

## SHIRE OF KOJONUP



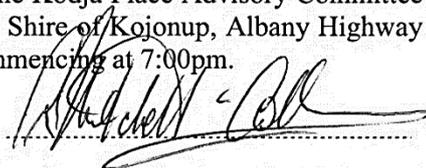
### Kodja Place Advisory Committee Agenda

***21<sup>st</sup> January 2016***

**TO: COMMITTEE MEMBERS**

NOTICE is hereby given that a meeting of the Kodja Place Advisory Committee will be held in the Reception Lounge, at the Shire of Kojonup, Albany Highway Kojonup on Thursday, 21<sup>st</sup> January 2016 commencing at 7:00pm.

Your attendance is respectfully requested.



**RICK MITCHELL-COLLINS**  
**CHIEF EXECUTIVE OFFICER**

14 January 2016

**SHIRE OF KOJONUP****AGENDA FOR THE KODJA PLACE ADVISORY COMMITTEE MEETING**  
**TO BE HELD ON 21<sup>st</sup> JANUARY 2016****TABLE OF CONTENTS**

<b>1</b>	<b>DECLARATION OF OPENING AND ANNOUNCEMENT OF GUESTS</b>	<b>3</b>
<b>2</b>	<b>ATTENDANCE &amp; APOLOGIES</b>	<b>3</b>
<b>3</b>	<b>PRESIDING MEMBER</b>	<b>4</b>
<b>4</b>	<b>PUBLIC QUESTION TIME</b>	<b>4</b>
<b>5</b>	<b>SUMMARY OF RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE</b>	<b>4</b>
<b>6</b>	<b>APPLICATIONS FOR LEAVE OF ABSENCE</b>	<b>4</b>
<b>7</b>	<b>CONFIRMATION OF MINUTES</b>	<b>4</b>
<b>8</b>	<b>ANNOUNCEMENTS BY THE PRESIDING MEMBER WITHOUT DISCUSSION</b>	<b>5</b>
<b>9</b>	<b>PETITIONS, DEPUTATIONS &amp; PRESENTATIONS</b>	<b>5</b>
<b>10</b>	<b>DECLARATIONS OF INTEREST</b>	<b>5</b>
<b>11</b>	<b>BUSINESS ARISING</b>	<b>6</b>
	<b>11.1 STRATEGIC PLANNING</b>	<b>6</b>
	<b>11.2 PROPOSED UPGRADE OF THE KODJA PLACE PRECINCT:</b>	<b>15</b>
	<b>11.3 MOSAIC DATABASE UPDATE</b>	<b>27</b>
	<b>11.4 CURATORIAL AUDIT RECOMMENDATIONS</b>	<b>28</b>
<b>12</b>	<b>ITEMS</b>	<b>29</b>
	<b>12.1 CHAIRMAN - KAC UPDATE</b>	<b>29</b>
	<b>12.2 MANAGER – THE KODJA PLACE PRECINCT UPDATE</b>	<b>29</b>
	<b>12.3 CEO UPDATE</b>	<b>29</b>
<b>13</b>	<b>MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN</b>	<b>29</b>
<b>14</b>	<b>NEW BUSINESS.</b>	<b>29</b>
<b>15</b>	<b>NEXT MEETING</b>	<b>29</b>
<b>16</b>	<b>CLOSURE</b>	<b>29</b>
<b>17</b>	<b>ATTACHMENTS (SEPARATE)</b>	<b>29</b>

## **A G E N D A**

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

At the Council meeting held 22 October 2015 the following persons were elected by absolute majority as members of the Kodja Place Advisory Committee:

- Kojonup Community Growth Association (formerly KTA) Ian Malane - Delegate Jill House – Proxy
- KAC – Craig McVee - Delegate
- KPCF Inc. – Will Harvey – Delegate
- Rose Maze – Cathy Wright – Delegate
- Story place/Gallery – Margaret Robertson – Delegate
- Council – Shire President and Cr Sexton are Delegates
- Kojonup Tourist Railway – Ned Radford - Delegate
- Council Officers – CEO and Manager Community Development & Tourism
- Community - Barbara Hobbs and Wendy Thorne - Delegates

### **2 ATTENDANCE & APOLOGIES**

#### **MEMBERS**

<b>Cr Ronnie Fleay</b>	<b>Shire President</b>
<b>Cr Robert Sexton</b>	<b>Deputy Shire President</b>
<b>Mr Rick Mitchell-Collins</b>	<b>Chief Executive Officer</b>
<b>Zahra Shirazee</b>	<b>Manager, Community Development &amp; Tourism</b>
<b>Mr Ian Malane</b>	<b>Kojonup Tourist Association</b>
<b>Mr Craig McVee</b>	<b>Kojonup Aboriginal Corporation</b>
<b>Mr William Harvey</b>	<b>Kodja Place Community Fund Inc.</b>
<b>Mrs Barbara Hobbs</b>	<b>Community</b>
<b>Margaret Robertson</b>	<b>Kodj Gallery/Storyplace Coordinator</b>
<b>Mrs Cathy Wright</b>	<b>Rose Maze</b>
<b>Mr Ned Radford</b>	<b>Kojonup Tourist Railway</b>
<b>Cassandra Fletcher</b>	<b>Community Development Officer</b>
<b>Hannah Robinson</b>	<b>Marketing &amp; Special Events Officer</b>

#### **APOLOGIES**

<b>Wendy Thorn</b>	<b>Community</b>
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**3 PRESIDING MEMBER**

Cr Fleay was declared elected unopposed to the position of Presiding Member at the Kodja Place Advisory Committee meeting held 19<sup>th</sup> November 2015 for a term of 2 years.

**4 PUBLIC QUESTION TIME**

**5 SUMMARY OF RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE**

**6 APPLICATIONS FOR LEAVE OF ABSENCE**

**7 CONFIRMATION OF MINUTES**

**KODJA PLACE ADVISORY COMMITTEE MEETING held 19<sup>th</sup> November 2015**

**COMMITTEE DECISION**

/15 Moved , seconded that the Minutes of the Kodja Place Advisory Committee Meeting held on 19<sup>th</sup> November 2015 be confirmed as a true record.

**CARRIED/LOST /**

**8**      **ANNOUNCEMENTS** by the Presiding Member without discussion

**9**      **PETITIONS, DEPUTATIONS & PRESENTATIONS**

**10**     **DECLARATIONS OF INTEREST**

**11 BUSINESS ARISING****11.1 STRATEGIC PLANNING**

Council at its meeting held 16 September 2014 adopted the Kodja Place Strategic Plan 2014 and achieving the Strategic Goals of the adopt Plan forms the main focus of the Council and the Kodja Place Advisory Committee (KPAC).

