset Disposals              |                        | \$84,500             | \$84,861                | (\$29,238)           | -134%    |
| (Increase)/decrease in Deferred Rates         |                        | \$0                  | \$0                     | \$0                  |          |
| Increase/(decrease) in Accrued Expenses       |                        | \$0                  | \$0                     | (\$640)              |          |
| Change in Provision for Doubtful Debts        |                        | \$2,000              | \$0                     | \$0                  |          |
| Change in Accrued Leave & Interest Provisions |                        | \$0                  | \$0                     | \$0                  |          |
| Depreciation on Assets                        |                        | \$3,475,062          | \$2,894,610             | \$2,956,308          | 2%       |
| <b>CASH PROVIDED BY OPERATIONS</b>            |                        | <b>\$1,199,717</b>   | <b>\$1,323,999</b>      | <b>\$2,526,192</b>   |          |
| <b>CAPITAL INVESTMENT</b>                     |                        |                      |                         |                      |          |
| <b>Capital Revenue</b>                        |                        |                      |                         |                      |          |
| Non-Operating Grants                          |                        | \$2,956,482          | \$2,463,735             | \$1,219,040          |          |
| Proceeds from Disposal of Assets              | 36                     | \$319,000            | \$265,833               | \$201,250            | -24%     |
|   |                        | <b>\$3,275,482</b>   | <b>\$2,729,568</b>      | <b>\$1,420,290</b>   |          |
| <b>Capital Expenditure</b>                    |                        |                      |                         |                      |          |
| Land Held for Resale                          | 11-12                  | \$616,832            | \$514,027               | \$386,078            | -25%     |
| Land and Buildings                            | 11-12                  | \$1,609,442          | \$1,341,202             | \$673,743            | -50%     |
| Infrastructure                                | 11-12                  | \$5,114,362          | \$4,261,968             | \$2,937,452          | -31%     |
| Plant and Equipment                           | 11-12                  | \$1,080,075          | \$900,063               | \$575,065            | -36%     |
| Furniture and Equipment                       | 11-12                  | \$89,800             | \$74,833                | \$71,286             | -5%      |
|   |                        | <b>\$8,510,511</b>   | <b>\$7,092,093</b>      | <b>\$4,643,624</b>   | -35%     |
| <b>CASH REQUIRED FOR CAPITAL INVESTMENT</b>   |                        | <b>(\$5,235,029)</b> | <b>(\$4,362,524)</b>    | <b>(\$3,223,334)</b> |          |
| <b>FINANCING ACTIVITIES</b>                   |                        |                      |                         |                      |          |
| <b>Loans</b>                                  |                        |                      |                         |                      |          |
| Repayment of Debentures                       | 17                     | \$254,654            | \$212,212               | \$241,953            | 14%      |
| Proceeds from New Debentures                  | 17                     | (\$2,786,833)        | (\$2,322,361)           | (\$1,500,000)        | -35%     |
| Self-Supporting Loan Principal Income         | 17                     | \$0                  | \$0                     | \$0                  |          |
| <b>Fund Transfers</b>                         |                        |                      |                         |                      |          |
| Transfers to Reserves                         | 13                     | \$1,013,515          | \$844,596               | \$1,211,277          | 43%      |
| Transfers from Reserves                       | 13                     | (\$1,290,907)        | (\$1,075,756)           | (\$782,145)          | -27%     |
| Transfer from Springhaven Reserve             | 13                     | \$0                  | \$0                     | \$782,145            |          |
| Transfer to Springhaven Reserve               | 13                     | \$0                  | \$0                     | (\$930,000)          |          |
| Transfer from Restricted Monies               | 37                     | (\$223,749)          | (\$186,458)             | (\$1,160,640)        |          |
| Transfer to Restricted Monies                 | 37                     | \$0                  | \$0                     | \$1,219,040          |          |
| <b>CASH PROVIDED BY FINANCING ACTIVITIES</b>  |                        | <b>\$3,033,320</b>   | <b>\$2,527,767</b>      | <b>\$918,370</b>     |          |
| <b>SUMMARY:</b>                               |                        |                      |                         |                      |          |
| <b>SURPLUS/(DEFICIT) 1st JULY</b>             |                        | \$1,001,992          |                         | \$1,001,992          |          |
| Cash Provided by Operations                   |                        | \$1,199,717          |                         | \$2,526,192          |          |
| Cash Required for Capital Investment          |                        | (\$5,235,029)        |                         | (\$3,223,334)        |          |
| Cash Provided through Financing Activities    |                        | \$3,033,320          |                         | \$918,370            |          |
| <b>CLOSING SURPLUS OR (DEFICIT)</b>           | 7                      | <b>\$0</b>           |                         | <b>\$1,223,220</b>   |          |

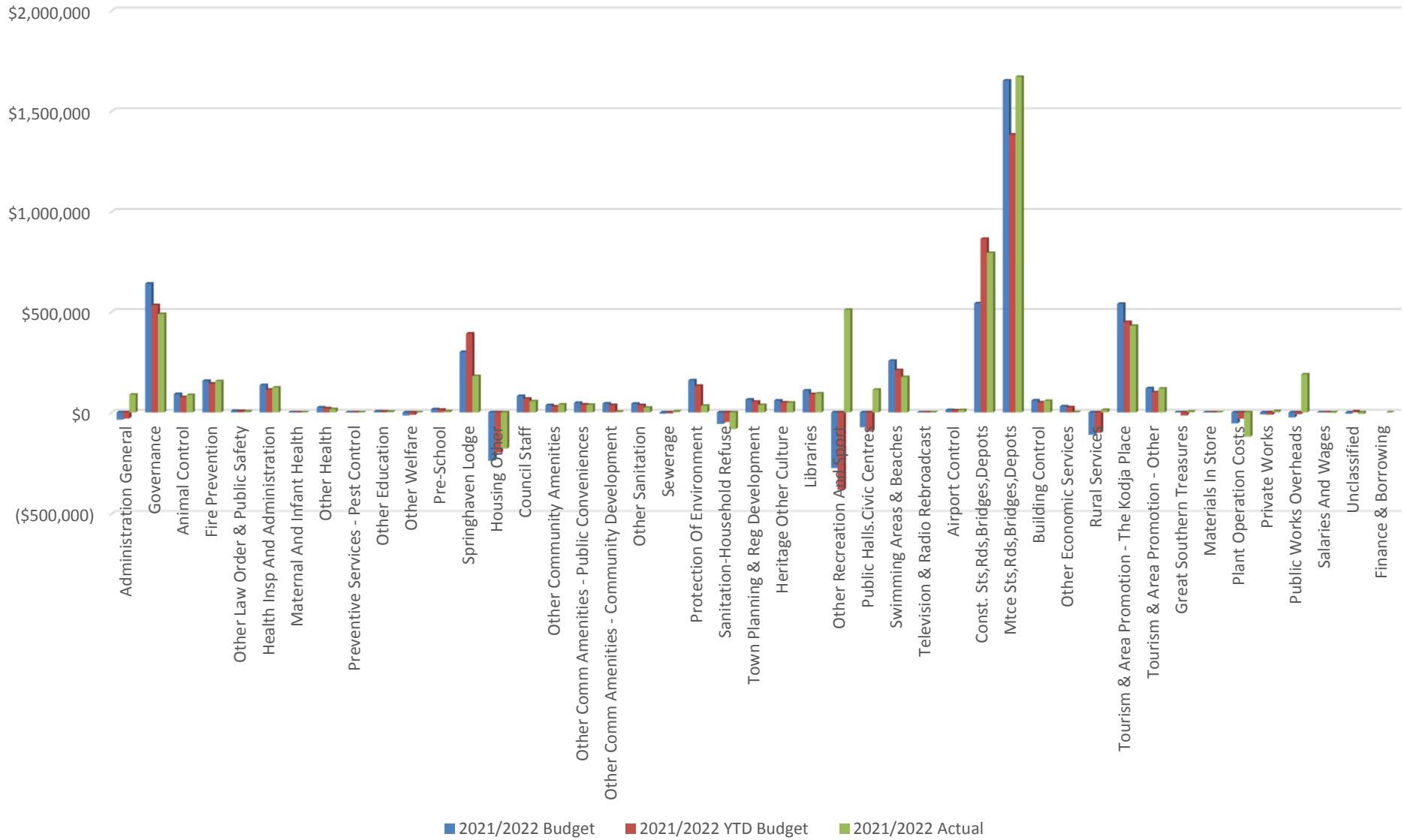
**SHIRE OF KOJONUP**  
**Representation of Surplus or Deficit**  
**For the period ending 30 April 2022**

|   | More<br>Info<br>Page # | 2021/2022<br>Budget | 2021/2022<br>Actual<br>\$ | Same Time Last<br>Year<br>\$ |
|---|------------------------|---------------------|---------------------------|------------------------------|
| <b>1(d) SURPLUS / (DEFICIT) REPRESENTED BY:</b> |                        |                     |                           |                              |
| <b><u>Comprises:</u></b>                        |                        |                     |                           |                              |
| Cash - Unrestricted                             |                        | \$ 150,000          | \$ 1,341,601              |                              |
| Cash - Restricted Cash (see Note 10)            |                        | \$ -                | \$ 282,149                |                              |
| Cash - Restricted Reserves                      | 13                     | \$ 3,280,091        | \$ 3,968,311              |                              |
| Cash - On Hand (Floats)                         |                        | \$ 640              | \$ 640                    |                              |
| Stock on Hand                                   |                        | \$ 8,000            | \$ 63,879                 |                              |
| Sundry Debtors                                  | 16                     | \$ 300,000          | \$ 579,050                |                              |
| Rates Debtors - Current                         | 16                     | \$ 330,000          | \$ 469,722                |                              |
| Other Debtors                                   |                        | \$ 5,000            | \$ 70,251                 |                              |
| <b><u>Less:</u></b>                             |                        |                     |                           |                              |
| Sundry Creditors                                |                        | \$ (713,640)        | \$ (378,619)              |                              |
| Tax Owed or (Payable)                           |                        | \$ (10,000)         | \$ (95,677)               |                              |
| Builders Retention                              |                        | \$ (30,000)         | \$ (109,856)              |                              |
| RAAP Grant (Creditor)                           |                        | \$ -                | \$ (237,239)              |                              |
| Grants/Contrib Carried as Liabilities (AASB15)  |                        | \$ -                | \$ -                      |                              |
| Payables and Provisions                         |                        | \$ (40,000)         | \$ (32,679)               |                              |
| <b><u>Add Back:</u></b>                         |                        |                     |                           |                              |
| Cash Reserves                                   | 13                     | \$ (3,280,091)      | \$ (3,968,311)            |                              |
| Restricted Cash (see Note 10)                   |                        | \$ -                | \$ (282,149)              |                              |
| Adjustments - SHL Bond Transfer Outstanding     |                        |                     | \$ (447,855)              |                              |
| <b>CLOSING SURPLUS OR (DEFICIT)</b>             |                        | <b>\$ -</b>         | <b>\$ 1,223,220</b>       | <b>\$ 135,056</b>            |

The "cash" figures shown above are all held in transaction style bank accounts, with the exception of

|                            |                       |      |
|----------------------------|-----------------------|------|
| Cash - Restricted Reserves | Term Deposit Maturing | \$ - |
|                            |                       | \$ - |

## Net Cost per Sub-Program (Excluding General Purpose Funding)



**SHIRE OF KOJONUP**  
**MONTHLY FINANCIAL STATEMENTS**  
**For the period ending 30 April 2022**

**2. VARIANCE REPORT**

**Variance Reporting Requirements**

The Local Government (Financial Management) Regulation 34 (2) (b) requires 'an explanation of each of the material variances' identified within the Rate Setting Statement (from the adopted Budget) for each months financial statements. The information contained within the 'Municipal Fund Summary' on pages 1 to 4 of these financial statements contains all of the information provided within the 'Rate Setting Statement' and therefore any material variances on these pages will be reported below.

**Defining a 'Material Variance'**

The Local Government (Financial Management) Regulation 34 (5) states that "Each financial year, a local government is to adopt a percentage or value, calculated in accordance with AASS, to be used in statements of financial activity for reporting material variances." The Shire's policy 2.1.6, 'Material Variances' states:

For the purposes of identifying "material variances" under Local Government (Financial Management) Regulation 34, the following formula shall be used:

$$\frac{\text{Year-to-Date Actual}}{\text{Year-to-Date Budget}} - 100\%$$

Material variances to be reported when exceeding 10%, or a minimum of \$10,000, of the items contained within the rate setting statement.

**Variances Reported:**

|                                     | YTD Budget     | Actual       | Variance % | Difference \$'s | Category  | Comments  |
|-------------------------------------|----------------|--------------|------------|-----------------|-----------|---|
| <b><u>Operating Revenue</u></b>     |                |              |            |                 |           |   |
| Recreation and Culture              | \$ (1,312,244) | \$ (255,583) | -81%       | \$ (1,056,661)  | Timing    | Grant revenue for major capital projects matches expenditure milestones and acquittal requirements.   |
| Economic Services                   | \$ (329,070)   | \$ (216,664) | -34%       | \$ (112,406)    | Timing    | Grant revenue for drought funding capital projects matches expenditure milestones and acquittal requirements.   |
| <b><u>Operating Expenditure</u></b> |                |              |            |                 |           |   |
| Governance                          | \$ 533,660     | \$ 608,521   | 14%        | \$ (74,861)     | Timing    | Administration Overheads appear under-allocated as this process needs to be re-run.   |
| Transport                           | \$ 2,978,983   | \$ 3,301,901 | 11%        | \$ (322,918)    | Permanent | The road maintenance sub-program is \$322,000 above YTD budget (100% of total budget spent). Although the focus is now on road construction, this budget will be overrun by 30 June 2022. |
| Other Property and Services         | \$ 131,550     | \$ 243,044   | 85%        | \$ (111,494)    | Timing    | Public Works Overheads are under allocated due to staff shortages in the works & services department.   |

**Variances Reported:**

|                                    | YTD Budget     | Actual         | Variance % | Difference \$'s | Category  | Comments  |
|------------------------------------|----------------|----------------|------------|-----------------|-----------|---|
| <b><u>CAPITAL INVESTMENT</u></b>   |                |                |            |                 |           |   |
| Proceeds from Disposal of Assets   | \$ (265,833)   | \$ (201,250)   | -24%       | \$ (64,583)     | Timing    | Plant & vehicle trade-ins occur with the purchase of new plant not at an even amount per month.   |
| <b><u>FINANCING ACTIVITIES</u></b> |                |                |            |                 |           |   |
| Repayment of Debentures            | \$ 212,212     | \$ 241,953     | 14%        | \$ (29,742)     | Timing    | Loan Repayments occur when due and not an equal amount per month.   |
| Proceeds from New Debentures       | \$ (2,322,361) | \$ (1,500,000) | -35%       | \$ (822,361)    | Timing    | All new loans are taken out in Q3 & Q4 in conjunction with expenditure incurred.  |
| Transfers to Reserves              | \$ 844,596     | \$ 1,211,277   | 43%        | \$ (366,681)    | Permanent | \$930,000 Springhaven resident bonds have been transferred to reserve (no budget provision is made for this)(this has no effect on the Shire's financial position). |
| Transfers from Reserves            | \$ (1,075,756) | \$ (782,145)   | -27%       | \$ (293,611)    | Timing    | Transfers from reserve accounts are linked to the funding of major projects and only occur to match expenditure incurred.   |
|                                    |                |                |            |                 |           |   |