Listed below is an update on the status and progress for each goal.

Key Result Areas up to November 2015 as follows:

<b>Action</b>	<b>Status/Resourcing Requirements</b>	<b>Time Frame</b>
Improved Strategic Planning	Draft Strategic Plan adopted at Council Meeting held 16 September 2014 following extensive deliberations by KPAC.	Completed
Increase Noongar presence and involvement including traineeships / employment opportunities	<p>The new arrangement with Jack Cox which has been in place since July has been working well and feedback from Jack continues to be positive. Although there are 3 set tour times Monday to Friday, Jack under his own volition, has been undertaking additional tours for visitors arriving outside of these times including some weekends. Since the change, more visitors to Kodja Place have experienced Jack's Tours which has helped to increase exposure for his business as well as provide positive feedback on the experience Kodja Place offers.</p> <p>The agreements by Max Employment for four positions under the work for the dole scheme have been signed and awaiting referrals by the agency for potential candidates to be interviewed. A workshop will be held in Albany 5 February for participating organisations to discuss the new scheme .</p> <p>GSIT has received some funds and has offered to undertake a free healthy computer program targeting women together with Relationship Australia's regular Monday meetings to be held at KP. Originally planned to start at the end of November and running for 4 sessions over 4 weeks. However, due to the short lead in time and the risk of low participation, it has been decided to defer this program until early 2016.</p> <p>The Great Southern Institute of Technology's 2 day weekly work ready training (Cert 1) which commenced in July at Kodja Place (Tuesdays) and at the Noongar Community Centre (Wednesdays) ended in September with only 3 students completing</p>	<p>July-November 2015</p> <p>December 2015/ February 2016</p> <p>February 2016</p> <p>July-September 2015</p>

	<p>the course. Unfortunately due to the low participation rate, GSIT is unlikely to support a similar work ready course in the near future unless we can guarantee higher participants.</p> <p>Zahra Shirazee has been mentoring Colin Clinch who has since developed message sticks for sale at Kodja Place as well as undertaken his first radio interview during the GS Wildflower Bloom Festival launch. Colin has become a regular attendee at Kodja Place is continuing to focus on building his confidence as well as develop his computer and work skills by volunteering in the visitor centre and Kodja Place. After discussion with Colin, we are working towards developing his skills in order to be a future mentor for other Noongar participants.</p> <p>Peggy Michael has also volunteered at KP assisting with the APT night bus and has offered to assist in the future. Have had brief discussion with Peggy about the potential to develop a catering business featuring bushfoods.</p> <p>Although not an active involvement, there is a noticeable increase in Noongar presence at KP mainly due the community and family coming in to meet with Jack and Colin.</p> <p>In addition, two non-indigenous community members seeking to increase their chance of employment commenced volunteering at the centre. Of the two, one is currently employed as a casual administrative officer and the second has moved to Mandurah and obtained employment although looking to pursue a career in tourism.</p>	<p>April – ongoing 2015</p> <p>December 2015</p>
Extensive Cost/Benefit Analysis between existing and potential uses	Business Plan developed.	Completed
Increase resource allocations such as IT upgrade in order to remain current and interactive	<p>Margaret Robertson and Manager of Corporate Services progressing same following extensive consultation with multi media experts and Museum WA contacts as needs analysis will impact on Financial Review and access to external funds in order to achieve desired outcomes.</p> <p>A major IT and telecommunication upgrades were implemented in December which has already seen a major reduction in time and workload for staff and volunteers who previously did not have easy access to scanning, photocopying or printing without</p>	<p>Ongoing with bi monthly updates provided to CEO/KPAC</p> <p>December 2015</p>

	<p>having to access the Shire offices.</p> <p>Still awaiting the outcome of external tourism grant funding which was originally due to be announced before Christmas but latest advice is that the announcement has been delayed.</p> <p>KP's grant application did include the IT upgrade but due to the delay, it was not feasible to await the outcome of the application. Should KP be successful, a request to modify the grant would need to be made.</p> <p>The EOI for inclusion in WAITOC's grant program was not successful based on the decision by WAITOC that KP is already in the international marketplace and their focus was on building new product. This does not exclude KP to participate in joint marketing activities undertaken by ASW who will be implementing the marketing component of the government funding.</p>	July 2015 -ongoing
Forward maintenance and capital works programs	Senior Management Team identifying and prioritising future program which forms part of Long Term Financial Plan for KPAC/Council consideration.	LTFP Workshop conducted 17 March 2015
Reinvigorate Marketing, Promotion, Events Management & Planning, accessioning, displays etc.	<p>During the transition and stocktake, it became apparent that all brochure stocks were very low and required urgent reprint in the new financial year. This may limit our ability to get the right marketing mix. However, priority should be given to ensure that staffing and promotional resources are in place to service and handle visitor needs and additional increase in visitor numbers.</p> <p>Have been continuing with strategic promotions and working cooperatively with local and key tourism and media organisations to ensure KP continues to have market exposure. KP to appear in ASW's 2016 Holiday Planner and Seniors 2016 WA Holiday Guide. KP will also feature in a Seniors 2016 calendar with print run of 62,000 copies distributed Australia-wide.</p> <p>Finally made contact with the web provider about accessing the Kojonup Visitor Centre website. The site is very out of date which provides an adverse message and image for the centre. Original plans was to temporarily take down the site with visitors redirected to the Kodja Place website. However, was advised that a new website (not live) had already been set up and just waiting to be populated with our information. A meeting to be arranged with Albany Business Centre who sponsored the</p>	<p>Ongoing</p> <p>Ongoing</p> <p>December 2015 – February 2016</p>