## SHIRE OF KOJONUP

### Detailed April 2022 Creditors List

| <b>Cheque Payments 1/04/22 - 30/04/22</b> |                   |                                    |  |                |
|---|-------------------|------------------------------------|--|----------------|
| Chq/EFT                                   | Date              | Name                               | Description  | Amount         |
| <b>14332</b>                              | <b>21/04/2022</b> | <b>The Estate of Hope O 'Niell</b> | <b>Cancelled</b>   | <b>0.00</b>    |
| 010422                                    | 01/04/2022        | The Estate of Hope O 'Niell        | Cancelled  | 0.00           |
| <b>14333</b>                              | <b>26/04/2022</b> | <b>Shire of Kojonup</b>            | <b>Pettycash Reimbursement</b>   | <b>-89.10</b>  |
| PC-ADM-FEB22                              | 01/04/2022        | Shire of Kojonup                   | Cream of Tartar  | 3.60           |
| PC-ADM-APR22                              | 19/04/2022        | Shire of Kojonup                   | Freight for WA Tree Festival supplies, KO1123 plate changed to 1KKS366 | 85.50          |
| <b>14334</b>                              | <b>26/04/2022</b> | <b>Water Corporation</b>           | <b>Water</b>   | <b>-739.02</b> |
| 0065                                      | 11/03/2022        | Water Corporation                  | a/c 9022358960 for Stock Road Standpipe 09/02/22 - 09/03/22            | 303.49         |
| 0066                                      | 08/04/2022        | Water Corporation                  | a/c 9022358960 for Stock Rd Standpipe 09/03/22 - 06/04/22              | 435.53         |
|   |                   |                                    |  | <b>828.12</b>  |

| <b>EFT Payments 1/04/22 - 30/04/22</b> |                   |   |   |                   |
|--|-------------------|---|---|-------------------|
| Chq/EFT                                | Date              | Name  | Description   | Amount            |
| <b>EFT29872</b>                        | <b>01/04/2022</b> | <b>Host Catering Supplies</b>                   | <b>Thermometers</b>   | <b>-305.80</b>    |
| I287462                                | 25/02/2022        | Host Catering Supplies                          | 2x Digital infrared -20° to 500°C   | 305.80            |
| <b>EFT29873</b>                        | <b>01/04/2022</b> | <b>Telstra</b>                                  | <b>Damaged Telstra Lid - 128 Albany Hwy</b>   | <b>-1099.20</b>   |
| DA-PM351717                            | 16/03/2022        | Telstra   | Damaged Footway and manhole covers, labour costs and material costs   | 1099.20           |
| <b>EFT29874</b>                        | <b>01/04/2022</b> | <b>Kojonup Supermarket</b>                      | <b>Groceries</b>  | <b>-6534.02</b>   |
| FEB 2022                               | 28/02/2022        | Kojonup Supermarket                             | Springhaven Meals and Refreshments Feb 2022   | 5734.85           |
| FEB 2022                               | 28/02/2022        | Kojonup Supermarket                             | a/c 617 for Council, a/c 617 for Council, a/c 617 for Admin, a/c 617 for Admin, a/c 617 for Play Cafe, a/c 617 for Play Cafe, a/c 617 for Swimming Pool, a/c 617 for Depot - Parks & Gardens, a/c 617 for Depot - Parks & Gardens, a/c 617 for Depot, a/c 617 for Depot | 799.17            |
| <b>EFT29875</b>                        | <b>01/04/2022</b> | <b>Kojonup Historical Society</b>               | <b>Goods for sale</b>   | <b>-285.00</b>    |
| 31                                     | 14/03/2022        | Kojonup Historical Society                      | 5x First the Spring, 3x Thell Their Worth and 2x All Their Might Books, For Sale in Visitor Centre Shop   | 285.00            |
| <b>EFT29876</b>                        | <b>01/04/2022</b> | <b>PFD Foodservices (Southway Distributors)</b> | <b>Food and Drygoods</b>  | <b>-648.20</b>    |
| LB629989                               | 02/03/2022        | PFD Foodservices (Southway Distributors)        | Springhaven Meals and Refreshments Feb 2022   | 648.20            |
| <b>EFT29877</b>                        | <b>01/04/2022</b> | <b>RICHARD DUNN</b>                             | <b>Podiatry</b>   | <b>-550.00</b>    |
| 0512                                   | 05/12/2021        | RICHARD DUNN                                    | Springhaven Podiatry November 2021  | 550.00            |
| <b>EFT29878</b>                        | <b>01/04/2022</b> | <b>Galvanised Poles Australia</b>               | <b>Galvanised poles</b>   | <b>-4631.00</b>   |
| 2230-3                                 | 31/01/2022        | Galvanised Poles Australia                      | PO25084 Works as described in PIQ1233   | 1144.00           |
| 2230-4                                 | 31/01/2022        | Galvanised Poles Australia                      | PO24913 Works as described in PIQ1233   | 3487.00           |
| <b>EFT29879</b>                        | <b>01/04/2022</b> | <b>CoreMotiv</b>                                | <b>Podiatry</b>   | <b>-55.00</b>     |
| 4684                                   | 11/03/2022        | CoreMotiv                                       | Springhaven Podiatry March 2022   | 55.00             |
| <b>EFT29880</b>                        | <b>01/04/2022</b> | <b>The Estate of Mrs Nancy Boddington</b>       | <b>Refund</b>   | <b>-166993.56</b> |
| 010422                                 | 01/04/2022        | The Estate of Mrs Nancy Boddington              | of Bond, of Interest accrued  | 166993.56         |
| <b>EFT29881</b>                        | <b>07/04/2022</b> | <b>Craig Jamie Mcvee</b>                        | <b>REFUND OF BOND FOR HIRE OF SPORTS COMPLEX 19/02/22</b>   | <b>-450.00</b>    |
| T56                                    | 06/04/2022        | Craig Jamie Mcvee                               | Sporting Complex Bond   | 450.00            |
| <b>EFT29882</b>                        | <b>07/04/2022</b> | <b>Vasse Civil &amp; Drainage</b>               | <b>Tender</b>   | <b>-32285.00</b>  |
| VC22/38                                | 21/03/2022        | Vasse Civil & Drainage                          | Stormwater Drainage for Subdivision on Katanning Rd, John St and Murby St   | 32285.00          |
| <b>EFT29883</b>                        | <b>07/04/2022</b> | <b>Cr Johnston Sydney Benn</b>                  | <b>Councillor fees</b>  | <b>-2026.80</b>   |
| OCT 2021                               | 31/10/2021        | Cr Johnston Sydney Benn                         | Claim for Councillor fees and Reimbursements, Claim for Councillor fees and Reimbursements, Claim for Councillor fees and Reimbursements  | 2026.80           |
| <b>EFT29884</b>                        | <b>07/04/2022</b> | <b>Southern Aboriginal Corporation</b>          | <b>Refund</b>   | <b>-120.00</b>    |
| 010422                                 | 01/04/2022        | Southern Aboriginal Corporation                 | Cancelled booking due to Covid - Lessor Hall hire fees on 06/04/22, 27/04/22  | 120.00            |
| <b>EFT29885</b>                        | <b>07/04/2022</b> | <b>Cr Veronica May Fleay</b>                    | <b>Councillor fees</b>  | <b>-622.63</b>    |



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|-----------------|-------------------|--|--|------------------|
| OCT 2021        | 31/10/2021        | Cr Veronica May Fleay                    | Claim for Councillor fees and Reimbursements, Claim for Councillor fees and Reimbursements   | 622.63           |
| <b>EFT29886</b> | <b>07/04/2022</b> | <b>Kojonup Pharmacy</b>                  | <b>Pharmaceuticals</b>   | <b>-165.00</b>   |
| FEB 2022        | 28/02/2022        | Kojonup Pharmacy                         | a/c 150 Pharmacy account for February 2022   | 165.00           |
| <b>EFT29887</b> | <b>07/04/2022</b> | <b>Telstra</b>                           | <b>Telecommunications</b>  | <b>-764.57</b>   |
| T 311 MAR 22    | 18/03/2022        | Telstra                                  | Internet charges for Kodja Place from 18/03/22 - 17/04/22, Mobile charges for Snr Ranger from 18/03/22 - 17/04/22, iPad charges for MCCS Place from 18/03/22 - 17/04/22, iPad charges for MRS from 18/03/22 - 17/04/22, iPad charges for MWS from 18/03/22 - 17/04/22, Mobile charges for Springhaven staff from 18/03/22 - 17/04/22, Phone charges for Springhaven solar panels from 18/03/22 - 17/04/22, Phone charges for Avdata monitoring system from 18/03/22 - 17/04/22 | 329.18           |
| K 299829180-4   | 18/03/2022        | Telstra                                  | Shire office landline and modem, Bushfire landline Shire office and Kodja Place, Kodja Place landline and modem, Springhaven landline and modem, Depot security landline, Airstrip landline, Swimming pool landline  | 435.39           |
| <b>EFT29888</b> | <b>07/04/2022</b> | <b>Synergy</b>                           | <b>Electricity</b>   | <b>-1162.72</b>  |
| 2037471688      | 04/03/2022        | Synergy                                  | a/c 542221630 for Muradup Fire Station 09/12/21 - 10/02/22   | 149.92           |
| 2053467846      | 09/03/2022        | Synergy                                  | a/c 145682100 for 34 Katanning Rd 05/01/22 - 05/03/22  | 175.14           |
| 2057476804      | 15/03/2022        | Synergy                                  | a/c 337284750 for Kodja Place 15/02/22 - 14/03/22  | 837.66           |
| <b>EFT29889</b> | <b>07/04/2022</b> | <b>Kojonup Tyre Service</b>              | <b>Tyre supplies</b>   | <b>-4294.40</b>  |
| INV-1371        | 10/03/2022        | Kojonup Tyre Service                     | 8x new drive tyres   | 4294.40          |
| <b>EFT29890</b> | <b>07/04/2022</b> | <b>Stirling Freight</b>                  | <b>Freight</b>   | <b>-79.59</b>    |
| CISF480230      | 28/02/2022        | Stirling Freight                         | from Nedlands on 1/2/22, from Nedlands on 22/2/22  | 79.59            |
| <b>EFT29891</b> | <b>07/04/2022</b> | <b>BK Thomson Electrical Service</b>     | <b>Electrical services</b>   | <b>-4437.70</b>  |
| 2087            | 12/02/2022        | BK Thomson Electrical Service            | Fix two switches   | 625.75           |
| 2086            | 12/02/2022        | BK Thomson Electrical Service            | Electrical maintenance needed  | 2480.69          |
| 2093            | 19/02/2022        | BK Thomson Electrical Service            | Shire office -Replace faulty RCD   | 423.62           |
| 2103            | 28/02/2022        | BK Thomson Electrical Service            | Springhaven electrical Hazard Feb 2022   | 753.08           |
| 2120            | 13/03/2022        | BK Thomson Electrical Service            | Replacer vacuum cleaner cord as it has been cut., Located at the depot.  | 154.56           |
| <b>EFT29892</b> | <b>07/04/2022</b> | <b>Kojonup Auto Electrical Services</b>  | <b>Auto Electrics</b>  | <b>-58.10</b>    |
| 5713            | 08/03/2022        | Kojonup Auto Electrical Services         | UHF radio lacks range, unit unplugged  | 58.10            |
| <b>EFT29893</b> | <b>07/04/2022</b> | <b>Kojonup Supermarket</b>               | <b>Groceries</b>   | <b>-583.29</b>   |
| FEB 2022        | 28/02/2022        | Kojonup Supermarket                      | a/c 45 for Kodja Place   | 24.89            |
| MAR 2022        | 31/03/2022        | Kojonup Supermarket                      | a/c 45 for Kodja Place   | 33.68            |
| MAR 2022        | 31/03/2022        | Kojonup Supermarket                      | a/c 617 for Council, a/c 617 for Admin, a/c 617 for Admin, a/c 617 for Play Cafe, a/c 617 for Play Cafe, a/c 617 for Depot, a/c 617 for Depot  | 451.04           |
| MAR 2022        | 31/03/2022        | Kojonup Supermarket                      | a/c 627 for Swimming Pool  | 73.68            |
| <b>EFT29894</b> | <b>07/04/2022</b> | <b>Kojonup Country Kitchen</b>           | <b>Catering</b>  | <b>-646.60</b>   |
| 2776            | 19/08/2021        | Kojonup Country Kitchen                  | Catering for Tourist Railway Steering Committee Meeting 19 August 2021, Morning tea for 14 people - platter of mixed cakes/slices (not scones), Light lunch for 14 people - Crusty bread, salad and quiche   | 313.60           |
| 2843            | 15/03/2022        | Kojonup Country Kitchen                  | Catering for Briefing Session 15 March 2022 - 10 people - morning tea (10.30am) + 10 people - lunch (12.30pm) including vegetarian plus wheat, barley, gluten, and pumpkin free options  | 206.25           |
| 2844            | 17/03/2022        | Kojonup Country Kitchen                  | Catering for DFES Meeting 17 March 2022 - 6 people - morning tea (10.00am) + 6 people - lunch (12.30pm)  | 126.75           |
| <b>EFT29895</b> | <b>07/04/2022</b> | <b>BOC Gases</b>                         | <b>Industrial gases</b>  | <b>-65.59</b>    |
| 5005686827      | 29/03/2022        | BOC Gases                                | Supply of industrial gases - Depot, Supply of industrial gases - Depot, Supply of industrial gases - Springhaven, Supply of industrial gases - Springhaven overpmt on 5005686827 DD, Supply of industrial gases - Fire Truck, Supply of industrial gases - Fire Truck, Supply of industrial gases - Fire Truck, Supply of industrial gases - Fire Truck, Supply of industrial gases - Fire Truck   | 65.59            |
| <b>EFT29896</b> | <b>07/04/2022</b> | <b>Egabva Plumbing &amp; Gas Service</b> | <b>Plumbing</b>  | <b>-19016.49</b> |

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|-----------------|-------------------|--|--|------------------|
| 3998            | 12/01/2022        | Egabva Plumbing & Gas Service                        | 39 Van Zuilecom - Paul R House - Kitchen Sink blocked  | 236.50           |
| 4058            | 14/03/2022        | Egabva Plumbing & Gas Service                        | Supply and installation of water meter, controls and pipework, Concrete plinth, Lockable enclosure box, Decommission of existing rpzd valve at Muradup Standpipe   | 1153.35          |
| 4069            | 26/03/2022        | Egabva Plumbing & Gas Service                        | Katanning Road Houses - Sewage Connection  | 2381.79          |
| 4076            | 04/04/2022        | Egabva Plumbing & Gas Service                        | Supply and fit plumbing works, design and plans at Harrison PI Toilets   | 15244.85         |
| <b>EFT29897</b> | <b>07/04/2022</b> | <b>Metal Artwork Creations</b>                       | <b>Name plates</b>   | <b>-100.00</b>   |
| 86865           | 21/02/2022        | Metal Artwork Creations                              | 2 x triangular jarrah desk plates & 2 x aluminium name plates with Shire logo - as per previous orders in February 2022 - Cr Parminder Singh and Mr Anthony Middleton  | 100.00           |
| <b>EFT29898</b> | <b>07/04/2022</b> | <b>Paul Hartmann Pty Ltd</b>                         | <b>Healthcare products</b>   | <b>-535.70</b>   |
| 437209389       | 03/03/2022        | Paul Hartmann Pty Ltd                                | Springhaven Continence aids March 2022   | 535.70           |
| <b>EFT29899</b> | <b>07/04/2022</b> | <b>ABA Security</b>                                  | <b>Security</b>  | <b>-438.48</b>   |
| 27887           | 13/03/2022        | ABA Security   | Monitoring of the Security Alarm System at Depot 13/03/22 - 12/06/22   | 218.99           |
| 27982           | 17/03/2022        | ABA Security   | Monitoring of the alarm system for Kodja Place 19/03/22 - 18/06/22   | 219.49           |
| <b>EFT29900</b> | <b>07/04/2022</b> | <b>CGS ENGINEERS</b>                                 | <b>Engineering</b>   | <b>-16115.00</b> |
| 22844           | 14/03/2022        | CGS ENGINEERS  | 10 x town bin surrounds as per quote 001205  | 16115.00         |
| <b>EFT29901</b> | <b>07/04/2022</b> | <b>BENARA Nurseries</b>                              | <b>Plants</b>  | <b>-863.58</b>   |
| 356421          | 18/03/2022        | BENARA Nurseries                                     | Assorted plants for landscaping Katanning Road houses and football oval surrounds, Assorted plants for landscaping Katanning Road houses and football oval surrounds, Assorted plants for landscaping Katanning Road houses and football oval surrounds  | 690.32           |
| 356422          | 18/03/2022        | BENARA Nurseries                                     | Assorted plants for landscaping Katanning Road houses and football oval surrounds, Assorted plants for landscaping Katanning Road houses and football oval surrounds   | 173.26           |
| <b>EFT29902</b> | <b>07/04/2022</b> | <b>Brett Cavanagh</b>                                | <b>Concrete</b>  | <b>-4730.00</b>  |
| 23              | 18/03/2022        | Brett Cavanagh                                       | Concrete footpath - Spring Street  | 4730.00          |
| <b>EFT29903</b> | <b>07/04/2022</b> | <b>GREAT SOUTHERN TOYOTA</b>                         | <b>Vehicle repairs</b>   | <b>-348.59</b>   |
| JC34037497      | 03/03/2022        | GREAT SOUTHERN TOYOTA                                | Toyota Prado first service - CEO vehicle   | 348.59           |
| <b>EFT29904</b> | <b>07/04/2022</b> | <b>BEST OFFICE SYSTEMS</b>                           | <b>Printing</b>  | <b>-347.00</b>   |
| 600086          | 24/03/2022        | BEST OFFICE SYSTEMS                                  | Wide Format Printer/Scanner Ricoh MPCW2201SP - maintenance   | 347.00           |
| <b>EFT29905</b> | <b>07/04/2022</b> | <b>Sandra Gail Pedler</b>                            | <b>Councillor Fees</b>   | <b>-622.63</b>   |
| OCT 2021        | 31/10/2021        | Sandra Gail Pedler                                   | Claim for Councillor fees and Reimbursements, Claim for Councillor fees and Reimbursements   | 622.63           |
| <b>EFT29906</b> | <b>07/04/2022</b> | <b>ABCO Products</b>                                 | <b>Cleaning</b>  | <b>-193.49</b>   |
| INV787005       | 25/03/2022        | ABCO Products  | PPE Covid Cleaning: Apex, Kp, Admin, Depot. Talinco Coveralls 211657 \$272.55 Ctn Of 100 - Face Shields Reusable 211568 X 12 @ \$6.45 Ea \$74.88, PPE Covid Cleaning: Apex, Kp, Admin, Depot. Talinco Coveralls 211657 \$272.55 Ctn Of 100 - Face Shields Reusable 211568 X 12 @ \$6.45 Ea \$74.88, PPE Covid Cleaning: Apex, Kp, Admin, Depot. Talinco Coveralls 211657 \$272.55 Ctn Of 100 - Face Shields Reusable 211568 X 12 @ \$6.45 Ea \$74.88, PPE Covid Cleaning: Apex, Kp, Admin, Depot. Talinco Coveralls 211657 \$272.55 Ctn Of 100 - Face Shields Reusable 211568 X 12 @ \$6.45 Ea \$74.88 | 193.49           |
| <b>EFT29907</b> | <b>07/04/2022</b> | <b>KOJONUP BMC EMBROIDERY</b>                        | <b>Uniforms</b>  | <b>-124.00</b>   |
| 7960            | 22/03/2022        | KOJONUP BMC EMBROIDERY                               | Winter Uniforms for Play Cafe - Libby/Lorreen  | 124.00           |
| <b>EFT29908</b> | <b>07/04/2022</b> | <b>AFGRI (greenline)</b>                             | <b>Agricultural equipment</b>  | <b>-437.50</b>   |
| 2561992         | 08/03/2022        | AFGRI (greenline)                                    | New v belt for deck  | 437.50           |
| <b>EFT29909</b> | <b>07/04/2022</b> | <b>Cleanaway Daniels Services Pty Ltd</b>            | <b>Cleaning</b>  | <b>-712.06</b>   |
| 2056563         | 28/02/2022        | Cleanaway Daniels Services Pty Ltd                   | Springhaven Sharps disposal  | 712.06           |
| <b>EFT29910</b> | <b>07/04/2022</b> | <b>OM4::</b>   | <b>Web Assist Business</b>   | <b>-45.00</b>    |
| 43828           | 17/03/2022        | OM4::  | with WP Hosting kodjaplace.com.au 24/03/22 - 23/04/22  | 45.00            |
| <b>EFT29911</b> | <b>07/04/2022</b> | <b>Great Southern Floorcovering</b>                  | <b>Carpets</b>   | <b>-2250.00</b>  |
| 3123            | 01/03/2022        | Great Southern Floorcovering                         | 10 Loton Close. New carpets in bedrooms. Supply and install  | 2250.00          |
| <b>EFT29912</b> | <b>07/04/2022</b> | <b>Klopper Contracting T/A Ron Wright Bulldozing</b> | <b>Contractor</b>  | <b>-15125.00</b> |

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| IV00000001745    | 15/03/2022        | Klopper Contracting T/A Ron Wright Bulldozing                | Construction of water basins - Quin Quin Reserve  | 15125.00        |
| <b>EFT29913</b>  | <b>07/04/2022</b> | <b>Kojonup Light Civil</b>                                   | <b>Sand</b>   | <b>-1400.00</b> |
| 384              | 24/03/2022        | Kojonup Light Civil  | Muradup Sand Delivery per Cube  | 1400.00         |
| <b>EFT29914</b>  | <b>07/04/2022</b> | <b>Gerald Alizer</b>   | <b>Reimbursement</b>  | <b>-117.80</b>  |
| 220322           | 22/03/2022        | Gerald Alizer  | HR Learner's permit   | 117.80          |
| <b>EFT29915</b>  | <b>07/04/2022</b> | <b>3E Advantage Pty Ltd</b>                                  | <b>Printing</b>   | <b>-122.10</b>  |
| INV-58642-Z4S4K4 | 05/03/2022        | 3E Advantage Pty Ltd   | Printing charges 05/03/22 - 05/04/22 Kodja Place  | 122.10          |
| <b>EFT29916</b>  | <b>07/04/2022</b> | <b>hobbs Smith &amp; Holmes Pty Ltd t/a Holmes Architect</b> | <b>Project Management</b>   | <b>-7086.75</b> |
| HAA-INV01185     | 08/02/2022        | hobbs Smith & Holmes Pty Ltd t/a Holmes Architect            | Harrison Place Toilets  | 7086.75         |
| <b>EFT29917</b>  | <b>07/04/2022</b> | <b>Muresk Institute</b>                                      | <b>Training</b>   | <b>-3135.00</b> |
| 12595            | 21/03/2022        | Muresk Institute   | Animal Welfare in Emergencies Program - Three Day Training Course at Muresk Institute. Includes Accommodation from 29/03/2022 - 01/04/2022 for Ranger Stephanie SWAIN | 3135.00         |
| <b>EFT29918</b>  | <b>07/04/2022</b> | <b>Aboriginal Justice Unit - Department of Justice</b>       | <b>REFUND OF BOND FOR HIRE OF LESSOR HALL 29/03/2022</b>  | <b>-200.00</b>  |
| T173             | 06/04/2022        | Aboriginal Justice Unit - Department of Justice              | Lesser Hall Bond 29/03/2022   | 200.00          |
| <b>EFT29919</b>  | <b>07/04/2022</b> | <b>GS Health P/L</b>   | <b>REFUND OF BOND FOR HIRE OF RSL HALL 21/03/22</b>   | <b>-170.00</b>  |
| T170             | 06/04/2022        | GS Health P/L  | Bond for RSL hall 21/03/22  | 170.00          |
| <b>EFT29920</b>  | <b>07/04/2022</b> | <b>Woman in farming</b>                                      | <b>REFUND OF BOND FOR HIRE OF SPORTS COMPLEX 30/03/22</b>   | <b>-300.00</b>  |
| T172             | 06/04/2022        | Woman in farming   | Complex Bond 30/03/2022   | 300.00          |
| <b>EFT29921</b>  | <b>12/04/2022</b> | <b>MARINA JANE MURRAY</b>                                    | <b>Reimbursement</b>  | <b>-62.00</b>   |
| 280322           | 28/03/2022        | MARINA JANE MURRAY   | Double sided tape fpr Watree Festival at the park   | 62.00           |
| <b>EFT29922</b>  | <b>12/04/2022</b> | <b>Pauline Michael</b>                                       | <b>Reimbursement</b>  | <b>-57.60</b>   |
| 220322           | 22/03/2022        | Pauline Michael  | Police Clearance  | 57.60           |
| <b>EFT29923</b>  | <b>12/04/2022</b> | <b>Patricia Michael</b>                                      | <b>Rates refund for assessment A9837 3 MACBRIDE PL KOJONUP 6395</b>   | <b>-300.00</b>  |
| A9837            | 12/04/2022        | Patricia Michael   | Rates refund for assessment A9837 3 MACBRIDE PL KOJONUP 6395  | 300.00          |
| <b>EFT29924</b>  | <b>12/04/2022</b> | <b>South Regional TAFE</b>                                   | <b>REFUND OF BOND FOR HIRE OF LESSOR HALL 04-05/03/22</b>   | <b>-200.00</b>  |
| T174             | 12/04/2022        | South Regional TAFE  | RSL Hall Bond   | 200.00          |
| <b>EFT29925</b>  | <b>12/04/2022</b> | <b>Lorreen Avis Greeuw</b>                                   | <b>Reimbursement</b>  | <b>-12.00</b>   |
| 280322           | 28/03/2022        | Lorreen Avis Greeuw  | Mini Easter eggs for Play Cafe  | 12.00           |
| <b>EFT29926</b>  | <b>12/04/2022</b> | <b>Anthony Middleton</b>                                     | <b>Reimbursement</b>  | <b>-895.50</b>  |
| 010422           | 01/04/2022        | Anthony Middleton  | Phone and Internet Charges as per MCCS contract for March and April 2022, Health Insurance Charges as per MCCS contract for March and April 2022                      | 895.50          |
| <b>EFT29927</b>  | <b>12/04/2022</b> | <b>Jenette Clark</b>   | <b>Reimbursement</b>  | <b>-108.00</b>  |
| 150322           | 15/03/2022        | Jenette Clark  | 6x 30L Plastic file boxes from Officeworks  | 108.00          |
| <b>EFT29928</b>  | <b>12/04/2022</b> | <b>Ciara O'Regan</b>   | <b>Reimbursement</b>  | <b>-1097.80</b> |
| 25/03/22         | 25/03/2022        | Ciara O'Regan  | Health insurance as per contract Aug - Sept 2021  | 399.20          |
| 290322           | 29/03/2022        | Ciara O'Regan  | Private health as per contract 01/10/21, 15/10/21, 29/10/21, 12/11/21, 26/11/21, 10/12/21, 24/12/21   | 698.60          |
| <b>EFT29929</b>  | <b>12/04/2022</b> | <b>Robert Jehu</b>   | <b>Reimbursement</b>  | <b>-1704.80</b> |
| 230322           | 23/03/2022        | Robert Jehu  | Private Health insurance for Dec 2021, Jan-Mar 2022, Internet and Phone for Dec 2021, Jan-Mar 2022  | 1704.80         |
| <b>EFT29930</b>  | <b>12/04/2022</b> | <b>Grant Thompson</b>  | <b>Reimbursement</b>  | <b>-3546.86</b> |
| 160322           | 16/03/2022        | Grant Thompson   | Private health insurance (annual) as per clause 6.6 of contract   | 3240.00         |
| 160322           | 16/03/2022        | Grant Thompson   | Uniform allowance as per clause 6.7 of contract   | 306.86          |
| <b>EFT29931</b>  | <b>12/04/2022</b> | <b>Nicole Daniels</b>  | <b>Reimbursement</b>  | <b>-189.60</b>  |
| 150222           | 15/02/2022        | Nicole Daniels   | Pre-employment medical  | 132.00          |
| 150222           | 15/02/2022        | Nicole Daniels   | Police clearance  | 57.60           |
| <b>EFT29932</b>  | <b>14/04/2022</b> | <b>Payroll Deductions - Shire of Kojonup</b>                 | <b>Payroll deductions</b>   | <b>-1135.00</b> |
| DEDUCTION        | 12/04/2022        | Payroll Deductions - Shire of Kojonup                        | Payroll Deduction   | 915.00          |
| DEDUCTION        | 12/04/2022        | Payroll Deductions - Shire of Kojonup                        | Payroll Deduction   | 220.00          |
| <b>EFT29933</b>  | <b>14/04/2022</b> | <b>Child Support Agency</b>                                  | <b>Payroll deductions</b>   | <b>-389.05</b>  |
| DEDUCTION        | 12/04/2022        | Child Support Agency   | Payroll Deduction   | 389.05          |
| <b>EFT29934</b>  | <b>14/04/2022</b> | <b>Australian Services Union (LGO)</b>                       | <b>Payroll deductions</b>   | <b>-51.80</b>   |

|                 |                   |  |   |                 |
|-----------------|-------------------|--|---|-----------------|
| DEDUCTION       | 12/04/2022        | Australian Services Union (LGO)                                | Payroll Deduction   | 51.80           |
| <b>EFT29935</b> | <b>14/04/2022</b> | <b>Australian Services Union (MEU)</b>                         | <b>Payroll deductions</b>   | <b>-71.70</b>   |
| DEDUCTION       | 12/04/2022        | Australian Services Union (MEU)                                | Payroll Deduction   | 71.70           |
| <b>EFT29936</b> | <b>14/04/2022</b> | <b>Kojonup Shire Depot Social Club</b>                         | <b>Payroll deductions</b>   | <b>-160.00</b>  |
| DEDUCTION       | 12/04/2022        | Kojonup Shire Depot Social Club                                | Payroll Deduction   | 160.00          |
| <b>EFT29937</b> | <b>14/04/2022</b> | <b>EasiSalary</b>  | <b>Payroll deductions</b>   | <b>-1856.99</b> |
| DEDUCTION       | 12/04/2022        | EasiSalary   | Payroll Deduction   | 787.20          |
| DEDUCTION       | 12/04/2022        | EasiSalary   | Payroll Deduction   | 1069.79         |
| <b>EFT29938</b> | <b>21/04/2022</b> | <b>Host Catering Supplies</b>                                  | <b>Catering supplies</b>  | <b>-305.69</b>  |
| I288559         | 14/03/2022        | Host Catering Supplies   | Kitchen supplies March 2022   | 305.69          |
| <b>EFT29939</b> | <b>21/04/2022</b> | <b>WALGA (Western Australian Local Government Association)</b> | <b>Training</b>   | <b>-3217.50</b> |
| I3092445        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Paul Webb              | 214.50          |
| I3092454        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Alan Egerton-Warburton | 214.50          |
| I3092455        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Roger Bilney           | 214.50          |
| I3092456        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Roger Bilney           | 214.50          |
| I3092457        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Roger Bilney           | 214.50          |
| I3092458        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Roger Bilney           | 214.50          |
| I3092459        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Roger Bilney                       | 214.50          |
| I3092446        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Paul Webb              | 214.50          |
| I3092447        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Paul Webb              | 214.50          |
| I3092448        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Paul Webb              | 214.50          |
| I3092449        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Paul Webb              | 214.50          |
| I3092450        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Alan Egerton-Warburton | 214.50          |
| I3092451        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Alan Egerton-Warburton | 214.50          |
| I3092452        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Alan Egerton-Warburton | 214.50          |
| I3092453        | 25/03/2022        | WALGA (Western Australian Local Government Association)        | 3 x online mandatory Councillor training x 5 modules x \$214.50 per module - Councillors Alan Egerton-Warburton | 214.50          |
| <b>EFT29940</b> | <b>21/04/2022</b> | <b>MARY RACHAEL HOBBS</b>                                      | <b>Goods for sale</b>   | <b>-125.00</b>  |
| 45              | 30/03/2022        | MARY RACHAEL HOBBS   | 10x Assorted Hand Towels , For Sale in Visitor Centre Shop  | 125.00          |
| <b>EFT29941</b> | <b>21/04/2022</b> | <b>Katanning Stock &amp; Trading Company</b>                   | <b>Timber</b>   | <b>-990.00</b>  |
| 44525           | 31/03/2022        | Katanning Stock & Trading Company                              | 18 x 90mm x 45mm @ 6 metres - formwork  | 990.00          |

|                 |                   |                                      |   |                  |
|-----------------|-------------------|--------------------------------------|---|------------------|
| <b>EFT29942</b> | <b>21/04/2022</b> | <b>Carony Pty Ltd</b>                | <b>February 2022 account</b>  | <b>-2399.36</b>  |
| 01-217827       | 01/02/2022        | Carony Pty Ltd                       | Supply Bottled Gas to 15 Loton Close - CEO House  | 184.00           |
| 04-367778       | 02/02/2022        | Carony Pty Ltd                       | Labels  | 37.95            |
| 01-217877       | 02/02/2022        | Carony Pty Ltd                       | Bathmat 340/580 white   | 53.00            |
| 03-079875       | 03/02/2022        | Carony Pty Ltd                       | Anchor slv  | 31.95            |
| 03-079865       | 03/02/2022        | Carony Pty Ltd                       | Screws coach galv, tct masonry  | 84.63            |
| 01-218113       | 07/02/2022        | Carony Pty Ltd                       | Orbit, connector stop, hose soaker earthcore, swivel snap trigger, adaptor  | 98.80            |
| 03-079984       | 07/02/2022        | Carony Pty Ltd                       | Deform bar  | 56.00            |
| 01-218138       | 07/02/2022        | Carony Pty Ltd                       | Shackle bow, shackle galv, cord nylon starter   | 37.20            |
| 01-218208       | 09/02/2022        | Carony Pty Ltd                       | Lubricant Dry   | 19.25            |
| 03-080121       | 10/02/2022        | Carony Pty Ltd                       | Tank outlet, camlock, philmac p/riser   | 36.03            |
| 03-080126       | 10/02/2022        | Carony Pty Ltd                       | Battery energiser max, battery lithium  | 19.99            |
| 03-080145       | 10/02/2022        | Carony Pty Ltd                       | Saddle medal half w/nail, battery blk   | 29.80            |
| 03-080261       | 14/02/2022        | Carony Pty Ltd                       | Soaker hose 15mt, hose with shutoff, adaptor tap universal  | 88.05            |
| 03-080262       | 14/02/2022        | Carony Pty Ltd                       | Connector hose 12mm   | 34.40            |
| 01-218481       | 14/02/2022        | Carony Pty Ltd                       | Alpen crepe paper assorted colurs   | 19.50            |
| 04-369682       | 17/02/2022        | Carony Pty Ltd                       | Sandisk cruiser usb, cards for departing staff  | 35.89            |
| 03-080340       | 17/02/2022        | Carony Pty Ltd                       | Bolt and nut, machine washer, flat washer   | 18.30            |
| 01-218689       | 18/02/2022        | Carony Pty Ltd                       | Coupling storm pvc, bend  | 63.95            |
| 01-218798       | 21/02/2022        | Carony Pty Ltd                       | Knee pads   | 57.50            |
| 08-012771       | 22/02/2022        | Carony Pty Ltd                       | Newspapers  | 34.00            |
| 01-218865       | 22/02/2022        | Carony Pty Ltd                       | 1 x pallent of cement - Hillier Rd  | 646.00           |
| 01-218850       | 22/02/2022        | Carony Pty Ltd                       | Clamp hose worm drive, hose soaker fitted 15m   | 76.75            |
| 01-218872       | 22/02/2022        | Carony Pty Ltd                       | Clamp hose worm drive for Katanning Rd Houses   | 28.00            |
| 08-012770       | 22/02/2022        | Carony Pty Ltd                       | Newspapers  | 91.20            |
| 03-080546       | 23/02/2022        | Carony Pty Ltd                       | PVC Stormwater pipe   | 29.50            |
| 04-370453       | 23/02/2022        | Carony Pty Ltd                       | Pressure washer electric to wash out residue in chemical tanks.   | 134.75           |
| 03-080560       | 23/02/2022        | Carony Pty Ltd                       | Tap timer, soaker hose 15mt, valve ball pvc   | 82.40            |
| 03-080536       | 23/02/2022        | Carony Pty Ltd                       | Clamp hose worm drive, 19mm poly ratchet clamp, micro end plug barb, cross poly   | 55.95            |
| 03-080573       | 24/02/2022        | Carony Pty Ltd                       | Elbow Storm PVC   | 4.62             |
| 03-080717       | 28/02/2022        | Carony Pty Ltd                       | Steel Blue Argyle Boots with Zip and Bump Cap Size 11 Wheet for Cayden  | 210.00           |
| <b>EFT29943</b> | <b>21/04/2022</b> | <b>Kojonup Pharmacy</b>              | <b>Pharmacy</b>   | <b>-1708.85</b>  |
| MAR 2022        | 31/03/2022        | Kojonup Pharmacy                     | a/c 150 Springhaven Pharmacy March 2022   | 178.20           |
| MAR 2022        | 31/03/2022        | Kojonup Pharmacy                     | a/c 149 Springhaven Pharmacy April 2022   | 1530.65          |
| <b>EFT29944</b> | <b>21/04/2022</b> | <b>Synergy</b>                       | <b>Electricity</b>  | <b>-15002.17</b> |
| 3000175197      | 15/03/2022        | Synergy                              | a/c 647537230 at Memorial Hall 09/02/22 - 08/03/22, a/c 340194030 at Springhaven 15/02/22 - 14/03/22, a/c 810101920 at Information Bay 06/01/22 - 08/03/22, a/c 108640990 at Apex Park, a/c 499920430 at RSL Hall 06/01/22 - 05/03/22, a/c 239108590 at CWA Hall 06/01/22 - 08/03/22, a/c 104306350 at Admin Office 05/01/22 - 05/03/22, a/c 169800510 at Boscabel Standpipe 10/12/21 - 11/02/22, a/c 742636350 at Toy Library 30/12/21 - 03/03/22, a/c 272131310 at Old School 30/12/21 - 03/03/22, a/c 189975470 at Kojonup Spring 30/12/21 - 03/03/22, a/c 304755820 at Depot 27 Blackwood Rd, a/c 705366590 at Sale Yards 30/12/21 - 01/03/22, a/c 537275390 at Barracks 30/12/21 - 03/03/22, a/c 762855310 at Railway Toilets 30/12/21 - 02/03/22, a/c 545361230 at Skate Park 30/12/21 - 02/03/22, a/c 251948190 at Elverds Cottage 30/12/21 - 01/03/22, a/c 834694030 at Showgrounds 30/12/21 - 01/03/22, a/c 510069810 at Wool Wagon 30/12/21 - 03/03/22, a/c 310216670 at Turkeys Nest 30/12/21 - 01/03/22, a/c 358833310 at Depot 19 Blackwood Rd 01/01/22 - 02/03/22, a/c 150868300 at Springhaven units 30/12/21 - 01/03/22, a/c 105148670 at Air strip 09/12/21 - 10/02/22, a/c 447590190 at Dam site pump 09/12/21 - 10/02/22, a/c 375969790 at Sports Complex 18/01/22 - 14/02/22, a/c 375969790 at Swimming Pool 18/01/22 - 14/02/22, a/c 375969790 at Swimming Pool 15/02/22 - 14/03/22, a/c 375969790 at Sports Complex 15/02/22 - 14/03/22 | 14833.42         |
| 2089484745      | 31/03/2022        | Synergy                              | a/c 392675750 for Powerwatch 01/03/22 - 31/03/22  | 168.75           |
| <b>EFT29945</b> | <b>21/04/2022</b> | <b>Kojonup Tyre Service</b>          | <b>Tyre services</b>  | <b>-77.00</b>    |
| INV-1695        | 04/04/2022        | Kojonup Tyre Service                 | 1x Puncture repair and tube   | 77.00            |
| <b>EFT29946</b> | <b>21/04/2022</b> | <b>BK Thomson Electrical Service</b> | <b>Electrical services</b>  | <b>-951.04</b>   |
| 2134            | 20/03/2022        | BK Thomson Electrical Service        | Jean Sullivan Unitys. Check RCDs , Earth rod , Equipotential and replace smoke alarm ba, tteries.   | 115.99           |