	<p>original site, the web provider, Hanna Robinson and Manager CDT to determine how to resolve the current situation to get our information back up to date.</p> <p>Margaret Robertson and team progressing accessioning/displays as part of IT/Multi Media upgrade.</p>	Ongoing
Training, skills development and succession planning	<p>Will form part of Workforce Planning undertaken by Council including requirements of volunteers.</p> <p>Undertaken as part of the Shire's Organisational Review, additional staff resources have been reallocated to TKPP.</p> <p>Food handling training has been arranged for volunteers and consignees as part of meeting compliance with catering and sale of local food products within KP retail shop.</p> <p>Hanna coordinating a workshop focusing on basic social media for businesses.</p> <p>An inhouse training program to upskill KP/KVC volunteers in computer skills will be developed. This has become important due to the new systems being implement at Kodja Place.</p>	<p>May 2015 – ongoing</p> <p>18 November 2015</p> <p>February/March 2016</p>
Clearly established processes, systems, procedures that eliminate duplication	<p>Forms part of Council's IT Upgrade, Risk, Compliance/Financial Review.</p> <p>Council IT Upgrade commenced 8 February 2015 and includes Depot, Springhaven and Kodja Place.</p> <p>Risk Assessment for Kodja Place was completed in June 2015.</p> <p>TKPP has the facility to process Transwa bookings online. Once volunteers are trained and confident with online processing will move away from manual ticketing.</p>	Ongoing
Effective governance	<p>Council, CEO, Manager CDT and Advisory Committee to engage with stakeholders including volunteers to ensure there is no misunderstanding of the need for change and how change will occur. Important to emphasise that change is an opportunity to improve not a threat!</p> <p>Information session for KTA Volunteers and Council members was held at Kodja place to explain the changeover from KTA to Shire and to provide the opportunity to answer any questions or concerns about the transitional process.</p>	<p>Ongoing</p> <p>20 May 2015</p>

	<p>New consignee agreements are being drafted and under the new arrangement should see current consignment stock reduced to around 10% of retail stock. This will not reduce locally produced product being available, which is still very much encouraged, however, KP will now order and purchase the product which in turn will help reduce the need for extensive and onerous manual record keeping and speed up the processing of accounts.</p> <p>A further meeting of KTA Executive with Shire President and CEO was held to discuss financial concerns.</p> <p>Meeting of KPCF Inc and Sub Committee formed to review Constitution /Rules of Association.</p>	Ongoing
Human Resource (HR) Management	<p>Although new volunteers have commenced this has been countered by the loss of a few older volunteers due to health, family and holiday commitments and the introduction of having at least 2 people (staff and/or volunteers) during opening hours. CDO and Manager CDT positions providing the shortfall in the visitor centre until additional staff are sourced and trained.</p> <p>Nina Hart has been employed on a casual basis to assist with administrative duties and the backlog of retail sales recording.</p> <p>Staffing the roster requirements were stretched during most of December and over the January holiday period with many volunteers going away for holidays or to spend time with family. Unfortunately this coincides with the peak tourist season which has meant the Manager, CDO and casual Administrative office filling in the shortfall. Due the lack of staff KP had to turn away group bookings from Adams Coachlines and Villa Carlotta.</p>	<p>October ongoing</p> <p>December 2015</p> <p>December ongoing</p>
Communication with Media	<p>Template is prepared by the CEO and Manager CDT then circulated to KPAC for feedback at the next meeting to ensure ethos/purpose/policies captured whenever The Kodja Place is mentioned.</p>	March 2016

Strategic Goal	Actions (how will the Goal be achieved)	Responsibility	Status
To enhance and improve the cultural experience for all visitors	<ul style="list-style-type: none"> <li>• Upgrade multimedia</li> <li>• Update and enhance selected display elements</li> <li>• Commence works on completing displays in Storyplace i.e. Workshop/Farm Office</li> <li>• Establish MOSAiC database to assist with content development</li> <li>• Develop Intranet site content – (Stage 1)</li> <li>• Improve signage out of town</li> </ul>	CEO, Kodj Gallery/Story Place Coordinator	Margaret Robertson progressing and providing updates at KPAC Meetings. Key progress includes: some multi-media upgrade is well advanced; curatorial audit final draft completed and awaiting endorsement. MOSAiC database has been purchased and work has commence to implement; draft intranet site map completed & awaiting feedback as part of curatorial audit; intranet content development has commenced, but much remains to be done; preliminary quote for intranet site build has been obtained.
Greater Noongar presence	<ul style="list-style-type: none"> <li>• Obtain funding for traineeships</li> <li>• Mentoring by internal/external parties</li> <li>• Engagement</li> <li>• Long term programs/employment</li> </ul>	CEO/KAC/MTKPP	<p>Rick and Craig have held discussions with Workplace/Employment Agencies regarding level of assistance available for Tourism and Hospitality Traineeships at The Kodja Place. Zahra and Craig progressing. Zahra has met with Max Employment in July who have offered additional resources under the work for the dole scheme. In November received the Agreements from Max Employment for 4 positions which are in the process of being signed. Zahra has elected to interview future participants to ensure suitability for TKPP.</p> <p>Shire President exploring cultural awareness and education opportunities within Kojonup sporting clubs etc. Minister Tuck Waldron supportive of concept. Workshop confirmed for 22 April 2015 at Sports Complex.</p> <p>CEO appointed Craig McVee “Noongar Cultural &amp; Education Officer” to recognise role distinction between Manager Works &amp; Services and to ensure Craig is allocated sufficient time to undertake new role without worry of Shire works program which can be coordinated by 2IC – Robert Balloch.</p> <p>Zahra continues to provide one on one mentoring to Colin Clinch with the aim that he will be able to mentor and guide others in the future.</p>

Management restructure	<ul style="list-style-type: none"> <li>• Form advisory Committee</li> <li>• Agreement on way forward</li> <li>• New agreements</li> <li>• Compliance</li> <li>• Engage Manager for business <ul style="list-style-type: none"> <li>○ Individuals</li> <li>○ Company</li> </ul> </li> </ul>	Council /CEO/ KPAC	Refer HR Management above.
Marketing of events	<ul style="list-style-type: none"> <li>• Upgrade IT including “What’s on” page updates within Kodja Place website</li> <li>• Smartphone app</li> <li>• Uniform signage/branding</li> <li>• Current marketing plan/strategy</li> <li>• Event planning and promotion</li> </ul>	Manager TKPP, ICT Coordinator, Community Services	<p>Margaret Robertson and her team coordinating update of ‘What’s on’ page, but more work required; may need Visitor Centre to co-ordinate Events section of ‘What’s On’. Fairly frequent submission of articles to Kojonup News. Smart Phone, Highway signage in conjunction with IT Upgrade and updates provided at KPAC Meetings.</p> <p>Council via Corporate Services progressing installation of a microwave radio network link to Kodja Place, Works Depot &amp; Springhaven with Council.</p>
Risk Management Plan	<ul style="list-style-type: none"> <li>• Identify risks <ul style="list-style-type: none"> <li>- Building maintenance/renewal</li> <li>- Staff/volunteers</li> </ul> </li> </ul>	Manager of Corporate Services + Senior Project Officer	<p>Fair Value Assessment of all Council Buildings recently undertaken by Griffin Consultants. Report to Council – May 2015.</p> <p>Structural Integrity Report on mud walls undertaken and awaiting advice.</p> <p>Risk Management Workshops and Assessment has been undertaken by Senior Project Officer with KPAC/Volunteers and a number of high risk areas have been identified to Council for priority remedial action.</p> <p>Undertaken a copyright workshop/training to update and develop procedures to ensure compliance – August 2015</p> <p>Food Handling Workshops arranged for volunteers and consignees to meet health and regulatory compliance – November 2015</p>

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Strategic Alliances/Partnerships	Partnering with other providers <ul style="list-style-type: none"><li>Aligning with local providers</li></ul>	CEO, Manager TKPP, Advisory Committee	Council has undertaken discussions with GSDC on possible funding avenues. Senior Management Team undertaking comprehensive Financial Analysis to ascertain (where possible) the extent of activities presently being undertaken, cost/benefit, compliance and sustainability.
Engage younger people	<ul style="list-style-type: none"><li>Youth Council, Facebook, high school, competition for community regarding what their areas are to improve</li></ul>	Manager TKPP + Community Services	On-going.

**RECOMMENDATION**

**That the CEO's update on Key Result Areas and the Strategic Plan Goals be received.**

COMMITTEE DECISION

/15 Moved , seconded

CARRIED/LOST /

**11.2 PROPOSED UPGRADE OF THE KODJA PLACE PRECINCT:**

**Margaret Robertson to report the following items:**

- (a) Briefing paper
- (b) Draft scope of work for the development of a Master Plan
- (c) Preliminary proposal from Brett Tompkins, Gibson Group (pending)
- (d) Recommendations regarding the Master Plan and Gibson Group

**11.2 (a) Briefing paper**

Margaret Robertson to present the following briefing paper.

**Kodja Place precinct upgrade: master planning to address diverse issues and opportunities**

This document is intended to brief the Advisory Committee on the status of discussions with the Gibson Group, in particular the proposed development of a master plan for the upgrade of The Kodja Place precinct. The recent Curatorial Audit largely focused on the storytelling and interpretive aspects of the precinct; the proposed master plan would address the Curatorial Audit recommendations and go wider to tackle issues like visitor flow (e.g. the disjuncture between the main foyer entrance and the cafe entrance/Rose Maze access); repurposing and/or provision of additional meeting/function/office space; enhancing the precinct's Albany Highway frontage; and further development of the precinct's exterior. The intent is to maximise the opportunity to increase revenue to the attraction in order to enable the sustainability and growth of The Kodja Place as a key international attraction and community hub.

**Preamble**

The November Advisory Committee meeting accepted Sue Graham-Taylor's final Curatorial Audit report, which included a key recommendation that a consultant be asked to 'advise on a clearly defined package of multi-media for use in The Kodja Place'. The Curatorial Audit showcased some of the work of New Zealand's Gibson Group (pp. 22-23), which has international standing in the development of multi-media and interactive visitor experiences. Sue witnessed the Gibson Group in action during the development of the National Anzac Centre in Albany and was greatly impressed.

At the November Advisory Committee meeting, Marg Robertson reported on communications with Brett Tompkins of the Gibson Group and the committee discussed the possibility of Gibson undertaking a broader role than just multi-media advice in relation to the upgrade of The Kodja Place visitor experience. The Committee gave its support for a conference call to be held between Kodja Place/Shire representatives and Gibson to clarify the scope of their experience, services Gibson could offer and pricing. The call took place on 10 December, involving Rick, Zahra, Craig, Heather (Sheppard) and Marg, along with Brett Tompkins and Allan Smith of Gibson and associate Jerry Hewitt, architect.

**Preliminary scope of work**

In preparation for the above call, Marg prepared a preliminary 'scope of work' to help clarify for the Gibson Group the range of issues and opportunities that might be addressed in a comprehensive plan to upgrade the precinct. The preliminary scope of work contained the following points:

1. **Prepare a concept design plan for The Kodja Place precinct that is focused on improving and revitalising the visitor experience and enhancing the facility as a community hub by addressing the following:**
  - a. Visitor flow across the precinct
  - b. Entrance location and parking
  - c. Enhancing the Albany Highway frontage of The Kodja Place
  - d. Enclosing the precinct to maximise visitor numbers and visitor expenditure
  - e. Structural changes, e.g. the foyer/visitor centre/cafe interface and a workshop space for local Noongar artists
  - f. Functionality of the courtyard and stage
  - g. Signage
  - h. Strengthening the existing interpretive stories, displays and features (see 2 below).
  
2. **In response to, but not limited by, the recommendations of the Curatorial Audit, work with The Kodja Place team to incorporate in a concept design plan an upgrade of the precinct's interpretive stories, displays and features. Draw on recommendations R2 to R26 (pp. 84-99), and specifically address recommendation R1 (p. 84):**
  - a. Advise on a clearly defined package of multi-media/digital applications (see R1.1)
  - b. Undertake a review of the education program and playful learning opportunities for children (see R1.2)
  - c. Address a range of problems and issues raised in the Curatorial Audit (see R1.3).

During the conference call, Gibson/Jerry explained that they could meet all the above requirements except the review of the education program, which would require specialist knowledge of the curriculum. Zahra explained that there is scope to develop this in collaboration with the WA Museum (Albany). During the call we raised other issues to be factored into the upgrade, including additional function/meeting/office/storage space, the Apex Park/RSL Hall area, and linkages to the Main Street Master Plan.

Jerry and Allan spoke of their experience of building tourist attractions from the ground up. They strongly recognised the importance of the business aspect of The Kodja Place and outlined their expertise and experience that will help us to meet this challenge, e.g. Jerry can contribute to the business case by modelling visitor data to explore different scenarios. Analysis of visitor data and feedback is clearly something they feel is important to the development of the Master Plan. They recommended we seek other specialists' assistance with the business case, e.g. to assist with the economic analysis. Jerry thought the Curatorial Audit was very well done, but it needs a business focus.

Gibson summarised the scope of work as developing an integrated precinct plan to build a business case that will attract funding. Phased development is likely due to the scope of the proposed upgrade.

Regarding the interpretive upgrade, Brett commented that the inclusion of 'many voices' works well for digital media and personal stories are a very important tool; the task is largely about linking the displays and supporting and improving the core concept. Jerry likes to create spaces that can be explored

and which involve an emotional journey; ‘telling a story through architecture is what Jerry has been developing all his life’ – making space or a platform for the story.

During the conference call it was agreed that Gibson Group would provide a roadmap and costings by the end of February.