|                 |                   |  |  |                  |
|-----------------|-------------------|--|--|------------------|
| 2133            | 20/03/2022        | BK Thomson Electrical Service            | Jean Sullivan Unitys. Check RCDs , Earth rod , Equipotential and replace smoke alarm ba, tteries.  | 115.99           |
| 2132            | 20/03/2022        | BK Thomson Electrical Service            | Jean Sullivan Unitys. Check RCDs , Earth rod , Equipotential and replace smoke alarm ba, tteries.  | 183.42           |
| 2129            | 20/03/2022        | BK Thomson Electrical Service            | Unit 3 Loton Cl. Fan/ Light /Heater unit supply and fit  | 419.65           |
| 2130            | 20/03/2022        | BK Thomson Electrical Service            | Jean Sullivan Unitys. Check RCDs , Earth rod , Equipotential and replace smoke alarm ba, tteries.  | 115.99           |
| <b>EFT29947</b> | <b>21/04/2022</b> | <b>RENTOKIL INITIAL PTY LTD</b>          | <b>Hygiene services</b>  | <b>-1204.73</b>  |
| 97323004        | 15/03/2022        | RENTOKIL INITIAL PTY LTD                 | 1x Hygiene Treatement Urinal Descale, 4x Sharps Disposal, 4x Sharps Disposal, 2x Sharps Disposal, 2x Sanitary Disposal, 1x Hygiene Treatement Urinal Descale, 2x Sharps Disposal, 2x Sharps Disposal, 2x Sharps Disposal   | 1204.73          |
| <b>EFT29948</b> | <b>21/04/2022</b> | <b>Kojonup Auto Electrical Services</b>  | <b>Auto electrics</b>  | <b>-634.25</b>   |
| 4509            | 15/12/2021        | Kojonup Auto Electrical Services         | Motor for swimming pool blankets   | 192.00           |
| 5905            | 27/03/2022        | Kojonup Auto Electrical Services         | UHF headset unit   | 247.15           |
| 6217            | 08/04/2022        | Kojonup Auto Electrical Services         | new battery  | 195.10           |
| <b>EFT29949</b> | <b>21/04/2022</b> | <b>Syd Matthews &amp; Co Pty Ltd</b>     | <b>Blu metal</b>   | <b>-1928.85</b>  |
| C10186          | 28/02/2022        | Syd Matthews & Co Pty Ltd                | 50T Blue Metal Dust and Delivery to Shire Stock Pile   | 1928.85          |
| <b>EFT29950</b> | <b>21/04/2022</b> | <b>Kojonup Supermarket</b>               | <b>Groceries</b>   | <b>-7518.41</b>  |
| MAR 2022        | 31/03/2022        | Kojonup Supermarket                      | Springhaven Meals and Refreshments March 2022  | 7518.41          |
| <b>EFT29951</b> | <b>21/04/2022</b> | <b>Westrac Equipment</b>                 | <b>Truck parts</b>   | <b>-241.47</b>   |
| PI 6813598      | 20/03/2022        | Westrac Equipment                        | 2x rear view mirrors   | 241.47           |
| <b>EFT29952</b> | <b>21/04/2022</b> | <b>Kojonup Country Kitchen</b>           | <b>Catering</b>  | <b>-805.00</b>   |
| 2774            | 17/08/2021        | Kojonup Country Kitchen                  | Catering for 17 August Briefing Session and Coucnil Meeting Day, Morning tea for 10 people - platter of mixed scones (at 10.30am), Lunch for 10 people - lasagne (beef) and 1 small vegetable lasagne (vegan option) , Special dietary requirement noted: pumpkin allergy. | 185.00           |
| 2778            | 31/08/2021        | Kojonup Country Kitchen                  | Catering for lunch - Tuesday 31 August 2021 for 11 people at 12.30pm Shepherds Pie and 1 vegetable pie for special dieatary requirements.  | 165.00           |
| 2812            | 22/11/2021        | Kojonup Country Kitchen                  | Catering for Great Southern Treasures meeting Monday, 22 November 2021for 20 people - light/finger food lunch (for 12 noon pick up) including gluten free and vegetarian options   | 262.50           |
| 2853            | 05/04/2022        | Kojonup Country Kitchen                  | Afternoon Tea - Derek Harrison Leaving - 5 April 2022, 20 x sausage rolls and slice  | 192.50           |
| <b>EFT29953</b> | <b>21/04/2022</b> | <b>BOC Gases</b>                         | <b>Industrial gases</b>  | <b>-29.15</b>    |
| 4030808341      | 29/03/2022        | BOC Gases                                | 1x Oxygen Industrial G Size  | 29.15            |
| <b>EFT29954</b> | <b>21/04/2022</b> | <b>Yabco-Swat Insect Control</b>         | <b>Pest control</b>  | <b>-1177.00</b>  |
| 63              | 14/03/2022        | Yabco-Swat Insect Control                | Springhaven annual spraying pest management  | 1177.00          |
| <b>EFT29955</b> | <b>21/04/2022</b> | <b>Katanning Plant Hire</b>              | <b>Concrete</b>  | <b>-10868.00</b> |
| INV-0559        | 24/03/2022        | Katanning Plant Hire                     | Spring Street  | 4180.00          |
| INV-0559        | 24/03/2022        | Katanning Plant Hire                     | 8x Cubic Metres for Spring Street Footpath   | 3344.00          |
| INV-1437        | 07/04/2022        | Katanning Plant Hire                     | 8x Cubic Metres for Spring Street Footpath   | 3344.00          |
| <b>EFT29956</b> | <b>21/04/2022</b> | <b>Winc Australia Pty Ltd</b>            | <b>Stationery</b>  | <b>-276.47</b>   |
| 9038867213      | 30/03/2022        | Winc Australia Pty Ltd                   | Assorted Stationary for Admin Office   | 276.47           |
| <b>EFT29957</b> | <b>21/04/2022</b> | <b>SUPATURF WA</b>                       | <b>Cancelled</b>   | <b>0.00</b>      |
| 2539            | 24/03/2022        | SUPATURF WA                              | Cancelled  | 0.00             |
| <b>EFT29958</b> | <b>21/04/2022</b> | <b>Synergy - Street Lights</b>           | <b>Electricity</b>   | <b>-4922.40</b>  |
| 2041493094      | 01/04/2022        | Synergy - Street Lights                  | a/c 131337630 for 289 Street Lights 25/02/22 - 24/03/22  | 4922.40          |
| <b>EFT29959</b> | <b>21/04/2022</b> | <b>ABA Security</b>                      | <b>Security</b>  | <b>-396.00</b>   |
| 28219           | 05/04/2022        | ABA Security                             | Monitoring of the security alarm system for Springhaven 01/04/22 - 30/06/22  | 198.00           |
| 28218           | 05/04/2022        | ABA Security                             | Monitoring of the Security Alarm System as per 01/04/2022 - 30/06/2022 - Administration Building   | 198.00           |
| <b>EFT29960</b> | <b>21/04/2022</b> | <b>Stewart &amp; Heaton Clothing Co.</b> | <b>PPE</b>   | <b>-181.59</b>   |
| SIN-3515696     | 09/03/2022        | Stewart & Heaton Clothing Co.            | Trouser FR Gold AS4824 WABFB   | 181.59           |
| <b>EFT29961</b> | <b>21/04/2022</b> | <b>MEDELECT</b>                          | <b>Equipment maintenance</b>   | <b>-2271.50</b>  |

|           |            |  |   |            |
|-----------|------------|--|---|------------|
| 84490     | 30/03/2022 | MEDELECT                                 | Springhaven preventative gas maintenance  | 539.00     |
| 84447     | 30/03/2022 | MEDELECT                                 | Springhaven preventative gas maintenance  | 1094.50    |
| 84457     | 31/03/2022 | MEDELECT                                 | Springhaven preventative gas maintenance  | 638.00     |
| EFT29962  | 21/04/2022 | Lynne Jeanette Matthews                  | BOND REFUND FOR HIRE OF SPORTS COMPLEX 02/04/2022   | -450.00    |
| T171      | 21/04/2022 | Lynne Jeanette Matthews                  | MATTHEWS COMPLEX HIRE BOND  | 450.00     |
| EFT29963  | 21/04/2022 | AVDATA AUSTRALIA                         | Muradup Standpipe   | -3759.03   |
| 8522      | 03/03/2022 | AVDATA AUSTRALIA                         | Water management system components - Muradup standpipe - see attached order form  | 3759.03    |
| EFT29964  | 21/04/2022 | Moving ON Audits                         | Audit fees  | -275.00    |
| 10837     | 01/04/2022 | Moving ON Audits                         | Springhaven Moving on Audits Feb 2022   | 275.00     |
| EFT29965  | 21/04/2022 | Watson's Liquid Waste                    | Liquid waste removal  | -452.00    |
| 2260      | 21/03/2022 | Watson's Liquid Waste                    | Springhaven Grease pump out 2022, Springhaven Grease pump out 2022  | 452.00     |
| EFT29966  | 21/04/2022 | Warren Blackwood Waste                   | Waste and recycling   | -21418.95  |
| 17977     | 04/04/2022 | Warren Blackwood Waste                   | Apex park & Kojonup Tourist Railway - 1.5m3 Front Lift Bins   | 250.00     |
| 17999     | 06/04/2022 | Warren Blackwood Waste                   | 240 Lt Bins Pick Up - March 2022, KJP St Bins Pickup - March 2022, 240 Lt Recycling Bins Pickup - March 2022, KJP Service Townsite Area Bins - March 2022                             | 13144.15   |
| 17998     | 06/04/2022 | Warren Blackwood Waste                   | KJP Transfer Station Management - March 2022  | 8024.80    |
| EFT29967  | 21/04/2022 | South Regional TAFE                      | Training  | -476.28    |
| I0018449  | 18/03/2022 | South Regional TAFE                      | Enrolment in AHC20416 Cert II in Horticulture, Lemuel Viloria   | 476.28     |
| EFT29968  | 21/04/2022 | DOMUS NURSERY                            | Plants  | -458.13    |
| 160028    | 25/03/2022 | DOMUS NURSERY                            | Landscaping 24 & 26 Katanning Road, Landscaping 24 & 26 Katanning Road  | 458.13     |
| EFT29969  | 21/04/2022 | Sigma Chemicals                          | Pool Chemicals  | -2117.50   |
| 156905/01 | 31/03/2022 | Sigma Chemicals                          | items as per Quote 156905 - 2 x 40kg granular chlorine, 5 x 20Lt algae winteriser, 8 x 25kg bicarb, 20 x 25kg soda ash, 3 x 250box photometer phenol red, 2 x pallet fee, 1 x freight | 2117.50    |
| EFT29970  | 21/04/2022 | Kojonup Vet Hospital                     | Vet services  | -130.00    |
| 1/144152  | 17/03/2022 | Kojonup Vet Hospital                     | Euthanase feral cats  | 130.00     |
| EFT29971  | 21/04/2022 | Katanning Mazda                          | Vehicle servicing   | -296.22    |
| R 46523   | 09/03/2022 | Katanning Mazda                          | Car service K05   | 296.22     |
| EFT29972  | 21/04/2022 | Brett Cavanagh                           | Contracting   | -2926.00   |
| 24        | 04/04/2022 | Brett Cavanagh                           | Riverdale Road Culvert repairs  | 2926.00    |
| EFT29973  | 21/04/2022 | AUSTRALIAN TAXATION OFFICE               | BAS   | -109577.00 |
| MAR 2022  | 31/03/2022 | AUSTRALIAN TAXATION OFFICE               | March 2022, March 2022, March 2022, March 2022, March 2022, March 2022, March 2022, March 2022, March 2022, March 2022  | 109577.00  |
| EFT29974  | 21/04/2022 | IT VISION AUSTRALIA PTY LTD              | Training  | -825.00    |
| 36652     | 31/03/2022 | IT VISION AUSTRALIA PTY LTD              | Creditors and Debtors Training for CSO 23 March 2022  | 825.00     |
| EFT29975  | 21/04/2022 | I SWEEP                                  | Sweeping  | -2970.00   |
| 2623      | 31/03/2022 | I SWEEP                                  | Sweeping of Town - commencing 26 March 2022, 20 hours @\$135 plus GST   | 2970.00    |
| EFT29976  | 21/04/2022 | LANDGATE                                 | Mining Tenement   | -41.30     |
| 373084    | 30/03/2022 | LANDGATE                                 | Mining Tenements chargeable SCHE:M2022/1 dated 05/02/22 - 15/03/22  | 41.30      |
| EFT29977  | 21/04/2022 | GLENLOSSIE DISTILLERY                    | Catering  | -1430.00   |
| INV-0153  | 14/04/2022 | GLENLOSSIE DISTILLERY                    | Catering for Outgoing Councillors Appreciation Function - 3 Course Meal for 14 @ \$60.00 per head plus drinks + \$300 venue hire - 12 April 2022 - from 5.00pm                        | 1430.00    |
| EFT29978  | 21/04/2022 | PFD Foodservices (Southway Distributors) | Food and Drygoods   | -3221.20   |
| LB709153  | 10/03/2022 | PFD Foodservices (Southway Distributors) | Springhaven Meals and Refreshments March 2022   | 132.40     |
| LB709166  | 10/03/2022 | PFD Foodservices (Southway Distributors) | Springhaven Meals and Refreshments March 2022   | 55.00      |
| LB764786  | 16/03/2022 | PFD Foodservices (Southway Distributors) | Springhaven Meals and Refreshments March 2022   | 1554.55    |
| LB764790  | 16/03/2022 | PFD Foodservices (Southway Distributors) | Springhaven Meals and Refreshments March 2022   | 77.05      |
| LB909808  | 30/03/2022 | PFD Foodservices (Southway Distributors) | Springhaven Meals and Refreshments March 2022   | 1187.90    |
| LB909780  | 30/03/2022 | PFD Foodservices (Southway Distributors) | Springhaven Meals and Refreshments March 2022   | 214.30     |
| EFT29979  | 21/04/2022 | SURGICAL HOUSE                           | Cancelled   |            |