#### **Order of magnitude costing**

Soon after the conference call (13 Dec), Gibson made contact again: they had assessed that \$70 000 to \$80 000 would be needed to prepare a Master Plan encompassing the tasks covered in our preliminary scope of work and conference call. The education review is outside the costing, although they would like to incorporate the findings. A site visit would be additional to the above figure. The Master Plan report, covering master concepts rather than detailed concepts, would include the following drawing sets and concept illustrations:

- Masterplan (site overview)
- Plans of individual architectural elements (cafe, courtyard, visitor centre, alterations etc)
- Axonometric (3D) of site showing massing of buildings
- Visitor flow diagram
- Visuals – say 4 x interior and 2 x exterior
- Gibson would then develop a digital visitor experience master plan that would include visual case studies of the type and scale of recommended display approaches

Rick and Craig addressed Council Briefing Session on 14 December and received a favourable response to the Gibson Group’s potential engagement: if dollar for dollar funding is available from the Great Southern Development Commission, then Council can proceed to engage Gibson, given their indicative costing is well below \$150 000 threshold for calling tenders and Council already has an allocation of \$40 000 in the 2015/16 budget.

#### **Clarification**

Marg sent a follow-up email to Gibson and received the following clarification from Brett (18 Dec):

- **goal:** the goal of the master plan is **to work towards a Business Plan/Case for funding purposes.** *“The master plan needs to concentrate on developing the core foundational requirements (concepts) to create an integrated visitor experience that makes operational and business sense. This includes the redevelopment of the exhibition space with consideration to the points raised in the curatorial report but it also needs to take into consideration all the other points raised by the team including operational practicalities, educational outcomes and business realities of how much are people prepared to pay and how many are going to come. From this we can then develop a cost estimate for the constituent elements and an implementation approach that can then be attached to an economic Business Case that has a high chance of being supported by funding bodies.”*
- **wider environs:** in terms of the extent to which the Master Plan would incorporate the Apex Park/RSL Hall area, as well as linkages to the Main Street Master Plan,

Gibson replied that *“A master plan will need to consider the wider context as well as the immediate locale of Kodja Place but we would not be going into master planning of architecture and experience design of other locales per se.”*

- **Curatorial Audit:** the Curatorial Audit recommendations, including the non-digital experiences, would be addressed as part of the master planning phase, however this would be at a high conceptual level
- **individual displays:** specific attention to individual displays will be done during the detailed implementation phase further down the line
- **children:** although Gibson cannot review the education program, they can address ‘playful learning opportunities for children’ (see Curatorial Audit recommendation 1.2, p. 84)
- **temperature control:** in terms of whether better temperature control in The Kodja Place building (especially summer heat in the Storyplace) fits within the scope of work, Brett replied *“Yes in principle: this is more for a specialised M&E Engineer (mechanical and electrical) to evaluate and specify responses to the problems ... In any event, Jerry can review the environmental issues as part of the masterplan, and recommend what may be implemented to resolve/mitigate problems but there might be a need for some 3<sup>rd</sup> party expertise from a WA consultant too.”*
- **visitor data:** Gibson were asked for further guidance about the type of visitor data that would assist with the master planning phase etc and Brett suggested:
  - Visitor segmentation: age groups, local, domestic, and international inbound split
  - Visitor numbers for comparable attractions in the locality (as many as possible)
  - Arrival profile: numbers per hour from opening through to closing
  - % visitation to café and garden compared to visitor centre
  - Local tourism forecast growth for 10 years out
  - Vox-pop questionnaire re likes/dislikes (more proactive than visitors’ book, but needs staff and questions need to be short and precise.
  - Rival attractions or venues which are in “competition” with Kodja Place
  - Survey of people who have not visited or will not visit. Do interviews of WA residents at Perth Malls, Probus and ask tourism operators who know the business and tourism products available. It is just as important to know why people don’t/won’t come and how that can be addressed in a master plan.

Two other issues have been flagged via email with Brett/Gibson:

- **interior and exterior lighting:** both to enhance the visitor experience and reduce the running costs of The Kodja Place (e.g. replacing the remaining halogen light fittings with LEDs).
- **rammed earth walls:** the structural and aesthetic condition of the walls.

In the most recent email exchange (8 January), Brett confirmed that the master plan report would include a review of the spaces across the precinct to look at (in my language) what's working, not working, what's missing and opportunities/potential (like a strengths and weaknesses analysis). This review would lead to identification of proposed changes, such as new build, adjustments to and repurposing of spaces etc.

**We have to remember that in the master planning phase this is all done at a very high (conceptual) level. This conceptual master plan will be backed up with good research and arguments to convince funders.**

Brett wrote on 8 January that the base phases for the master planning would be:

1. A site visit to The Kodja Place involving the following:
  - Vision Statement Position - Prioritisation and Q&A (with Project Team)
  - Familiarisation - Shire, Town, CBD/Parks, Precinct, Spaces
  - Asset Survey - Community, Collection, Commercial, Infrastructure (involves Stakeholder engagement)
  - Wrap up and confirmation of Vision Statement
2. Gibson Group desktop work:
  - Development of Reverse Brief - written statement of what needs to be achieved and in what order
  - Develop Draft Proposals with options for identified spaces/zones (could be presented in a second site visit, subject to funds)
  - Final Proposals accepted and developed into Master Plan document, including constituent requirements, development budget and project plan.

### **State of play**

- Rick has forwarded correspondence to Bruce Manning in preparation for a meeting with the Great Southern Development Commission about possible funding under the Community Chest which closes 1 March 2016
- Gibson Group is developing a preliminary proposal and costings for the Shire, which it may submit to the Advisory Committee meeting on 21 January
- Marg is liaising with Gibson over the revised scope of work and magnitude of cost; our request for further documentation of Gibson Group's experience and expertise to undertake the master planning for The Kodja Place; and our supply of further documentation to Gibson (e.g. the Main Street Master Plan & Renewal Strategy, KP Business Plan, and scans of the original KP architectural plans)
- KPAC has some important tasks to undertake, including a review of The Kodja Place Business Plan, as part of contributing to the master planning and the Business Case.