|                 |                   |   |   |                 |
|-----------------|-------------------|---|---|-----------------|
| A801956         | 06/04/2022        | SURGICAL HOUSE  | Cancelled   |                 |
| <b>EFT29980</b> | <b>21/04/2022</b> | <b>AMITY HEALTH (GREAT SOUTHERN GP NETWORK)</b>           | <b>Speech Pathology</b>   | <b>-940.00</b>  |
| 6772            | 31/03/2022        | AMITY HEALTH (GREAT SOUTHERN GP NETWORK)                  | Two residents for speech review September 2021  | 940.00          |
| <b>EFT29981</b> | <b>21/04/2022</b> | <b>Hope Contractors</b>                                   | <b>Gardening</b>  | <b>-1683.00</b> |
| 1876            | 08/03/2022        | Hope Contractors  | Tidy up garden/lawn. 15 Loton cl(CEO house)   | 88.00           |
| 1882            | 15/03/2022        | Hope Contractors  | Fire hazard reduction work - 83-85 Katanning Road   | 275.00          |
| 1883            | 15/03/2022        | Hope Contractors  | Fire hazard reduction work - 44 Haggerty Road Muradup   | 495.00          |
| 1884            | 15/03/2022        | Hope Contractors  | Fire hazard reduction work - Larsen x Haggerty vacant block Muradup   | 440.00          |
| 1881            | 15/03/2022        | Hope Contractors  | Fire hazard reduction work - 1 Broomehill Road  | 385.00          |
| <b>EFT29982</b> | <b>21/04/2022</b> | <b>Nadine Milne (Tulip &amp; Rose)</b>                    | <b>Flowers</b>  | <b>-84.00</b>   |
| SOK050322       | 05/03/2022        | Nadine Milne (Tulip & Rose)                               | 2x bunches for Springhaven collected by Alex  | 84.00           |
| <b>EFT29983</b> | <b>21/04/2022</b> | <b>BKS Refrigeration &amp; Airconditioning Pty Ltd</b>    | <b>Aircon repairs</b>   | <b>-3300.00</b> |
| INV-2775        | 21/03/2022        | BKS Refrigeration & Airconditioning Pty Ltd               | Faulty air conditioner at 28 Katanning Rd.  | 3300.00         |
| <b>EFT29984</b> | <b>21/04/2022</b> | <b>e-Tools</b>  | <b>IT Software</b>  | <b>-1222.05</b> |
| 15078           | 06/04/2022        | e-Tools   | E-Tools software annual fee 2022  | 1222.05         |
| <b>EFT29985</b> | <b>21/04/2022</b> | <b>CALIBRE CARE</b>                                       | <b>Aged care equipment</b>  | <b>-989.80</b>  |
| INV-1020        | 25/03/2022        | CALIBRE CARE  | Required for residents patslide   | 297.00          |
| INV1258         | 11/04/2022        | CALIBRE CARE  | Required for residents patslide   | 346.40          |
| INV-1257        | 11/04/2022        | CALIBRE CARE  | Required for residents patslide   | 346.40          |
| <b>EFT29986</b> | <b>21/04/2022</b> | <b>Kodja Place Community Fund Inc.</b>                    | <b>Goods for sale</b>   | <b>-42.00</b>   |
| 010422          | 01/04/2022        | Kodja Place Community Fund Inc.                           | Goods on sold on consignment - 3x Its Grand to be a farmer book   | 42.00           |
| <b>EFT29987</b> | <b>21/04/2022</b> | <b>Marketforce</b>  | <b>Advertising</b>  | <b>-1864.51</b> |
| 42992           | 24/03/2022        | Marketforce   | Employment Vacancy - Works Supervisor - Great Southern Herald 31 March 2022   | 421.19          |
| 42993           | 24/03/2022        | Marketforce   | Public Notice - Change of Venue - 12 April 2022 Ordinary Meeting of Council - Great Southern Herald - 31 March 2022 | 278.30          |
| 42994           | 24/03/2022        | Marketforce   | Job Vacancy - Manager Kodja Place & Tourism Marketing - Great Southern Herald - 31 March 2022                       | 421.19          |
| 42995           | 24/03/2022        | Marketforce   | Job vacancy - Works Supervisor - West Australian - Saturday, 26 March 2022  | 743.83          |
| <b>EFT29988</b> | <b>21/04/2022</b> | <b>Ramped Technology &amp; Management Systems Pty Ltd</b> | <b>IT Support</b>   | <b>-4118.49</b> |
| INV-3870        | 31/03/2022        | Ramped Technology & Management Systems Pty Ltd            | Startech-1ft usb to serial db9 adapter cable 1231096 - to connect new laptop to road traffic count data boxes       | 47.74           |
| INV-3984        | 31/03/2022        | Ramped Technology & Management Systems Pty Ltd            | Startech-1ft usb to serial db9 adapter cable 1231096 - to connect new laptop to road traffic count data boxes       | 31.00           |
| INV-3970        | 31/03/2022        | Ramped Technology & Management Systems Pty Ltd            | Technician assistance 28/02/22 - 29/03/22   | 4039.75         |
| <b>EFT29989</b> | <b>21/04/2022</b> | <b>BJ Systems</b>   | <b>Security</b>   | <b>-144.10</b>  |
| 809730          | 28/03/2022        | BJ Systems  | Monitoring fees for the period 01/04/22 - 30/06/22 - Sports Complex   | 144.10          |
| <b>EFT29990</b> | <b>21/04/2022</b> | <b>ALBANY LOCK SERVICE</b>                                | <b>Lock services</b>  | <b>-415.40</b>  |
| 26949           | 21/03/2022        | ALBANY LOCK SERVICE                                       | Lesser Hall. 2 x entry lock assemblies and two x restricted lock keying.  | 415.40          |
| <b>EFT29991</b> | <b>21/04/2022</b> | <b>NEIL TYRONE RILEY</b>                                  | <b>Reimbursement</b>  | <b>-132.00</b>  |
| 140422          | 14/04/2022        | NEIL TYRONE RILEY   | Pre-employment medical  | 132.00          |
| <b>EFT29992</b> | <b>21/04/2022</b> | <b>Clarke's Furniture &amp; Kitchen Design</b>            | <b>Building maintenance</b>   | <b>-172.05</b>  |
| 2094            | 10/04/2022        | Clarke's Furniture & Kitchen Design                       | Springhaven Maintenance   | 172.05          |
| <b>EFT29993</b> | <b>21/04/2022</b> | <b>WA Hino Sales &amp; Services</b>                       | <b>Truck parts</b>  | <b>-2358.57</b> |
| 283571          | 02/03/2022        | WA Hino Sales & Services                                  | 1x new radiator   | 2358.57         |
| <b>EFT29994</b> | <b>21/04/2022</b> | <b>Lucindas Everlastings</b>                              | <b>Goods for sale</b>   | <b>-101.00</b>  |
| 4403            | 29/03/2022        | Lucindas Everlastings                                     | 10x Small Packets and 3x Large Parge Packets of Everlasting Seeds, for Sale in Visitor Centre Shop                  | 101.00          |

|                  |            |   |  |          |
|------------------|------------|---|--|----------|
| EFT29995         | 21/04/2022 | Thea Commins Wholesale                                | Goods for sale   | -375.10  |
| 27904            | 28/02/2022 | Thea Commins Wholesale                                | Assorted Gold Plated Bookmarks, Tote Bags and Tea Towels , For Sale in Visitor Centre Shop   | 375.10   |
| EFT29996         | 21/04/2022 | Galaxy Enterprises                                    | Goods for sale   | -257.12  |
| 2476             | 14/03/2022 | Galaxy Enterprises                                    | Assorted Plush Toys and Tea Towels, For Sale in Visitor Centre Shop  | 257.12   |
| EFT29997         | 21/04/2022 | Cr Felicity Webb                                      | Councillor Fees  | -3818.81 |
| JAN - MAR 2022   | 31/03/2022 | Cr Felicity Webb                                      | Claim for Councillor Fees and Reimbursements 01/01/22 - 31/03/22, Claim for Councillor Fees and Reimbursements 01/01/22 - 31/03/22               | 3818.81  |
| EFT29998         | 21/04/2022 | BMSS Babich Maintenance & Steriliser Services Pty Ltd | Maintenance  | -577.50  |
| 24196            | 04/03/2022 | BMSS Babich Maintenance & Steriliser Services Pty Ltd | Pan Sanitizer service Springhaven 2022   | 577.50   |
| EFT29999         | 21/04/2022 | PARMINDER SINGH                                       | Councillor fees  | -3818.81 |
| JAN - MAR 2022   | 31/03/2022 | PARMINDER SINGH                                       | Councillor Fees and Reimbursements 01/01/22 - 31/03/22, Councillor Fees and Reimbursements 01/01/22 - 31/03/22                                   | 3818.81  |
| EFT30000         | 21/04/2022 | Klopper Contracting T/A Ron Wright Bulldozing         | Contractor   | -3190.00 |
| IV00000001791    | 10/04/2022 | Klopper Contracting T/A Ron Wright Bulldozing         | Pushing over trees damaged through lightning strikes   | 3190.00  |
| EFT30001         | 21/04/2022 | Science and Nature Pty Ltd                            | Cancelled  | 0.00     |
| 7976             | 25/03/2022 | Science and Nature Pty Ltd                            | Cancelled  | 0.00     |
| EFT30002         | 21/04/2022 | Consulting Great Southern (Mark Weller)               | Cancelled  | 0.00     |
| 162310/162444    | 01/03/2022 | Consulting Great Southern (Mark Weller)               | Cancelled  | 0.00     |
| EFT30003         | 21/04/2022 | Solar Equip   | Muradup Standpipe  | -385.00  |
| 869              | 15/03/2022 | Solar Equip   | Supply and installation of cabinet, Avdata and solar equipment - Cancelled   | 385.00   |
| EFT30004         | 21/04/2022 | Cr Cynthia Wieringa                                   | Councillor fees  | -3818.81 |
| JAN - MAR 2022   | 31/03/2022 | Cr Cynthia Wieringa                                   | Claim for Councillor Fees and Reimbursements 01/01/22 - 31/03/22, Claim for Councillor Fees and Reimbursements 01/01/22 - 31/03/22               | 3818.81  |
| EFT30005         | 21/04/2022 | Kojonup Concrete                                      | Concrete   | -4489.56 |
| 1437             | 07/04/2022 | Kojonup Concrete                                      | 6 cubes loads at Quin Quin spillways   | 2244.78  |
| 1437             | 07/04/2022 | Kojonup Concrete                                      | 6 x cubes of concrete at Shamrock Road , Delivery for 1pm 31 March 2022  | 2244.78  |
| EFT30006         | 21/04/2022 | A.D. Engineering International Pty Ltd                | Engineering  | -528.00  |
| INV-0272         | 31/03/2022 | A.D. Engineering International Pty Ltd                | Remote Access 12 Months  | 528.00   |
| EFT30007         | 21/04/2022 | Ciara O'Regan   | Reimbursment   | -1126.85 |
| 250322           | 25/03/2022 | Ciara O'Regan   | Health insurance charges as per MACS contract 06/01/22 - 07/04/22  | 545.84   |
| 120422           | 12/04/2022 | Ciara O'Regan   | Health insurance charges as per MACS contract 07/04/22 - 07/07/22  | 581.01   |
| EFT30008         | 21/04/2022 | 3E Advantage Pty Ltd                                  | Printing   | -2336.95 |
| INV-60347-B4Z9K4 | 05/04/2022 | 3E Advantage Pty Ltd                                  | Printing charges 05/04/22 - 05/05/22 Kodja Place   | 122.10   |
| INV-60906-S4C4C7 | 06/04/2022 | 3E Advantage Pty Ltd                                  | Printing charges 01/03/22 - 31/03/22 Admin Depot Springhaven   | 2214.85  |
| EFT30009         | 21/04/2022 | Tandin Zangmo   | Reimbursement  | -180.00  |
| 090422           | 09/04/2022 | Tandin Zangmo   | Registered nurse renewal   | 180.00   |
| EFT30010         | 21/04/2022 | Chronicle Rip Pty Ltd                                 | New software   | -7689.00 |
| INV-0258         | 05/04/2022 | Chronicle Rip Pty Ltd                                 | Digital Mapping and Database Solution for Shire of Kojonup Cemetery, Chronicle Rip Pty Ltd, Matthew Borowski                                     | 7689.00  |
| EFT30011         | 21/04/2022 | BGL Solutions PTY LTD                                 | Areation treatment   | -5106.86 |
| INV-0005064      | 30/03/2022 | BGL Solutions PTY LTD                                 | Hollow Coring of Football oval to reduce compaction. Sweeping to remove corings. Applying Calciprill & fertiliser then smudging into the ground. | 3806.00  |
| INV0005063       | 30/03/2022 | BGL Solutions PTY LTD                                 | Hollow Coring of Football oval to reduce compaction. Sweeping to remove corings. Applying Calciprill & fertiliser then smudging into the ground. | 1300.86  |
| EFT30012         | 21/04/2022 | Talinco Group   | Covid  | -4938.95 |

|                 |                   |  |   |                   |
|-----------------|-------------------|--|---|-------------------|
| 46537           | 04/02/2022        | Talinco Group                                    | PPE N95 Masks - Springhaven, PPE N95 Masks, PPE N95 Masks, PPE N95 Masks, PPE N95 Masks, PPE N95 Masks, PPE N95 Masks, PPE N95 Masks, PPE N95 Masks, PPE N95 Masks, PPE N95 Masks | 2234.38           |
| 46567           | 02/03/2022        | Talinco Group                                    | Gloves  | 999.57            |
| 46590           | 17/03/2022        | Talinco Group                                    | P2 Respirators - 2 x cartons of 400   | 1705.00           |
| <b>EFT30013</b> | <b>21/04/2022</b> | <b>Stephanie Swain</b>                           | <b>Reimbursement</b>  | <b>-98.73</b>     |
| 080422          | 08/04/2022        | Stephanie Swain                                  | Fuel for Ranger vehicle - Ampol machine did not accept card   | 98.73             |
| <b>EFT30014</b> | <b>21/04/2022</b> | <b>D Tech Electrics</b>                          | <b>Electrical services</b>  | <b>-51605.40</b>  |
| IV00942         | 31/03/2022        | D Tech Electrics                                 | Netball electrical services as per scope specified in RFQ10 of 2021   | 51605.40          |
| <b>EFT30015</b> | <b>21/04/2022</b> | <b>Engineering Consultants Australia Pty Ltd</b> | <b>Consulting</b>   | <b>-4620.00</b>   |
| 2052            | 04/02/2022        | Engineering Consultants Australia Pty Ltd        | Harrison PI electrical Design as per Quotation 1554   | 4620.00           |
| <b>EFT30016</b> | <b>21/04/2022</b> | <b>Yvonne Kent</b>                               | <b>Goods for sale</b>   | <b>-180.00</b>    |
| 03              | 14/03/2022        | Yvonne Kent                                      | 20x Assorted Fitted Fabric Face Masks (3 layers), For Sale in Visitor Centre Shop   | 180.00            |
| <b>EFT30017</b> | <b>21/04/2022</b> | <b>The Estate of Hope O 'Niell</b>               | <b>Refund</b>   | <b>-170922.19</b> |
| 010422          | 01/04/2022        | The Estate of Hope O 'Niell                      | of Bond, of Interest accrued  | 170922.19         |
| <b>EFT30018</b> | <b>28/04/2022</b> | <b>Payroll Deductions - Shire of Kojonup</b>     | <b>Payroll deductions</b>   | <b>-1135.00</b>   |
| DEDUCTION       | 26/04/2022        | Payroll Deductions - Shire of Kojonup            | Payroll Deduction   | 915.00            |
| DEDUCTION       | 26/04/2022        | Payroll Deductions - Shire of Kojonup            | Payroll Deduction   | 220.00            |
| <b>EFT30019</b> | <b>28/04/2022</b> | <b>Child Support Agency</b>                      | <b>Payroll deductions</b>   | <b>-389.05</b>    |
| DEDUCTION       | 26/04/2022        | Child Support Agency                             | Payroll Deduction   | 389.05            |
| <b>EFT30020</b> | <b>28/04/2022</b> | <b>Australian Services Union (LGO)</b>           | <b>Payroll deductions</b>   | <b>-51.80</b>     |
| DEDUCTION       | 26/04/2022        | Australian Services Union (LGO)                  | Payroll Deduction   | 51.80             |
| <b>EFT30021</b> | <b>28/04/2022</b> | <b>Australian Services Union (MEU)</b>           | <b>Payroll deductions</b>   | <b>-71.70</b>     |
| DEDUCTION       | 26/04/2022        | Australian Services Union (MEU)                  | Payroll Deduction   | 71.70             |
| <b>EFT30022</b> | <b>28/04/2022</b> | <b>Kojonup Shire Depot Social Club</b>           | <b>Payroll deductions</b>   | <b>-160.00</b>    |
| DEDUCTION       | 26/04/2022        | Kojonup Shire Depot Social Club                  | Payroll Deduction   | 160.00            |
| <b>EFT30023</b> | <b>28/04/2022</b> | <b>EasiSalary</b>                                | <b>Payroll deductions</b>   | <b>-2275.56</b>   |
| DEDUCTION       | 26/04/2022        | EasiSalary                                       | Payroll Deduction   | 1205.77           |
| DEDUCTION       | 26/04/2022        | EasiSalary                                       | Payroll Deduction   | 1069.79           |
| <b>EFT30024</b> | <b>29/04/2022</b> | <b>Albany Mitsubishi</b>                         | <b>New vehicle for MACS</b>   | <b>-20245.80</b>  |
| 2061648         | 21/04/2022        | Albany Mitsubishi                                | Purchase of Mitsubishi Outlander ES 2.5L CVT 2WD, Added options; floor mats, boot liner, tow bar, Trade In: Holden Equinox, 2019 (K05) - MACS                                     | 20245.80          |