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**Additional background for new Advisory Committee members and attendees**

We were first introduced to the Gibson Group's work by James Dexter, Director Creative and Regional Development at the WA Museum, in 2014. James worked closely with Gibson during the development of the National Anzac Centre and developed high regard for their skill, professionalism and use of off-the-shelf technology, which was relatively inexpensive and simple to maintain/replace. Knowing that we needed help with a multi-media upgrade, James encouraged Brett to call into The Kodja Place on a return trip from Albany. Marg spoke with James in late November 2015 and he is hopeful that Gibson will be involved with future WA Museum projects. He said that Brett often mentions that Gibson can do much more than multi-media, but James has not seen that side of their work. Marg can report further on that call (documented in an email to Zahra, 27 Nov 2015) at the KPAC meeting, including the state of play regarding Australian companies. In the meantime, we have requested further documentation of Gibson's experience and expertise to plan a significant upgrade of The Kodja Place.

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**11.2 (b) Draft scope of work for the development of a Master Plan**

Margaret Robertson to speak to the draft scope of work.

The document below presents a draft scope-of-work for developing a concept-based Master Plan for the upgrade of The Kodja Place precinct. The draft is intended to be comprehensively discussed by the KP Advisory Committee and hopefully adopted, along with any amendments arising from the meeting. The final scope of work would be provided to the Gibson Group for developing a final proposal and costing.

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***Draft Scope of work: development of a Master Plan for the upgrade of The Kodja Place precinct*****1. Preamble**

The Kodja Place precinct is the product and achievement of an enormous community effort that began in the mid-1990s with the idea of creating something of lasting importance to mark the turning of the century and the Centenary of Federation in 2001 (<http://kodjaplace.com.au/story/how/>). Over the years of the precinct's conceptual development, the essence of The Kodja Place emerged through the collaboration of the local Noongar-Aboriginal and non-Aboriginal communities. What began as two centres - an Aboriginal Cultural Heritage Centre and a Historical Interpretive Centre (for local settler history) became one place with intertwining stories – 'One Story, Many Voices'. Similarly, the initial concept of a Regional Rose Garden evolved into an Australian Rose Maze with Three Women's Stories interwoven – Noongar, English and Italian.

It is with a strong, ongoing commitment to 'One Story, Many Voices' as the essence of The Kodja Place and a desire to build on the strengths, meet the challenges and embrace the opportunities of the facility that the Kodja Place Advisory Committee and the Shire Council seek to upgrade The Kodja Place precinct. The aim is not only to make The Kodja Place precinct a key tourism attraction and economic driver for Kojonup, but also a community hub and catalyst for:

- events, gatherings, meetings and workshops
- capturing, producing and presenting local cross-cultural stories
- documenting and storing local Noongar history.

## **2. Background**

It is 13 years since The Kodja Place's opening in September 2002. In subsequent years the Black Cockatoo Cafe, associated parking, and the courtyard stage were constructed, the Bush Pockets in the courtyard were planted, and work was undertaken to create a Bush Tucker Trail. Most other aspects of The Kodja Place precinct are largely unchanged.

The breakdown of multi-media technology in the Storyplace gallery over several years was a catalyst for the commissioning of a Curatorial Audit of the precinct's interpretive stories, displays and features, which was submitted by Sue Graham-Taylor in November 2015. Concurrent with the audit, repairs and some upgrades of the multi-media displays were undertaken.

In the wider environs, significant developments since 2002 include the opening of the Kojonup Tourist Railway and creation of the A. W. Potts Kokoda Track Memorial in Apex Park.

A Main Street Master Plan and a Kojonup Main Street Renewal Strategy (February 2015) have been undertaken for the Shire by Hames Sharley. In February 2016 the Shire will commence development planning of Apex Park and the RSL Hall precinct (and other nearby Council-owned buildings).

Helen Munt, Heritage and Interpretation Consultant, is progressing the future interpretation and direction for the Railway Station/Benn Parade precinct with the draft report envisaged to be completed by April 2016.

All this planning is highly relevant to The Kodja Place, which is located on the main street (Albany Highway), just across Broomehill Road from Apex Park – a highly popular stopping place for travellers, and across the highway from the Kojonup Tourist Railway.

## **3. Purpose of the Master Plan**

The Master Plan aims to point the way to how we revitalise and enrich the visitor experience, enhance the facility as a cross-cultural community hub and optimise its business potential.

The Master Plan will also serve the vital and practical purpose of being a key part of a Business Case for attracting funds to develop and implement detailed design plans.

## **4. Scope**

4.1. The Master Plan will relate to the full Kodja Place precinct, including:

- Main foyer
- Visitor Centre and shop
- Kodj Gallery (interpretive displays)
- Storyplace (interpretive displays)

- Rose Maze & Three Women’s Stories (a garden setting for interpretive stories and features)
  - Three Women’s Storylines (physical lines that start at the Albany Highway, cross the Kodj Gallery and courtyard, and continue out to the Rose Maze entrance)
  - Yoondi’s Mia Mia (the heart of Jack’s Indigenous Tours)
  - Bush Pockets (displays of local wildflower species in the courtyard)
  - Bush Tucker Trail (east of the Rose Maze)
  - Parking (for coaches/caravans, visitors, staff and volunteers)
  - Undeveloped or under-utilised spaces within the precinct boundary, such as to the north of the Visitor Centre (e.g. the open drain area) and in proximity to the Rose Maze.
- 4.2. The master planning phase will consider the Main Street Master Plan and Kojonup Main Street Renewal Strategy.
- 4.3. The Master Plan will foster links to other attractions, activities and services in Kojonup and the Shire, with particular regard to the attractions of Apex Park and the RSL Hall precinct, and the Kojonup Tourist Railway.

## **5. Works to be undertaken by the consultant**

Noting that the Master Plan will present master concepts rather than detailed concepts:

- 5.1. Further develop the core requirements for The Kodja Place to be an integrated, rich and rewarding visitor and cultural experience and a vibrant community hub in a way that makes operational and business sense.
- 5.2. These core requirements include:
- a. Redefining visitor flow across the precinct, including:
    - i. managing visitor access to the precinct, e.g. to enable levying of entry fees and event management
    - ii. re-establishing a main entrance, including addressing the disjuncture between the supposed main entrance to the foyer and the popular ‘back-door’ access to the cafe and Rose Maze
    - iii. strengthening the links and transitions between spaces to encourage visitors to experience all the attractions and services on offer at The Kodja Place precinct
  - b. Revising the precinct’s Albany Highway frontage so that it functions as a major drawcard for travellers year rounds, such as repurposing or removing the Information Bay beside the highway parking area, subject to TransWA (bus service) requirements.
  - c. Further to (b), planning for the major open drain to the north of the Visitor Centre to be covered and the area fully integrated with the precinct, e.g. in relation to traffic flow, parking and a pedestrian link between The Kodja Place