**835253.20**

| <b><u>Direct Deposits 1/04/22 - 30/04/22</u></b> |                   |                                       |   |                  |
|--|-------------------|---------------------------------------|---|------------------|
| <b>Ref</b>                                       | <b>Date</b>       | <b>Name</b>                           | <b>Description</b>                          | <b>Amount</b>    |
| <b>DD22736.1</b>                                 | <b>05/04/2022</b> | <b>Bond Administrator</b>             | <b>Bond - 16 Loton Close - Wendy Bilney</b> | <b>-960.00</b>   |
| BILNEY   | 05/04/2022        | Bond Administrator                    | Bond - 16 Loton Close - Wendy Bilney        | 960.00           |
| <b>DD22740.1</b>                                 | <b>02/04/2022</b> | <b>Paul Hartmann Pty Ltd</b>          | <b>Healthcare products</b>                  | <b>-1014.04</b>  |
| 437209389  | 03/03/2022        | Paul Hartmann Pty Ltd                 | Springhaven Continence aids March 2022      | 1014.04          |
| <b>DD22740.2</b>                                 | <b>14/04/2022</b> | <b>Kojonup Aboriginal Corporation</b> | <b>Goods for sale</b>                       | <b>-360.36</b>   |
| MAR 2022   | 31/03/2022        | Kojonup Aboriginal Corporation        | On consignment                              | 360.36           |
| <b>DD22753.1</b>                                 | <b>12/04/2022</b> | <b>Aware Super</b>                    | <b>Payroll deductions</b>                   | <b>-14614.21</b> |
| SUPER  | 12/04/2022        | Aware Super                           | Super                                       | 11517.48         |
| SUPER  | 12/04/2022        | Aware Super                           | Super                                       | 283.40           |
| DEDUCTION  | 12/04/2022        | Aware Super                           | Payroll Deduction                           | 139.08           |
| DEDUCTION  | 12/04/2022        | Aware Super                           | Payroll Deduction                           | 1915.39          |
| DEDUCTION  | 12/04/2022        | Aware Super                           | Payroll Deduction                           | 94.08            |
| DEDUCTION  | 12/04/2022        | Aware Super                           | Payroll Deduction                           | 583.00           |
| DEDUCTION  | 12/04/2022        | Aware Super                           | Payroll Deduction                           | 81.78            |
| <b>DD22753.2</b>                                 | <b>12/04/2022</b> | <b>Prime Super</b>                    | <b>Superannuation contributions</b>         | <b>-1113.40</b>  |

|                  |                   |  |   |                  |
|------------------|-------------------|--|---|------------------|
| SUPER            | 12/04/2022        | Prime Super                                | Super   | 1113.40          |
| <b>DD22753.3</b> | <b>12/04/2022</b> | <b>MLC Nominees</b>                        | <b>Superannuation contributions</b>   | <b>-121.75</b>   |
| SUPER            | 12/04/2022        | MLC Nominees                               | Super   | 121.75           |
| <b>DD22753.4</b> | <b>12/04/2022</b> | <b>Hesta Superannuation</b>                | <b>Superannuation contributions</b>   | <b>-716.85</b>   |
| SUPER            | 12/04/2022        | Hesta Superannuation                       | Super   | 716.85           |
| <b>DD22753.5</b> | <b>12/04/2022</b> | <b>ANZ Smart Choice Super</b>              | <b>Superannuation contributions</b>   | <b>-205.99</b>   |
| SUPER            | 12/04/2022        | ANZ Smart Choice Super                     | Super   | 205.99           |
| <b>DD22753.6</b> | <b>12/04/2022</b> | <b>Fraser Coast Super Fund</b>             | <b>Payroll deductions</b>   | <b>-535.79</b>   |
| SUPER            | 12/04/2022        | Fraser Coast Super Fund                    | Super   | 401.84           |
| DEDUCTION        | 12/04/2022        | Fraser Coast Super Fund                    | Payroll Deduction   | 133.95           |
| <b>DD22753.7</b> | <b>12/04/2022</b> | <b>Future Superannuation Group Pty Ltd</b> | <b>Superannuation contributions</b>   | <b>-119.33</b>   |
| SUPER            | 12/04/2022        | Future Superannuation Group Pty Ltd        | Super   | 119.33           |
| <b>DD22753.8</b> | <b>12/04/2022</b> | <b>Australian Super Pty Ltd</b>            | <b>Payroll deductions</b>   | <b>-1896.17</b>  |
| SUPER            | 12/04/2022        | Australian Super Pty Ltd                   | Super   | 1667.98          |
| DEDUCTION        | 12/04/2022        | Australian Super Pty Ltd                   | Payroll Deduction   | 228.19           |
| <b>DD22753.9</b> | <b>12/04/2022</b> | <b>HOSTPLUS</b>                            | <b>Superannuation contributions</b>   | <b>-1244.81</b>  |
| DEDUCTION        | 12/04/2022        | HOSTPLUS                                   | Payroll Deduction   | 254.60           |
| SUPER            | 12/04/2022        | HOSTPLUS                                   | Super   | 990.21           |
| <b>DD22771.1</b> | <b>21/04/2022</b> | <b>Ampol ( Formerly Caltex Star Card)</b>  | <b>March Ampol Fuel Card</b>  | <b>-2584.55</b>  |
| 0108865912       | 21/04/2022        | Ampol ( Formerly Caltex Star Card)         | Fuel card purchases, Fuel card purchases, Fuel card purchases, Fuel card purchases, Fuel card purchases, Fuel card purchases, Fuel card purchases                   | 2584.55          |
| <b>DD22773.1</b> | <b>21/04/2022</b> | <b>Motorcharge Limited (Puma)</b>          | <b>March 2022 Puma Fuel Card Usage</b>  | <b>-2369.51</b>  |
| 88               | 21/04/2022        | Motorcharge Limited (Puma)                 | March 2022 Puma Fuel Card Usage, March 2022 Puma Fuel Card Usage, March 2022 Puma Fuel Card Usage, March 2022 Puma Fuel Card Usage, March 2022 Puma Fuel Card Usage | 2369.51          |
| <b>DD22778.1</b> | <b>26/04/2022</b> | <b>Aware Super</b>                         | <b>Payroll deductions</b>   | <b>-13816.82</b> |
| SUPER            | 26/04/2022        | Aware Super                                | Super   | 11001.03         |
| SUPER            | 26/04/2022        | Aware Super                                | Super   | 313.50           |
| DEDUCTION        | 26/04/2022        | Aware Super                                | Payroll Deduction   | 139.08           |
| DEDUCTION        | 26/04/2022        | Aware Super                                | Payroll Deduction   | 1604.96          |
| DEDUCTION        | 26/04/2022        | Aware Super                                | Payroll Deduction   | 93.47            |
| DEDUCTION        | 26/04/2022        | Aware Super                                | Payroll Deduction   | 583.00           |
| DEDUCTION        | 26/04/2022        | Aware Super                                | Payroll Deduction   | 81.78            |
| <b>DD22778.2</b> | <b>26/04/2022</b> | <b>Prime Super</b>                         | <b>Superannuation contributions</b>   | <b>-981.65</b>   |
| SUPER            | 26/04/2022        | Prime Super                                | Super   | 981.65           |
| <b>DD22778.3</b> | <b>26/04/2022</b> | <b>HUB24 Superannuation Fund</b>           | <b>Superannuation contributions</b>   | <b>-87.51</b>    |
| SUPER            | 26/04/2022        | HUB24 Superannuation Fund                  | Super   | 87.51            |
| <b>DD22778.4</b> | <b>26/04/2022</b> | <b>MLC Nominees</b>                        | <b>Superannuation contributions</b>   | <b>-51.14</b>    |
| SUPER            | 26/04/2022        | MLC Nominees                               | Super   | 51.14            |
| <b>DD22778.5</b> | <b>26/04/2022</b> | <b>Hesta Superannuation</b>                | <b>Superannuation contributions</b>   | <b>-635.03</b>   |
| SUPER            | 26/04/2022        | Hesta Superannuation                       | Super   | 635.03           |
| <b>DD22778.6</b> | <b>26/04/2022</b> | <b>ANZ Smart Choice Super</b>              | <b>Superannuation contributions</b>   | <b>-122.79</b>   |
| SUPER            | 26/04/2022        | ANZ Smart Choice Super                     | Super   | 122.79           |
| <b>DD22778.7</b> | <b>26/04/2022</b> | <b>Fraser Coast Super Fund</b>             | <b>Payroll deductions</b>   | <b>-535.79</b>   |
| SUPER            | 26/04/2022        | Fraser Coast Super Fund                    | Super   | 401.84           |
| DEDUCTION        | 26/04/2022        | Fraser Coast Super Fund                    | Payroll Deduction   | 133.95           |
| <b>DD22778.8</b> | <b>26/04/2022</b> | <b>Future Superannuation Group Pty Ltd</b> | <b>Payroll Deduction</b>  | <b>-129.00</b>   |
| SUPER            | 26/04/2022        | Future Superannuation Group Pty Ltd        | Super   | 129.00           |
| <b>DD22778.9</b> | <b>26/04/2022</b> | <b>Australian Super Pty Ltd</b>            | <b>Payroll deductions</b>   | <b>-1824.30</b>  |
| SUPER            | 26/04/2022        | Australian Super Pty Ltd                   | Super   | 1595.64          |
| DEDUCTION        | 26/04/2022        | Australian Super Pty Ltd                   | Payroll Deduction   | 228.66           |
| <b>DD22797.5</b> | <b>30/04/2022</b> | <b>Air Liquide</b>                         | <b>Gas Rental</b>   | <b>-26.06</b>    |
| YB1994           | 31/03/2022        | Air Liquide                                | Cylinder Fee  | 26.06            |
| <b>DD22797.6</b> | <b>06/04/2022</b> | <b>Kleenheat Gas Pty Ltd</b>               | <b>Gas</b>  | <b>-370.32</b>   |
| 21909858         | 07/03/2022        | Kleenheat Gas Pty Ltd                      | Supply 366.90 bulk LPG for Springhaven  | 370.32           |
| <b>DD22797.7</b> | <b>28/04/2022</b> | <b>Albany Filterclean</b>                  | <b>Filters</b>  | <b>-30.00</b>    |
| 19013            | 29/03/2022        | Albany Filterclean                         | Springhaven filter clean April 2022   | 30.00            |
| <b>DD22797.8</b> | <b>03/04/2022</b> | <b>Optus Billing Services Pty Ltd</b>      | <b>Telecommunications</b>   | <b>-329.40</b>   |

|                   |                   |   |   |                   |
|-------------------|-------------------|---|---|-------------------|
| 261418069         | 20/03/2022        | Optus Billing Services Pty Ltd                    | Phone charges 20/02/22 - 19/03/22 Admin, Phone charges 20/02/22 - 19/03/22 Swimming Pool, Phone charges 20/02/22 - 19/03/22 Kodja Place, Phone charges 20/02/22 - 19/03/22 Springhaven, Phone charges 20/02/22 - 19/03/22 Depot | 329.40            |
| <b>DD22753.10</b> | <b>12/04/2022</b> | <b>SuperWrap Personal Super Plan</b>              | <b>Superannuation contributions</b>   | <b>-179.16</b>    |
| SUPER             | 12/04/2022        | SuperWrap Personal Super Plan                     | Super   | 179.16            |
| <b>DD22753.11</b> | <b>12/04/2022</b> | <b>MTAA SUPERANNUATION FUND</b>                   | <b>Superannuation contributions</b>   | <b>-99.15</b>     |
| SUPER             | 12/04/2022        | MTAA SUPERANNUATION FUND                          | Super   | 99.15             |
| <b>DD22753.12</b> | <b>12/04/2022</b> | <b>REST SUPERANNUATION</b>                        | <b>Superannuation contributions</b>   | <b>-453.43</b>    |
| SUPER             | 12/04/2022        | REST SUPERANNUATION                               | Super   | 453.43            |
| <b>DD22753.13</b> | <b>12/04/2022</b> | <b>IOOF Superannuation</b>                        | <b>Superannuation contributions</b>   | <b>-217.74</b>    |
| SUPER             | 12/04/2022        | IOOF Superannuation                               | Super   | 217.74            |
| <b>DD22753.14</b> | <b>12/04/2022</b> | <b>Panorama Super</b>                             | <b>Superannuation contributions</b>   | <b>-78.20</b>     |
| SUPER             | 12/04/2022        | Panorama Super                                    | Super   | 78.20             |
| <b>DD22753.15</b> | <b>12/04/2022</b> | <b>SunSuper Superannuation Fund</b>               | <b>Superannuation contributions</b>   | <b>-825.62</b>    |
| SUPER             | 12/04/2022        | SunSuper Superannuation Fund                      | Super   | 825.62            |
| <b>DD22778.10</b> | <b>26/04/2022</b> | <b>HOSTPLUS</b>                                   | <b>Superannuation contributions</b>   | <b>-1263.09</b>   |
| DEDUCTION         | 26/04/2022        | HOSTPLUS  | Payroll Deduction   | 254.60            |
| SUPER             | 26/04/2022        | HOSTPLUS  | Super   | 1008.49           |
| <b>DD22778.11</b> | <b>26/04/2022</b> | <b>SuperWrap Personal Super Plan</b>              | <b>Superannuation contributions</b>   | <b>-89.58</b>     |
| SUPER             | 26/04/2022        | SuperWrap Personal Super Plan                     | Super   | 89.58             |
| <b>DD22778.12</b> | <b>26/04/2022</b> | <b>MTAA SUPERANNUATION FUND</b>                   | <b>Superannuation contributions</b>   | <b>-86.26</b>     |
| SUPER             | 26/04/2022        | MTAA SUPERANNUATION FUND                          | Super   | 86.26             |
| <b>DD22778.13</b> | <b>26/04/2022</b> | <b>REST SUPERANNUATION</b>                        | <b>Superannuation contributions</b>   | <b>-378.39</b>    |
| SUPER             | 26/04/2022        | REST SUPERANNUATION                               | Super   | 378.39            |
| <b>DD22778.14</b> | <b>26/04/2022</b> | <b>IOOF Superannuation</b>                        | <b>Superannuation contributions</b>   | <b>-152.51</b>    |
| SUPER             | 26/04/2022        | IOOF Superannuation                               | Super   | 152.51            |
| <b>DD22778.15</b> | <b>26/04/2022</b> | <b>Panorama Super</b>                             | <b>Superannuation contributions</b>   | <b>-26.07</b>     |
| SUPER             | 26/04/2022        | Panorama Super                                    | Super   | 26.07             |
| <b>DD22778.16</b> | <b>26/04/2022</b> | <b>SunSuper Superannuation Fund</b>               | <b>Superannuation contributions</b>   | <b>-812.12</b>    |
| SUPER             | 26/04/2022        | SunSuper Superannuation Fund                      | Super   | 812.12            |
| <b>FEES</b>       | <b>04/04/2022</b> | <b>WESTNET</b>                                    | <b>Westnet</b>  | <b>-725.79</b>    |
| <b>FEES</b>       | <b>19/04/2022</b> | <b>MESSAGE MEDIA</b>                              | <b>Sms Messages</b>   | <b>-485.89</b>    |
| <b>FEES</b>       | <b>29/04/2022</b> | <b>NAB</b>  | <b>MISCELLANEOUS BANK CHARGES</b>   | <b>-972.78</b>    |
| <b>FEES</b>       | <b>28/08/2022</b> | <b>2022</b>                                       | <b>Centrelink Charge</b>  | <b>-5.94</b>      |
| <b>2414</b>       | <b>14/04/2022</b> | <b>013B - PAYROLL CREDITORS MUN</b>               | <b>PAYROLL CREDITORS MUN</b>  | <b>-122422.58</b> |
| <b>2414</b>       | <b>26/04/2022</b> | <b>FER FEES - FER FEES</b>                        | <b>FER FEES</b>   | <b>-79.50</b>     |
| <b>2414</b>       | <b>26/04/2022</b> | <b>FER FEES - FER FEES</b>                        | <b>FER FEES</b>   | <b>-79.50</b>     |
| <b>2414</b>       | <b>26/04/2022</b> | <b>FER FEES - FER FEES</b>                        | <b>FER FEES</b>   | <b>-79.50</b>     |
| <b>2414</b>       | <b>26/04/2022</b> | <b>FER FEES - FER FEES</b>                        | <b>FER FEES</b>   | <b>-79.50</b>     |
| <b>2414</b>       | <b>26/04/2022</b> | <b>FER FEES - FER FEES</b>                        | <b>FER FEES</b>   | <b>-79.50</b>     |
| <b>2414</b>       | <b>26/04/2022</b> | <b>FER FEES - FER FEES</b>                        | <b>FER FEES</b>   | <b>-79.50</b>     |
| <b>2414</b>       | <b>01/04/2022</b> | <b>Trans Lice - TRANSPORT LICENCING (DEC) MUN</b> | <b>TRANSPORT LICENCING (DEC) MUN</b>  | <b>-3322.25</b>   |
| <b>2414</b>       | <b>04/04/2022</b> | <b>Trans Lice - TRANSPORT LICENCING (DEC) MUN</b> | <b>TRANSPORT LICENCING (DEC) MUN</b>  | <b>-1059.70</b>   |
| <b>2414</b>       | <b>05/04/2022</b> | <b>Trans Lice - TRANSPORT LICENCING (DEC) MUN</b> | <b>TRANSPORT LICENCING (DEC) MUN</b>  | <b>-456.55</b>    |
| <b>2414</b>       | <b>06/04/2022</b> | <b>Trans Lice - TRANSPORT LICENCING (DEC) MUN</b> | <b>TRANSPORT LICENCING (DEC) MUN</b>  | <b>-2420.95</b>   |
| <b>2414</b>       | <b>07/04/2022</b> | <b>Trans Lice - TRANSPORT LICENCING (DEC) MUN</b> | <b>TRANSPORT LICENCING (DEC) MUN</b>  | <b>-1416.80</b>   |
| <b>2414</b>       | <b>08/04/2022</b> | <b>Trans Lice - TRANSPORT LICENCING (DEC) MUN</b> | <b>TRANSPORT LICENCING (DEC) MUN</b>  | <b>-4222.25</b>   |
| <b>2414</b>       | <b>11/04/2022</b> | <b>Trans Lice - TRANSPORT LICENCING (DEC) MUN</b> | <b>TRANSPORT LICENCING (DEC) MUN</b>  | <b>-589.90</b>    |

|      |            |  |                               |            |
|------|------------|--|-------------------------------|------------|
| 2414 | 12/04/2022 | Trans Lice - TRANSPORT LICENCING (DEC) MUN | TRANSPORT LICENCING (DEC) MUN | -863.55    |
| 2414 | 13/04/2022 | Trans Lice - TRANSPORT LICENCING (DEC) MUN | TRANSPORT LICENCING (DEC) MUN | -2263.05   |
| 2414 | 14/04/2022 | Trans Lice - TRANSPORT LICENCING (DEC) MUN | TRANSPORT LICENCING (DEC) MUN | -2194.80   |
| 2414 | 19/04/2022 | Trans Lice - TRANSPORT LICENCING (DEC) MUN | TRANSPORT LICENCING (DEC) MUN | -542.15    |
| 2414 | 20/04/2022 | Trans Lice - TRANSPORT LICENCING (DEC) MUN | TRANSPORT LICENCING (DEC) MUN | -1796.45   |
| 2414 | 21/04/2022 | Trans Lice - TRANSPORT LICENCING (DEC) MUN | TRANSPORT LICENCING (DEC) MUN | -4431.80   |
| 2414 | 22/04/2022 | Trans Lice - TRANSPORT LICENCING (DEC) MUN | TRANSPORT LICENCING (DEC) MUN | -2369.05   |
| 2414 | 26/04/2022 | Trans Lice - TRANSPORT LICENCING (DEC) MUN | TRANSPORT LICENCING (DEC) MUN | -691.40    |
| 2414 | 27/04/2022 | Trans Lice - TRANSPORT LICENCING (DEC) MUN | TRANSPORT LICENCING (DEC) MUN | -80409.00  |
| 2414 | 28/04/2022 | Trans Lice - TRANSPORT LICENCING (DEC) MUN | TRANSPORT LICENCING (DEC) MUN | -133185.41 |
| 2414 | 28/04/2022 | Trans Lice - TRANSPORT LICENCING (DEC) MUN | TRANSPORT LICENCING (DEC) MUN | -2058.65   |
| 2414 | 29/04/2022 | Trans Lice - TRANSPORT LICENCING (DEC) MUN | TRANSPORT LICENCING (DEC) MUN | -4208.05   |