- and Alex Park (see the option presented in concept plan UD106 in the Main Street Master Plan).
- d. Upgrading the precinct's interpretive stories, displays and features in response to, but not limited by, the recommendations R1 to R26 of the Curatorial Audit (pp. 84-99)
  - e. Meeting the potential for additional attractions and features, such as digital applications, nature playground/structures (e.g. see Curatorial Audit R3.13, p.86), landscaping, night lighting, and a viewing platform (largely in relation to the Rose Maze)
  - f. Providing indoor and outdoor venues that will attract paying customers and community groups to host events/functions/meetings/workshops
  - g. Meeting the function and spatial requirements (e.g. size, layout and storage) of the Visitor Centre and shop and the Black Cockatoo Cafe
  - h. Providing adequate office space for staff and volunteers, and public workshop space for Noongar artists
  - i. Attending to visitor comfort, including temperature control and acoustic management in indoor spaces, and provision of shelter (shade, wind protection etc) in outdoor spaces
  - j. Making provision for marketing, directional and interpretive signage
  - k. Where possible, helping to overcome the problems associated with the rammed earth walls (a structural engineer report is available along with other briefings)
  - l. Developing links to other attractions, activities and services in Kojonup and the Shire, including the Spring and heritage buildings (e.g. the Military Barracks and Elverd Cottage), and the adjacent attractions of Apex Park and the RSL Hall Precinct, and the Kojonup Tourist Railway.
- 5.3. In developing the core requirements (4.1), consider the analysis of the strengths, weaknesses and opportunities of the precinct and its diverse spaces/elements that will be undertaken by the Kodja Place Advisory Committee with community input (see 8.3).
- 5.4. In developing the core requirements (4.1), also consider the human resources required to service visitor numbers/programs, utilising volunteer and paid staff, external consultants and mentors.
- 5.5. Analyse and report on visitor data to contribute to the economic analysis.
- 5.6. Develop a cost estimate of the Master Plan's elements and an implementation approach for inclusion in the Business Case. The implementation approach will include an outline of the steps in the upgrade of the interpretive stories, displays and features.

- 5.7. Prepare drawing sets and concept illustrations for the Master Plan report, including:
- Masterplan (site overview)
  - Plans of individual architectural elements (cafe, courtyard, visitor centre, alterations etc)
  - Axonometric (3D) of site showing massing of buildings
  - Visitor flow diagram
  - Visuals – say 4 x interior and 2 x exterior
  - A digital visitor experience master plan, including visual case studies of the type and scale of recommended display approaches.

## **6. Core master planning stages by consultant**

- 6.1. A site visit to The Kodja Place involving the following:

- Vision Statement Position - Prioritisation and Q&A (with Project Team)
- Familiarisation - Shire, Town, CBD/Parks, Precinct, Spaces
- Asset Survey - Community, Collection, Commercial, Infrastructure (involves Stakeholder engagement)
- Wrap up and confirmation of Vision Statement

- 6.2. Desktop work:

- Development of Reverse Brief - written statement of what needs to be achieved and in what order
- Develop Draft Proposals with options for identified spaces/zones (this could be presented in a second site visit, subject to funds)
- Final Proposals accepted and developed into a Master Plan document, including requirements of each element, development budget and project plan.

## **7. Out of scope**

A review of the education program at The Kodja Place, as recommended in the Curatorial Audit (R1.2, p.84), is outside this consultancy. However, the consultant will aim to include the findings of a separate education review in the Master Plan. The other component of R1.2 concerning “playful learning opportunities for children” is within the terms of this consultancy.

## **8. Support to be provided by the Shire of Kojonup**

- 8.1. Provide further background information about The Kodja Place precinct, including
- the origin, context and significance of existing spaces and features
  - governance, financial and human resource information .

The Shire will meet other reasonable requests for information during the course of the project.

- 8.2. Provide agreed (pending) visitor data.

- 8.3. Prepare a draft Vision in advance of the consultant's site visit that draws on the existing statement in The Kodja Place Business Plan and Section 4.1 in the Curatorial Audit (p. 16).
- 8.4. Consult with the Kodja Place Advisory Committee, the Kojonup community and other stakeholders about the strengths, weaknesses and opportunities of The Kodja Place precinct and its elements, and compile the responses for consideration by the consultant.

## **9. Role of the Kodja Place Advisory Committee**

The Kodja Place Advisory Committee is a formal committee of the Shire of Kojonup, constituted under the Local Government Act. Members of the Advisory Committee are:

- Kojonup Aboriginal Corporation – Craig McVee - Delegate
- Kodja Place Community Fund Inc – Will Harvey – Delegate
- Kojonup Community Growth Association (formerly Kojonup Tourist Association) Ian Malane - Delegate Jill House – Proxy
- Kojonup Tourist Railway – Ned Radford - Delegate
- Community - Barbara Hobbs and Wendy Thorn - Delegates
- Rose Maze – Cathy Wright – Delegate
- Storyplace/Kodj Gallery – Margaret Robertson – Delegate
- Council – Shire President and Councillor Sexton are Delegates
- Council Officers – CEO and Manager Community Development & Tourism

The Advisory Committee's terms of reference (2014) are to advise the Shire Council on the following requirements of The Kodja Place:

- Prioritisation of capital works within the Shire of Kojonup budget allocation
- Consider the current purpose and future planning of the precinct
- The requirements of individual stakeholders within the precinct
- Improve stakeholder communication
- Identification of opportunities and improvements to current operations
- Methods to integrate all aspects of the precinct into one seamless customer experience and a singular attraction.

## **10. Operating principles for the consultancy**

- 10.1. Uphold the ethos of The Kodja Place as a combined Noongar and Wadjela (non-Aboriginal) facility that is part of the fabric of the local community and the result of the community's hard-work and goodwill.
- 10.2. Be cognisant of the importance of (a) the work of community volunteers in maintaining the precinct's attractions and services, and (b) Jack's Indigenous Tours at The Kodja Place, as well as the potential for growth and change in the conduct of guided tours.

- 10.3. Be aware of the Kodja Place Advisory Committee's commitment to developing an intranet site (or equivalent) for kids' activities and a story bank, including photo galleries, short story collections, audio and video productions, Q&A sheets), with the approach to be worked out as part of the digital visitor experience master plan.
- 10.4. Strive to maximise energy efficiency and conservation across The Kodja Place precinct, including the use of passive solar design principles.
- 10.5. Respond promptly to emails and other communications.

## **11. Design principles for the consultancy**

- 11.1. The shape of the traditional Noongar kobj, the stone axe, is the basis of the original design of The Kodja Place building (follow the link to the speech by the Chairperson of the Advisory Committee <http://kodjaplace.com.au/story/more-of-the-story/> ). Any proposed structural changes will need to be consistent with this design feature.
- 11.2. Early in the development of The Kodja Place, the then Advisory Committee adopted the view expressed by the Chairperson of the Kojonup Aboriginal Corporation: there are no straight lines in nature - could this be reflected in the design of The Kodja Place.
- 11.3. A colour palette, style guide and graphic design guide (for the Kodja Gallery/Storyplace) were developed for The Kodja Place.
- 11.4. The Shire of Kojonup branding/logo has recently changed, and The Kodja Place logo is to be redesigned (incorporating former logo guidelines as agreed by the Advisory Committee in November 2015)
- 11.5. The interpretive displays in the Kobj Gallery and Storyplace were conceived as 'an ongoing community managed project with local content, sitting in a professionally designed framework'. It is our wish for this conception to continue and for the design assessment criteria for the Kobj Gallery and Storyplace to be considered (see Curatorial Audit, p.44).

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### **11.2 (c) Preliminary proposal from Brett Tompkins, Gibson Group (pending)**

Margaret Robertson to table and speak to the proposal received from the Gibson Group.

### **11.2 (d) Recommendations regarding the Master Plan and Gibson Group**

Margaret Robertson to speak to the following recommendations:

#### Master Plan

**The Advisory Committee advises Council of its support for the development of a Master Plan for the upgrade of The Kodja Place precinct with the aim of revitalising and enriching the visitor experience, enhancing the facility as a cross-cultural community hub and optimising its business potential.**

Gibson Group

**Subject to the Advisory Committee's review of the Gibson Group's final proposal and costings (pending), the Committee advises Council of its support for the Gibson Group's engagement to develop the precinct Master Plan.**

Project Management

**The Advisory Committee advises Council of the need for the master planning project to include the engagement of a locally-based project manager to oversee the upgrade and provide an on-ground liaison point for the Gibson Group.**

**11.3 MOSAiC DATABASE UPDATE**

**Barbara Hobbs to speak to the following report:**

**Report of Mosaic Data Collection – The Kodja Place –Story place- Barbara Hobbs  
21<sup>st</sup> January 2016**

Over the last three months I have been setting up all the criteria involved with making the Mosaic Data base work for the unique needs of The Kodja Place. At the end of the report I will run through a typical example of what the volunteer is likely to do for a typical photo entry into Mosaic.

A review of the Financials have revealed two budget increases. One is related to the buying of the equipment for the project and the other in the planned workshop.

**Hardware budget**

The budget for the computer and external drives was extended when it was decided to have a laptop and a desktop – more than a standard laptop so that on-site editing of films could also be carried out on that computer if required. Also an on-site server was added which was not part of the original plan but was deemed essential by Shire staff and Pre-emptive Strike. These extras increased my budget of \$2500 to \$5087.50 – an **increase of \$2587.50**.

**Workshop plans**

There is a plan to conduct a one day workshop with staff from IS technology – the creators of the data base, hopefully on 3<sup>rd</sup> May this year. By then, we hope to have encouraged 10 people to participate in the workshop so that they will be able to be set to work accessioning the photos to begin with, and perhaps other items later. Already we have three people keen to participate from the Historical Society, however they will wish to concentrate on the Mosaic system at the Old Post Office. Margaret and Wendy from The Kodja Place will also come but we will need a concerted effort to promote the project in the next three to four months of other volunteers to participate. Financially this workshop will cost us an **increase of \$697.80** due to the team wishing to stay two nights and also New Year increases in costs. Added to that will be costs for catering on the day.

**External access to Mosaic**

To be able to sell the workshop and to get people to volunteer to assist in the accessioning process, the Team has always included the desire for people to be able to access the program from their home so that those who are out of town or restricted with children at home or other needs can participate without necessarily coming to The Kodja Place. It is for this reason we bought the Networking version of the software. There has been some

concerns from the Shire staff as to the security of Shire business, so I have suggested that they speak to Rew from IS Technology to get his opinion and advice in this matter. It is vital that this is resolved as soon as possible if we are to proceed with advertising the Workshop. Another reason for being able to have external access to the Mosaic site is for key stakeholders, such as Margaret and Wendy to be able to plan, work on data and search material from their home offices. Also at times I may wish to work from home, especially if the small meeting room is rented out for the day.

I present these issues to the Advisory Committee for discussion.

Barbara Hobbs

#### **11.4 CURATORIAL AUDIT RECOMMENDATIONS**

Margaret Robertson to invite Committee discussion of the following recommendations in the final Curatorial Audit:

##### Yoondi's Mia Mia (Recommendation R3.10, p. 86)

*“Upkeep of Yoondi's Mia Mia, weeding, maintenance of the mia mias, and provision of firewood needs to be a subject for discussion by the Advisory Committee. Perhaps a support group to work with existing stakeholders to help maintain and therefore maximise visitor enjoyment of courtyard attractions is needed*

##### Bush pockets (Recommendation 3.11, p.86)

*“The bush pockets are an important addition to the courtyard and ongoing assistance to care for them is a topic the Advisory Committee should discuss.*

##### Bush Tucker Trail (Recommendations R3.14 and R3.15, p. 86)

*“The Kodja Place Advisory Committee and stakeholders need to discuss the future of the Bush Tucker Trail and whether it is feasible to resurrect and complete the trail in the foreseeable future. It might be better to establish a bush tucker focus alongside Yoondi's Mia Mia and linking that to other aspects of The Kodja Place including the Rose Maze and the Bush Pockets.*

*“Discussion of the future of the Bush Tucker Trail could also canvass an alternative idea of building on community landcare work in 2000 (when the area was planted with local species) by planting other local shrub and tree species and interpretive signage. This would link to the Landscapes and Landcare display in the Storyplace and highlight the botanical richness of Kojonup.*

**12**     **ITEMS**

**12.1**   **CHAIRMAN - KAC UPDATE**

Craig McVee to provide update on KAC activities.

**12.2**   **MANAGER – THE KODJA PLACE PRECINCT UPDATE**

Zahra Shirazee to give an update on The Kodja Place Precinct.

**CEO UPDATE**

Rick Mitchell-Collins to give a general update.

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

Nil

**14**     **NEW BUSINESS ((of an urgent nature, introduced by a decision of the meeting)).**

**15**     **NEXT MEETING**

Thursday, 25 February 2016 in Reception Room commencing at 7.00pm

**16**     **CLOSURE**

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

**17**     **ATTACHMENTS (SEPARATE)**