425,049.63

| SUMMARY FOR APRIL 2022 |                     |
|------------------------|---------------------|
| Cheque 14332 - 14334   | 828.12              |
| EFT 29872 - 30024      | 835,253.20          |
| Direct Debits          | 425,049.63          |
| <b>Total</b>           | <b>1,261,130.95</b> |

SHIRE OF KOJONUP



Springhaven Working Group

MINUTES

Inaugural Meeting  
22 March 2022



**MINUTES OF THE INAUGURAL SPRINGHAVEN WORKING GROUP MEETING**  
**HELD 22 MARCH 2022**

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The Chairman, Cr Bilney, declared the meeting open at 8.17am.

**1 ATTENDANCE, APOLOGIES & LEAVE OF ABSENCE**

**MEMBERS**

|                           |        |
|---------------------------|--------|
| Cr Roger Bilney           | Chair  |
| Cr Ned Radford            | Member |
| Cr Alan Egerton-Warburton | Member |

**STAFF (OBSERVERS)**

|                |                                     |
|----------------|-------------------------------------|
| Grant Thompson | Chief Executive Officer (CEO)       |
| Ciara O'Regan  | Manager Springhaven (MS)            |
| Judy Stewart   | Senior Administration Officer (SAO) |

**APOLOGIES**

Nil

**LEAVE OF ABSENCE**

Nil

**2 CONFIRMATION OF MINUTES**

Inaugural meeting - no previous minutes

Congratulations were extended to the MS and her team on their recent, excellent industry audit result.

**3 DECLARATIONS OF INTEREST**

Nil

**4 MAKEUP OF SPRINGHAVEN WORKING GROUP**

The Chairperson will contact Jill Mathwin and Kevin Broom to establish their interest in being members of the Springhaven Working Group (Group). Jill Mathwin has been involved with Friends of Springhaven and Kevin Broom is a semi-retired accountant who has been heavily involved in the Medical Centre. CEO and SAO to send a formal letter inviting them onto the Group.

**5 METHODOLOGY OF SPRINGHAVEN WORKING GROUP**

The following five areas of knowledge are considered key to the Group's operation:

- Required future information
- Legal obligations as Directors of an Aged Care Facility
- Resource requirements under legislation
- Understanding income and funding model
- Understand cost structure

The Group will provide a platform to consider issues raised including understanding all

responsibilities, day to day issues e.g.; staffing shortages and effects on day to day running, sustainability, and economic and social value to the community. The Group will look at visiting and talking with other local governments in similar situations.

## **6 MANAGER SPRINGHAVEN REPORT**

The Manager Springhaven gave a verbal report to the Group:

- The Springhaven Team is proud of passing accreditation with an excellent report - MS will report to councillors at a May briefing session.
- Staff numbers have taken a hit –
  - Losing a longer term nurse on 8 April and a new nurse of five weeks has given notice;
  - Have lost personal carers - two are moving closer to home, another leaving the sector altogether. Lots of overtime is being worked - having an RN working nightshift is expensive. Seven carer shifts not covered – administration staff working extra hours. MS would need to cover COVID-19 ward;
  - 100's of hours leave due to existing Team Members;
  - Administration and nurse working nights, regular duties getting behind;
  - Advertising on SEEK and Facebook – most are wanting visas more than job. Some agencies are overbooked, extenuating costs (\$160 per week for a nurse answering phone etc on call).

The CEO stated that, in addressing the supply and demand issue and difficulty in attracting the right people, the Shire of Kojonup (Shire) may need to bear extra costs. Paying cash out in lieu of leave reduces debt liability on the balance sheet, but impacts the cashflow. Staff will gain an advantage of cash in the bank; however, does not facilitate Team Members' rest and recreation.

Suggested options include:

- advertising more broadly (the Shire pays above award and offer heavily subsidised housing – only on-call rate is not above standard);
- offering an attractive on call rate as an incentive (following Union guidelines); and
- training volunteers to become carers (need to consider infection control risks – perhaps limited to non-COVID, non-infectious areas such as the kitchen; however, time consuming for team members), and identification of community members.

The Shire has been advertising for RNs and carers with qualifications; now advertising for carers without qualifications or experience and offering hands-on training but still getting little if any interest.

Potential school leavers either didn't attend interviews or were uninspired by a tour of the facility.

Enrolled nurses require extra training to give medications – use of enrolled nurses can defeat the purpose as an RN needs to be with them for giving higher medications such as pain relief.

Advertising took place for a kitchen hand/cook – consider including other duties (e.g.; caring qualifications). Two new cooks are only available two days per week.

Cleaners are not being advertised at the moment as depot cleaners are covering the shortfall – all are inducted and trained.

List of roles made available to all staff – looked at 12 hour shifts (gained 50/50 team approval - affected by school, children etc) – remaining at three eight hour shifts.

A letter is being drafted for family members, asking for volunteer assistance in the event of a COVID-19 outbreak. Consider approaching Church groups, community groups such as Lions and Rotary, and volunteers who may be able to assist with kitchen duties such as food preparation, cooking and washing up.

Resource requirements are under discussion in aged care. The anticipated end of year recommendations are inclusive of a ratio of 1:6 carer/resident (currently 2:22 at night), nursing hours of 20 minutes per resident per day and, longer term, a Registered Nurse working over a weekend.

Summary:

Two part problem –

1. immediate short term solution - community members may put hand up to assist short term/management and administration has potential to be done by other team members?
2. potential applicants may be held back by lack of jobs advertised for their partners - make package more attractive/to coincide with jobs in farming for example (currently difficult to fill farming roles).

Create register of jobs in community to be placed on the Shire's social media and website and place an article into the Kojonup News to resource volunteers/employees.

Be less constrained by budget due to need to solve immediate shortages (Springhaven budget has \$\$ available due to current shortages). Utilise a consultant/recruiter to source the right people for the right role.

Create a list of administration jobs that are done on a daily basis and that any other Shire team member can walk in and do.

## **7      NEXT MEETING**

To be advised.

## **8      CLOSE OF MEETING**

Being no further business the meeting closed at 9.23am.

SHIRE OF KOJONUP  
SPRINGHAVEN WORKING GROUP  
TERMS OF REFERENCE

1. Objectives of Springhaven Working Group

1.1 Primary Objective

The primary objective of the Springhaven Working Group is to recommend to Council on matters related to the Springhaven aged care facility including but not limited to: strategic issues, financial reporting, management of risk, maintaining a reliable system of internal controls and facilitating the achievement of regulatory standards for aged care.

1.2 Functions

As part of Council's governance obligations to its community and aged care legislation, the Springhaven Working Group will review, monitor and advise Council on:

- strategic options for Springhaven's sustainability;
- effective management options relating to operational costs, financial and other risks and the protection of Council's aged care assets;
- revenue generating options and the funding model for the facility; and
- compliance with legislation as well as use of best practice guidelines.

2. General

The Springhaven Working Group is a working group of Council and is responsible to Council. The Springhaven Working Group does not have executive powers or authority to implement actions in areas over which management has responsibility and does not have any delegated financial responsibility. The Springhaven Working Group does not have any management functions.

The Springhaven Working Group's role is to report to Council and provide appropriate recommendations and advice on matters relevant to its Terms of Reference in order to facilitate decision-making by Council in relation to the discharge of Council's responsibilities.

2.1 Membership

- (a) The Springhaven Working Group will consist of three (3) delegated members from the Council and external independent person/s with relevant expertise in aged care, as appropriate.

- (b) The Chairperson of the Springhaven Working Group will be a councillor appointed by the Council.

The evaluation of a potential external independent person/s will be undertaken by the Chairperson of Springhaven Working Group and the Chief Executive Officer (CEO) who will take into account the experience of this person/s and their likely ability to apply appropriate skills.

- (c) Appointments of any external person/s shall be made by Council. Their tenure is at the discretion of the Council.
- (d) There will be no remuneration paid to members of the Springhaven Working Group including any external person/s.
- (e) The Shire of Kojonup CEO shall be responsible for the provision of secretarial and administrative support to the Springhaven Working Group.

## **2.2 Meetings**

The Springhaven Working Group shall meet as necessary and as deemed appropriate by the Chairperson.

## **2.3 Reporting**

The Springhaven Working Group shall, after every meeting, forward a record of that meeting to the next practical Ordinary Meeting of the Council including any recommendations and key outcomes.

RECEIVED

21 APR 2022

SHIRE OF KOJONUP

Kojonup 6395

18/4/2022

To Grant Thompson  
Chief Executive Officer  
Shire of Kojonup.

Dear Grant,

Thank you for your invitation to join the  
Shire of Kojonup Springlawn Working Group as a Community  
Member.

I know the three Councillors involved in this working  
group very well, as they do myself, and I am sure we  
will be able to work together very well also.

I hope that I could contribute in some way, in the  
discussion of the future planning of Springlawn, not  
underestimating the difficulties we will face to find  
solutions required in these relatively difficult times,  
from the perspective of staffing, finance and strategies.

Thank you again for the invitation.

Yours sincerely,

Grant Thompson

|                  |               |  |  |  |
|------------------|---------------|--|--|--|
| SHIRE OF KOJONUP |               |  |  |  |
| REC NO:          | IN22/28B8DA9E |  |  |  |
| X-REF:           |               |  |  |  |
| FILE:            | 60.CNM.9      |  |  |  |
| OFFICER:         |               |  |  |  |
| CC'D             |               |  |  |  |



## Judy Stewart

---

**From:** Roger Bilney  
**Sent:** Wednesday, 11 May 2022 6:33 AM  
**To:** Judy Stewart  
**Subject:** Fwd: Shire of Kojonup Springhaven Working Group

----- Forwarded message -----

Date: 8 May 2022 1:40 pm  
Subject: Shire of Kojonup Springhaven Working Group

Hi Grant

It would be a pleasure to be a member of the (Working Group)

I only hope I can be of some assistance

Regards

Kevin Broom

**Please be cautious**

This email was sent outside of your organisation

# KARAMARKA

Paul & Felicity WEBB

649 Jingalup Road

Kojonup, 6395, WA

To whom it may concern,

This letter is seeking planning permission for a proposed expansion to our Motel business, Cornwall House Accommodation, at 72 Albany Highway, Kojonup taking our capacity upto 12 rooms. We are looking to increase our capacity by building accommodation that will cater for Family and/or Groups for which we are getting more and more requests and a type of accommodation that we believe is lacking in Kojonup.

We are proposing to build the accommodation on the South West corner of our property facing Spring St with off street parking for up to 3 cars.

The new units will be purpose built and will have a similar aesthetic as our current units with Jarrah trim veranda's; cladding painted in Dulux Kosciusko Pebble; roof, gutters and downpipes in Dulux Gully and windows and doors in Dulux Woodland Grey.

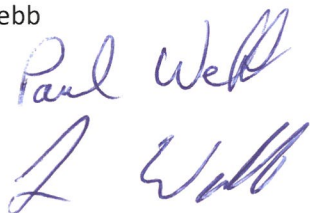
The current trees on the western side of the block will remain as a green buffer between ourselves and our neighbours at #5 Spring St however, we will trim them down to a more manageable size. All of the storm water on our property is currently collected and we will be able to hook into the existing drainage/collection/filtration system.

Cornwall House Accommodation is a very busy business and we find that more and more we are turning away guests who advise us that other accommodation businesses in town are also full, particularly for group or family style accommodation. We believe that our proposal will be of great benefit to Kojonup by offering more quality accommodation to our growing, busy town.

We hope that you will look favourably on this proposal.

Thank you and kind regards

Paul & Felicity Webb

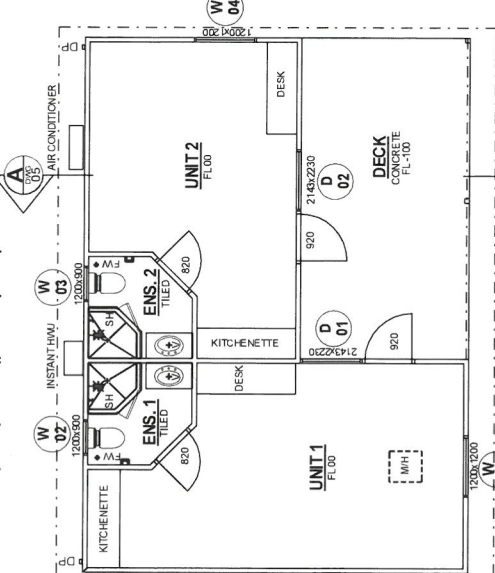
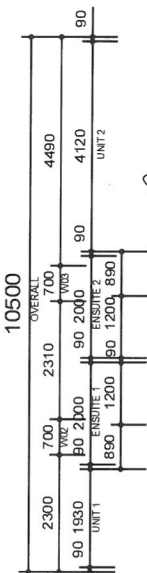






### NOTES :-

- COMPACTION SHALL BE TO THE SATISFACTION OF THE ENGINEER APPROVED BY THE LOCAL AUTHORITY PRIOR TO CONCRETING STAGE
- PLUMBING SHALL BE TO THE SATISFACTION OF THE ENGINEER APPROVED BY THE LOCAL AUTHORITY PRIOR TO CONCRETING STAGE
- DOUBLE LAMINATIONS TO TIMBER BEAMS / JOISTS SHALL BE USED FOR ALL FRAMING CODES UNLESS NOTED OTHERWISE
- FLOOR, ROOF AND CEILING FRAMING SHALL COMPLY WITH AS1684.1 TIMBER FRAMING CODES AND THE BCA DRAWN DIAGRAMMATICALLY ONLY
- REFER TO CERTIFIED BUSH-FIRE ATTACK LEVEL (BAL) ASSESSMENT TO CONFIRM BAL RATINGS & RELATED CONSTRUCTION REQUIREMENTS
- SURVEY IDENTIFICATION OF LOT BOUNDARIES IS THE RESPONSIBILITY OF THE OWNER AND/OR THE BUILDER
- DRAWINGS AND DETAILS TO BE READ IN CONJUNCTION WITH RELEVANT CONSULTANT DRAWINGS
- OWNER AND/OR BUILDER TO COMPLY WITH ALL STATUTORY AUTHORITY BY-LAWS AND REGULATIONS AND THE BCA AND SHALL PRECEED THESE DRAWINGS AS APPLICABLE
- ALL DIMENSIONS TO BE CHECKED ON SITE PRIOR TO COMMENCEMENT OF CONSTRUCTION
- LINTELS DRAWINGS TO BE READ IN CONJUNCTION WITH RELEVANT CONSULTANT DRAWINGS & SPECIFICATIONS TO BE HOT-DIP GALVANISED
- EXPOSED TIMBER ALL EXTERNAL STEEL LINTELS WHERE EXPOSED TO WEATHER AND / OR AS NOTED ON DRAWINGS
- PINE TIMBER ALL PINE TIMBER TO BE MGP10 GRADE UNLESS NOTED OTHERWISE
- ROOFING BATTENS FOR CUSTOM-ORB SHALL BE 70 x 45mm PINE @ 900mm MAX CENTRES TO FIRST AND LAST SPAN AND 1150mm MAXIMUM INTERNAL CENTRES
- DOUBLE LAMINATIONS TO TIMBER BEAMS / JOISTS SHALL BE USED FOR ALL FRAMING CODES UNLESS NOTED OTHERWISE
- FLOOR, ROOF AND CEILING FRAMING SHALL COMPLY WITH AS1684.1 TIMBER FRAMING CODES AND THE BCA DRAWN DIAGRAMMATICALLY ONLY
- REFER TO CERTIFIED BUSH-FIRE ATTACK LEVEL (BAL) ASSESSMENT TO CONFIRM BAL RATINGS & RELATED CONSTRUCTION REQUIREMENTS
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- LINTELS DRAWINGS TO BE READ IN CONJUNCTION WITH RELEVANT CONSULTANT DRAWINGS & SPECIFICATIONS TO BE HOT-DIP GALVANISED
- EXPOSED TIMBER ALL EXTERNAL STEEL LINTELS WHERE EXPOSED TO WEATHER AND / OR AS NOTED ON DRAWINGS



|         |      |      |      |      |
|---------|------|------|------|------|
| 90      | 4020 | 90   | 6210 | 90   |
| 1500    | 1200 | 1500 | 2230 | 2200 |
| 4200    | 1870 | 4200 | 2230 | 6300 |
| OVERALL | 3060 | 90   | 3060 | 90   |
| DECK    | 3060 | 90   | 3060 | 90   |

### UNIT FLOOR PLAN

SCALE 1:100



### AREAS

|        |       |
|--------|-------|
| UNIT 1 | 31.50 |
| UNIT 2 | 26.50 |
| DECK   | 21.00 |
| TOTAL  | 79.00 |

PLANS TO BE READ IN CONJUNCTION WITH ENGINEER DRAWINGS

ALL PINE TIMBER TO BE CCA TREATED WHERE EXPOSED TO WEATHER

TIMBER ROOF & CEILING FRAMING TO COMPLY WITH AS1684 & THE BCA DRAWN DIAGRAMMATICALLY ONLY

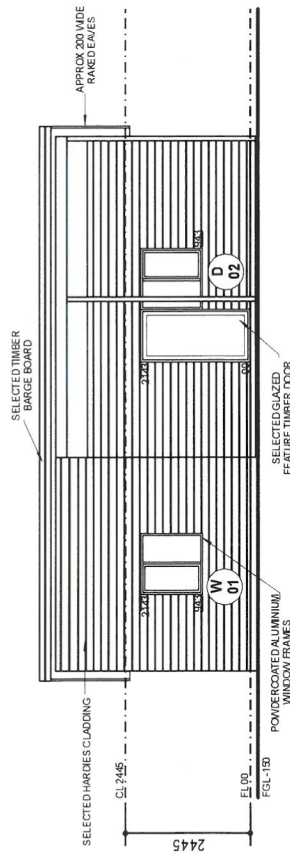
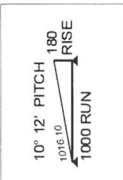
ALL EXTERNAL STEEL LINTELS TO BE HOT-DIP GALVANISED

|                  |             |                           |
|------------------|-------------|---------------------------|
| Designed & Drawn | Page Size   | Client                    |
| M SHANKS         | A3          | KARAMARKA SUPERFUND       |
| Date             | Job No      | Project                   |
| APRIL 22         | A-128-22-PD | MOTEL ACCOMMODATION       |
| Scale            | Page        | LOT 13 ALBANY HWY KOJONUP |
| AS SHOWN         | 2 OF 5      |                           |

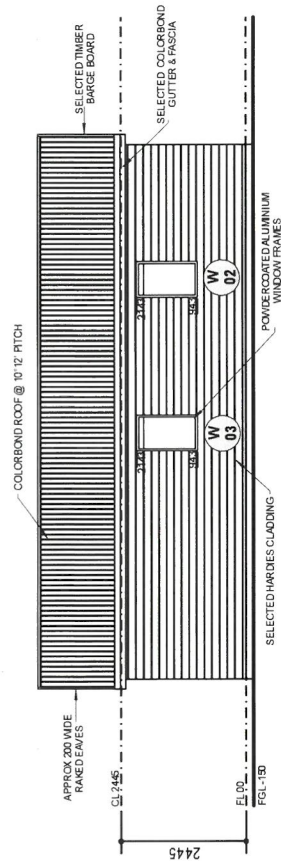
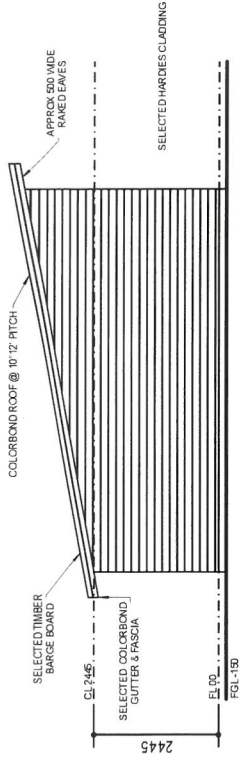
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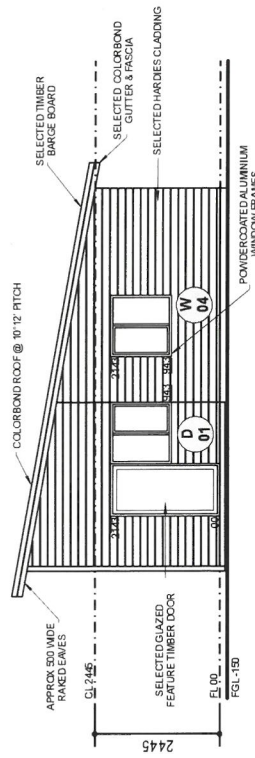




WEST ELEVATION  
SCALE 1:100



EAST ELEVATION  
SCALE 1:100



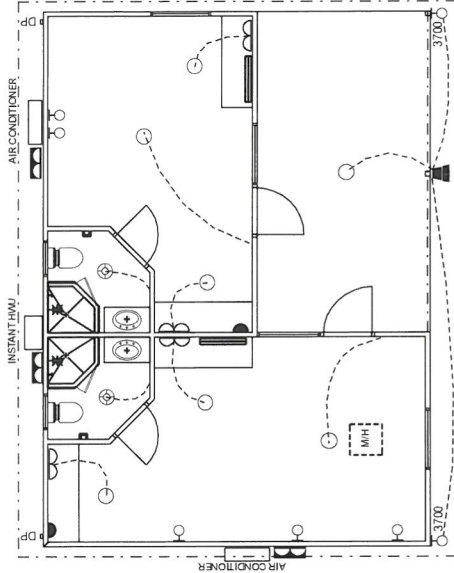
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| Date<br><b>APRIL 22</b>             | Job No<br><b>A-128-22-WD</b> | Project<br><b>MOTEL ACCOMMODATION<br/>LOT 13 ALBANY HWY KOJONUP</b> |
| Scale<br><b>AS SHOWN</b>            | Page<br><b>3 OF 5</b>        |   |

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| ELECTRICAL LEGEND |  |
|-------------------|--|
|                   | CEILING LIGHT                                      |
|                   | WALL LIGHT @ 1800 OR AS NOMINATED                  |
|                   | DOWN LIGHT   |
|                   | WALL MOUNTED TELEVISION                            |
|                   | FLOURESCENT LIGHT - SINGLE WITH DIFFUSER           |
|                   | SENSOR   |
|                   | EXHAUST FAN/CEILING MOUNTED                        |
|                   | EXHAUST FAN/LIGHT COMBINATION                      |
|                   | EXHAUST FAN/LIGHT/HEATER COMBINATION               |
|                   | SMOKE DETECTOR                                     |
|                   | GPO @ 300A.F.L. - SINGLE                           |
|                   | GPO @ 300A.F.L. - DOUBLE                           |
|                   | GPO @ 300A.F.L. - MULTIPLE                         |
|                   | GPO @ 900A.F.L. OR AS NOMINATED - SINGLE           |
|                   | GPO @ 900A.F.L. OR AS NOMINATED - DOUBLE           |
|                   | GPO @ 900A.F.L. OR AS NOMINATED - MULTIPLE         |
|                   | GPO @ 1050A.F.L. OR AS NOMINATED - SINGLE          |
|                   | GPO @ 1050A.F.L. OR AS NOMINATED - DOUBLE          |
|                   | GPO @ 1050A.F.L. OR AS NOMINATED - MULTIPLE        |
|                   | GPO WPROOF @ 1200A.F.L. OR AS NOMINATED - SINGLE   |
|                   | GPO WPROOF @ 1200A.F.L. OR AS NOMINATED - DOUBLE   |
|                   | GPO WPROOF @ 1200A.F.L. OR AS NOMINATED - MULTIPLE |
|                   | GAS NEGUS POINT & CEILING VENT                     |
|                   | TELEPHONE POINT                                    |
|                   | TV POINT   |
|                   | DATA POINT   |
|                   | TWO WAY SWITCHING                                  |
|                   | CONDUIT  |
|                   | DIM  |
|                   | DIMMER SWITCH TO LIGHTS                            |

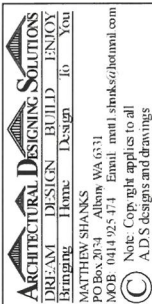


ELECTRICAL PLAN  
SCALE 1" = 10'  
NOTE: WATERPROOF DOUBLE GPO  
AND WATERPROOF LIGHT IN CEILING  
SPACE AT MANHOLE

|                                     |                              |   |
|-------------------------------------|------------------------------|---|
| Designed & Drawn<br><b>M SHANKS</b> | Page Size<br><b>A3</b>       | Client<br><b>KARAMARKA SUPERFUND</b>                                |
| Date<br><b>APRIL 22</b>             | Job No<br><b>A-128-22-WD</b> | Project<br><b>MOTEL ACCOMMODATION<br/>LOT 13 ALBANY HWY KOJONUP</b> |
| Scale<br><b>AS SHOWN</b>            | Page<br><b>4 OF 5</b>        |   |



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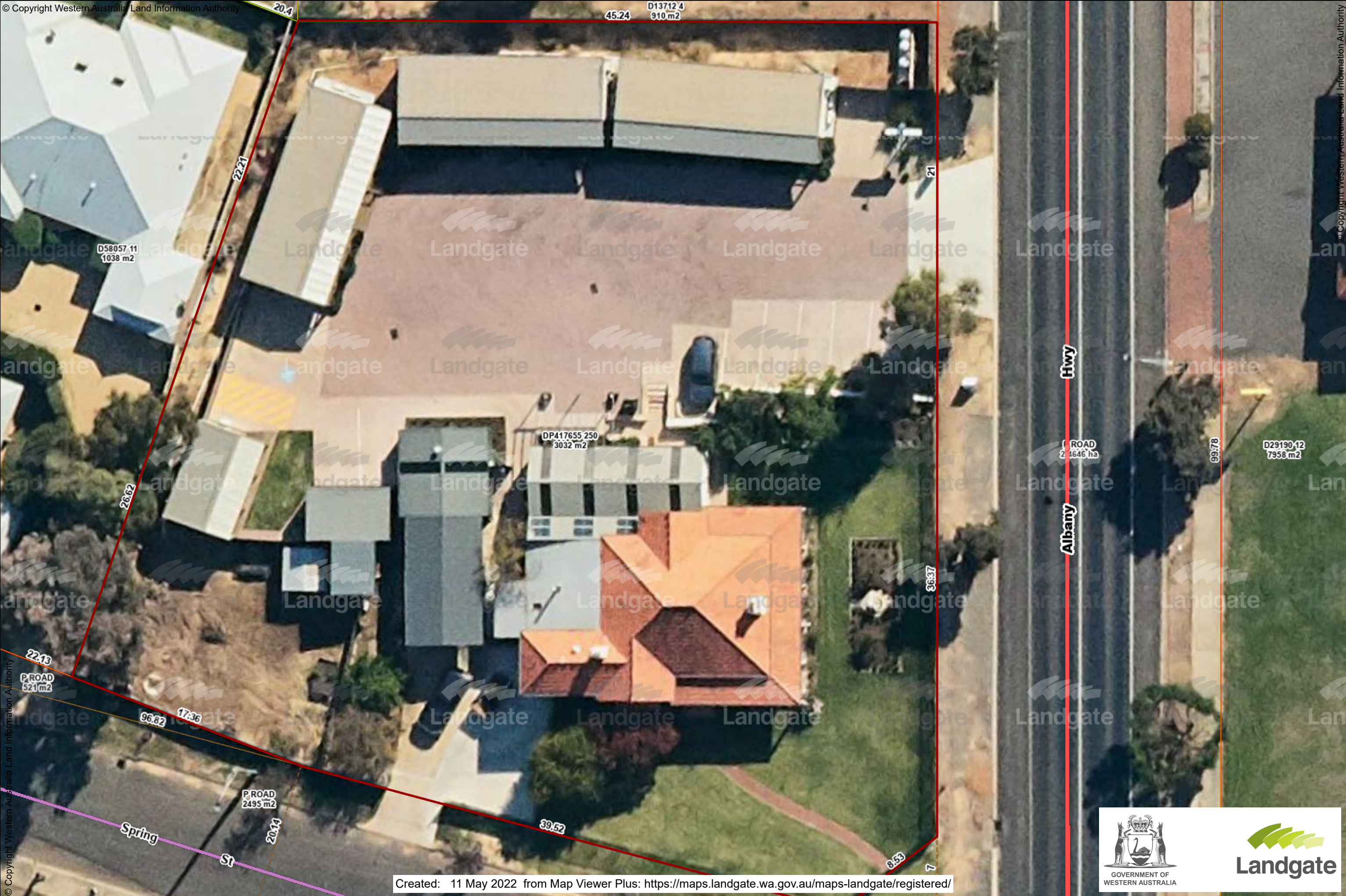
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**67. Consideration of application by local government**

- (1) Development approval cannot be granted on an application for approval of —
  - (a) development that is a class X use in relation to the zone in which the development is located, unless —
    - (i) the development relates to land that is being used for a non-conforming use; and
    - (ii) the local government considers that the proposed use of the land would be less detrimental than the non-conforming use;
  - or
  - (b) development that otherwise does not comply with a requirement of this Scheme, unless —
    - (i) this Scheme gives the local government discretion to waive or vary the requirement or to grant development approval despite non-compliance with the requirement; or
    - (ii) the development is permitted under a provision of this Scheme in relation to non-conforming uses.
- (2) In considering an application for development approval (other than an application on which approval cannot be granted under subclause (1)), the local government is to have due regard to the following matters to the extent that, in the opinion of the local government, those matters are relevant to the development the subject of the application —
  - (a) the aims and provisions of this Scheme and any other local planning scheme operating within the Scheme area;
  - (b) the requirements of orderly and proper planning including any proposed local planning scheme or amendment to this Scheme that has been advertised under the *Planning and Development (Local Planning Schemes) Regulations 2015* or any other proposed planning instrument that the local government is seriously considering adopting or approving;
  - (c) any approved State planning policy;
  - (d) any environmental protection policy approved under the *Environmental Protection Act 1986* section 31(d);
  - (e) any policy of the Commission;
  - (f) any policy of the State;
  - (fa) any local planning strategy for this Scheme endorsed by the Commission;
  - (g) any local planning policy for the Scheme area;
  - (h) any structure plan or local development plan that relates to the development;
  - (i) any report of the review of the local planning scheme that has been published under the *Planning and Development (Local Planning Schemes) Regulations 2015*;
  - (j) in the case of land reserved under this Scheme, the objectives for the reserve and the additional and permitted uses identified in this Scheme for the reserve;
  - (k) the built heritage conservation of any place that is of cultural significance;
  - (l) the effect of the proposal on the cultural heritage significance of the area in which the development is located;
  - (m) the compatibility of the development with its setting, including —
    - (i) the compatibility of the development with the desired future character of its setting; and

- (ii) the relationship of the development to development on adjoining land or on other land in the locality including, but not limited to, the likely effect of the height, bulk, scale, orientation and appearance of the development;
  - (n) the amenity of the locality including the following —
    - (i) environmental impacts of the development;
    - (ii) the character of the locality;
    - (iii) social impacts of the development;
  - (o) the likely effect of the development on the natural environment or water resources and any means that are proposed to protect or to mitigate impacts on the natural environment or the water resource;
  - (p) whether adequate provision has been made for the landscaping of the land to which the application relates and whether any trees or other vegetation on the land should be preserved;
  - (q) the suitability of the land for the development taking into account the possible risk of flooding, tidal inundation, subsidence, landslip, bush fire, soil erosion, land degradation or any other risk;
  - (r) the suitability of the land for the development taking into account the possible risk to human health or safety;
  - (s) the adequacy of —
    - (i) the proposed means of access to and egress from the site; and
    - (ii) arrangements for the loading, unloading, manoeuvring and parking of vehicles;
  - (t) the amount of traffic likely to be generated by the development, particularly in relation to the capacity of the road system in the locality and the probable effect on traffic flow and safety;
  - (u) the availability and adequacy for the development of the following —
    - (i) public transport services;
    - (ii) public utility services;
    - (iii) storage, management and collection of waste;
    - (iv) access for pedestrians and cyclists (including end of trip storage, toilet and shower facilities);
    - (v) access by older people and people with disability;
  - (v) the potential loss of any community service or benefit resulting from the development other than potential loss that may result from economic competition between new and existing businesses;
  - (w) the history of the site where the development is to be located;
  - (x) the impact of the development on the community as a whole notwithstanding the impact of the development on particular individuals;
  - (y) any submissions received on the application;
  - (za) the comments or submissions received from any authority consulted under clause 66;
  - (zb) any other planning consideration the local government considers appropriate.
- (3) Subclause (1) has effect despite the zoning table for this Scheme.

*[Clause 67 amended: SL 2020/252 r. 74.]*